

Japaniace

**Financial Results Presentation Materials
for the Third Quarter of the Fiscal Year Ending November 30, 2026**

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

October 5, 2026

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01

Performance Highlights

Executive Summary

- ✓ Revenue continued to achieve double-digit growth, increasing 12.2% YoY. Temporary cost increases incurred in the first half subsided, resulting in improved profitability in Q3.
- ✓ The Company continues to strengthen its business foundation and implement initiatives to improve profitability to achieve its full-year earnings forecast.

Revenue Growth



Net sales

¥9,977 million

YoY

+12.2%

- The SES business acquired from COPRO TECHNOLOGY Co., Ltd. has progressed steadily.
- Collaboration with the existing business has advanced, while stable business operations have been maintained.

Profit Trends



Ordinary profit

¥601 million

YoY

(15.9%)

- On a cumulative basis, profit decreased YoY, mainly due to the impact of temporary expenses incurred in the first half.
- Additional work required for certain large-scale projects has largely been completed, while bench costs have also been eliminated mainly due to a recovery in customer demand.

Growth Platform



Number of engineers
(As of end of Q3)

1,973 engineers

- The number of engineers decreased slightly as the Company continued to adjust its workforce in line with demand trends.
- The Company steadily promoted the utilization of external resources, including through the operation of “Prime Freelance.”

Full-Year Forecast



Full-year forecast

Unchanged

- Profit margins improved in Q3 as the temporary cost increases incurred through Q2 subsided.
- The Company continues to implement initiatives to achieve its full-year earnings forecast.

Performance Summary

- ✓ Net sales continued to grow at a double-digit rate of 12.2% YoY, mainly due to the effects of M&A. Although profits declined YoY on a cumulative basis, profitability improved significantly in Q3 alone.

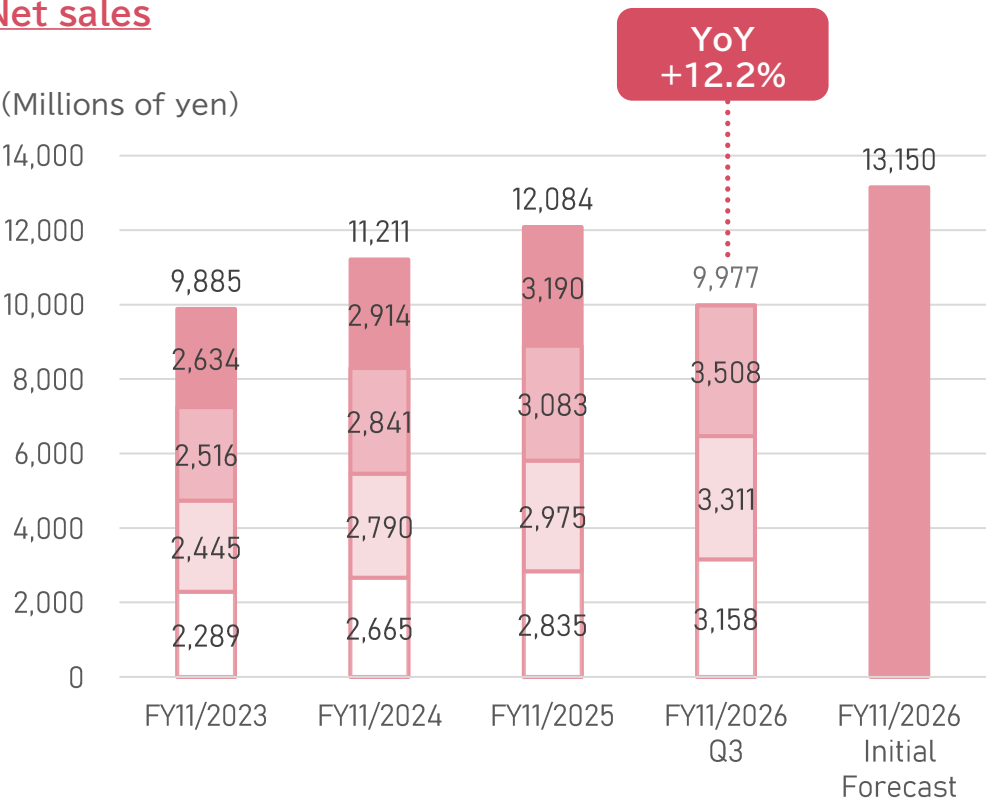
(Millions of yen)

