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

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

July 6, 2026

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Performance Highlights

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Executive Summary

- ✓ Revenue increased due to the contribution from the M&A, while profit declined as a result of temporary cost increases and additional man-hours required for certain large-scale projects.
- ✓ The Company is strengthening its business foundation and implementing initiatives to improve profitability to achieve its full-year earnings forecast.

Revenue Growth

Net sales
¥6,469 million

YoY
+11.3%

- Maintained double-digit growth, supported by the contribution of the SES business acquired from COPRO TECHNOLOGY Co., Ltd.
- Growth was driven by an increase in the number of engineers and higher revenue per engineer.

Profit Trends

Ordinary profit
¥292 million

YoY
(29.1%)

- M&A-related expenses (¥82 million) impacted profit.
- Additional man-hours exceeding initial expectations were incurred on certain large-scale projects.
- Temporary bench costs were incurred due to a sharp decline in demand from a major customer.

Growth Platform

Number of engineers
(As of end of Q2)
2,002 engineers
Record high

フリーランスエンジニアの求人情報サイト
Prime Freelance
Launched a new freelance support service

- Expanded the engineering workforce through the successful execution of M&A.
- The number of business partners increased steadily.
- Strengthened the talent supply structure to meet growing market demand.

Full-Year Forecast

Full-year forecast
Unchanged

- Additional man-hours for certain large-scale projects are expected to subside.
- Recruitment aligned with demand trends and the early deployment of bench engineers will be promoted.
- Most M&A-related expenses were one-time expenses incurred through Q2.

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Performance Summary

✓ **While revenue maintained double-digit YoY growth benefited by M&A, profits decreased YoY due to M&A-related expenses and an increase in man-hours for certain large-scale projects.**

(Millions of yen)

	FY11/2025 Q2	FY11/2026 Q2	YoY Change		Full-Year Forecast for FY11/2026 (Initial)	Progress
			Change	%		%
Net sales	5,810	6,469	659	+11.3%	13,150	49.2%
Gross profit	1,455	1,351	(103)	(7.1%)	3,190	42.4%
Operating profit	346	222	(123)	(35.6%)	1,035	21.4%
Ordinary profit	412	292	(120)	(29.1%)	1,120	26.1%
Net profit	272	193	(78)	(28.8%)	785	24.6%

