Japaniace

Financial Results Presentation Material
for the Third Quarter of the Fiscal Year Ending November 30, 2025

Japaniace Co., Ltd. (Securities Code: 9558)

October 6, 2025

Contents

01

Performance Highlight

Performance Summary

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Net sales and profits increased year on year due to ongoing strong demand for IT-related projects in on-site development support.

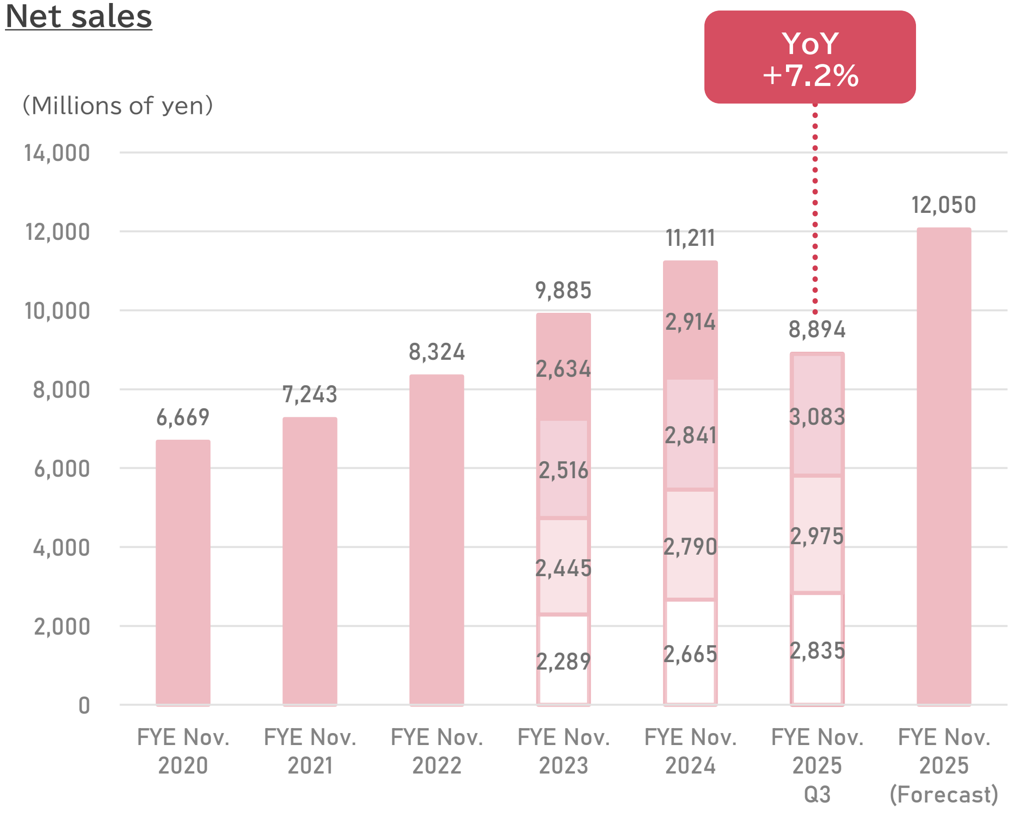
(Millions of yen)

	FYE Nov. 30, 2024 Q3	FYE Nov. 30, 2025 Q3	Year-on-year change		FYE Nov. 30, 2025 Forecast	Progress
			Change	%		%
Net sales	8,297	8,894	597	+7.2%	12,050	73.8%
Gross profit	2,056	2,237	181	+8.8%	3,170	70.6%
Operating profit	547	633	86	+15.8%	1,040	61.0%
Ordinary profit	607	715	107	+17.7%	1,130	63.3%
Net profit	396	469	72	+18.3%	800	58.7%

