

Japaniace

Financial Results Presentation Material for the Fiscal Year Ended November 30, 2025

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

January 13, 2026

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01

Performance Highlight

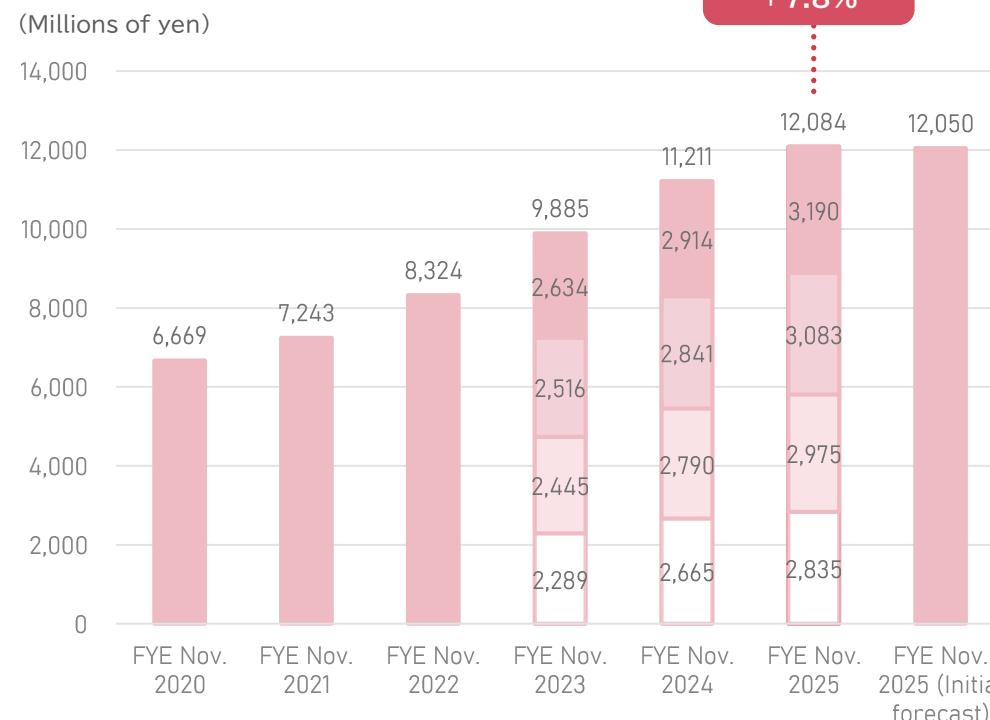
Net sales and ordinary profit increased year-on-year, driven by an expanded engineer headcount and higher sales per engineer.

	FYE Nov. 30, 2024	FYE Nov. 30, 2025	Year-on-year change		FYE Nov. 30, 2025 Forecast at beginning of term	Progress	(Millions of yen)
			Change	%			
Net sales	11,211	12,084	873	+7.8%	12,050	100.3%	
Gross profit	2,898	2,900	1	+0.0%	3,170	91.5%	
Operating profit	945	982	36	+3.9%	1,040	94.5%	
Ordinary profit	1,022	1,078	55	+5.4%	1,130	95.4%	
Net profit	722	765	42	+5.9%	800	95.6%	

