

FY2026.Q1

Financial Results Briefing Materials

May 20, 2026

SpiderPlus & Co.

Note : This document has been translated from the Japanese original (May 14,2026) *1 for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

*1 : The Japanese original (May 14, 2026)

<https://contents.xj-storage.jp/xcontents/AS81382/bf8fbe74/0ce8/4a7e/a5a1/40aad6d66029/140120260513528922.pdf>

DX in construction industry

Construction

Technology

Issues in the Construction Industry

Expansion of Construction Investment*1

FY2025

68 trillion
yen



FY2035

84 trillion
yen

National
Resilience

Urban
Redevelopment

Infrastructure
Development

Need to **secure construction capacity**
to meet expanding demand

Shortage of Workers*2

Number of Workers
Required in 2035

3.9 million
people



Forecast of Number of
Workers in 2035

2.6 million
people

Shortage of **1.3** million people

Aging society with
fewer children

Overtime work limit
regulation

Transfer of
technical skills

Urgent need to **improve productivity**
for the worsening labor shortage

*1, 2: Excerpted from "Long-Term Vision for the Construction Industry 2.0, Part II, Chapter 1: Outlook for the Construction Market and Workforce in 2035" by the Japan Federation of Construction Contractors. Construction investment shows the nominal values from the source document. The number of the workforce shortage indicates the number of skilled construction workers (only information on skilled workers is provided, as the source document states that "it is difficult to grasp the surplus or shortage of dispatched engineers in 2035").

Expanding businesses that **transform on-site business processes**

Three approaches to challenges in the construction industry

Externalization
of non-core operations
BPO

Standardization
of business processes
Software

Optimization
of digital technology
Customize & Consulting

Automation
AI

S+BPO

Outsourcing services for specialized site operations

SPIDER+ Workspace

Integrated site management software suites that aggregate industry expertise

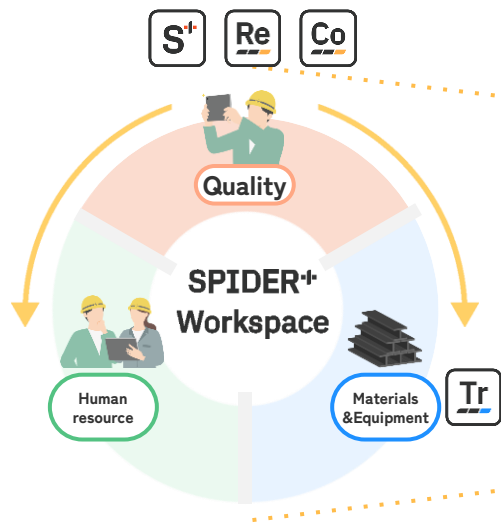
Professional Service

Customization & consulting to meet the specific needs of individual companies

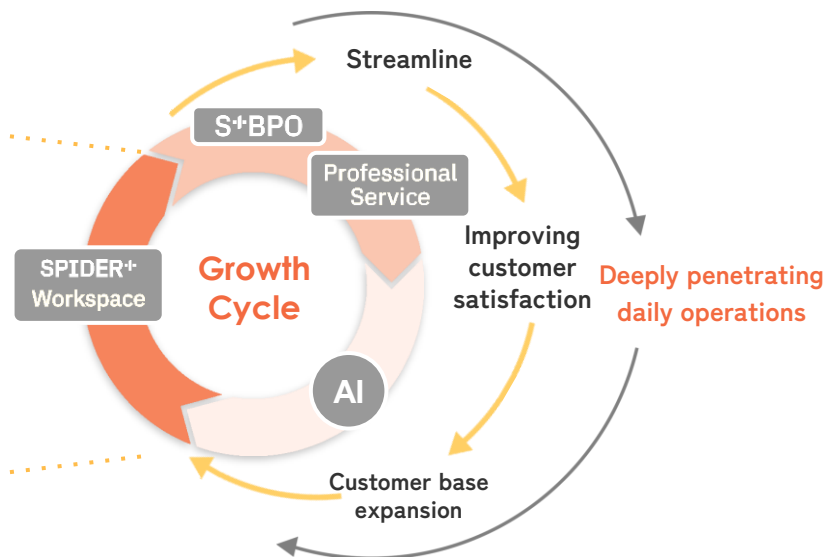
Growth Strategy of SpiderPlus & Co.

Become a "site infrastructure" by continuously penetrating deeply into business processes

Build a suite of integrated management software for sites, **consolidating industry expertise.**



Create a circular growth cycle by combining "Human" and "Technology"



FY2026.Q1

FY2026.Q1 Financial Results Overview

FY2026.Q1 Highlights

Quarterly Net Sales / Operating profit

1,268 million yen / **5** million yen

- Progress of Net Sales vs. forecasted results is 22%, consistent with previous years.
- Profitable from Q1, improving profitability toward the end of the fiscal year.

ARR (YoY Growth)

5,033 million yen (+9%)

- The slowdown in ARR growth due to the strategy update since the second half of FY2025 is expected to bottom out in Q1.
- Q1 ARR landed within the target range.

Business

- Daiwabo Information System Co., Ltd., a large enterprise IT distributor, has started handling SPIDERPLUS, strengthening the sales network.
- Launched a new service, S+Trace, a materials and equipment information management system for construction sites.

Management

- Completed capital reduction procedures to ensure agility and flexibility in capital policy.
- Appointed a new outside director to strengthen the management structure.

Net Sales are progressing as planned.

Operating profit turned positive for the quarter, improving profitability toward full-year profitability.

Unit: Millions of yen	FY2025.Q1	FY2026.Q1	YoY	YoY Growth
Net Sales	1,165	1,268	+102	+8.8%
Stock Net Sales	1,152	1,249	+96	+8.4%
Spot Net Sales	13	19	+6	+47.0%
Gross profit	835	939	+104	+12.5%
Gross profit margin	71.7%	74.1%	+2.4pt	-
Operating profit	-10	5	+15	-
Operating profit margin	-0.9%	0.4%	+1.3pt	-
EBITDA*1	30	54	+23	+75.6%