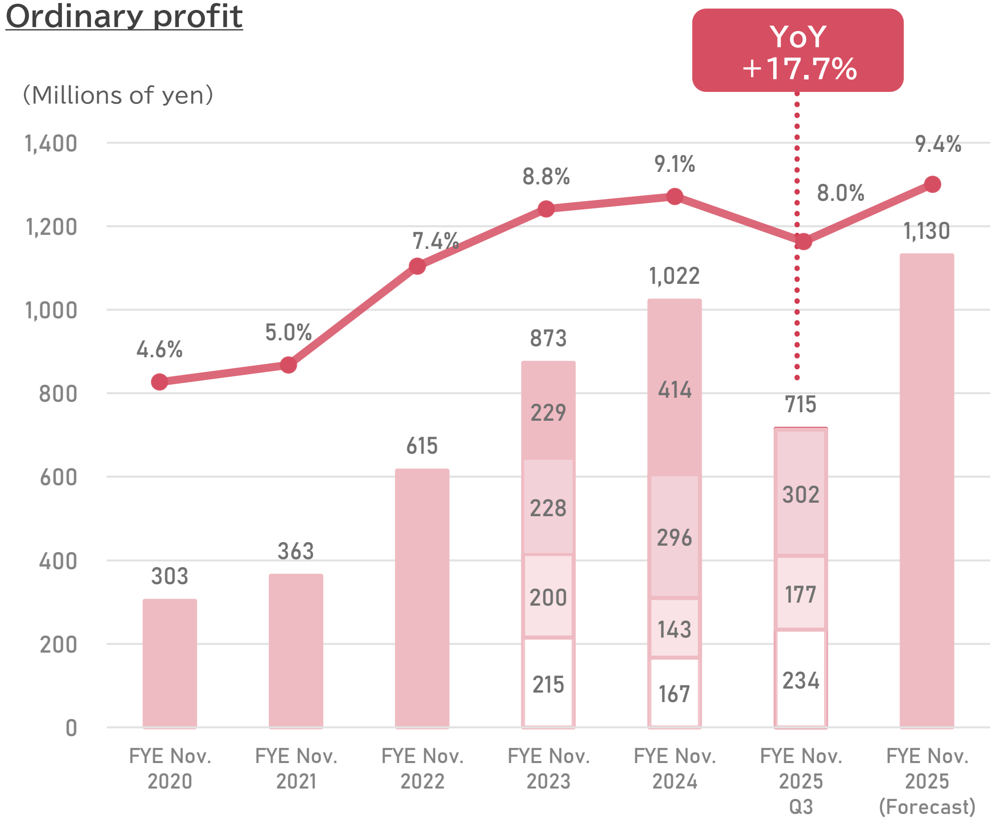
Net sales increased 7.2% year on year, with all key management indicators exceeding the previous fiscal year's levels, and ordinary profit grew 17.7% year on year.

Financial Highlights

Net sales



Ordinary profit



Analysis of Changes in Ordinary Profit

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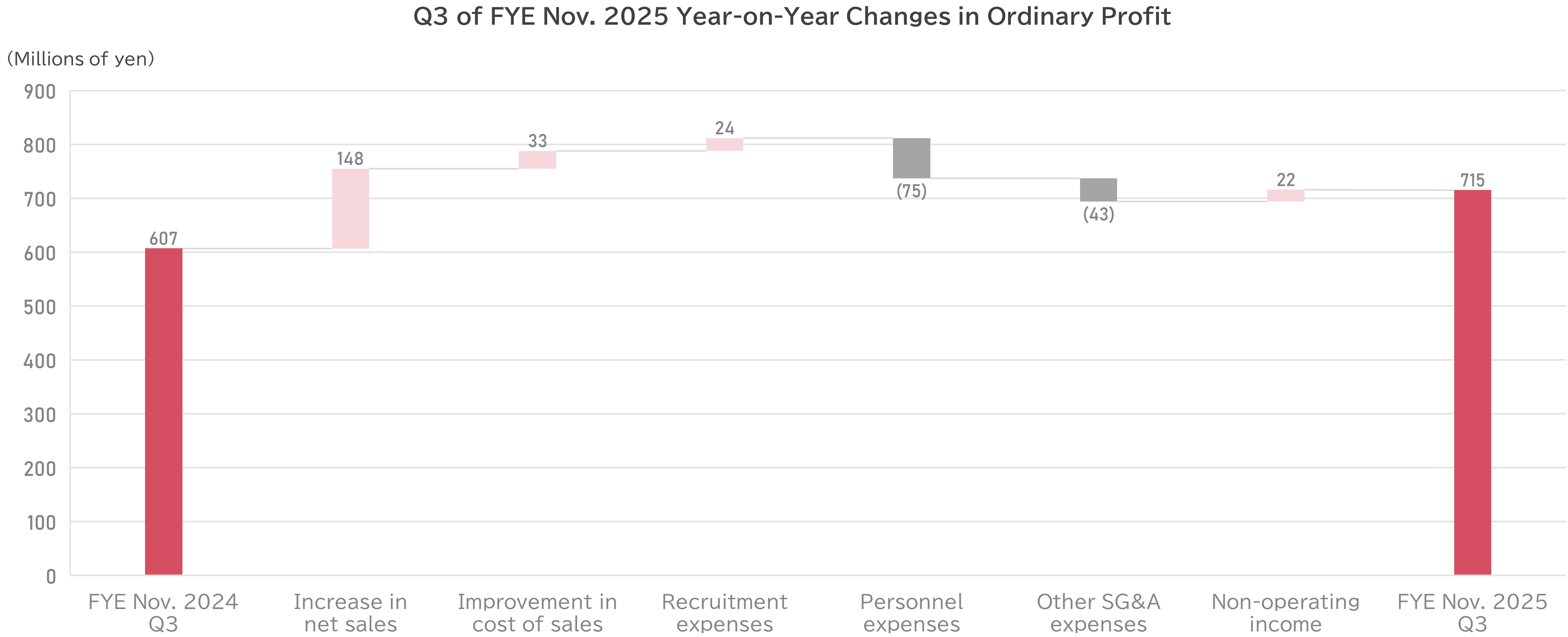