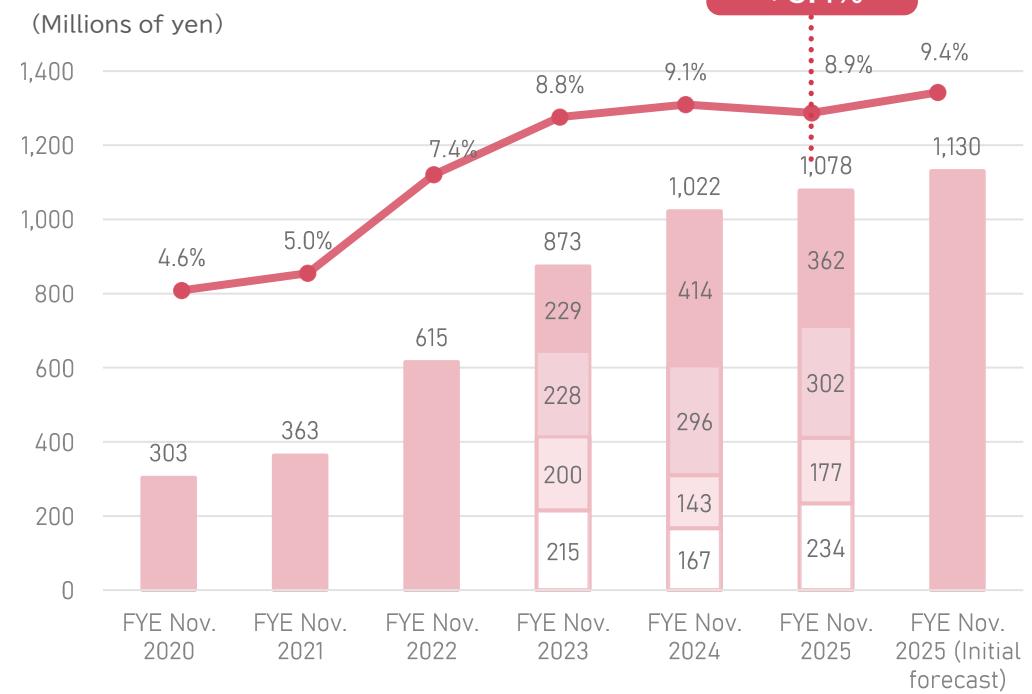
Net sales grew 7.8% year-on-year, driven by strong performance in both on-site development support and contract development, while ordinary profit also increased by 5.4%.