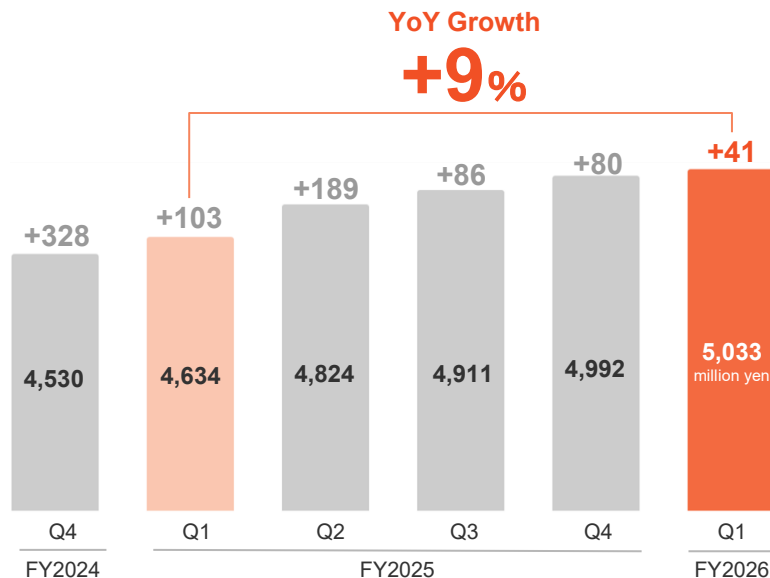
FY2026 Performance Forecast	Progress rate
5,900	21.5%
-	-
-	-
-	-
-	-
50	10.2%
0.8%	-

*1: EBITDA is calculated as operating profit plus depreciation and amortization.

Continuing sales activities based on the strategy updated in the previous period.
 Net ARR growth is expected to bottom out in Q1 as planned.

KPI

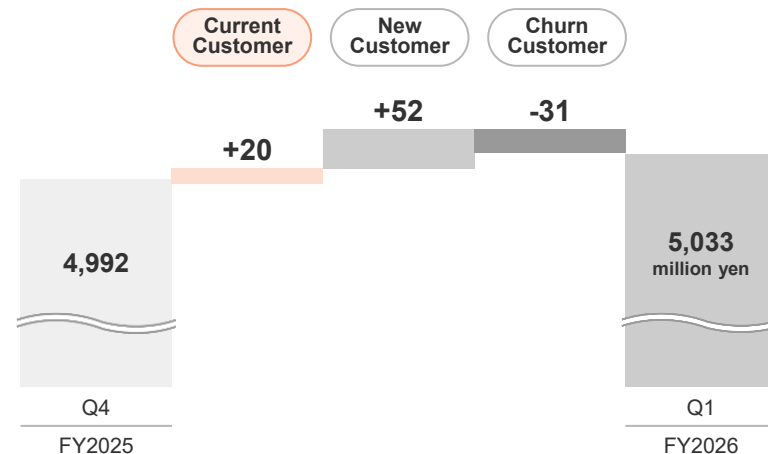
ARR trends*1



Analysis

ARR Bridge*2

Plan to expand net ARR growth from existing customers from Q2 onwards.



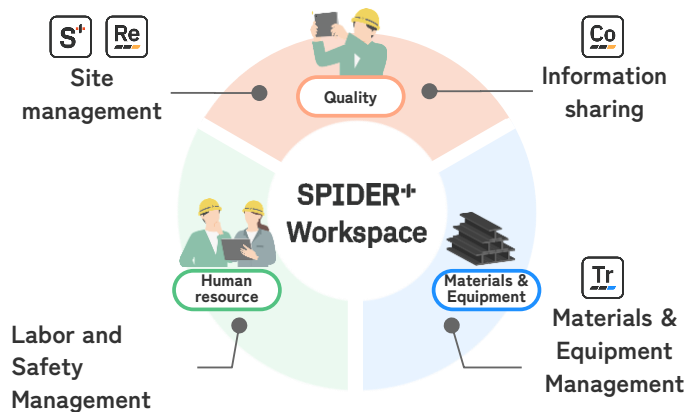
*1: ARR is calculated by multiplying the monthly MRR of the end of each quarter (the total amount of monthly usage fees that do not include temporary revenue at the end of the month of the target month) by 12 (annualized).

*2: New customers refer to customers who newly introduced SPIDER+ during this disclosed quarter, existing customers refer to customers who continued from the end of the previous quarter to the end of this disclosed quarter, and cancelled customers refer to customers who made full churns during this disclosed quarter.

Changed the sales strategy along with the announcement of a product roadmap incorporating customer requests.

Workspace Concept^{*1}

Evolve from a site management tool to an integrated platform that solves site issues



Sales strategy

Promote transitioning to package plans centered on new features and services based on the Workspace Concept



*1: Sequential launch of the integrated platform "SPIDERPLUS Workspace" starting from the end of 2025 (Disclosed on July 8, 2025)

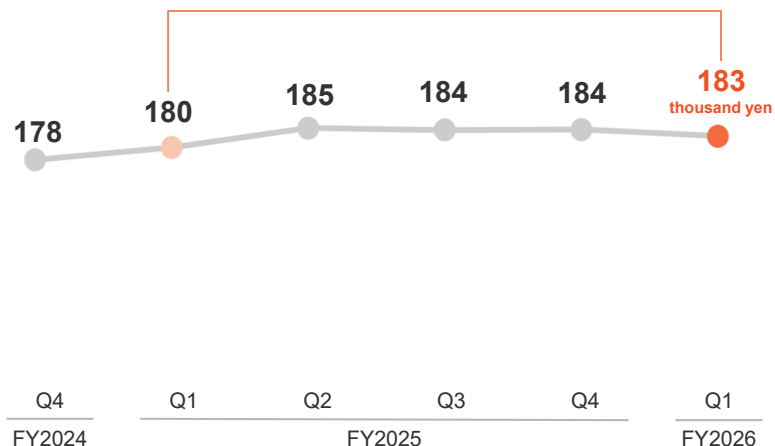
Q1 ARPA growth was generally at the planned level.

Acceleration of ARPA growth due to switching existing customers to package plans is targeted from Q2.

KPI

ARPA * 1

YoY Growth
+1%



Analysis Status of initiatives to accelerate ARPA growth

1. Switching existing users' contracts to package plans

- Accumulation of negotiations proceeding since the end of the previous fiscal year is on track. Focus on closing the accumulated negotiations from Q2 onwards.

2. Creating negotiations by enhancing the added value of services

- Continuously launched new services, S+Collabo, S+Report, and S+Trace, since FY2025 Q4. Continue the development and launch of new services and features from Q2 onwards.

*1: ARPA is calculated by dividing the ARR at the end of each quarter by the number of contracted companies at the end of the same quarter.

*2: Calculated from 11,829 package plan IDs as of the end of March 2026 + 78,183 IDs as of the end of March 2026.