Hiring of new graduates and mid-career professionals proceeded as planned, increasing the number of engineers. Strengthening sales capabilities improved the utilization ratio. Ongoing negotiations resulted in an increase in the unit price per engineer. Net sales and gross profit increased, driven by these factors, leading to an increase in ordinary profit of ¥107 million year on year.

Profit and Loss Statement

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Each profit increased year on year due to an improvement in gross profit margin resulting from a shift toward orders for high-unit-price projects and a recovery in the utilization ratio.

(Millions of yen)

	FYE Nov. 30, 2024 Q3	FYE Nov. 30, 2025 Q3	YoY change
Net sales	8,297	8,894	+7.2%
Cost of sales	6,240	6,656	+6.7%
Gross profit	2,056	2,237	+8.8%
Gross profit (%)	24.8%	25.2%	
Selling, general and administrative expenses	1,509	1,603	+6.3%
Operating profit	547	633	+15.8%
Operating profit (%)	6.6%	7.1%	
Non-operating income	60	83	+37.1%
Non-operating expenses	0	1	+407.2%
Ordinary profit	607	715	+17.7%
Ordinary profit (%)	7.3%	8.0%	
Extraordinary income	-	-	
Extraordinary losses	-	-	
Profit before income taxes	607	715	+17.7%
Income taxes	210	245	+16.7%
Net profit	396	469	+18.3%
Net profit (%)	4.8%	5.3%	

Current assets increased due to growth in net sales. We also secured borrowings for working capital and will accelerate initiatives for M&A and capital and business alliances.

(Millions of yen)

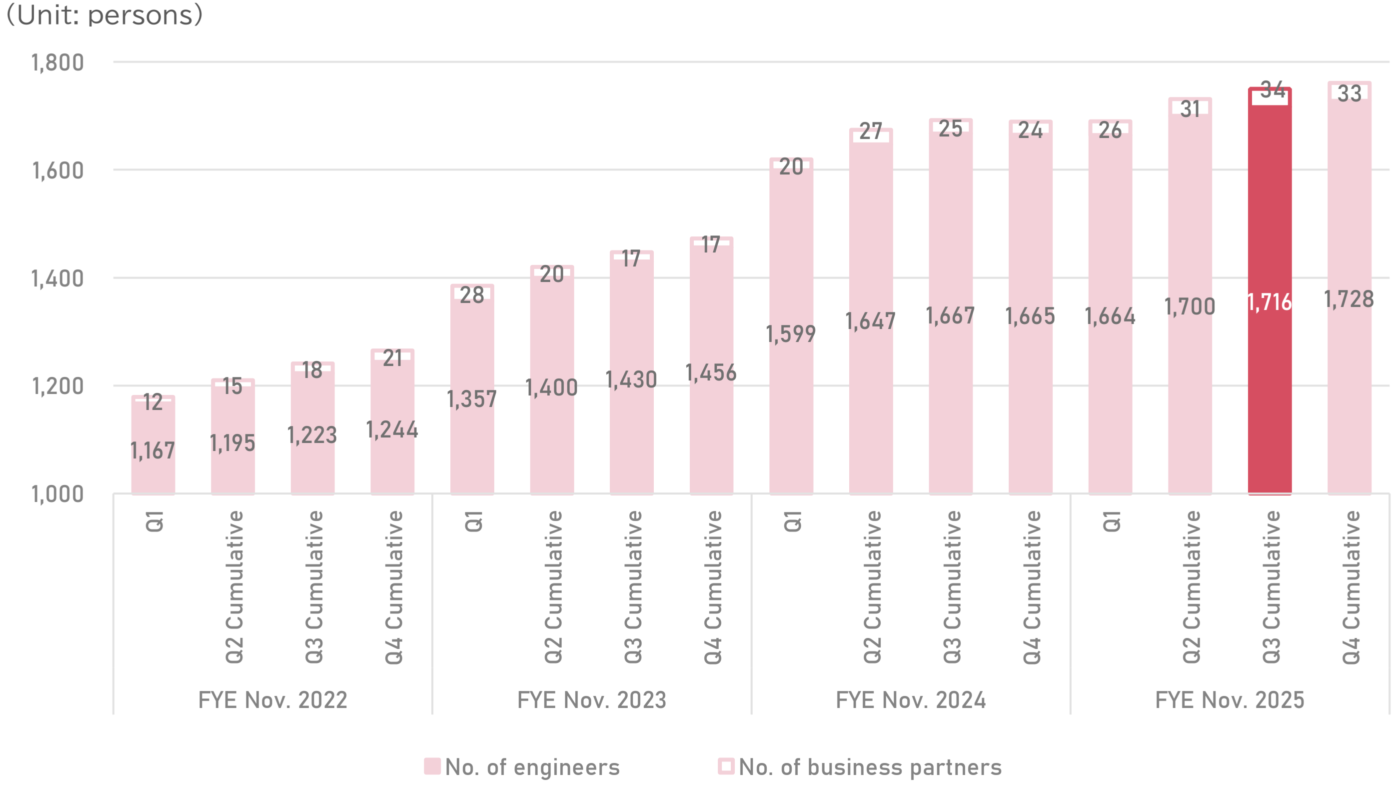
	FYE Nov. 30, 2024 Q4	FYE Nov. 30, 2025 Q3
Assets		
Current assets		
Cash and deposits	2,999	3,670
Accounts receivable and contract assets	1,519	1,423
Total current assets	4,567	5,132
Non-current assets		
Property, plant and equipment	56	66
Intangible assets	15	12
Investments and other assets	309	457
Total non-current assets	381	536
Total assets	4,949	5,669