Financial Highlights

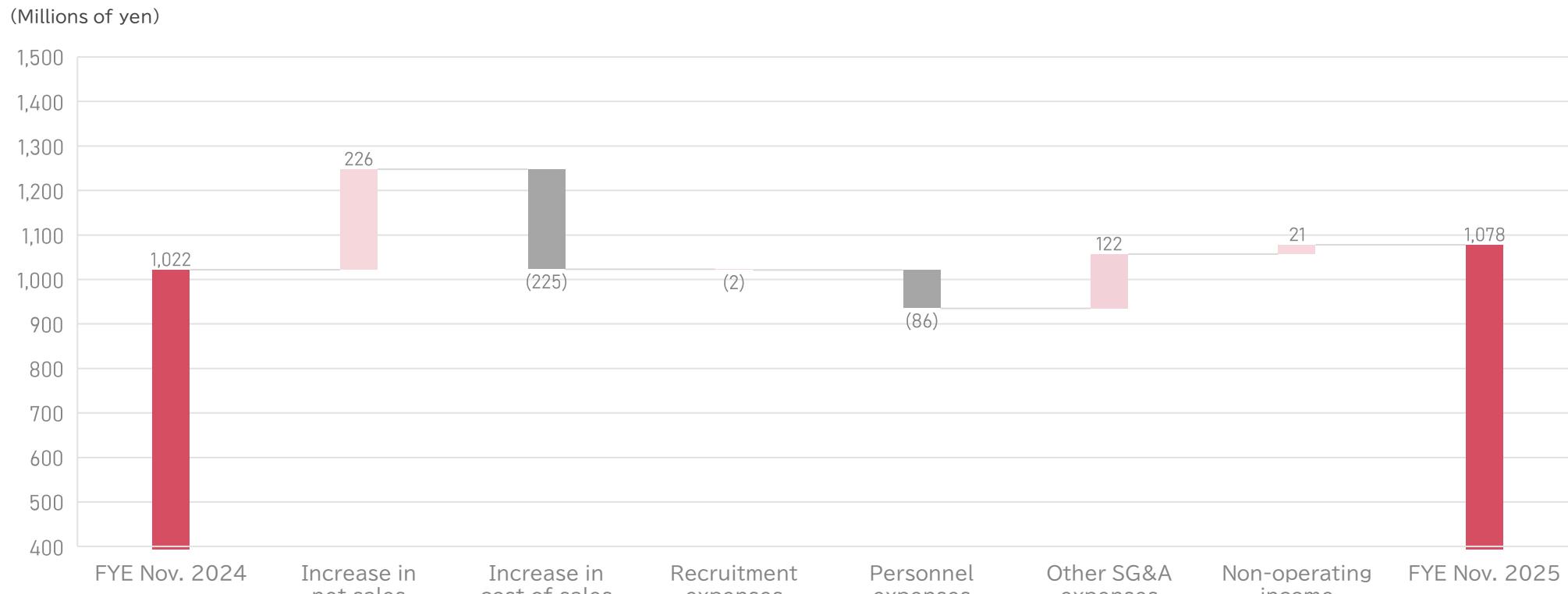
Net sales



Ordinary profit



Year-on-Year Changes in Ordinary Profit for FYE Nov. 2025



Net sales expanded due to higher unit prices of engineers and an increase in the number of engineers including business partners. Although personnel expenses rose year-on-year as we strengthened our workforce to support business expansion, this was offset by the growth in net sales. Additionally, cost of sales increased and other SG&A expenses decreased due to a partial review of cost and expense categories.

Gross profit remained flat and SG&A expenses decreased year-on-year due to a partial review of cost and expense categories.

(Millions of yen)

	FYE Nov. 30, 2024	FYE Nov. 30, 2025	YoY change
Net sales	11,211	12,084	+7.8%
Cost of sales	8,312	9,184	+10.5%
Gross profit	2,898	2,900	+0.0%
Gross profit (%)	25.9%	24.0%	
Selling, general and administrative expenses	1,952	1,917	(1.8%)
Operating profit	945	982	+3.9%
Operating profit (%)	8.4%	8.1%	
Non-operating income	78	99	+26.9%
Non-operating expenses	1	3	+162.2%
Ordinary profit	1,022	1,078	+5.4%
Ordinary profit (%)	9.1%	8.9%	
Extraordinary income	-	-	
Extraordinary losses	-	-	
Profit before income taxes	1,022	1,078	+5.4%
Income taxes	299	312	+4.3%
Net profit	722	765	+5.9%
Net profit (%)	6.4%	6.3%	

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.

	FYE Nov. 30, 2024	FYE Nov. 30, 2025	(Millions of yen)
Assets			
Current assets			
Cash and deposits	2,999	3,691	
Accounts receivable and contract assets	1,519	1,622	
Total current assets	4,567	5,357	
Non-current assets			
Property, plant and equipment	56	66	
Intangible assets	15	11	
Investments and other assets	309	351	
Total non-current assets	381	428	
Total assets	4,949	5,786	
Liabilities			
Current liabilities			
Short-term borrowings		-	300
Accrued expenses		851	928
Total current liabilities		1,740	2,194
Non-current liabilities			
Total non-current liabilities		212	212
Total liabilities	1,952	2,406	
Net assets			
Shareholders' equity			
Common stock		22	23
Retained earnings		2,988	3,369
Treasury stock		(101)	(101)
Total shareholders' equity		2,996	3,379
Total net assets	2,996	3,379	
Total liabilities and net assets	4,949	5,786	

The number of engineers increased by 80 year-on-year, driven by ongoing hiring of new graduates and mid-career recruits.