Contracted Company

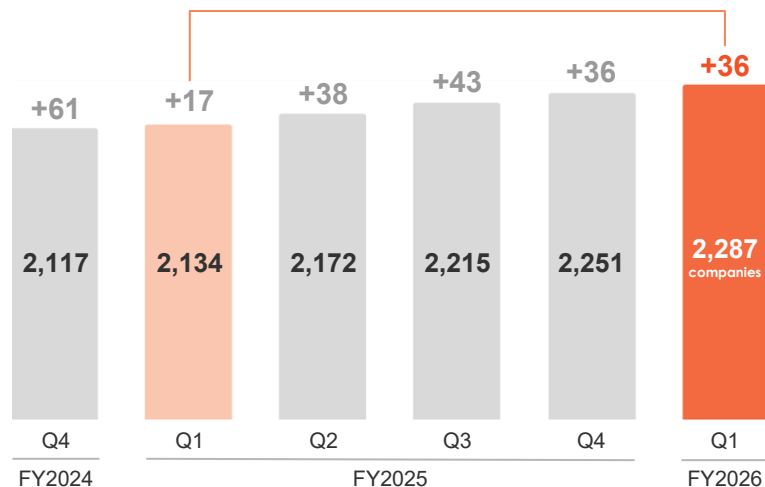
Both the number of new contracted companies and churned companies are progressing at the planned level.

KPI

Contracted Company

YoY Growth

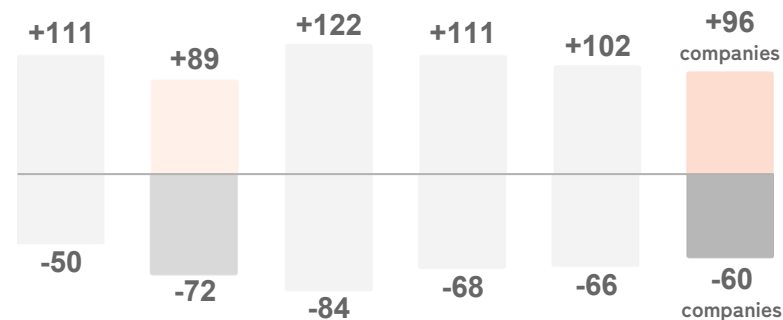
+7%



Analysis

Number of New and Churned Customers

New contracted companies



Number of churned companies



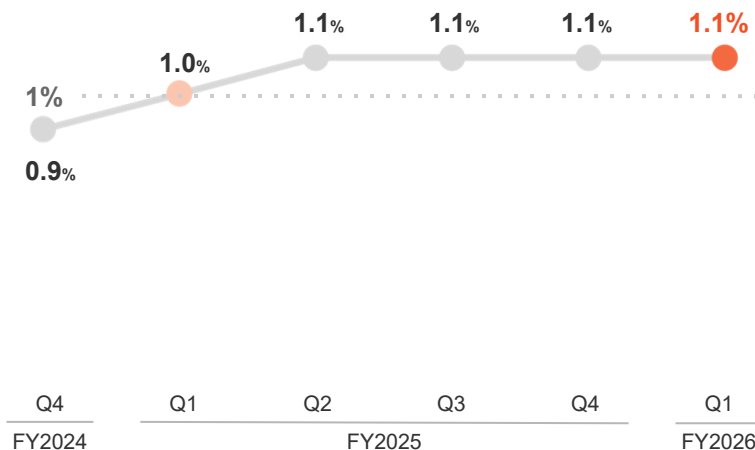
Churn rate

Work on reducing the churn rate by strengthening onboarding measures

KPI

Company-based churn rate*1

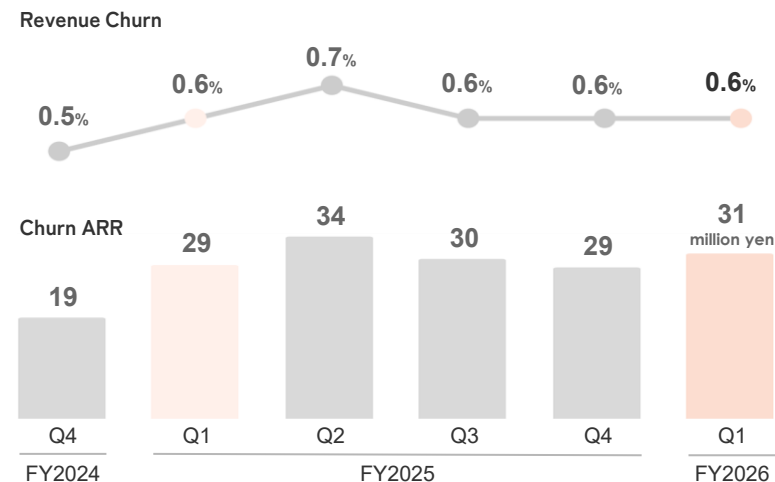
Churned companies are mainly SMBs with a short period since introduction



Analysis

Revenue-based churn rate*2

The impact on ARR from churned companies is limited



*1 : The corporate churn rate is the average monthly churn rate for the most recent 12 months.

*2 : The churn ARR is the total ARR of companies that canceled their contracts in each quarter, and the revenue churn is calculated as "total ARR of companies that canceled their contracts in each quarter divided by ARR at the end of the previous quarter.

	FY2024.Q1	FY2024.Q2	FY2024.Q3	FY2024.Q4	FY2025.Q1	FY2025.Q2	FY2025.Q3	FY2025.Q4	FY2026.Q1
ARR (Unit: Millions of yen)	3,691	3,963	4,202	4,530	4,634	4,824	4,911	4,992	5,033
Large Enterprise	2,570	2,740	2,858	3,006	3,034	3,155	3,176	3,198	3,205
SMB	1,120	1,222	1,343	1,524	1,599	1,669	1,735	1,793	1,827
Contracted Companies (Unit: Companies)	1,901	1,985	2,056	2,117	2,134	2,172	2,215	2,251	2,287
Large Enterprise	373	383	381	386	387	386	385	391	383
SMB	1,528	1,602	1,675	1,731	1,747	1,786	1,830	1,860	1,904
ARPA (Unit: Thousands of yen)	161	166	170	178	180	185	184	184	183
Large Enterprise	574	596	625	649	653	681	687	681	697
SMB	61	63	68	73	76	77	79	80	79
ARPU (Unit: Yen)	4,437	4,600	4,740	4,997	5,109	5,242	5,252	5,305	5,364
Large Enterprise	4,124	4,258	4,342	4,469	4,519	4,628	4,606	4,629	4,675
SMB	5,371	5,605	5,887	6,515	6,790	6,996	7,065	7,170	7,236
IDs (Unit: IDs)	69,321	71,809	73,885	75,555	75,591	76,694	77,923	78,412	78,183
Large Enterprise	51,931	53,630	54,865	56,059	55,957	56,811	57,459	57,565	57,134
SMB	17,390	18,179	19,020	19,496	19,634	19,883	20,464	20,847	21,049

*1 : Large enterprises and SMBs are classified based on our customer management standards, such as having 300 or more employees. The classification of large enterprises and SMBs was revised in FY2025.Q1, and figures for FY2024 and earlier have been recalculated based on the new classification.