	FY11/2025 Q3	FY11/2026 Q3	YoY Change		Full-Year Forecast for FY11/2026 (Initial)	Progress
			Change	%		
Net sales	8,894	9,977	1,083	+12.2%	13,150	75.9%
Gross profit	2,237	2,131	(105)	(4.7%)	3,190	66.8%
Operating profit	633	511	(122)	(19.4%)	1,035	49.4%
Ordinary profit	715	601	(113)	(15.9%)	1,120	53.7%
Net profit	469	395	(74)	(15.9%)	785	50.3%

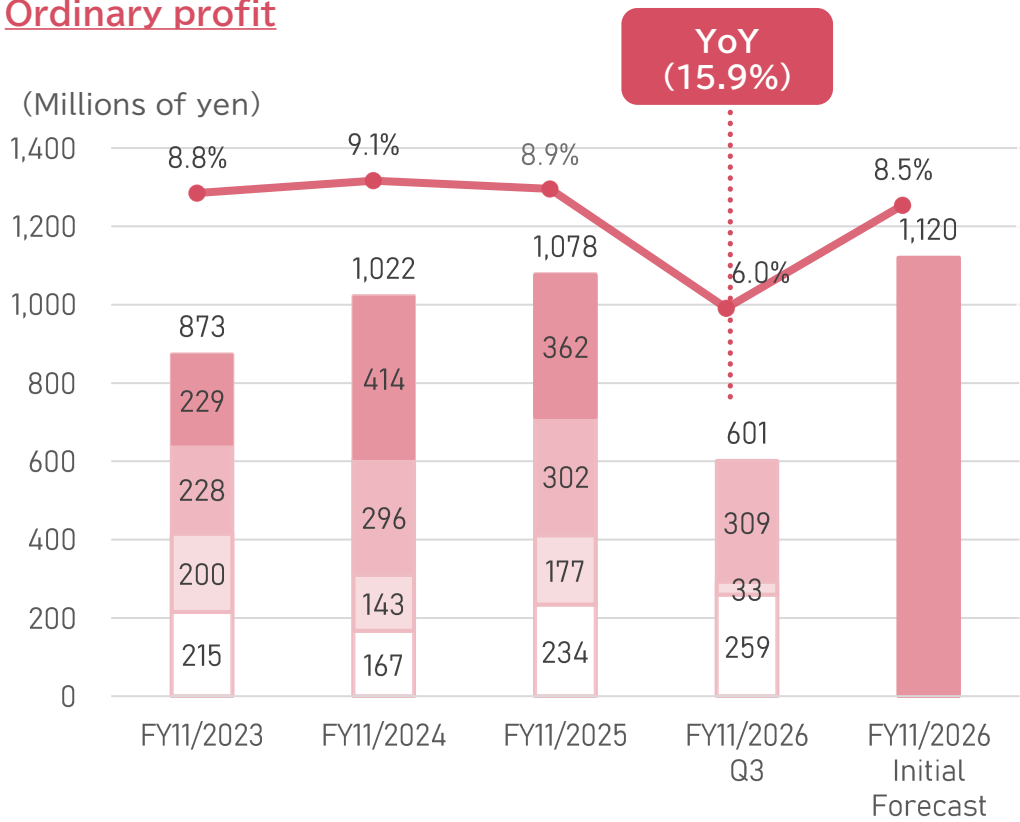
Net Sales and Ordinary Profit

- ✓ Revenue increased 12.2% YoY, driven mainly by the expansion of the business foundation through M&A. Ordinary profit decreased 15.9% YoY on a cumulative basis but recovered to ¥309 million in Q3.

