

FCE Inc.

(TSE Standard:9564)

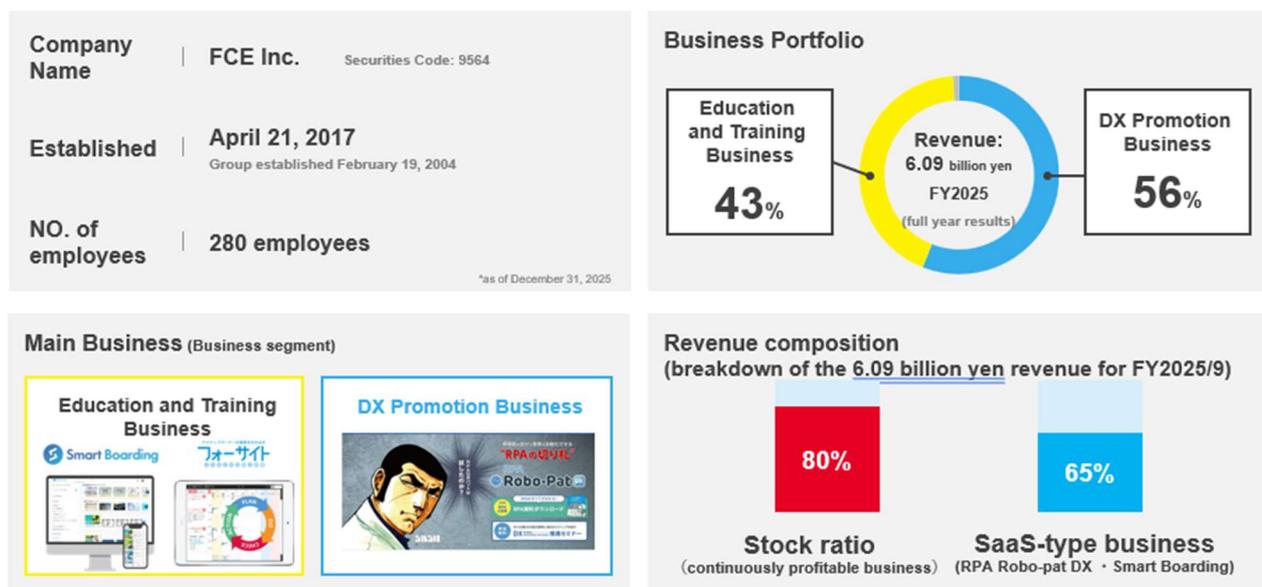
■ Company Overview

Our company's purpose is **to create a world in which everyone can approach and solve challenges with all their might.**

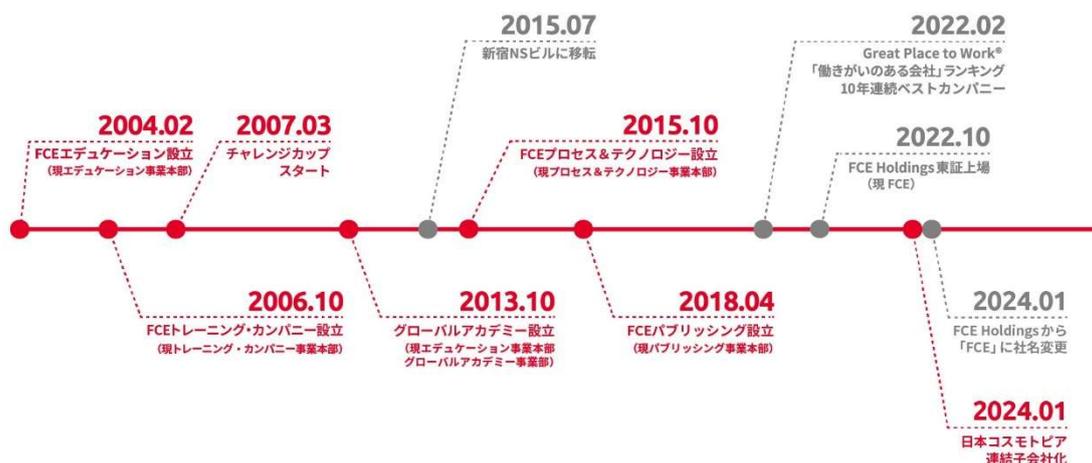
Our mission, to realize our purpose, is **contribute to maximizing human capital through "Proactiveness" x "Productivity"※**