Unit : Millions of yen (rounding down to the nearest unit)	FY2025.Q4 (consolidation)	FY2026.Q1 (consolidation)
Cash and deposits	2,477	2,355
Other current assets	779	748
Current assets	3,257	3,103
Software	373	332
Software in progress	52	133
Other fixed assets	480	473
Fixed assets	905	940
Total assets	4,162	4,043
Borrowings	836	796
Other liabilities	663	579
Total liabilities	1,500	1,375
Total net assets	2,662	2,668
<i>Equity ratio</i>	64.0%	66.0%

Cash and deposits

- Decrease due to payment of corporate taxes, etc. and repayment of borrowings, etc.

Software/Software in progress

- Increase in software in progress due to investment in the development of new features and services and improvement of the technology foundation

Borrowings

- Balance of credit lines such as overdrafts is 950 million yen (as of March 31, 2026)

Net assets

- Established a stable financial base with an equity ratio of 66.0%

Consolidated Statements of profit and loss

Unit : Millions of yen (rounding down to the nearest unit)	FY2025.Q4 Accounting period (consolidation)	FY2026.Q1 Accounting period (consolidation)	QoQ	FY2025.Q1 Cumulative period (consolidation)	FY2026.Q1 Cumulative period (consolidation)	YoY
Net sales	1,297	1,268	-2.3%	1,165	1,268	+8.8%
Stock Net Sales	1,243	1,249	+0.5%	1,152	1,249	+8.4%
Spot Net Sales	54	19	-64.9%	13	19	+47.0%
Gross profit	977	939	-3.9%	835	939	+12.5%
Gross profit margin	75.3%	74.1%	-1.2pt	71.7%	74.1%	+2.4pt
SG&A expenses	930	934	+0.5%	845	934	+10.5%
SG&A expenses ratio	71.7%	73.7%	+2.0pt	72.6%	73.7%	+1.1pt
Operating profit	47	5	-	-10	5	-
Operating profit margin	3.7%	0.4%	-3.3pt	-0.9%	0.4%	+1.3pt
Ordinary profit	45	5	-	-11	5	-
Profit before income taxes	44	5	-	-11	5	-
Net income	75	1	-	-14	1	-

Net Sales

- Increase in stock Net Sales drove the growth in Net Sales
- Decrease in spot Net Sales is due to the progress of received orders

Gross Profit Margin

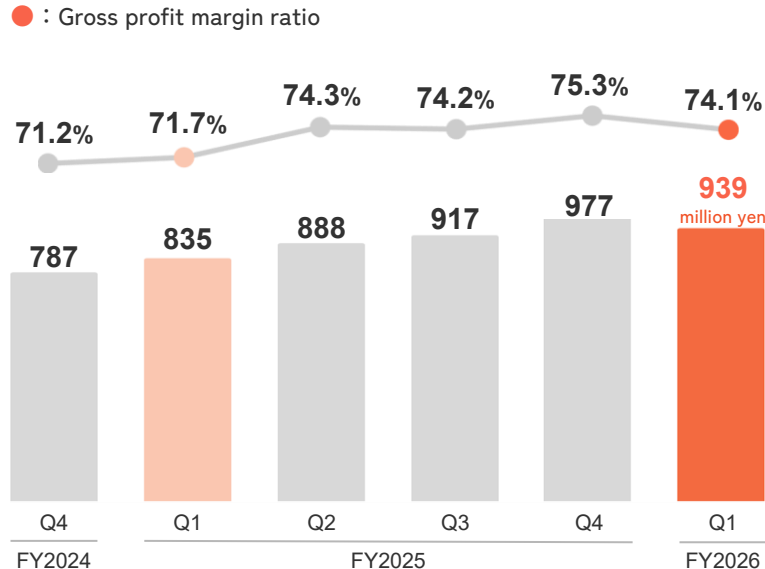
- Decreased 3.9% QoQ, mainly due to the decrease in spot Net Sales compared to the previous quarter (FY2025 Q4)

SG&A expenses

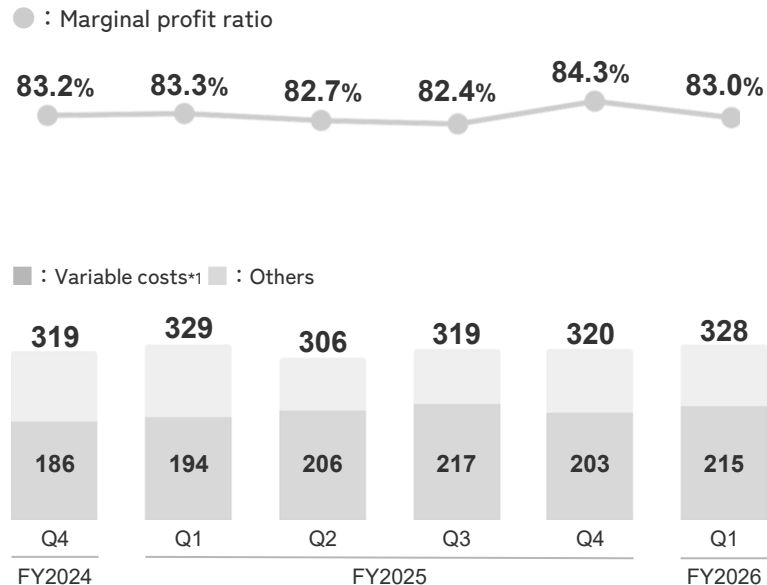
- +0.5% QoQ, implementing operational efficiency utilizing AI and cost control in parallel while investing in human resources

**Progressed as planned for FY2026 (Gross profit margin of 73% and above).
The decrease in gross profit QoQ is due to spot Net Sales.**

Trends in Gross Profit



Analysis Composition of Cost of Sales*1

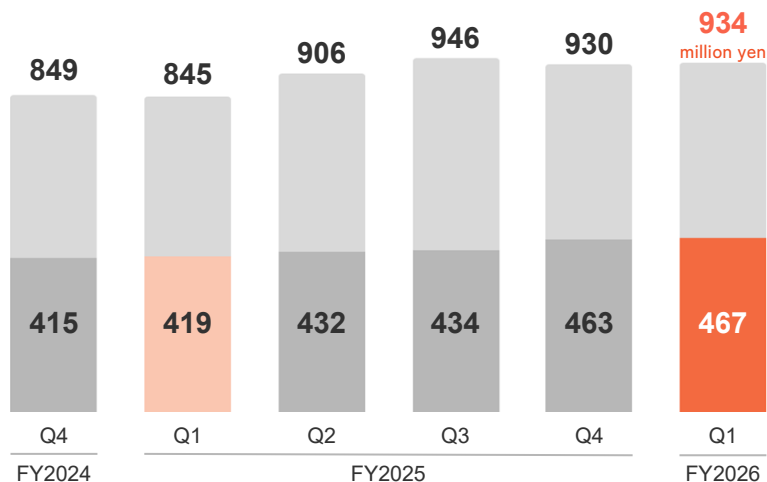


*1: Variable costs are calculated as "Communication expenses + Payment fees"

SG&A expenses for FY2026 are planned to be within the range of 1.0 to 1.1 billion yen per quarter. In Q1, implemented investment control and cost optimization while monitoring business progress.