Net sales



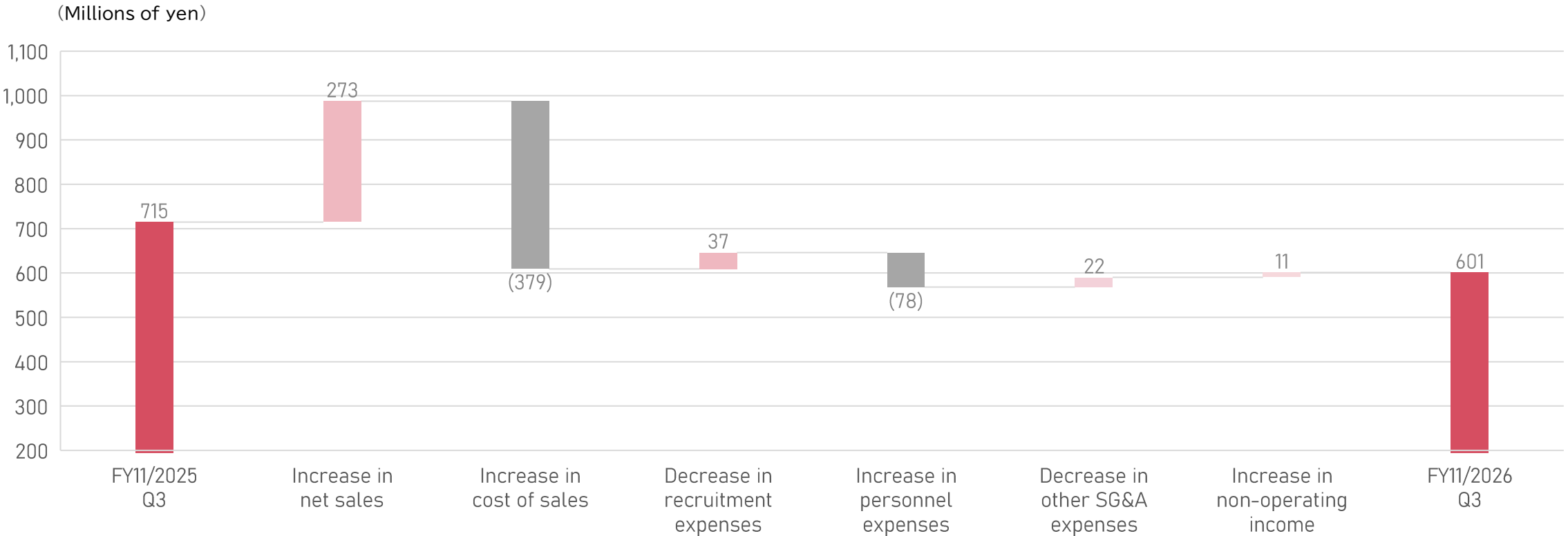
Ordinary profit



Analysis of Changes in Ordinary Profit

- ✓ Revenue increased as the SES business acquired from COPRO TECHNOLOGY Co., Ltd. progressed steadily.
- ✓ Cost of sales increased due to higher-than-expected costs incurred on certain large-scale projects and temporary bench costs resulting from a sudden change in customer demand.
- ✓ Although the Company adjusted its workforce in line with demand trends, personnel expenses increased as the business expanded.

YoY Changes in Ordinary Profit for Q3 of FY11/2026



Profit and Loss Statement

- ✓ Net sales increased 12.2% YoY. Although profits declined YoY on a cumulative basis, profit margins improved in Q3 alone.

(Millions of yen)

	FY11/2025 Q3	FY11/2026 Q3	YoY Change
Net sales	8,894	9,977	+12.2%
Cost of sales	6,656	7,846	+17.9%
Gross profit	2,237	2,131	(4.7%)
Gross profit %	25.2%	21.4%	
Selling, general and administrative expenses	1,603	1,620	+1.0%
Operating profit	633	511	(19.4%)
Operating profit %	7.1%	5.1%	
Non-operating income	83	94	+13.4%
Non-operating expenses	1	4	+120.6%
Ordinary profit	715	601	(15.9%)
Ordinary profit %	8.0%	6.0%	
Profit before income taxes	715	601	(15.9%)
Income taxes	245	206	(16.1%)
Net profit	469	395	(15.9%)
Net profit %	5.3%	4.0%	

Balance Sheet

- ✓ Cash and deposits decreased mainly due to M&A transactions, the payment of interim dividends, and the purchase of treasury shares. The shareholders' equity ratio stood at 57.8%, indicating that the Company continues to maintain a sound financial foundation.

