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January 13, 2026

Non-consolidated Financial Results for the Fiscal Year Ended November 30, 2025 (Japanese GAAP)

Company name: Japaniace Co., Ltd. Listing: Tokyo Stock Exchange (Growth Market)
 Securities code: 9558
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 Scheduled date of annual general meeting of shareholders: February 24, 2026
 Scheduled date to commence dividend payments: February 25, 2026
 Scheduled date to file annual securities report: February 25, 2025
 Supplementary material on financial results: Yes
 Financial results briefing: Yes (for institutional investors)

(Amounts are rounded down to the nearest million yen.)

1. Non-consolidated Financial Results for the Fiscal Year Ended November 30, 2025 (December 1, 2024 to November 30, 2025)

(1) Operating Results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Net profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
November 30, 2025	12,084	7.8	982	3.9	1,078	5.4	765	5.9
November 30, 2024	11,211	13.4	945	13.0	1,022	17.1	722	17.3

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
November 30, 2025	193.09	191.37	24.0	20.1	8.1
November 30, 2024	181.51	179.45	24.7	21.4	8.4

(Reference) Equity in earnings of affiliates Fiscal year ended November 30, 2025: — million
 Fiscal year ended November 30, 2024: — million

(2) Financial Position

	Total assets	Net assets	Shareholders' equity ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
November 30, 2025	5,786	3,379	58.4	852.64
November 30, 2024	4,949	2,996	60.5	756.76

(Reference) Shareholders' equity As of November 30, 2025: ¥3,379 million
 As of November 30, 2024: ¥2,996 million

(3) Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
November 30, 2025	819	(44)	(82)	3,691
November 30, 2024	938	(31)	(583)	2,999

2. Dividends

	Annual dividends per share					Total dividends	Payout ratio	Ratio of dividends to net assets
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended November 30, 2024	—	47.00	—	48.00	95.00	378	52.3	12.9
Fiscal year ended November 30, 2025	—	49.00	—	50.00	99.00	392	51.3	12.3
Fiscal year ending November 30, 2026 (Forecast)	—	50.00	—	51.00	101.00		51.0	

3. Forecast of Non-consolidated Earnings for the Fiscal Year Ending November 30, 2026 (December 1, 2025 to November 30, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Net profit		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full fiscal year	13,150	8.8	1,035	5.3	1,120	3.9	785	2.6	198.05

* Notes

(1) Changes in accounting policies, changes in accounting estimates, and restatement

- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

(2) Number of issued shares (common stock)

(i) Total number of issued shares at the end of the period (including treasury stock)

As of November 30, 2025	4,012,600 shares
As of November 30, 2024	4,009,200 shares

(ii) Number of treasury shares at the end of the period

As of November 30, 2025	49,001 shares
As of November 30, 2024	49,001 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended November 30, 2025	3,962,654 shares
Fiscal year ended November 30, 2024	3,981,165 shares

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

The earnings forecasts presented in this document are based upon currently available information and assumptions deemed rational. A variety of factors could cause actual results to differ materially from forecasts

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1. Overview of Financial Performance

(1) Overview of Operating Results

During the current fiscal year, the Japanese economy showed signs of a gradual recovery due to improvements in the employment and income environment, and corporate earnings. However, the outlook remained uncertain due to the prolonged rise in raw material prices caused by the Russia-Ukraine situation and the Middle East situation, the slowdown in the Chinese economy, the increase in tariffs by the United States, and rapid exchange rate fluctuations.

Under these circumstances, the IT industry continues to expand, driven by the promotion of digital transformation (DX). With the advancement of AI technology including Generative AI, the use of advanced IT in business is accelerating, and demand for foundational technologies supporting DX is growing across the industry. As a result, demand for IT specialists remains strong, and the Company's Advanced Engineering business increased net sales. In addition, the impact on gross profit margin was limited by offsetting the increase in cost of sales associated with proactive engineer hiring through higher unit prices of engineers. Selling, general and administrative expenses decreased following a partial review of the categories of cost of sales and SG&A expenses, even as the Company strengthened its business foundation for further growth. Non-operating income increased due to commission income from clients.

