



January 23, 2026

To whom it may concern:

Company Name	Japaniace Co., Ltd.
Representative	Saburo Nishikawa Representative Director, Chairman and President (Code: 9558 TSE Growth)
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Notice Concerning Formulation of Medium-Term Management Plan

Japaniace Co., Ltd. (the “Company”) hereby announces that it has formulated a Medium-Term Management Plan for the period from fiscal year ending November 2026 to the fiscal year ending November 2028, as resolved at a meeting of the Board of Directors held on January 23, 2026. To ensure a flexible response to the evolving business environment, the Company has adopted a three-year rolling plan, which will be reviewed and updated annually in principle.

1. Background of the Medium-Term Management Plan

Under our mission, “Provide new value for Japan's tomorrow through advanced technology,” we have consistently embraced the challenges posed by rapid technological evolution since our founding. In an era of accelerating adoption of AI, IoT, and Cloud technologies, we aim to be a “partner of choice” by not only adapting to change but also anticipating new market needs to provide high-value-added services.

2. Basic Policy

Our long-term vision is “The employment and creation of digital talent in the Advanced Engineering business,” with a target of 10,000 digital professionals and a strategic identity as a comprehensive human resource services provider. For the three-year period through November 2028, we will focus on pioneering new growth drivers while achieving sustainable growth by scaling and enhancing our existing businesses.

(1) New Growth Drivers

New Initiatives:

- Acquisition of new domains and creation of business synergies through M&A.
- Expansion of business partnerships through capital and business alliances.
- Commercialization of new ventures through continuous innovation and investment.

(2) Expansion and Strengthening of Existing Businesses

Achievement of Key Management Indicators:

Increasing engineering headcount through proactive utilization of external resources.

Optimizing the balance between high utilization rates and improved retention.

Achieving consistent growth in sales per engineer.

Investment for Strengthening the Business Foundation:

Enhancing the human resource base through training and infrastructure investment.

Expanding IT investment for more sophisticated and efficient operations.

Optimizing regional presence and office network expansion.

3. Strategic Framework

(1) New Initiatives

The Company positions M&A as a core growth strategy. We will continuously pursue opportunities to increase unit prices, establish technological superiority in growth sectors, expand prime contracts, and secure top-tier talent.

(2) Achievement of Key Management Indicators

The Company has set the following targets to be achieved by the end of the fiscal year ending November 2028.

Indicator	FYE Nov. 2025	FYE Nov. 2028
Number of engineers	1,731	2,220
Utilization rate	94.5%	95.3%
Sales per engineer	¥598 thousand / month	¥619 thousand / month

(3) Investment for Strengthening the Business Foundation

- Early identification of turnover risks by analyzing employee engagement scores using AI.
- Continuous creation of educational opportunities through synergies between J-college and J-learning.
- Providing resources by leveraging our recruitment strengths to address the social challenge of IT engineer shortages.

4. Financial Targets

(Millions of yen)	Fiscal year ended Nov. 30, 2025 (Actual)	Fiscal year ending Nov. 30, 2026 (Forecast)	Fiscal year ending Nov. 30, 2027 (Plan)	Fiscal year ending Nov. 30, 2028 (Plan)
Net sales	12,084	13,150	14,640	16,600
Ordinary profit	1,087	1,120	1,260	1,555
Ordinary profit margin	9.0%	8.5%	8.6%	9.4%

For more details on the Medium-Term Management Plan, please refer to the “Business Plans and Growth Opportunities - Financial Results Briefing Materials for the Fiscal Year Ended November 30, 2025 -” disclosed separately.