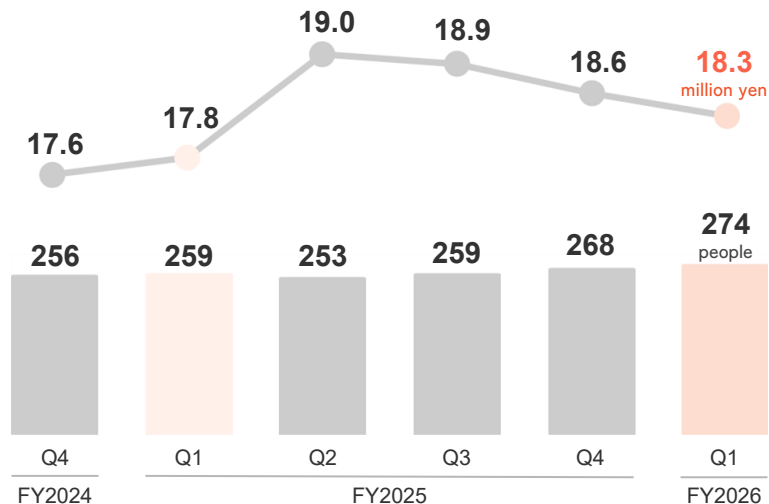
SG&A expenses

■ : Personnel expenses ■ : Others



Analysis Status of investment in human resources (Changes in full-time employees)

● : ARR per employee



Unit: Millions of yen	FY2024.Q1	FY2024.Q2	FY2024.Q3	FY2024.Q4	FY2025.Q1	FY2025.Q2	FY2025.Q3	FY2025.Q4	FY2026.Q1
Cost of sales	319	334	329	319	329	306	319	320	328
Variable costs	145	161	176	186	194	206	217	203	215
Depreciation	30	30	30	30	30	30	30	34	37
Others	143	142	122	102	104	69	72	82	74
SG&A expenses	755	848	834	849	845	906	946	930	934
Personnel expenses	291	345	394	415	419	432	434	463	467
Outsourcing and temporary staffing expenses	108	111	75	67	77	114	120	83	107
Sales commissions	66	71	77	82	85	89	94	95	98
Rent	63	63	62	65	65	65	64	65	65
Depreciation	9	9	9	8	8	8	8	9	9
Advertising expenses	7	7	16	15	6	5	22	17	3
Others	209	238	198	195	182	191	202	194	182

FY2026.Q1 Business topics (1)

Daiwabo Information System, the largest IT specialized trading company, starts handling SPIDER+ *1



Background and purpose

- The largest IT specialized trading company in Japan, providing IT-related products to end users nationwide through approximately 19,000 domestic sales partners.
- Strengthen the service provision system for construction companies nationwide through a strong nationwide sales network.

Corporate Overview

Company Name : Daiwabo Information System Co., Ltd.

Business Description : Sales of PCs, peripheral devices, and software

Headquarters Location :

Osaka : Nakanoshima Festival Tower West, 3-2-4 Nakanoshima, Kita-ku, Osaka-shi, Osaka

Tokyo : Sumitomo Fudosan Tokyo Mita Garden Tower 11F, 3-5-19 Mita, Minato-ku, Tokyo

*1: Daiwabo Information System, the largest IT specialized trading company, starts handling "SPIDER+" (Disclosed on March 2, 2026). The information provided is as of the date of the announcement.

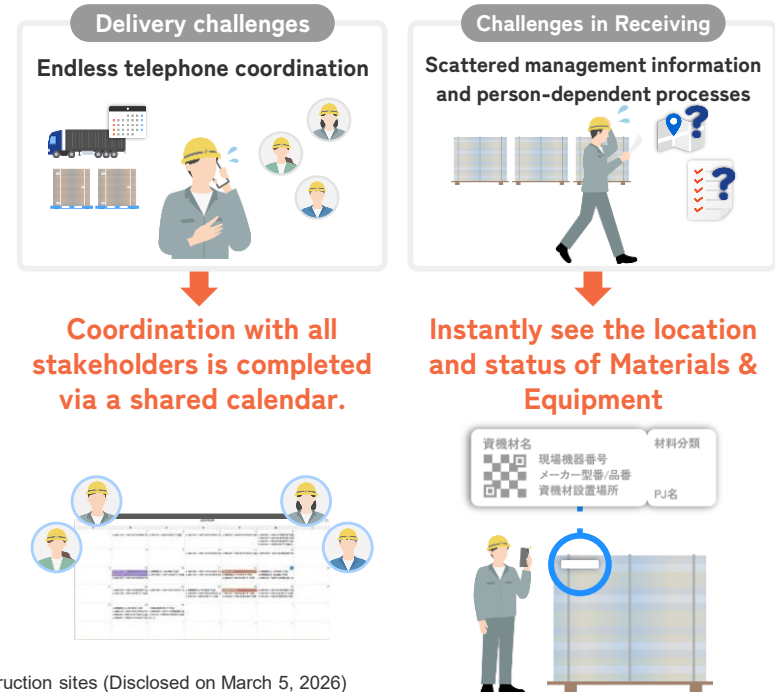
Launched S+Trace, a materials and equipment information management system based on the know-how of large enterprises in the industry, to streamline the ordering and management of materials and equipment at construction sites.

Centralized management system for Materials & Equipment information utilizing Cloud and RFID

S+Trace



- Developed based on the supervision by Takasago Thermal Engineering Co., Ltd., a large enterprise in Equipment work, and their extensive operational results in materials and equipment information management
- Shares distribution data of materials and equipment among general contractors, subcontractors, and suppliers, contributing to streamlining logistics across the entire industry
- S+Trace is developed as a platform independent from SPIDER+



*1: SpiderPlus & Co. starts providing "S+Trace", a materials and equipment information management system for construction sites (Disclosed on March 5, 2026)

Secure agility and flexibility in capital policy, and strengthen governance by appointing a new outside director

Regarding the capital reduction procedure *1 and shareholder return policy

Aim to secure agility and flexibility in capital policy

No change in net assets due to this matter

Shareholder return policy based on this matter

Regarding shareholder returns, our policy is to agilely implement shareholder return measures, comprehensively considering factors such as stock price levels and capital efficiency, after securing funds necessary for business investments essential for future growth and maintaining financial soundness.