As a result, the Company recorded net sales of ¥12,084,720 thousand (up 7.8% year-on-year), operating profit of ¥982,692 thousand (up 3.9% year-on-year), ordinary profit of ¥1,078,121 thousand (up 5.4% year-on-year) and net profit of ¥765,152 thousand (up 5.9% year-on-year).

The Company does not provide segment information since it operates in a single reportable segment “Advanced Engineering”.

(2) Overview of Financial Position

(Assets)

Total assets at the end of the current fiscal year amounted to ¥5,786,357 thousand, up ¥836,784 thousand from the end of the previous fiscal year. The main factors were a ¥692,141 thousand increase in cash and deposits and a ¥103,194 thousand increase in accounts receivable and contract assets.

(Liabilities)

Total liabilities at the end of the current fiscal year amounted to ¥2,406,828 thousand, up ¥454,188 thousand from the end of the previous fiscal year. The main factors were a ¥300,000 thousand increase in short-term borrowings due to borrowing executed to secure working capital in anticipation of future business expansion and a ¥76,412 thousand increase in accrued expenses.

(Net assets)

Total net assets at the end of the current fiscal year amounted to ¥3,379,529 thousand, up ¥382,596 thousand from the end of the previous fiscal year. The main factors were net profit of ¥765,152 thousand and dividends payment of ¥384,296 thousand.

As a result, the Company recorded a shareholders' equity ratio of 58.4% (60.5% at the end of the previous fiscal year).

(3) Overview of Cash Flows

Cash and cash equivalents (hereinafter, “cash”) as of November 30, 2025 amounted to ¥3,691,706 thousand, up ¥692,141 thousand from the end of the previous fiscal year. The overview of the cash flows is described below.

(Cash flows from operating activities)

Net cash provided by operating activities was ¥819,385 thousand (¥938,165 thousand provided in the previous fiscal year). This was mainly due to the recording of ¥1,078,121 thousand in profit before income taxes and expenditures of ¥328,731 thousand for income taxes paid.

(Cash flows from investing activities)

Net cash used in investing activities was ¥44,848 thousand (¥31,333 thousand used in the previous fiscal year). This was mainly due to expenditures of ¥19,384 thousand for the purchase of property, plant and equipment and expenditures of ¥18,866 thousand for other payments.

(Cash flows from financing activities)

Net cash used in financing activities was ¥82,395 thousand (¥583,506 thousand used in the previous fiscal year). This was mainly due to proceeds of ¥300,000 thousand from short-term borrowings and expenditures of ¥384,136 thousand for dividend payments.

(4) Outlook

Based on the corporate philosophy of “Provide new value for Japan's tomorrow through advanced technology,” the Company will continue to strive to expand our business by providing services to IT and telecommunications industries and manufacturing companies in Japan.

For the next fiscal year (ending November 2026), the Company forecasts net sales of ¥13,150 million (up 8.8% year-on-year), operating profit of ¥1,035 million (up 5.3% year-on-year), ordinary profit of ¥1,120 million (up 3.9% year-on-year), and net profit of ¥785 million (up 2.6% year-on-year).

The forecasts are based on information available as of the date of publication of this document, and actual results may differ from the forecasts due to various factors.

2. Basic Concept on Selection of Accounting Standards

The Company's policy is to prepare its financial statements in accordance with Japanese GAAP for the time being, taking into consideration comparability with industry peers in Japan. The Company will respond appropriately concerning the application of the International Financial Reporting Standards (IFRS) upon consideration of various factors in Japan and overseas.