(Millions of yen)

	FY11/2025 Q4	FY11/2026 Q3
Assets		
Current assets		
Cash and deposits	3,691	2,773
AR and contract assets	1,622	1,640
Total current assets	5,357	4,610
Non-current assets		
PP&E	66	72
Intangible assets	11	402
Investment and other assets	351	668
Total non-current assets	428	1,144
Total assets	5,786	5,755

	FY11/2025 Q4	FY11/2026 Q3
Liabilities		
Current liabilities		
Short-term borrowings	300	150
Accrued expenses	928	896
Total current liabilities	2,194	2,219
Non-current liabilities		
Total non-current liabilities	212	212
Total liabilities	2,406	2,431

Net assets		
Shareholders' equity		
Common stock	23	23
Retained earnings	3,369	3,368
Treasury stock	(101)	(156)
Total shareholders' equity	3,379	3,324
Total net assets	3,379	3,324

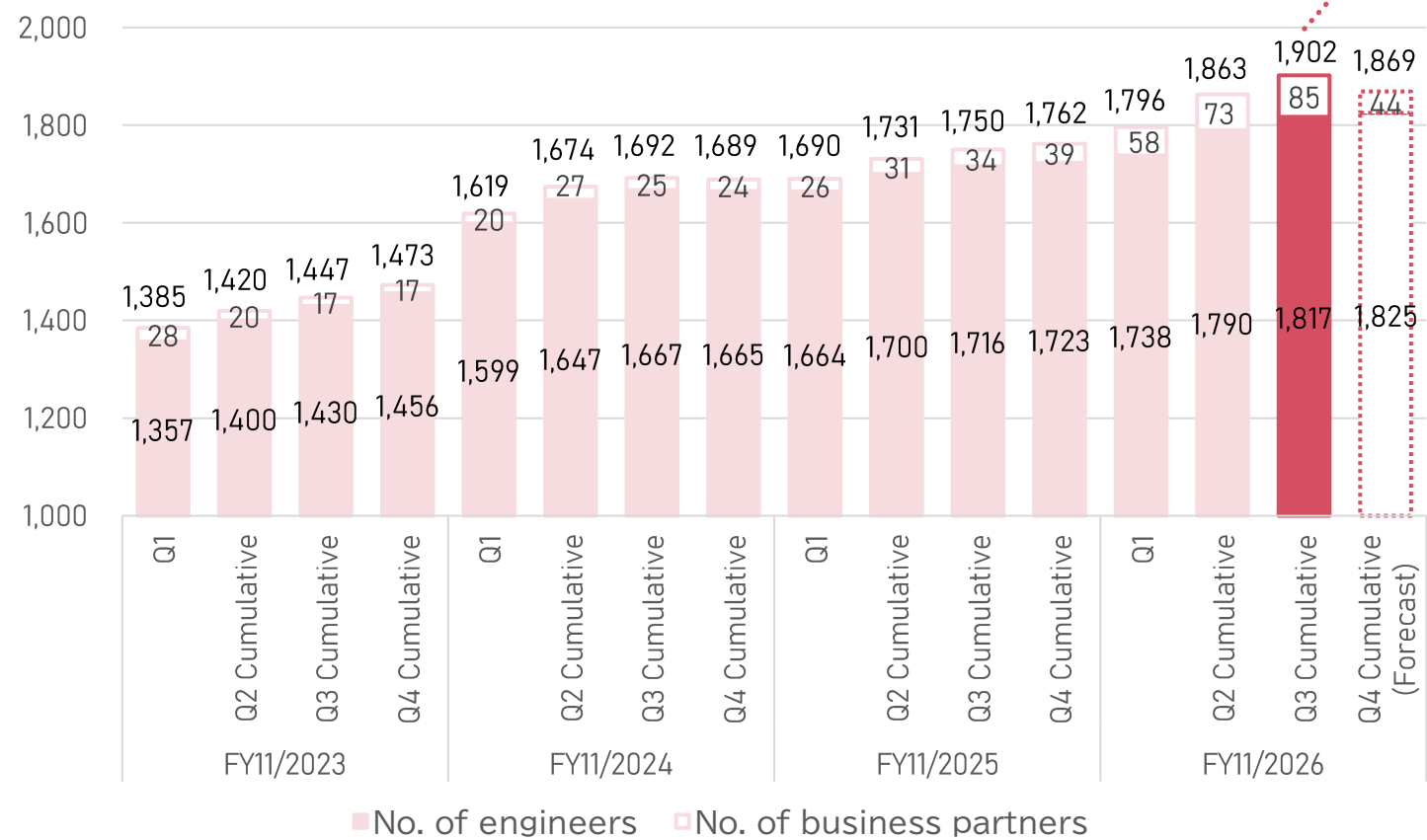
Key Management Indicator 1: Number of Engineers