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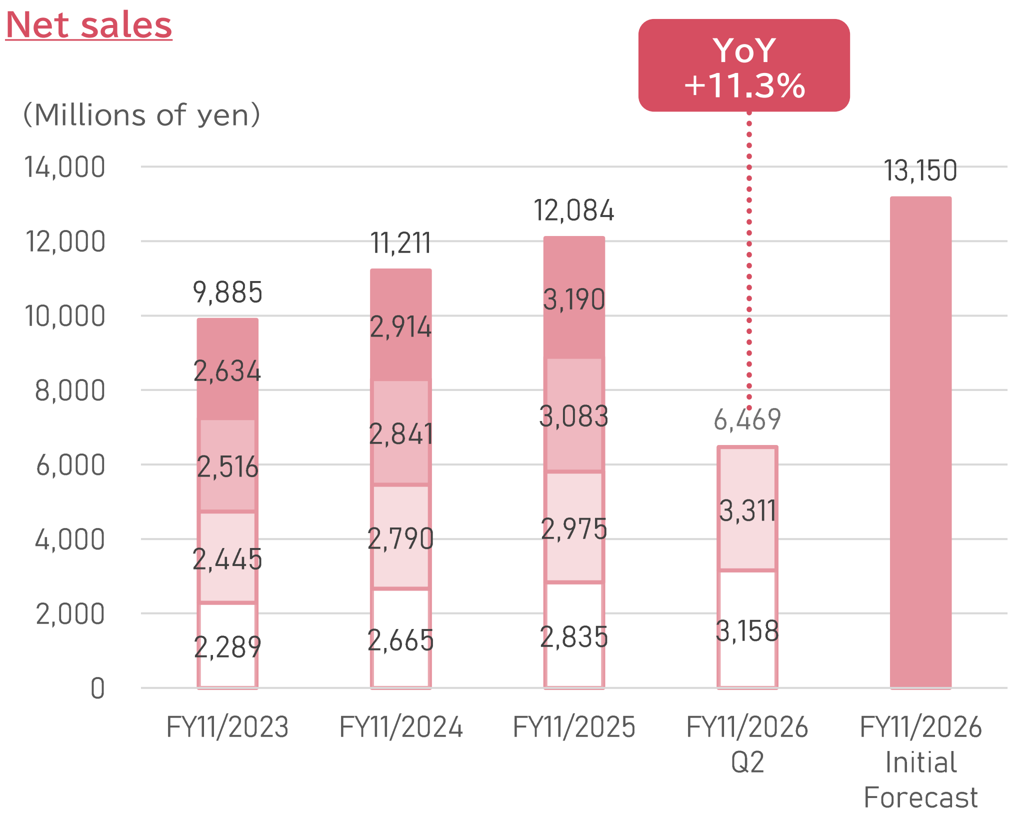
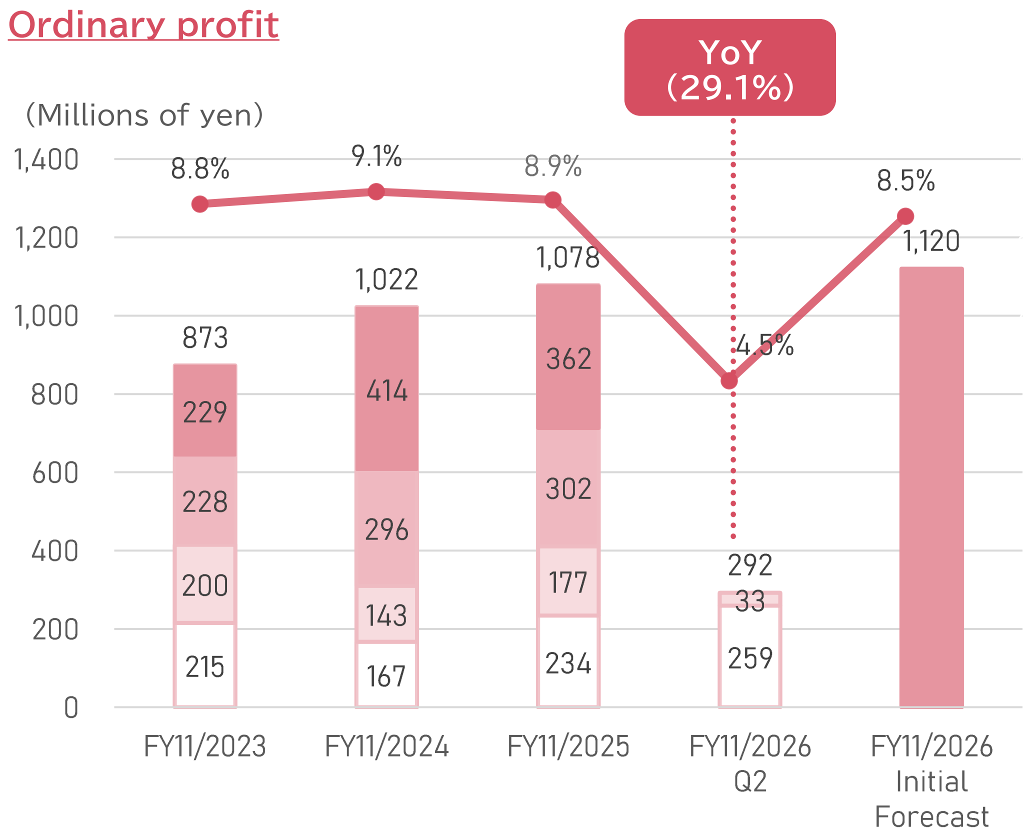
Net Sales and Ordinary Profit

✓ Net sales increased 11.3% YoY, driven by the launch of the SES business acquired from COPRO TECHNOLOGY Co., Ltd. Ordinary profit decreased 29.1% YoY due to higher-than-expected unplanned costs.