3. Non-consolidated Financial Statements and Notes

(1) Non-consolidated Balance Sheets

(Thousands of yen)

	As of November 30, 2024	As of November 30, 2025
Assets		
Current assets		
Cash and deposits	2,999,564	3,691,706
Accounts receivable and contract assets	1,519,629	1,622,824
Prepaid expenses	45,432	39,249
Other	2,958	3,676
Total current assets	4,567,585	5,357,456
Non-current assets		
Property, plant and equipment		
Buildings	13,107	16,185
Facilities attached to buildings	59,431	67,903
Vehicles	12,121	12,121
Tools, furniture and fixtures	39,344	45,981
Leased assets	4,104	4,104
Accumulated depreciation	(71,124)	(79,579)
Total property, plant and equipment	56,984	66,716
Intangible assets		
Software	15,306	11,023
Total intangible assets	15,306	11,023
Investments and other assets		
Investment securities	20,000	30,000
Long-term loans receivable	1,850	1,250
Long-term prepaid expenses	2,304	879
Deferred tax assets	182,445	202,975
Other	103,095	116,055
Total investments and other assets	309,695	351,160
Total non-current assets	381,986	428,901
Total assets	4,949,572	5,786,357

(Thousands of yen)

	As of November 30, 2024	As of November 30, 2025
Liabilities		
Current liabilities		
Accounts payable	14,250	59,591
Short-term borrowings	—	300,000
Accounts payable - other	9,648	10,283
Accrued expenses	851,928	928,341
Income taxes payable	173,179	177,946
Accrued consumption taxes	269,947	233,184
Deposits received	216,374	245,059
Provision for bonuses	197,564	215,616
Provision for loss on orders received	5,285	21,400
Other	2,342	3,284
Total current liabilities	1,740,520	2,194,708
Non-current liabilities		
Long-term accounts payable - other	212,119	212,119
Total non-current liabilities	212,119	212,119
Total liabilities	1,952,640	2,406,828
Net assets		
Shareholders' equity		
Common stock	22,355	23,225
Capital surplus		
Legal capital surplus	2,355	3,225
Other capital surplus	85,227	85,227
Total capital surplus	87,583	88,453
Retained earnings		
Legal retained earnings	5,000	5,000
Other retained earnings		
General reserve	320,000	320,000
Retained earnings brought forward	2,663,988	3,044,844
Total retained earnings	2,988,988	3,369,844
Treasury stock	(101,993)	(101,993)
Total shareholders' equity	2,996,932	3,379,529
Total net assets	2,996,932	3,379,529
Total liabilities and net assets	4,949,572	5,786,357

(2) Non-consolidated Statements of Income

(Thousands of yen)

	Fiscal year ended November 30, 2024	Fiscal year ended November 30, 2025
Net sales	11,211,465	12,084,720
Cost of sales	8,312,666	9,184,637
Gross profit	2,898,798	2,900,082
Selling, general and administrative expenses	1,952,912	1,917,390
Operating profit	945,885	982,692
Non-operating income		
Interest income	283	4,427
Commission income	22,023	32,967
Subsidy income	52,106	51,978
Other	3,735	9,828
Total non-operating income	78,149	99,201
Non-operating expenses		
Interest expenses	—	2,322
Loss on retirement of non-current assets	—	349
Commission for purchase of treasury stock	369	—
Consumption tax difference	1,069	1,100
Total non-operating expenses	1,438	3,772
Ordinary profit	1,022,596	1,078,121
Profit before income taxes	1,022,596	1,078,121
Income taxes - current	309,853	333,499
Income taxes - deferred	(9,865)	(20,529)
Total income taxes	299,988	312,969
Net profit	722,607	765,152

(3) Non-consolidated Statements of Changes in Shareholders' Equity

Previous fiscal year (December 1, 2023 to November 30, 2024)

(Thousands of yen)