	FYE Nov. 30, 2024 Q4	FYE Nov. 30, 2025 Q3
Liabilities		
Current liabilities		
Short-term borrowings	-	300
Accrued expenses	851	877
Total current liabilities	1,740	2,373
Non-current liabilities		
Total non-current liabilities	212	212
Total liabilities	1,952	2,585
Net assets		
Shareholders’ equity		
Common stock	22	23
Retained earnings	2,988	3,074
Treasury stock	(101)	(101)
Total shareholders’ equity	2,996	3,083
Total net assets	2,996	3,083
Total liabilities and net assets	4,949	5,669

The number of engineers increased by 58 year on year for the cumulative third quarter as a result of steadily advancing both new graduate and mid-career hiring initiatives.

Number of engineers

Topics We have focused on hiring experienced engineers since June 2025. Therefore, the number of engineers has remained relatively stable.



＊ Number of engineers: Average number of engineers and business partners enrolled during the period

＊ Number of engineers includes temporary employees.

＊ Figures shown are averages for the period.

(Reference) Number of engineers as of the end of the period

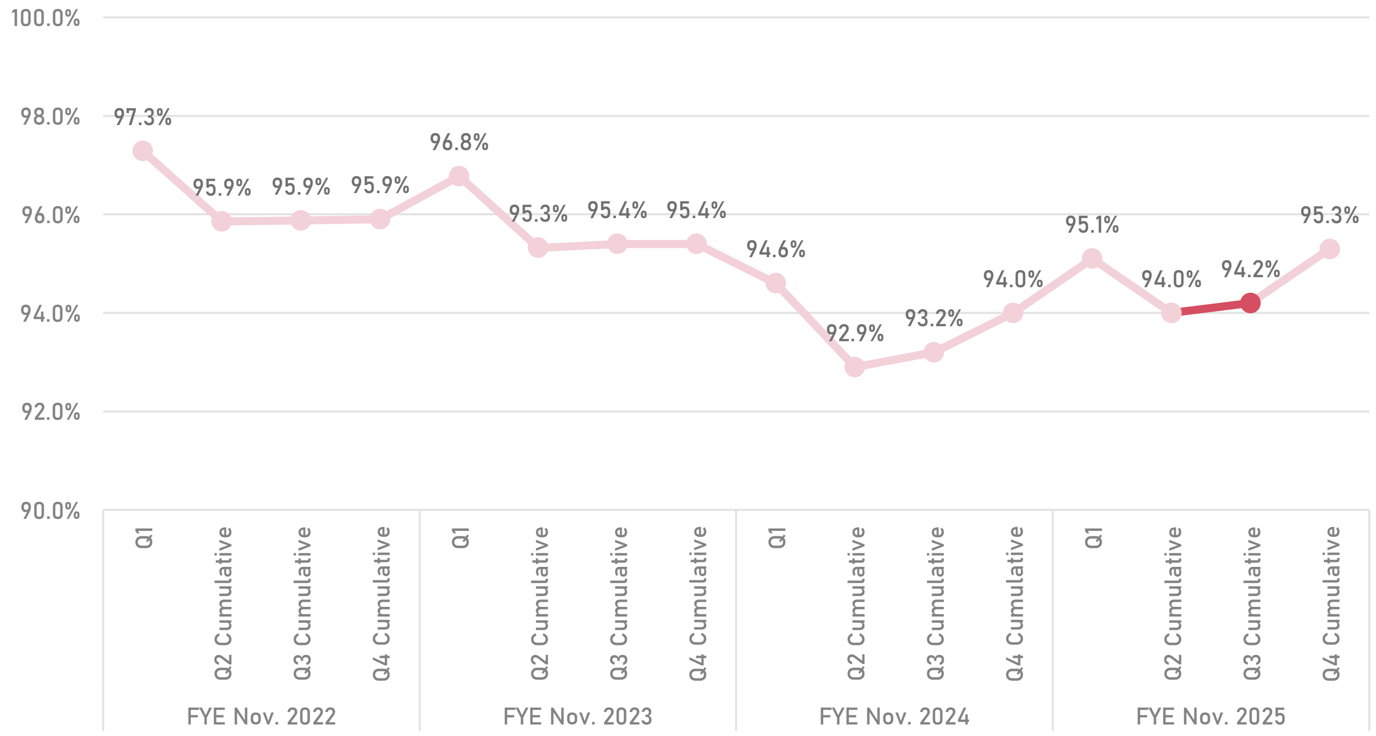
(Unit: persons)

	Q1	Q2	Q3	Q4
FYE Nov. 30, 2024	1,624	1,731	1,695	1,651
FYE Nov. 30, 2025	1,678	1,772	1,739	

The utilization ratio improved by 1% year on year for the cumulative third quarter as a result of continuing efforts to shorten waiting periods.

Utilization ratio

Topics Although the utilization ratio temporarily declined in April 2025, it has been trending upward as new graduate engineers began to operate.



* Utilization ratio: (Total No. of assigned engineers + business partners each month) / (Total No. of engineers + business partners each month) x 100
* Number of assigned engineers includes temporary employees.
* Figures shown are averages for the period.

(Reference) Utilization ratio for each quarter

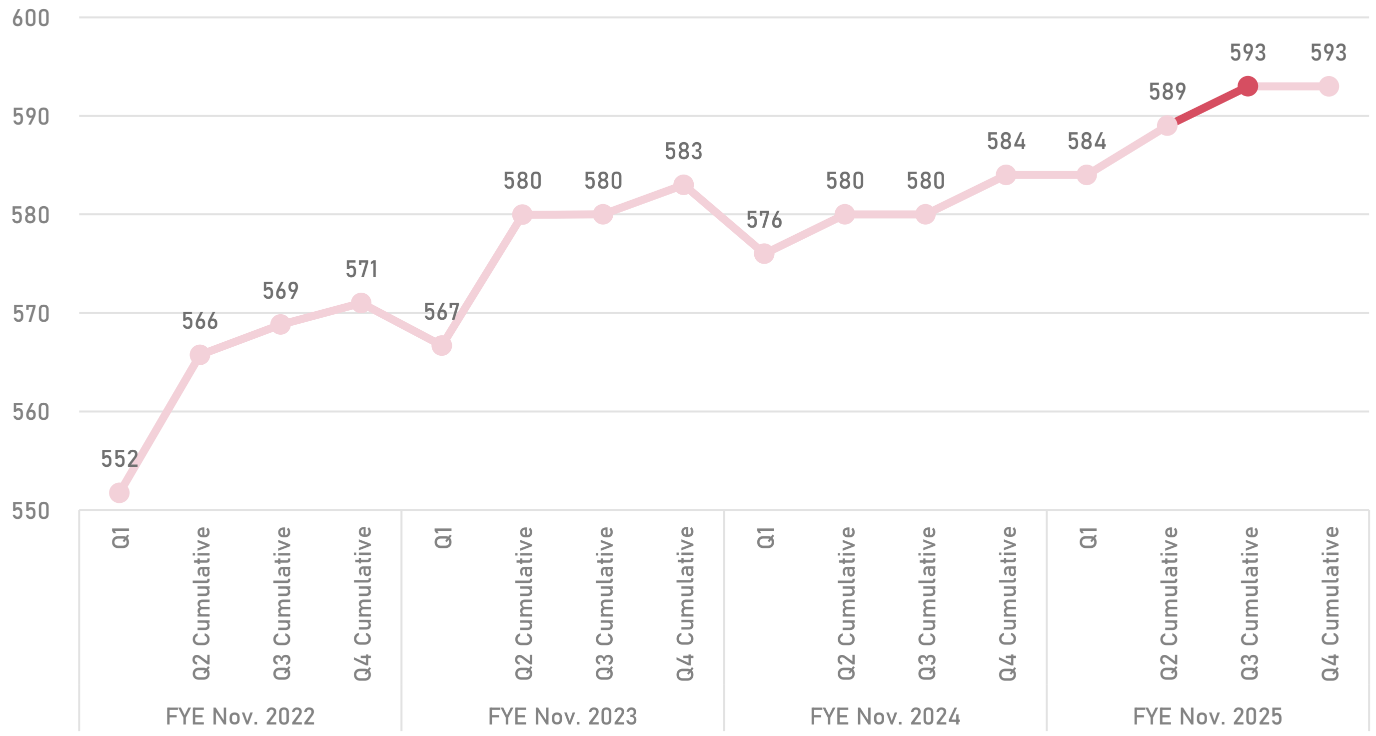
	Q1	Q2	Q3	Q4
FYE Nov. 30, 2024	94.6%	91.4%	93.6%	96.4%
FYE Nov. 30, 2025	95.1%	93.0%	94.2%	