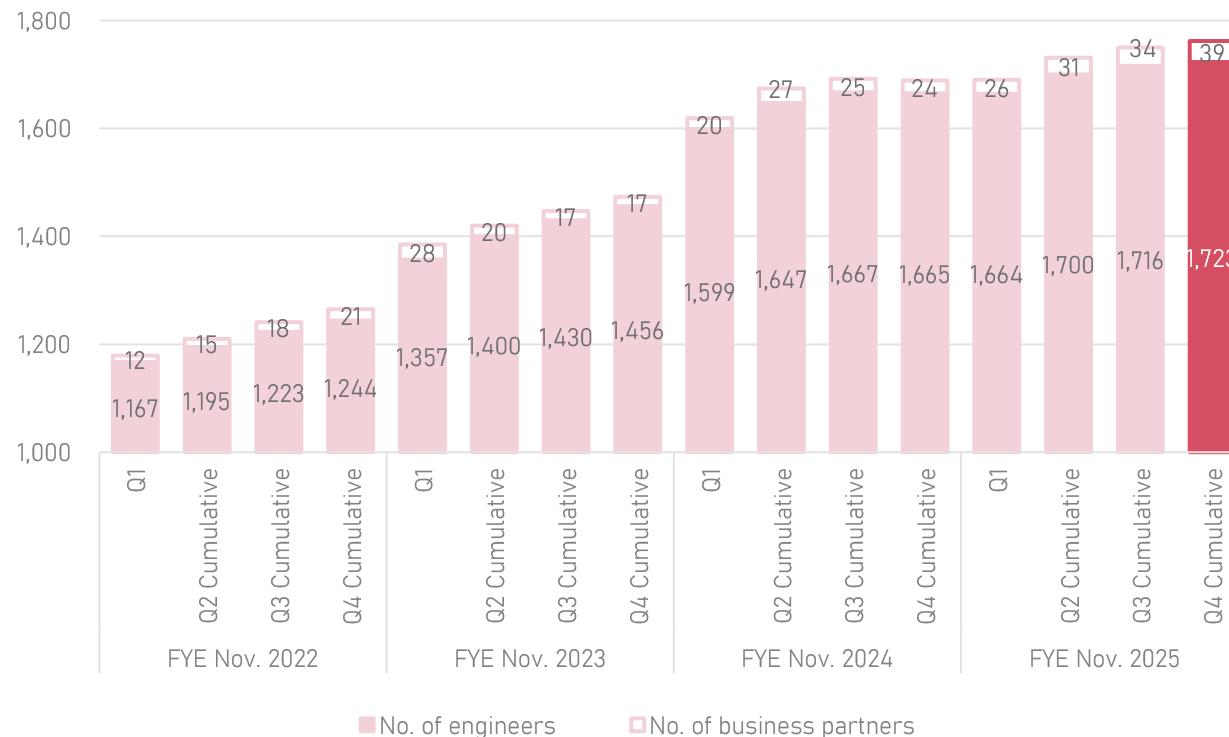


Number of engineers

Topics

We hired 40 new graduates and 330 mid-career recruits for engineering roles.

(Unit: persons)



* 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	1,731

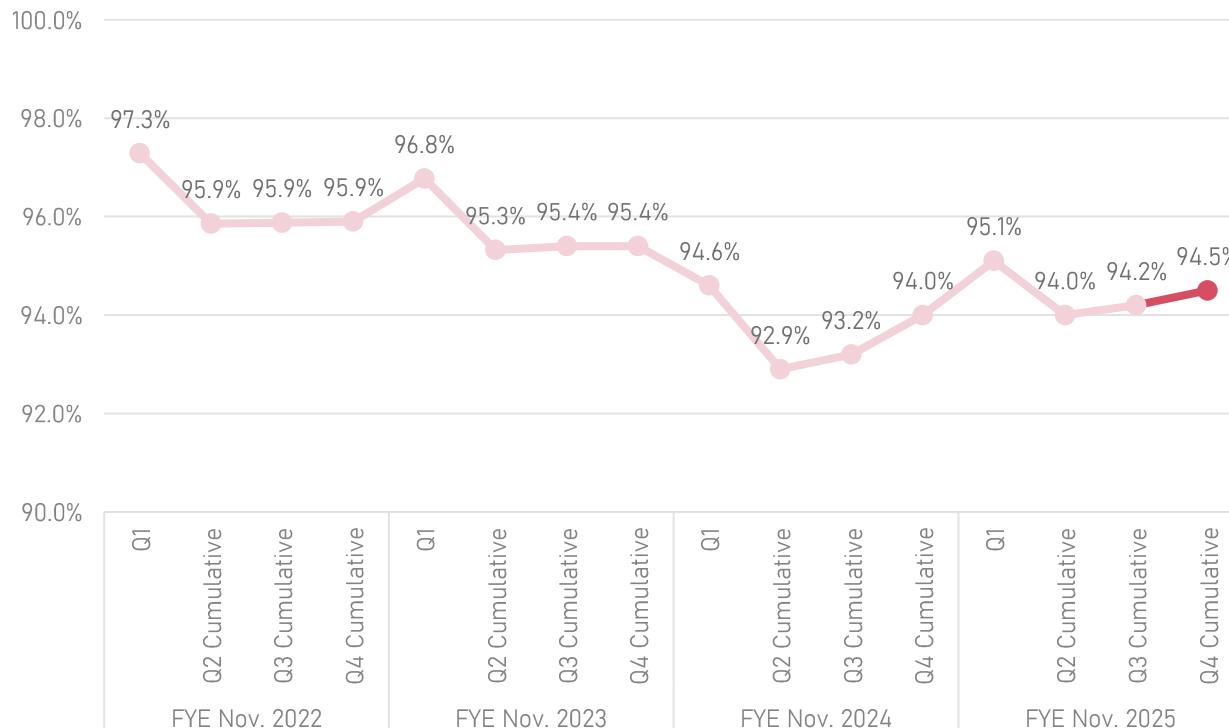
Although the utilization rate temporarily declined in Q2 due to an increase in trainees, it improved by 0.5% year-on-year, supported by ongoing efforts since June to shorten waiting periods.