	Shareholders' equity							
	Common stock	Capital surplus			Retained earnings			
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings
						General reserve	Retained earnings brought forward	
Balance at beginning of period	20,000	—	85,313	85,313	5,000	320,000	2,436,099	2,761,099
Changes								
Issuance of new shares	2,355	2,355		2,355				
Cash dividends							(494,719)	(494,719)
Net profit							722,607	722,607
Purchase of treasury stock								
Disposal of treasury stock								
Gain (loss) on disposal of treasury stock			(85)	(85)				
Total changes	2,355	2,355	(85)	2,269	—	—	227,888	227,888
Balance at end of period	22,355	2,355	85,227	87,583	5,000	320,000	2,663,988	2,988,988

	Shareholders' equity		Total net assets
	Treasury stock	Total shareholders' equity	
Balance at beginning of period	(8,806)	2,857,606	2,857,606
Changes			
Issuance of new shares		4,710	4,710
Cash dividends		(494,719)	(494,719)
Net profit		722,607	722,607
Purchase of treasury stock	(100,031)	(100,031)	(100,031)
Disposal of treasury stock	6,843	6,843	6,843
Gain (loss) on disposal of treasury stock		(85)	(85)
Total changes	(93,187)	139,325	139,325
Balance at end of period	(101,993)	2,996,932	2,996,932

Current fiscal year (December 1, 2024 to November 30, 2025)

(Thousands of yen)

	Shareholders' equity							
	Common stock	Capital surplus			Retained earnings			
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings
						General reserve	Retained earnings brought forward	
Balance at beginning of period	22,355	2,355	85,227	87,583	5,000	320,000	2,663,988	2,988,988
Changes								
Issuance of new shares	870	870		870				
Cash dividends							(384,296)	(384,296)
Net profit							765,152	765,152
Total changes	870	870	—	870	—	—	380,855	380,855
Balance at end of period	23,225	3,225	85,227	88,453	5,000	320,000	3,044,844	3,369,844

	Shareholders' equity		Total net assets
	Treasury stock	Total shareholders' equity	
Balance at beginning of period	(101,993)	2,996,932	2,996,932
Changes			
Issuance of new shares		1,740	1,740
Cash dividends		(384,296)	(384,296)
Net profit		765,152	765,152
Total changes	—	382,596	382,596
Balance at end of period	(101,993)	3,379,529	3,379,529

(4) Non-consolidated Statements of Cash Flows

(Thousands of yen)

	Fiscal year ended November 30, 2024	Fiscal year ended November 30, 2025
Cash flows from operating activities		
Profit before income taxes	1,022,596	1,078,121
Depreciation and amortization	17,185	16,689
Increase (decrease) in allowance for doubtful accounts	(90)	—
Increase (decrease) in provision for bonuses	17,759	18,052
Increase (decrease) in provision for loss on orders received	4,520	16,114
Interest and dividend income	(283)	(4,427)
Interest expenses	—	2,322
Commission for purchase of treasury stock	369	—
Loss on retirement of non-current assets	—	349
Decrease (increase) in trade receivables	(20,339)	(103,194)
Decrease (increase) in other current assets	3,659	6,890
Increase (decrease) in trade payables	1,071	45,341
Increase (decrease) in accrued expenses	134,279	76,412
Increase (decrease) in accrued consumption taxes	17,558	(36,762)
Increase (decrease) in other current liabilities	48,163	30,102
Subtotal	1,246,448	1,146,012
Interest and dividends received	283	4,427
Interest paid	—	(2,322)
Income taxes paid	(308,566)	(328,731)
Net cash provided by (used in) operating activities	938,165	819,385
Cash flows from investing activities		
Purchase of property, plant and equipment	(5,452)	(19,384)
Purchase of intangible assets	(15,258)	—
Purchase of investment securities	(10,000)	(10,000)
Proceeds from collection of loans receivable	600	600
Other payments	(1,785)	(18,866)
Other proceeds	562	2,803
Net cash provided by (used in) investing activities	(31,333)	(44,848)
Cash flows from financing activities		
Proceeds from short-term borrowings	—	300,000
Dividends paid	(494,574)	(384,136)
Purchase of treasury stock	(100,031)	—
Proceeds from exercise of employee share options	11,468	1,740
Other	(369)	—
Net cash provided by (used in) financing activities	(583,506)	(82,395)
Net increase (decrease) in cash and cash equivalents	323,325	692,141
Cash and cash equivalents at beginning of period	2,676,239	2,999,564
Cash and cash equivalents at end of period	2,999,564	3,691,706