Net sales per engineer increased by ¥13 thousand per month year on year for the cumulative third quarter, driven by the effects of price revisions and ongoing price negotiations.

Net sales per engineer

Topics The upward trend reflects a strategic shift toward projects with high unit prices.

(Unit: Thousands of yen / month)



* Net sales per engineer: Net sales for the cumulative period / (Total No. of assigned engineers + business partners each month)
* Figures shown are averages for the period.

(Reference) Net sales per engineer for each quarter

(Unit: Thousands of yen / month)

	Q1	Q2	Q3	Q4
FYE Nov. 30, 2024	576	583	580	596
FYE Nov. 30, 2025	584	593	601	

Financial Results Forecasts

We will focus on hiring experienced engineers and further increase the unit price per engineer to achieve our forecasts.

(Millions of yen)

	FYE Nov. 30, 2024	FYE Nov. 30, 2025 (Forecast)	Year-on-year change	
			Change	%
Net sales	11,211	12,050	839	7.5%
Gross profit	2,898	3,170	272	9.3%
Operating profit	945	1,040	95	9.9%
Ordinary profit	1,022	1,130	108	10.5%
Net profit	722	800	78	10.7%

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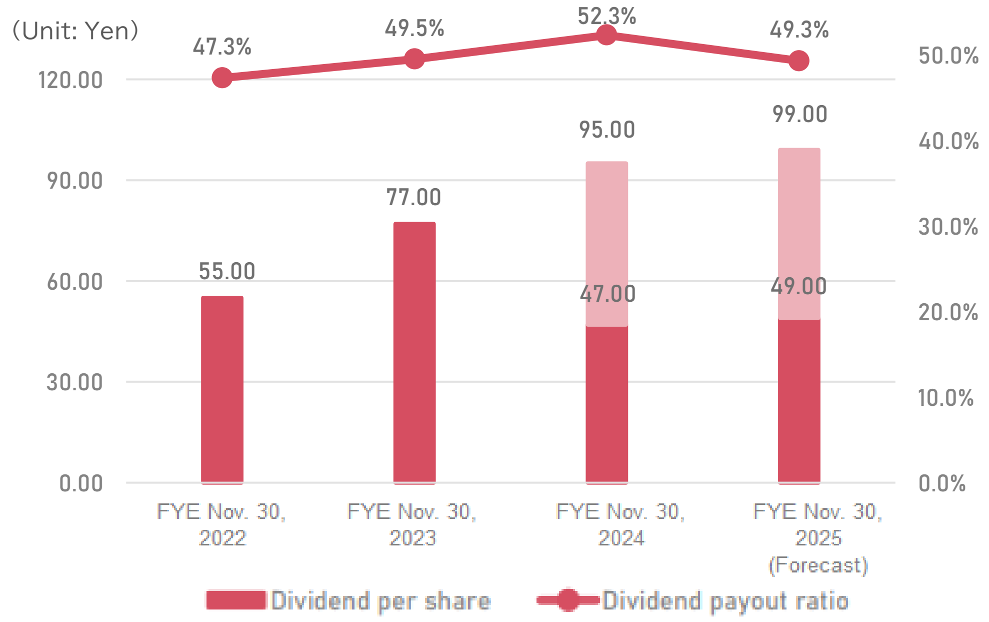
For the full fiscal year, we plan to maintain the dividend payout ratio at the 50% level based on our dividend policy and continue to increase dividends.