Regarding the new outside director *2



Outside Director
Hitoshi Kawahara

Major career

- IBM Japan, Ltd. (Managing Executive Officer, General Manager of Software Business)
- Berlitz Corporation (Executive Vice President and Director)
- Salesforce.com Co., Ltd. (Currently: Salesforce Japan, Vice President and Head of Enterprise Sales, President and COO)
- Deloitte Tohmatsum Consulting LLC (Vice President, Chairman of the Management Committee)

Reason for appointment

To utilize his deep insights and extensive practical experience in IT technology, business promotion, and corporate management cultivated over many years at large IT enterprises, etc., for the execution of our business and sales strategies and the strengthening of corporate governance, and to contribute to the expansion of the supervisory functions of the Board of Directors.

*1: Notice Regarding Reduction in the amount of share capital and legal capital surplus, and transfer of other capital surplus (Disclosed on February 12, 2026)

*2: Notice Regarding Nomination of Candidates for Directors and Substitute Audit & Supervisory Board Member (Disclosed on February 26, 2026)

Business plan & Growth potential materials



1. Market Environment
2. Business Overview
3. Competitive Advantage
4. Strategy / Business Plan

https://spiderplus.co.jp/growth_potential2026_en

Disclosed on March 31, 2026

Notice of IR Seminar

Individual Investor Summit @Akasaka, Tokyo

Saturday, June 20, 2026, 16:30-

<https://www.irtv-kojintoushika-event.com/2026-6>



Scheduled to speak

Executive Vice President and Director

Masato Suzuki



Mission

Making work more enjoyable and inspiring greater enthusiasm

Vision

On-site infrastructure that makes work more enjoyable for site workers

The "infrastructure" we aim for is a new digital foundation at the site of creation, which is taken for granted just like electricity and water.

Our site infrastructure creates a world where anyone can easily use various digital tools without stress, allowing everyone working at the site to immerse themselves in "creation."

We will realize a future site where people and technology are integrated, and will continue to support the "creation" site that has supported, and will continue to support, social infrastructure.



Reference Materials: Business Overview



Business expansion

Providing services through both **software and solutions** to solve all customer issues.

Software Business

SPIDER+ Workspace

Cloud services aiming to be the infrastructure for daily operations at the site

SPIDER+

Site management

S+Report

Digital form function

S+Collabo

Information sharing

S+BIM

BIM viewer

S+Trace

Materials & Equipment
Management

Solution Business

S+BPO

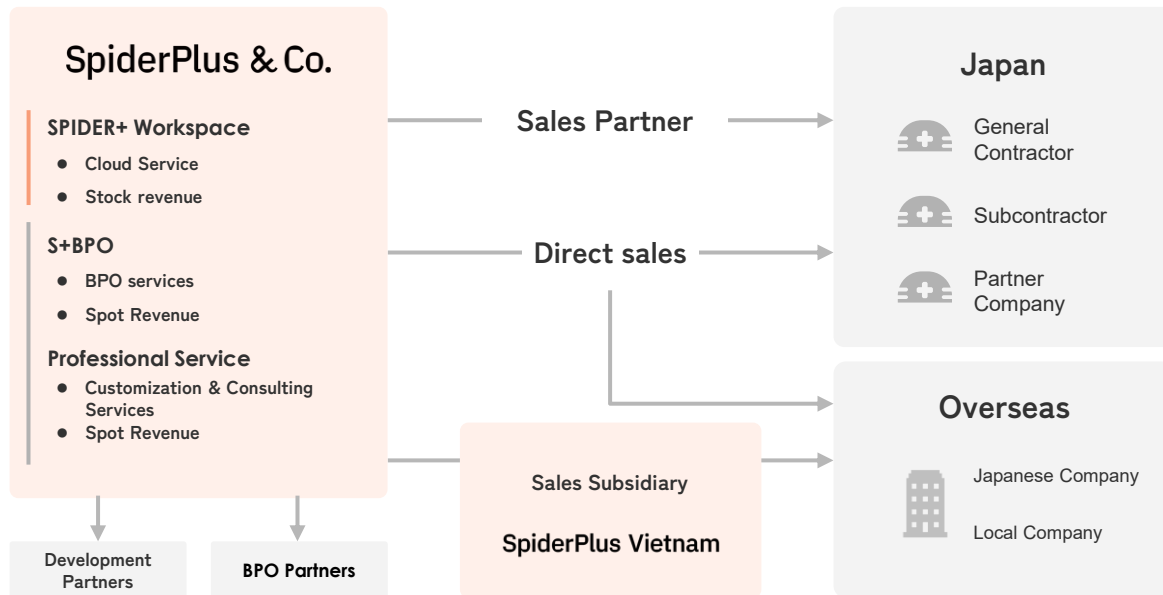
BPO services that handle non-core tasks specific to the site, such as preparations for using SPIDERPLUS and document organization.

Professional Service

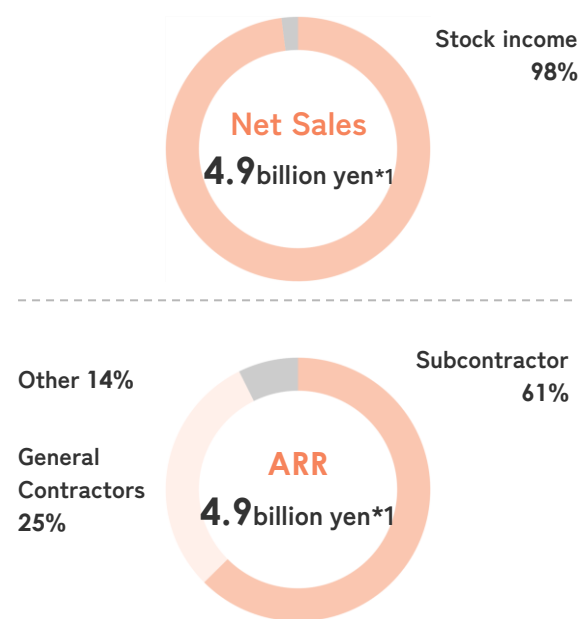
Customization & Consulting Services that provide integration between SPIDERPLUS and core systems, as well as new function development to meet individual company needs.

Mainly targeting general and specialized contractors working on large-scale projects, such as buildings.
The core business is subscription-based software (cloud) services.