✓ As a result of workforce adjustments, the number of engineers stood at 1,973 as of the end of Q3, down slightly from the end of Q2. The Company will continue to transition toward a flexible supply structure aligned with demand trends.

Number of engineers

The end of Q3: 1,973 engineers

(Unit: Persons)



* Number of engineers = engineers + business partners
* Number of engineers includes temporary employees.
* Figures shown in the chart are averages for the period.

(Reference) Number of engineers as of the end of the period
(Unit: Persons)

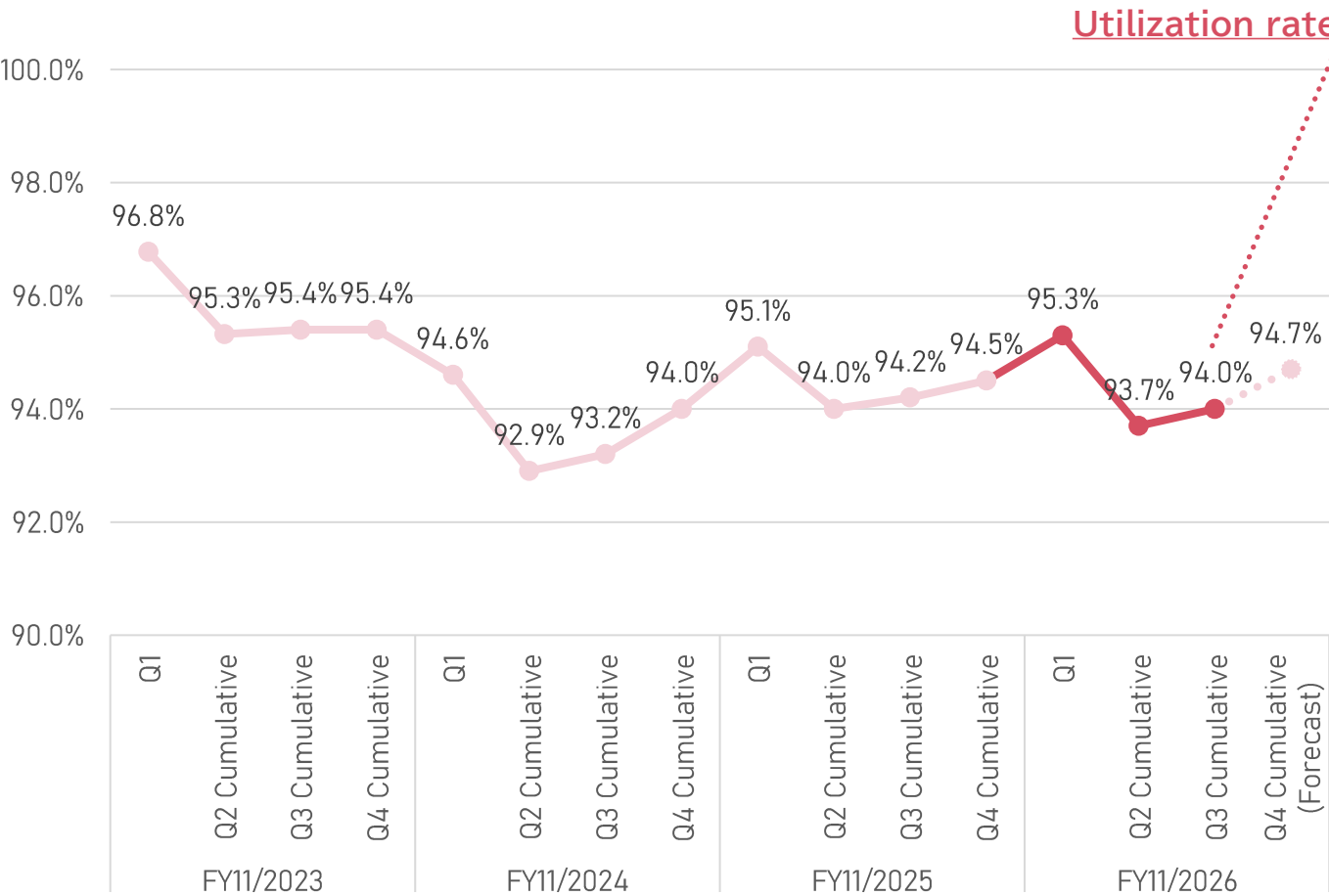
	Q1	Q2	Q3	Q4
FY11/2025 Total	1,710	1,812	1,782	1,788
Engineers	1,678	1,772	1,739	1,731
Business partners	32	39	43	57
FY11/2026 Total	1,816	2,002	1,973	
Engineers	1,755	1,898	1,860	
Business partners	61	104	113	