Dividends and Payout Ratio



(Unit: Yen)

	FYE Nov. 30, 2022	FYE Nov. 30, 2023	FYE Nov. 30, 2024	FYE Nov. 30, 2025 (Forecast)
Basic earnings per share	116.28	155.52	181.51	200.81
Dividend per share	55.00	77.00	95.00	99.00
Dividend payout ratio	47.3%	49.5%	52.3%	49.3%

02

Progress of Medium-Term Management Plan

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Key initiatives for basic strategies in the third quarter of the fiscal year ending November 30, 2025

Business Strategy	Improving unit price	We achieved the annual unit price increase rate planned at the beginning of the fiscal year and will aim for further gains.
	Promoting contract development	We secured public tender projects worth hundreds of millions of yen.
Human Capital Strategy	Training engineers	Top management had sessions with lead engineers and shared the management philosophy.
	Improving retention rate	We promoted initiatives to boost employee engagement through company-wide projects.
Financial Strategy	Promoting strategic M&A	We have been actively exploring opportunities that strengthen existing businesses.
	Establishing offices	We plan to further expand our business activities by converting a recruitment office into a sales office.

*Year-on-year change

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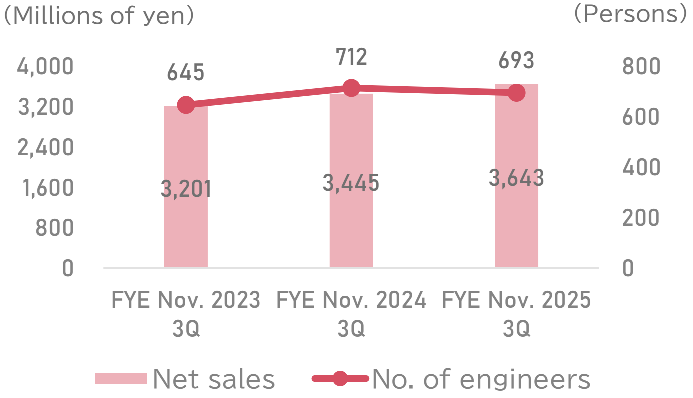
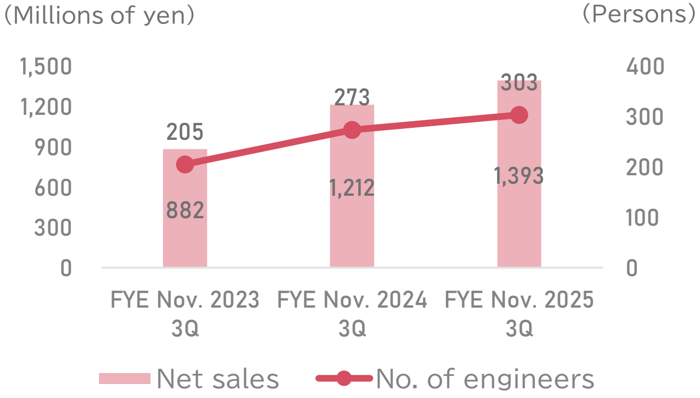
- Net sales in IT fields trended favorably, driven by an increase in net sales per engineer. Specifically, the software evaluation field performed well due to synergistic effects achieved through collaboration with our business alliance partners.