We will provide opportunities to maximize human capital through our **DX Promotion Business and Education and Training Businesses.**

As of now, the percentage of sales for our DX Promotion Business exceeds 50% of our total sales. In addition, approximately 80% of overall sales are composed of recurring revenue streams, thereby increasing the stability of our operations.



■ Company History



- February 2004: FCE Education established
- October 2006: FCE Trading Company established
- March 2007: Start of the Challenge Cup
- June 2009: Moved office from Tawaramachi to Kuramae
- October 2013: Global Academy established (current FCE Education's Global Academy Division)
- June 2015: Started offering the Find! Active Learner service (current FCE Education's Education Division)
- July 2015: Moved office to Shinjuku NS Building
- October 2015: FCE Process & Technology established
- April 2018: FCE Publishing established
- February 2022: Named Great Place to Work[®]'s "Best Company to Work" for ten consecutive years
- October 2022: FCE Holdings listed on Tokyo Stock Exchange (current FCE Inc.)
- January 2024: Company name changed to FCE Inc.
- January 2024: Made Cosmotopia Japan Inc. into a consolidated subsidiary

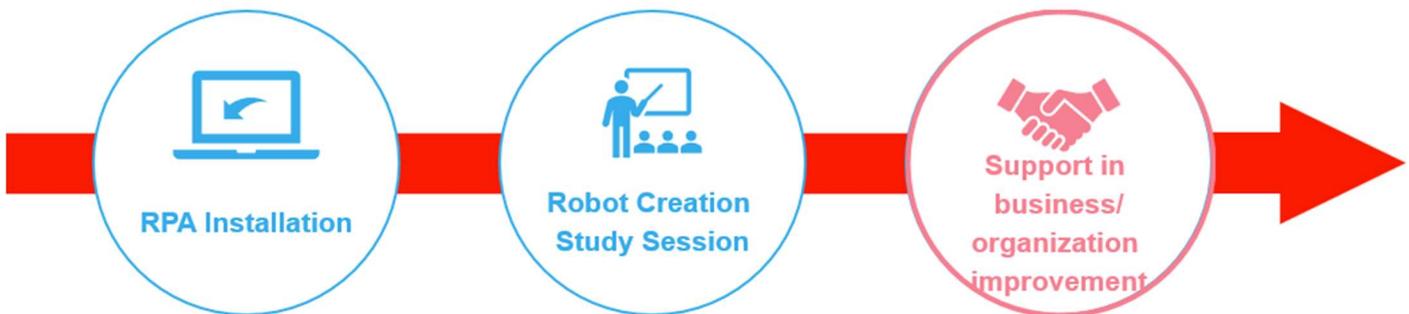
Our company began with our Education Business in 2004 and has expanded into several businesses. In the process, we began to see an increase in requests from companies for training and consulting services to improve their productivity. We thought about how we could help increase productivity, not only through training and consulting, but also through technology, which is how we came across the RPA Business (the current DX Promotion Business). Thanks to current trends, the RPA Business, which is also a recurring revenue model, achieved rapid growth. Through the pandemic, our Education and Training Business is also transforming into a stock-type business like e-Learning.

■ Main Business

1. DX Promotion Business

We offer one-stop introduction, study sessions and business improvement consulting services for "RPA Robo-Pat DX," a domestically produced RPA software. The "RPA Robo-Pat DX" is a "personal RPA" that allows atomization of computer work without the need of programming knowledge. This is popular with small and medium-sized companies as well as large companies that are considering implementing the system on a departmental basis who otherwise see this implementation as a challenge. The current churn rate is maintained at a low rate of around 1%.