Key Management Indicator 2: Utilization Rate

✓ As the temporary bench periods that occurred in Q2 were largely resolved, the utilization rate recovered to 94.6% in Q3.



Utilization rate



* Utilization rate = (engineers in operation + business partners in operation) ÷ (total engineers + total business partners) × 100
* Number of engineers in operation includes temporary employees.
* Figures shown in the chart are averages for the period.

(Reference) Utilization rate for each quarter

	Q1	Q2	Q3	Q4
FY11/2025	95.1%	93.0%	94.2%	95.6%
FY11/2026	95.3%	92.1%	94.6%	

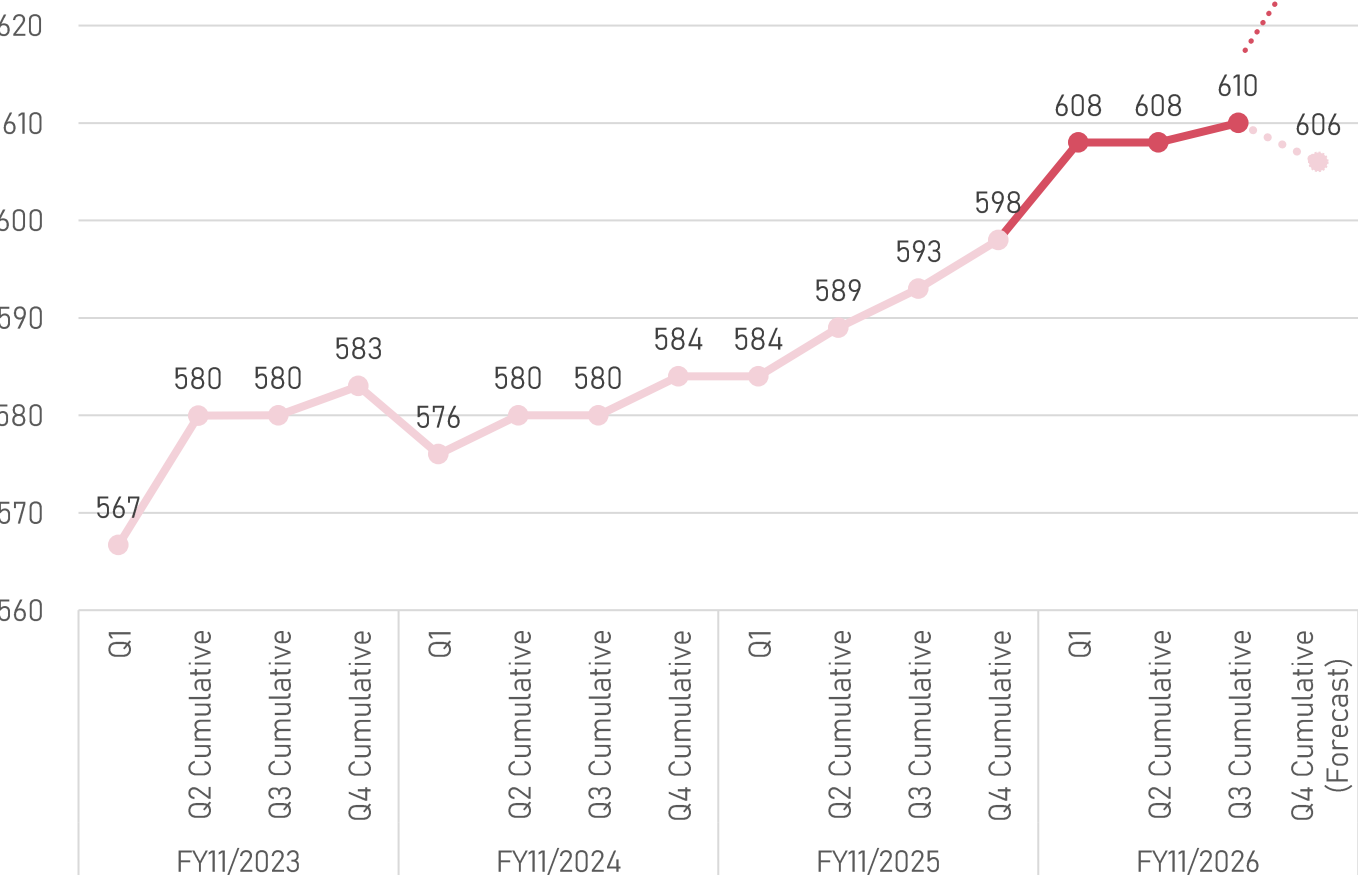
Key Management Indicator 3: Sales per Engineer