Utilization rate

Topics

We maintained a utilization rate of 95.0% or higher from August onwards, driven by initiatives to reduce waiting periods.



* Utilization rate: (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 rate 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%	95.6%

Sales per engineer increased by ¥14 thousand per month year-on-year, driven by a shift toward high-unit-price projects and the ongoing effects of price negotiations.

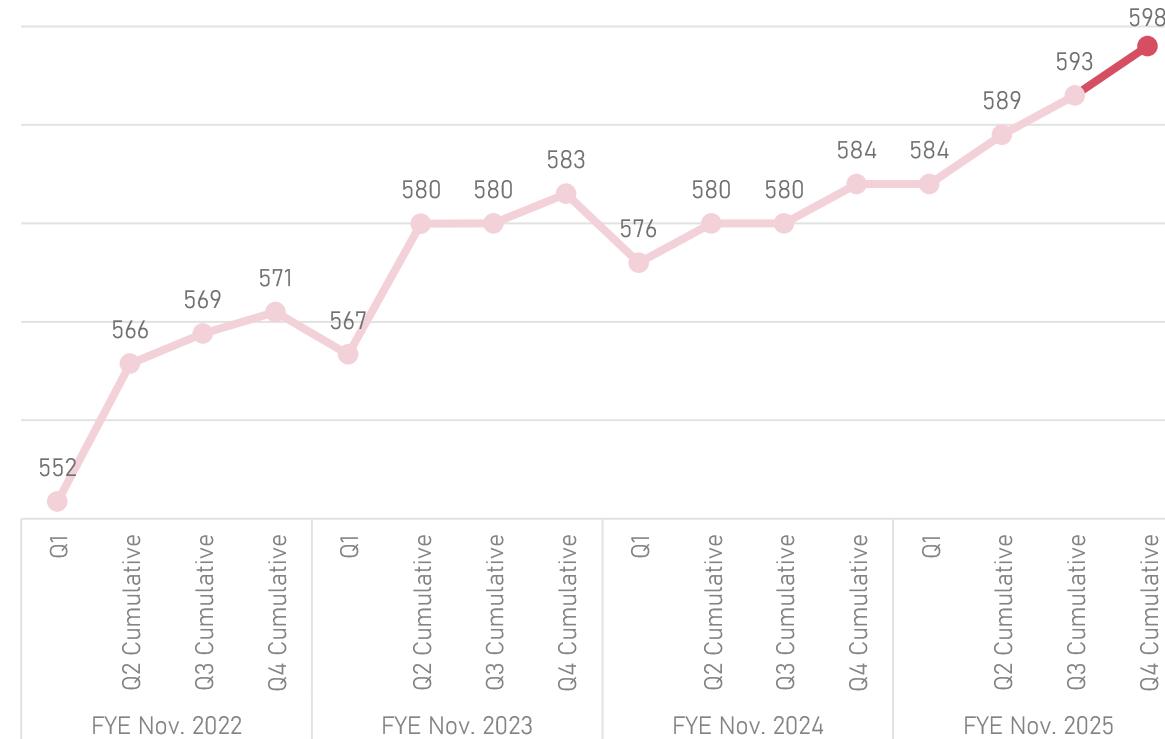


Sales per engineer

Topics

The upward trend is due to actively shifting toward high-unit-price projects.

(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)

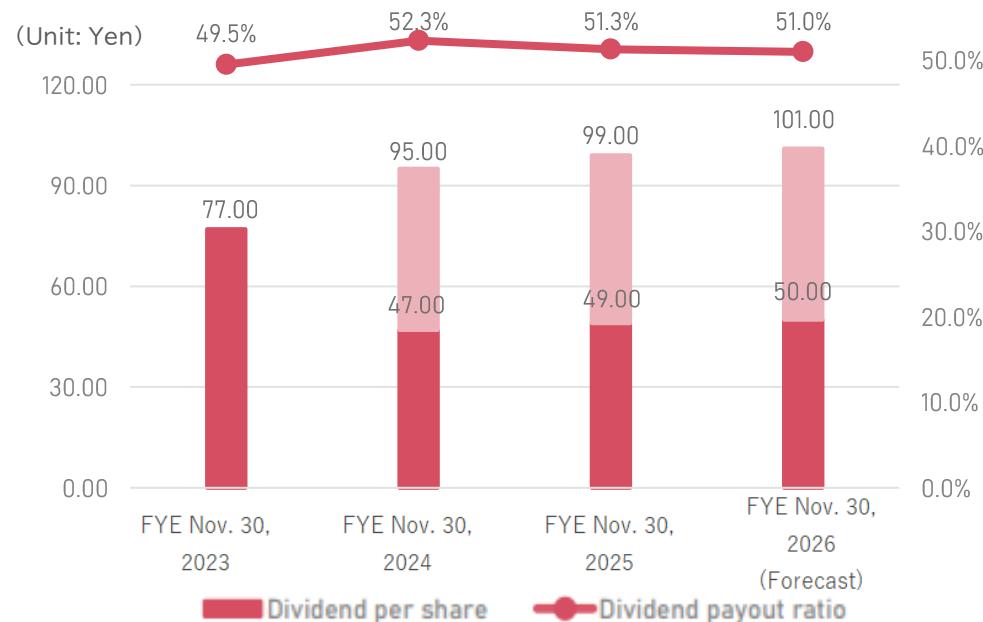
	Q1	Q2	Q3	Q4
FYE Nov. 30, 2024	576	583	580	596
FYE Nov. 30, 2025	584	593	601	614

By strengthening investment in human capital while maintaining high utilization rates, we forecast an 8.8% increase in net sales and a 3.9% increase in ordinary profit year-on-year for the fiscal year ending November 2026.

	FYE Nov. 30, 2025	FYE Nov. 30, 2026 (Forecast)	Year-on-year change		(Millions of yen)
			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%	

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



	FYE Nov. 30, 2023	FYE Nov. 30, 2024	FYE Nov. 30, 2025	FYE Nov. 30, 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

Key initiatives for basic strategies for the fiscal year ended November 30, 2025

事業戦略



Improving unit price

- ✓ Continued driving a strategic shift in orders toward high-unit-price clients and projects.
- ✓ Ongoing price negotiations have led to a steady cumulative increase in sales per engineer.
- ✓ Net sales increased significantly, driven primarily by the acquisition of public sector projects.

Promoting contract development

人材戦略



Initiatives for talent cultivation and retention

- ✓ Expanded educational programs through J-college (training center) and J-learning (e-learning platform).
- ✓ Promoted engineer-led study sessions and enhanced support for certification acquisition.
- ✓ Strengthened employee engagement and philosophy sharing through direct management-frontline dialogue.