Business Process Diagram

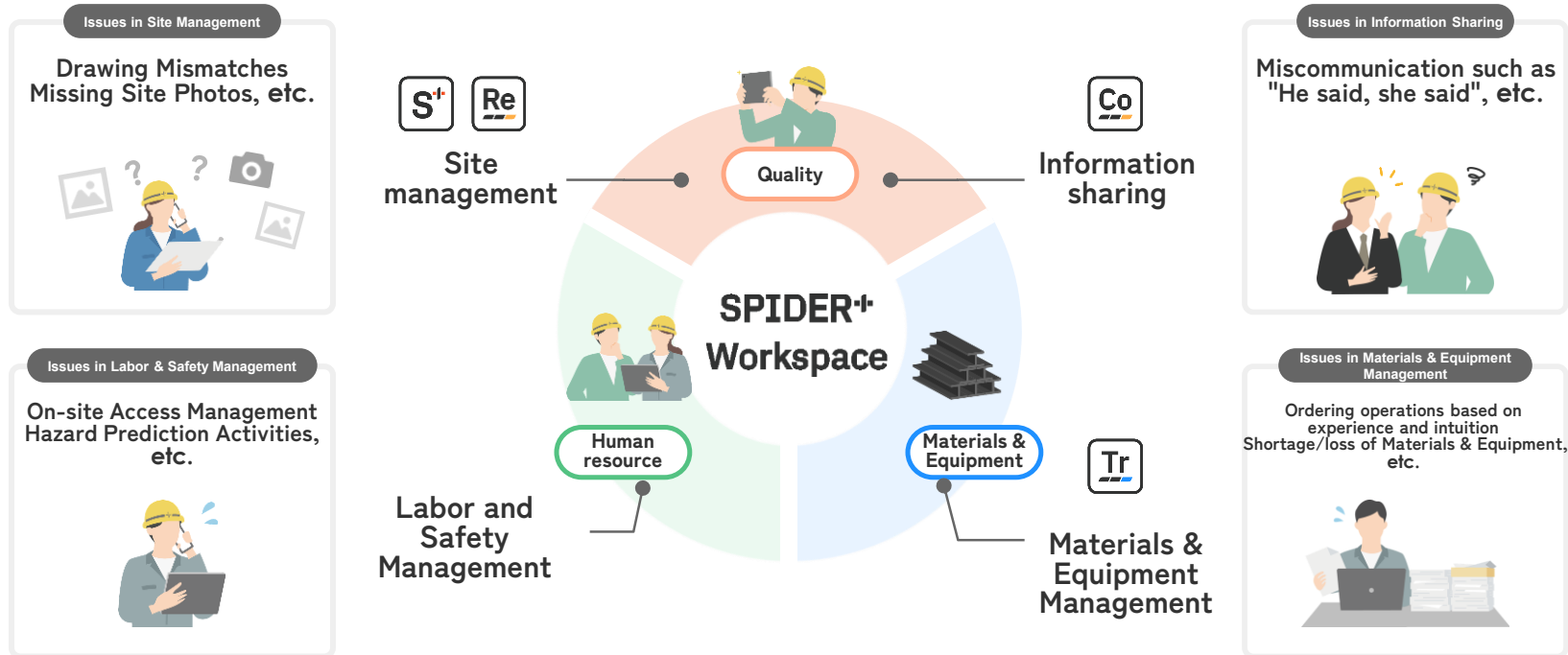


Net Sales and ARR Composition



*1 : ARR is the results at the end of FY2025. ARR is calculated by multiplying the monthly MRR (the sum of monthly usage fees, excluding one-time revenue, at the end of the month in the target month) by 12 (annualized)

Integrated on-site platform that solves issues related to "Human resource," "Quality," and "Materials & Equipment" at the site.



SPIDER+

Drawing-based site management service
that integrates site information

Centralizing various site information on
drawing data

Construction
photos

Work memos

Inspection
record

Drawing data

Work
instructions

Corrective
records

Report

S+Report

Launched in
November 2025

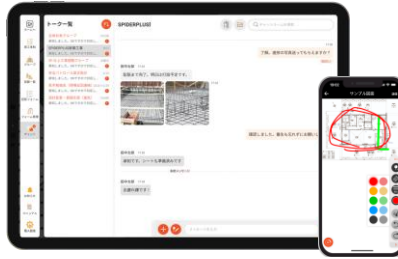


Going paperless with all paper forms on-site

- Digitalizing paper forms and spreadsheets while maintaining their original appearance
- Reduce time for transcribing inspection results and making reports by integrating with inspection equipment

S+Collabo

Launched in
November 2025



Digitalizing site communication

- Centralize information sharing between site supervisors and Partner Companies
- Streamline daily operations unique to construction sites, such as Hazard Prediction Activities and daily report submission

S+Trace

Launched in
January 2026



Digitalizing delivery, placement, and progress of Materials & Equipment

- Using RFID tags to visualize the status of Materials & Equipment ordering and delivery schedules
- Share arrangement information with stakeholders to reduce communication costs at the site



Reference Materials: Competitive Advantage

Competitive Advantage

Become an irreplaceable DX infrastructure for construction sites through our unique "industry expertise and site understanding" x "customer base" x "problem-solving capability."