- ✓
- Continued price negotiations proved effective, with sales per engineer rising to ¥614 thousand per month in Q3. On a cumulative basis, sales per engineer also remained above the previous year's level.

Sales per engineer

Sales per engineer for Q3: ¥614 thousand / month

(Unit: Thousands of yen / month)



Sales per engineer = cumulative sales ÷ (engineers in operation + business partners in operation)
* Figures shown in the chart are averages for the period.

(Reference) Sales per engineer for each quarter
(Unit: Thousands of yen / month)

	Q1	Q2	Q3	Q4
FY11/2025	584	593	601	614
FY11/2026	608	608	614	

Financial Results Forecast

✓ Profitability improved in Q3 alone. The Company will continue to strengthen its business foundation and improve profitability, with the goal of achieving its full-year earnings forecast.

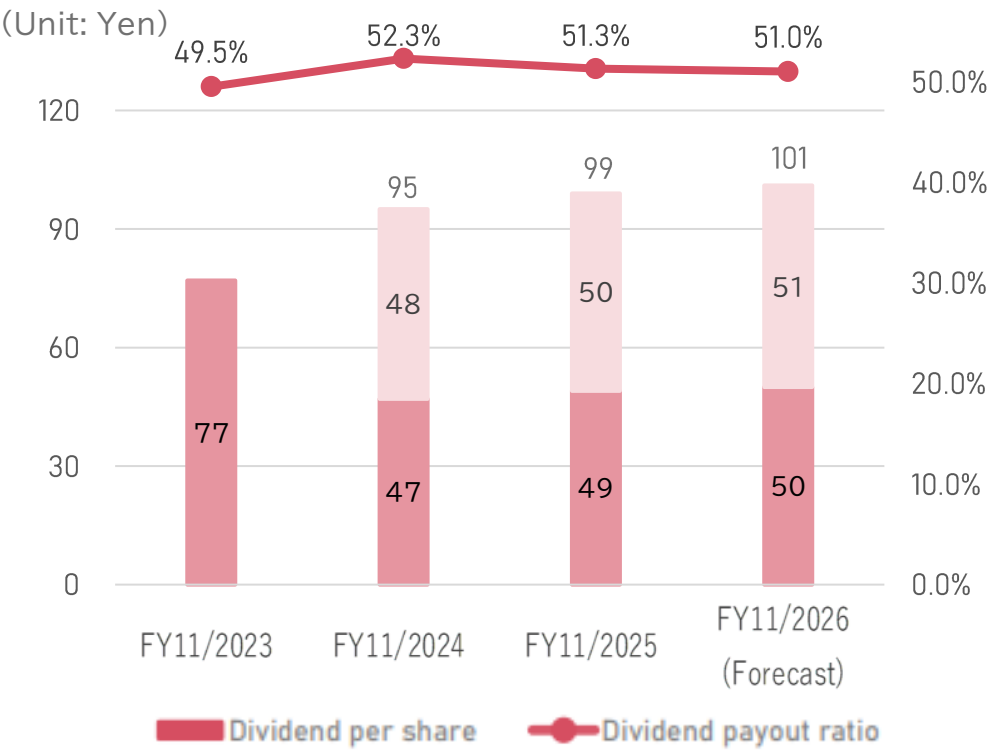
(Millions of yen)