The RPA “Robo-Pat DX” is a one-stop service that provides support from RPA installation to robot creation study sessions through business and organizational improvements



2. Education and Training Business

In our Education and Training Business, we offer lesson programs based on “The Seven Habits of Highly Efficient People J[®]” as well as sales of the “Foresight Handbook,” a business handbook for junior high and high school students. Our “Foresight Handbook” has the top market share in the market for handbooks for junior high and high school students, and is available both as a paper format and an app format. In our Training Business, we offer a variety of training programs, including the online training system “Smart Boarding,” as well as training and consultation, various in-house training programs, and new training content such as “Resilience Training.”



Installed across approx.
350,000 people / 1,200 schools

The Foresight Handbook was developed to improve the ability to reflect and to cultivate the PDCA cycle by writing daily.

Started as paper media and achieved top share in the industry in FY23.

Released an app version from 2023. Both as a paper format and an app format are available.



Platform for building an employee training system

An employee training platform that enables OJT, training, and e-learning through a single system.

Dedicated consultants also provide support for building an education system.

Resilience training “Wrestle[®]” to build resilience (mental resilience)



We have begun recruiting sales partner companies to expand our sales channels.

■ Highlights of FY25/9 Q1 Business Results

FY2026/9 Q1 | Earnings Overview

Revenue

Revenue for Q1 increased by 15.4% YoY due to an increase in revenue in the DX Promotion Business and the Education and Training Business.

Ordinary Income

Ordinary income for Q1 increased by 21.6% YoY due to increased revenue in the SaaS-type business.

Unit: million yen	FY2025/9	FY2026/9 Q1		FY2026/9 Full Year	
	1Q (Oct - Dec)	1Q (Oct - Dec)	YoY	Full Year Forecast	Progress Rate
Revenue	1,375	1,587	+212 (+15.4%)	6,800	23.3%
Operating Income	248	302	+53 (+21.4%)	1,130	26.7%
Ordinary Income	255	311	+55 (+21.6%)	1,160	26.8%
Net Income Attributable to Owners of the Parent	175	230	+55 (+31.4%)	865	26.6%
EBITDA*	268	325	+57 (+21.3%)	1,203	27.1%
Ordinary Margin	18.6%	19.6%	+1.0%pts	17.1%	-

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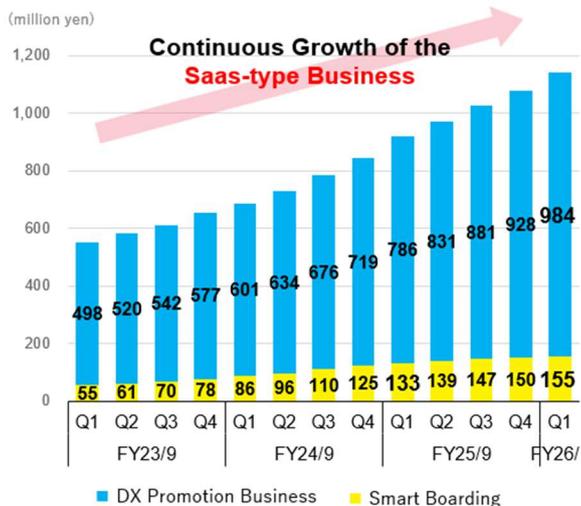
* EBITDA = Operating Income + Amortization (Depreciation + Amortization of Goodwill + Amortization of Guarantee Deposits + Amortization of Long-term Prepaid Expenses)

Unit: million yen (rounded down)

“RPA Robo-Pat DX” and “Smart Boarding” in the DX Promotion Business continue to grow strongly and are the core of our revenue.

The SaaS-type Business, which provides the RPA-powered DX support SaaS^{*1} “Robo-Pat DX” and the employee training SaaS “Smart Boarding”, continues to grow steadily and remains the core driver of our company's revenue

Revenue Trends by Segment (Consolidated)



DX Promotion Business Revenue



Smart Boarding Revenue



SaaS-type Business MRR^{*2}

Smart Boarding
53 million yen

378
million yen
(YoY +23.2%)

RPA
Robo-Pat DX
324 million yen

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Note 1: SaaS (Software as a Service) - A subscription model that provides a fixed monthly income as long as the contract continues.
Note 2: MRR (Monthly Recurring Revenue) - Monthly recurring revenue amount as of the end of the first quarter of the fiscal year ending September 2026.