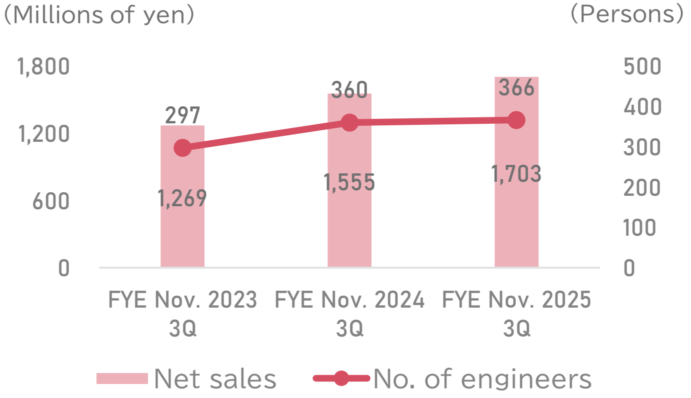
Software Development



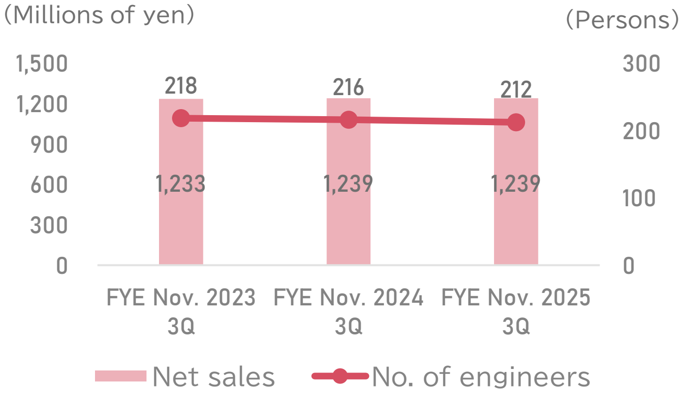
Software Evaluation



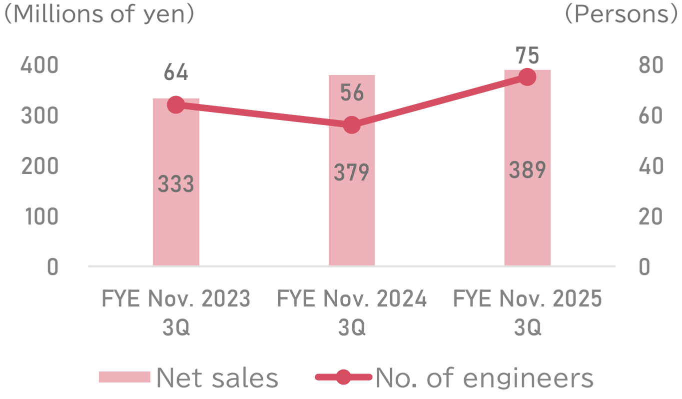
Infrastructure



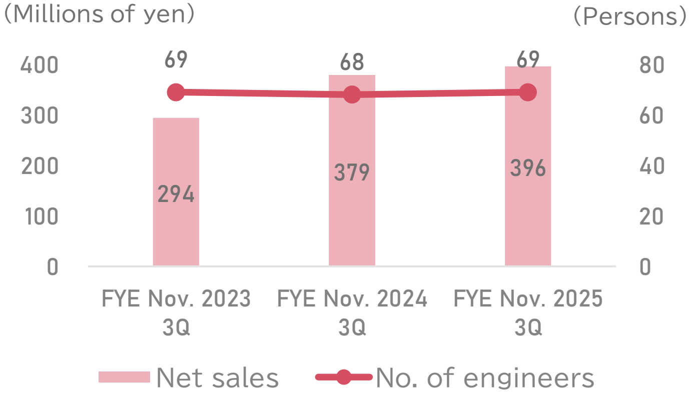
Machinery & Electric



Cloud



CRM



Other topics

New business initiatives

Job placement service

“Prime Career”:
Website to assist career transitions in specific industries

Established our own website to assist people with their career transitions in the “Real Estate,” “Facilities,” and “Construction” industries.

https://prime-career.jp/

Companies

We contribute to companies’ business growth by supporting the recruitment of skillful and high-potential talent in specialized fields.

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Individuals

We contribute to individuals’ lifetime earnings growth by elevating their careers to new heights.

Provided employment support to 41 individuals through Q3 of FYE Nov. 30.

Social contribution activities

J-college’s IT literacy workshop for elementary school students

Launched activities to introduce children to the work of engineers.

Let’s learn with quizzes!
Let’s aim to become an Internet rules expert!

Five themes

- Personal information
- Social media
- Smartphone rules
- Games & commercials
- When you’re in trouble

＊Actual scene＊

Certificates were awarded to approximately 520 children at 17 facilities including elementary schools in Kawasaki City.

Notes

The statements on forecasts presented in this document are based upon currently available information and assumptions deemed rational.

These statements are not guarantees of future results or performance.
Such statements contain known and unknown risks, and uncertainties.
Therefore, a variety of factors could cause actual results to differ materially from forecasts.

Factors that may affect the actual results described above include, but not limited to, changes in national and international economic conditions and business trends.

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