1

Industry expertise and site understanding cultivated over more than 20 years



Thermal insulation business

SPIDER+



1997

2011

2

Customer and user base that exerts network effects



3

Service lineup capable of solving all issues



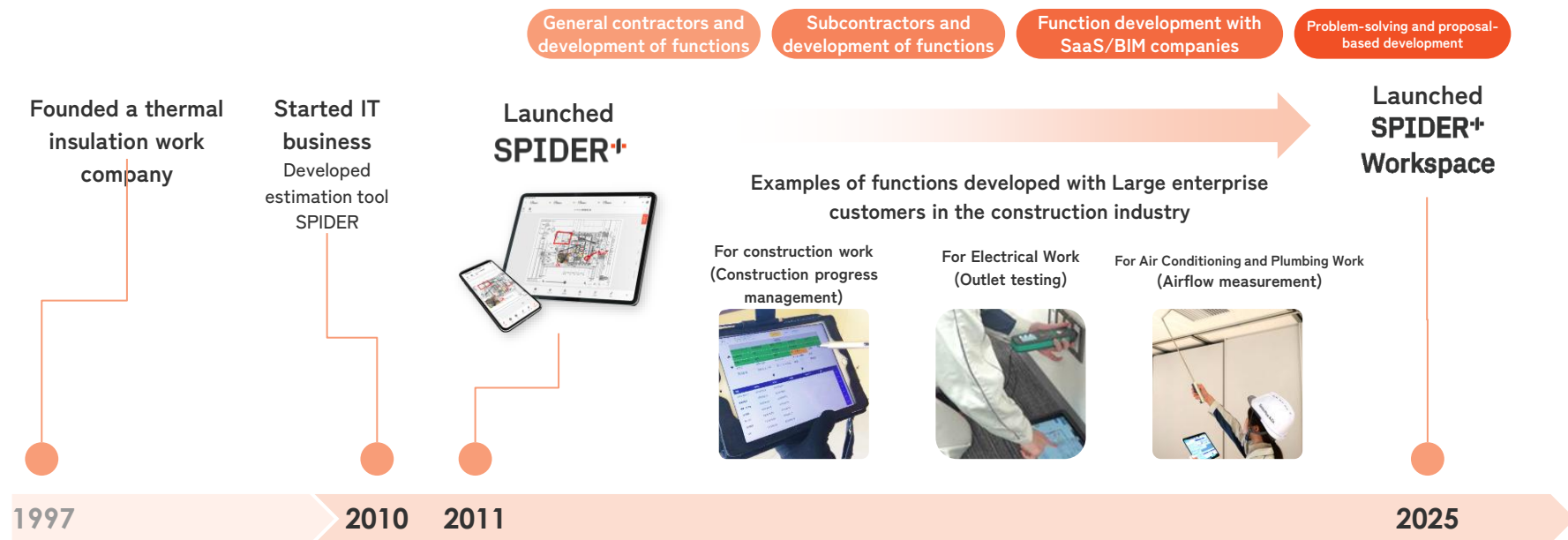
Software

BPO Service

Professional Service

Competitive Advantage (1) Industry expertise and site understanding

Over 20 years since our founding, our experience and expertise gained from continuously addressing industry and site issues are the source of our service development capabilities that directly meet customer issues.



Competitive Advantage (2) Customer and user base

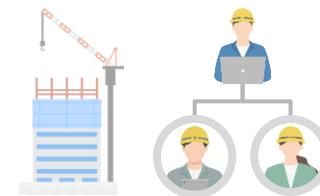
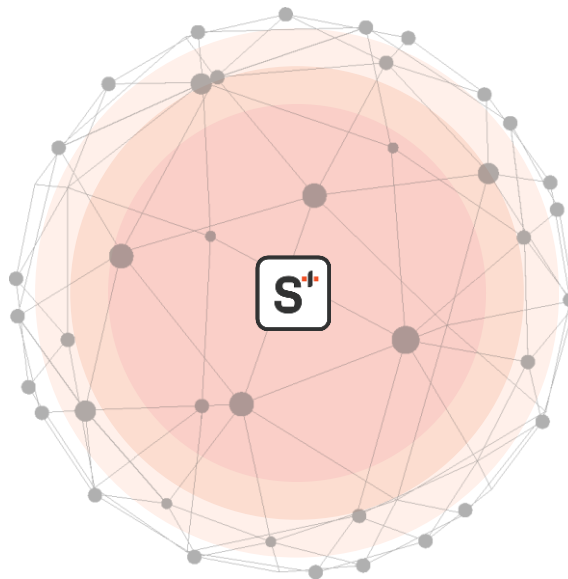
Generate **a network effect unique to the construction industry and sites** from the customer base of large enterprises such as general contractors and subcontractors.



Within the industry

- In the construction industry, Large enterprises organize "Partner Company associations."
- In Partner Company associations, the Large enterprise that forms the core of the organization has strong influence.

Expanding market share within Partner Company associations through Company-wide introduction by Large enterprises.



Within the site

- Multiple general contractors, subcontractors, and Partner Companies work on a construction site.
- Collaboration between companies is essential for the progress of construction work.

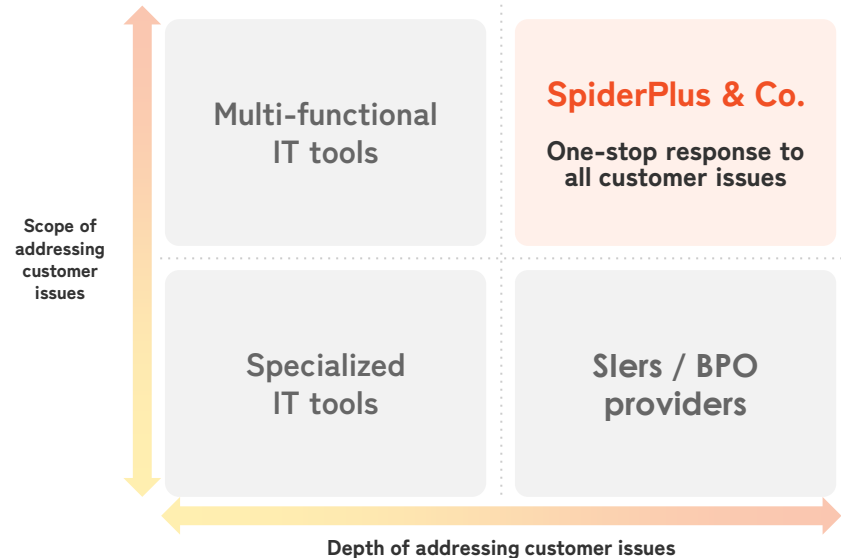
Information sharing and instruction reporting between companies are completed within SPIDER+ Workspace.

Covering all site issues with a unique lineup of "Software x Solutions," deeply penetrating daily operations.

Approach to industry issues

<p>Localized at the company and site unit levels</p> <p>Standardizing daily operations</p>	<p>SPIDER+ Workspace</p> <p>Characterized by a wide range of applicable industries and operations, and a group of highly specialized functions.</p>
<p>Burdensome preparation and other operations</p> <p>Externalization of non-core operations</p>	<p>S+BPO</p> <p>Characterized by its ability to handle highly specialized site operations.</p>
<p>Achieving further productivity improvements</p> <p>Advanced digital utilization</p>	<p>Professional Service</p> <p>Characterized by the ability to achieve more advanced site DX in combination with SPIDERPLUS.</p>

Positioning Map



This material contains forward-looking statements. These forward-looking statements are based on information as of the date hereof. These statements are not guarantees of future results or performance. Such forward-looking statements involve known and unknown risks and uncertainties that may cause actual future results and financial condition to differ materially from any future results and results expressed or implied by the forward-looking statements.

Factors that could cause results to differ materially from those discussed in these statements include, but are not limited to, changes in domestic and international economic conditions and trends in the industries in which we operate.

In addition, information regarding matters and organizations other than ours is based on publicly available information, and we have not verified the accuracy or appropriateness of such publicly available information and there can be no assurance.

This document has been prepared solely for the purpose of providing information. This material is not intended to solicit the sale or purchase of securities in Japan, the United States or other territories.

In the future, the 'Business Plan and Growth Potential Matters' will be disclosed by the end of March each year.