Unit: million yen (rounded down)

■ Revision of FY25/9 Forecasts

Revision of FY2026/9 Forecasts

Net income has been revised upward due to the recognition of extraordinary gains from the partial sale of held shares.

While sales have exceeded initial projections, we have determined that it is necessary to continue monitoring business progress in the second quarter and beyond. Therefore, we are maintaining our forecasts for sales and ordinary income, which indicate the progress of our core business.

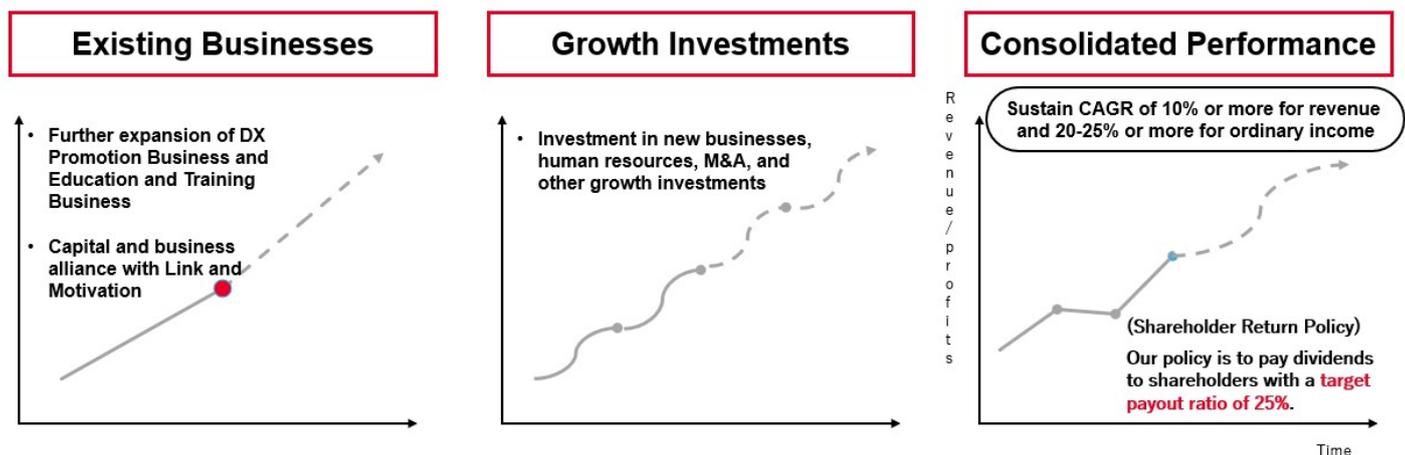
Unit: million yen	Previously Announced November 13, 2025 FY26/9	Update Announced February 12, 2026 FY26/9	Comparison against previous announcement (November 13, 2025)		(Reference) FY25/9	YoY	
	Forecast	Forecast	Change	Change (%)	Actual	Change	Change (%)
Revenue	6,800	6,800	-	-	6,099	+700	+11.5%
Operating Income	1,130	1,130	-	-	912	+217	+23.9%
Ordinary Income	1,160	1,160	-	-	925	+234	+25.4%
Net Income Attributable to Owners of the Parent	840	865	+25	+3.0%	662	+202	+30.5%
Net Income per Share (yen)	38.13	39.21	+1.08	+2.8%	30.17	+9.04	+30.0%

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■ FCE's Business Policy

Existing businesses will gain further growth opportunities through a capital and business alliance with Link and Motivation Inc.*.

We aim to improve consolidated performance and achieve stable growth in profits through growth strategies and investments in each business.