財務戦略



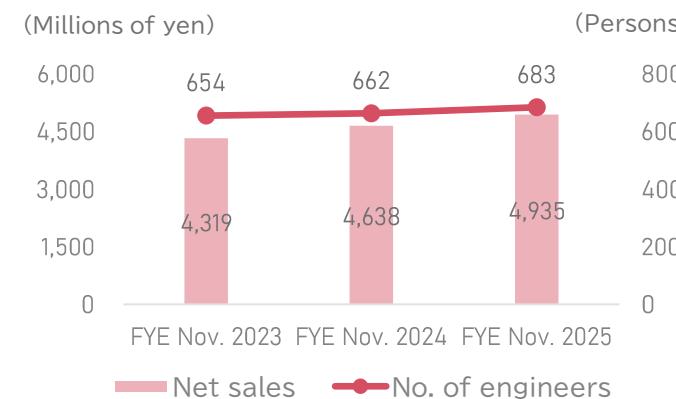
Promoting strategic M&A

- ✓ Continued exploring M&A opportunities to strengthen existing businesses.
- ✓ Expanded options for further growth while maintaining a solid financial foundation.
- ✓ Opened Sapporo Office, and relocated and expanded Kansai 1st and 2nd Offices

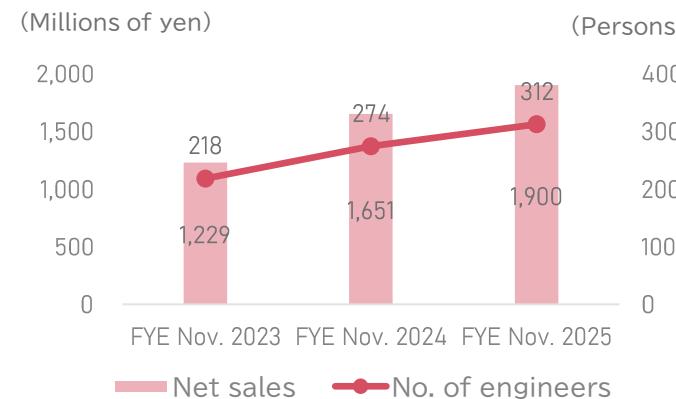
Establishing offices

Net sales in the IT segment remained on track, driven by higher sales per engineer. Software testing was especially robust, benefiting from synergies with our business alliance partners.