(5) Notes to Non-consolidated Financial Statements
(Going Concern Assumption)
Not applicable.

(Significant Changes in Shareholders' Equity)

Previous fiscal year (December 1, 2023 to November 30, 2024)

1. Dividends paid

Resolution	Class of shares	Total dividends (thousands of yen)	Dividends per share (yen)	Record date	Effective date	Source of dividends
General Meeting of Shareholders February 22, 2024	Common stock	306,592	77.00	November 30, 2023	February 26, 2024	Retained earnings
Board of Directors meeting July 8, 2024	Common stock	188,126	47.00	May 31, 2024	August 2, 2024	Retained earnings

2. Dividends for which the record date is during the fiscal year and the effective date is after the end of the fiscal year:

Resolution	Class of shares	Total dividends (thousands of yen)	Dividends per share (yen)	Record date	Effective date	Source of dividends
General Meeting of Shareholders February 21, 2025	Common stock	190,089	48.00	November 30, 2024	February 25, 2025	Retained earnings

3. Significant changes in shareholders' equity

The Company acquired 45,100 shares of treasury stock based on the resolution of the Board of Directors meeting held on July 8, 2024. As a result, treasury stock increased by ¥93,187 thousand during the fiscal year and amounted to ¥101,993 thousand at the end of the period.

Current fiscal year (December 1, 2024 to November 30, 2025)

1. Dividends paid

Resolution	Class of shares	Total dividends (thousands of yen)	Dividends per share (yen)	Record date	Effective date	Source of dividends
General Meeting of Shareholders February 21, 2025	Common stock	190,089	48.00	November 30, 2024	February 25, 2025	Retained earnings
Board of Directors meeting July 7, 2025	Common stock	194,206	49.00	May 31, 2025	August 4, 2025	Retained earnings

2. Dividends for which the record date is during the fiscal year and the effective date is after the end of the fiscal year:

Resolution	Class of shares	Total dividends (thousands of yen)	Dividends per share (yen)	Record date	Effective date	Source of dividends
General Meeting of Shareholders February 24, 2026	Common stock	198,179	50.00	November 30, 2025	February 25, 2026	Retained earnings

(Segment Information)

The Company does not provide segment information since it operates in a single reportable segment "Advanced Engineering".

(Share of Profit (Loss) of Entities Accounted for Using Equity Method)

Not applicable.

(Per Share Information)

	Fiscal year ended November 30, 2024	Fiscal year ended November 30, 2025
Net assets per share (Yen)	756.76	852.64
Basic earnings per share (Yen)	181.51	193.09
Diluted earnings per share (Yen)	179.45	191.37

(Note) The basis for calculating basic earnings per share and diluted earnings per share is as follows.

	Fiscal year ended November 30, 2024	Fiscal year ended November 30, 2025
Basic earnings per share		
Net profit (thousands of yen)	722,607	765,152
Amount not attributable to common shareholders (thousands of yen)	—	—
Net profit related to common stock (thousands of yen)	722,607	765,152
Average number of shares of common stock (shares)	3,981,165	3,962,654
Diluted earnings per share		
Net profit adjustments (thousands of yen)	—	—
Increase in common shares (shares)	45,529	35,699
(Share acquisition rights (shares))	(45,529)	(35,699)
Details of potential shares not included in the calculation of diluted earnings per share due to the absence of dilutive effects	—	—

(Significant Subsequent Events)

Not applicable.