Note: Link and Motivation Inc. (Listed on the Tokyo Stock Exchange Prime Market, Securities Code: 2170)

This is a company that provides corporate transformation consulting and cloud services through motivation engineering, motivation management business (support for training, systems, and culture change), entry management business (recruitment support), and venture incubation.

■ FCE’s Business Policy(Focus areas for the fiscal year ending September 2026)

(From the "Financial Results Briefing for the fiscal year ended September 2025" disclosed on November 27, 2025)

For our existing businesses, we will continue to grow our SaaS-based RPA Robo-Pat DX and Smart Boarding, focusing on these two services.

In both businesses, we will strengthen our product appeal by incorporating AI functions and AI content, which have seen a rapid increase in demand recently.

For new businesses, we will focus on launching our AI agent business, which began in October 2025.

Existing Businesses	Growth Investments
<p>RPA Robo-Pat DX Enhancing product competitiveness, increasing brand awareness, strengthening sales infrastructure Equipped with enhanced AI capabilities, enabling faster and easier business automation.</p> <p>Smart Boarding AI talent development support, increasing customer value Add "AI Learning Content" to cultivate talent capable of organizational utilization, supporting enhanced productivity on the front lines and overall organizational growth. Aiming for synergistic effects with training initiatives By providing training content to companies implementing Smart Boarding, we aim to increase ARPA(*) per company.</p>	<p>AI OMNI AGENT Early launch of the business Actively pursue investments to achieve early business launch and profit generation.</p> <p>Rescle Resilience Muscle Training Program Providing training to address management challenges Supporting sustainable corporate growth and enhancing human capital through programs that prevent productivity losses due to mental health issues</p>

Note: Average Revenue Per Account

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■ Shareholder Returns Policy

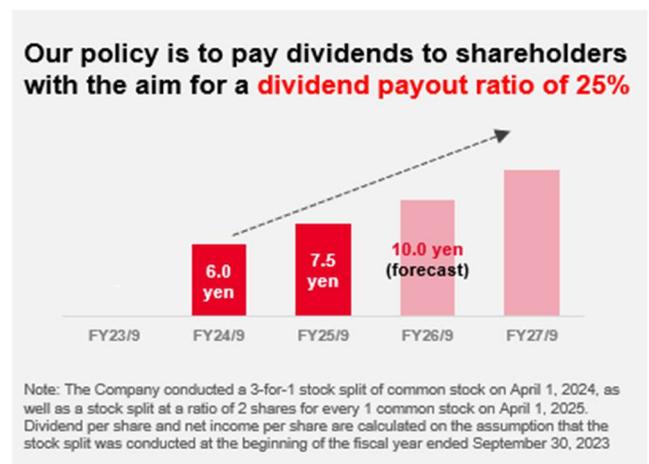
● Dividend Policy

While maintaining and improving our sound financial position, we aim to pay dividends to shareholders with **a dividend payout ratio of 25%**, taking into consideration such factors as profit levels, future capital investment, and free cash flow trends. Retained earnings will be used for investments to enhance corporate value and will be returned to shareholders through future business development.

● Shareholder Benefits and Dividends

Shareholder benefits with a record date of September 30, 2025 included a digital gift® worth 1,000 yen for shareholders holding 100 or more shares. (The 2026 target will be disclosed once it is determined.)

As for dividends, we plan to pay a dividend of 7.5 yen per share at the end of the fiscal year ended September 2025. For the fiscal year ending September 2026, we plan to increase the dividend by 2.5 yen to 10 yen per share.



■ Measures to achieve management that takes capital costs and stock prices into consideration (Updated) (Disclosed February 12, 2026)

In order to achieve sustainable growth and improve corporate value over the medium to long term, we have analyzed and evaluated our current situation regarding measures to achieve management that takes capital costs and stock prices into consideration, and have resolved (updated) our future policy for improvement.

Please refer to the disclosure document for further details.

<https://contents.xj-storage.jp/xcontents/AS05165/4701fd0d/a499/473e/9a9c/dd7630686f65/140120260212556107.pdf>

FCE GROUP

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