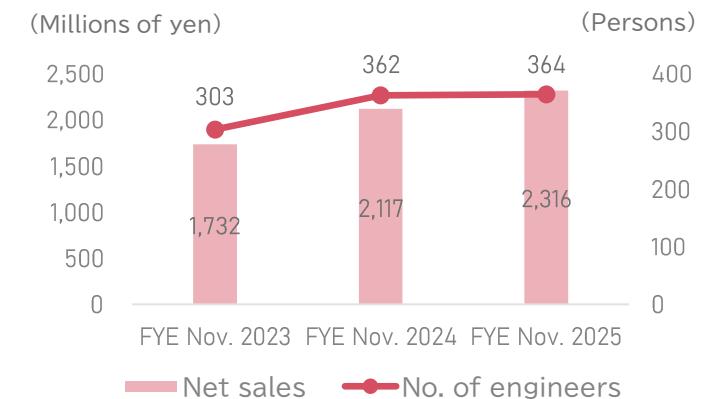
Software Development



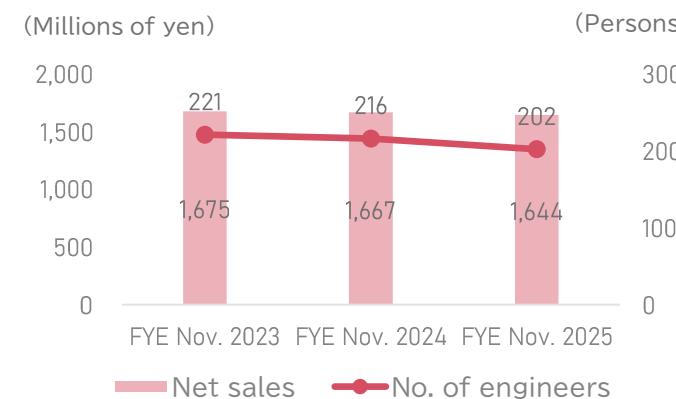
Software Testing



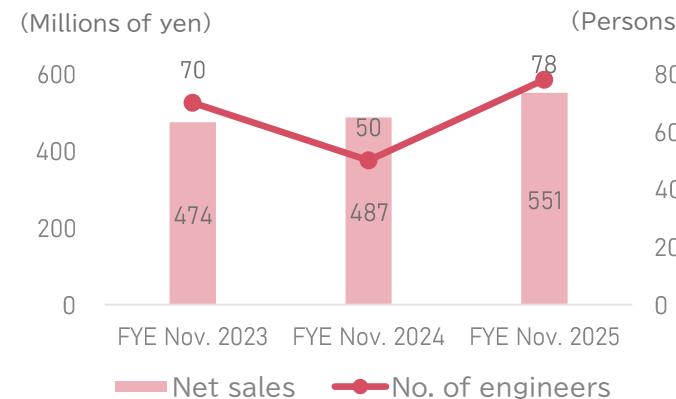
Infrastructure



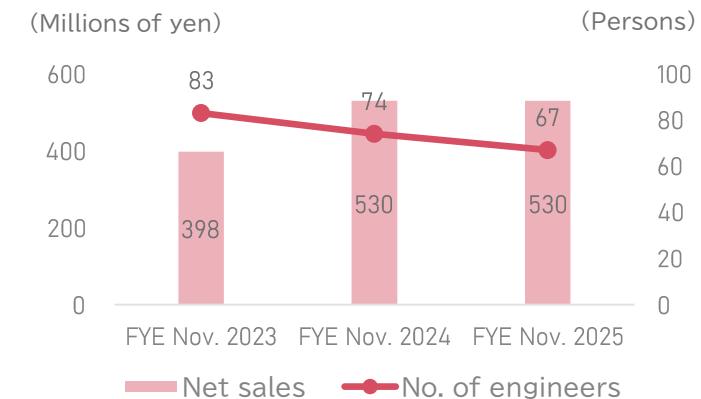
Machinery & Electric



Cloud



CRM



The number of certified engineers increased by 211 year-on-year, driven by enhanced support for certification acquisition.

(Unit: Persons)

Certification holders		Breakdown	Information-Technology Engineers Examination		Vendor certifications		Other	
FYE Nov. 2024	FYE Nov. 2025		FYE Nov. 2024	FYE Nov. 2025	FYE Nov. 2024	FYE Nov. 2025	FYE Nov. 2024	FYE Nov. 2025
1,522	1,733		436	516	663	769	423	448
			↗ +80		↗ +106		↗ +25	

<u>Information-Technology Engineers Examination</u>		FYE Nov. 2024	FYE Nov. 2025		<u>AWS Certifications</u>		FYE Nov. 2024	FYE Nov. 2025	
Applied Information Technology Engineer	52	→	67	↗	Cloud Practitioner	67	→	91	↗
Fundamental Information Technology Engineer	243	→	264	↗	Solutions Architect – Associate	47	→	63	↗
IT Passport	81	→	111	↗	Developer – Associate	13	→	17	↗
Other	60	→	74	↗	SysOps Administrator – Associate	9	→	15	↗
<u>JSTQB Certified Tester</u>					Solutions Architect – Professional	6	→	9	↗
Advanced Level	13	→	16	↗	Security – Specialty	3	→	7	↗
Foundation Level	87	→	96	↗	Other	10	→	8	↘
<u>Salesforce Certifications</u>									
CRM Administrator / Consultant	120	→	91	↘	<u>Microsoft Certifications (Azure)</u>				
Developer / Architect	56	→	49	↘	Fundamentals	12	→	26	↗
Marketer / Consultant	29	→	22	↘	Administrator Associate	5	→	10	↗
					Other	4	→	7	↗

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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