	FY11/2025 (Actual)	FY11/2026 (Forecast)	YoY Change	
			Change	%
Net sales	12,084	13,150	1,065	+8.8%
Gross profit	2,900	3,190	289	+10.0%
Operating profit	982	1,035	52	+5.3%
Ordinary profit	1,078	1,120	41	+3.9%
Net profit	765	785	19	+2.6%

Shareholder Returns

- ✓ The Company remains committed to its dividend policy of maintaining a 50% dividend payout ratio and plans to continue increasing dividends.

Dividends and Payout Ratio



(Unit: Yen)

	FY11/2023	FY11/2024	FY11/2025	FY11/2026 (Forecast)
Basic earnings per share	155.52	181.51	193.09	198.05
Dividend per share	77.00	95.00	99.00	101.00
Dividend payout ratio	49.5%	52.3%	51.3%	51.0%

02

Progress of Medium-Term Management Plan

Initiatives Aligned with Our Strategy

New Growth Drivers

New Initiatives

- ✓ Expand into new business domains and create business synergies through M&A.
- ✓ Develop new business partnerships through capital and business alliances.
- ✓ Drive commercialization through continuous investment in new business initiatives.

- The SES business acquired from COPRO TECHNOLOGY Co., Ltd. Has progressed steadily.

Expansion and Enhancement of Existing Businesses

Achievement of Key Management Indicators

- ✓ Expand the engineering workforce through the active utilization of external resources.
- ✓ Maintain a high utilization rate while improving engineer retention.
- ✓ Continuously improve sales per engineer.

- Promoted the utilization of external resources through “Prime Freelance.”

Investment for Strengthening the Business Foundation

- ✓ Strengthen the talent base through investment in human resource development and organizational infrastructure.
- ✓ Expand IT investments to enhance and streamline business operations.
- ✓ Continue investments to expand geographic coverage and optimize the branch office network.

- Steadily purchased treasury shares.

Investment for Strengthening the Business Foundation: Purchase of Treasury Shares

- ✓ Implemented a purchase of treasury shares to support sustainable growth and enhance capital efficiency.



Objectives

- Execute a flexible capital policy to achieve the Medium-Term Management Plan.
- Enhance capital efficiency
- Further strengthen shareholder returns



Expected Benefits

- Greater flexibility in medium- to long-term capital management.
- Improvement in per-share metrics.

Details of Matters Relating to Purchase

Class of shares to be purchased	Common stock of the Company
Total number of shares to be purchased	120,000 shares (maximum) (3.0% of total number of issued shares (excluding treasury shares))
Total purchase price	¥200,000 thousand (maximum)
Purchase period	July 7, 2026 to November 30, 2026
Purchase method	Market purchase on the Tokyo Stock Exchange

Status of Purchase (as of September 30, 2026)

Number of shares purchased	34,900 shares (29.1% of the maximum of 120,000 shares)
Purchase amount	¥67,252 thousand (33.6% of the maximum of ¥200,000 thousand)

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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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