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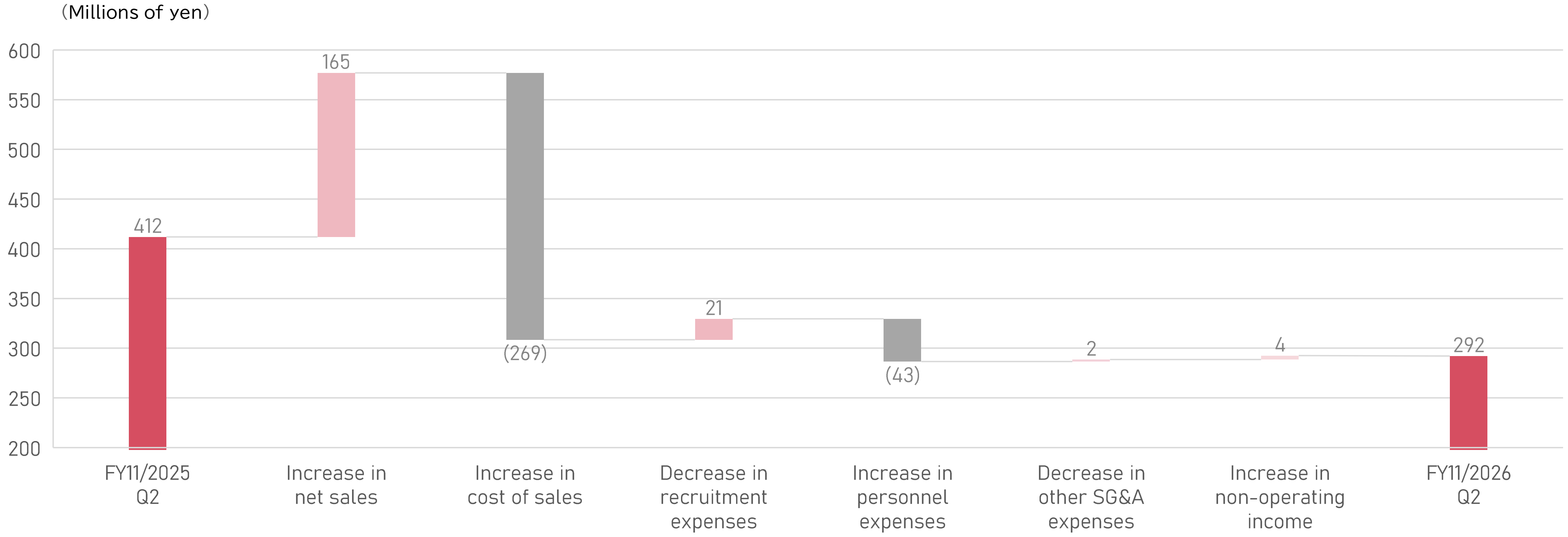
Analysis of Changes in Ordinary Profit

- ✓ Recognized most of the expenses related to the acquisition of the SES business from COPRO TECHNOLOGY Co., Ltd. (¥82 million).
- ✓ Additional man-hours exceeding initial expectations were incurred on certain large-scale projects. As a result, the migration to the new system was rescheduled, leading to higher maintenance costs for the existing system.
- ✓ Temporary bench costs were incurred due to a sharp decline in demand from a major customer.

YoY Changes in Ordinary Profit for Q2 of FY11/2026



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Profit and Loss Statement

✓ **Gross profit decreased YoY due to higher cost of sales and the impact of a partial review of cost of sales and SG&A categories.**

(Millions of yen)

	FY11/2025 Q2	FY11/2026 Q2	YoY Change
Net sales	5,810	6,469	+11.3%
Cost of sales	4,355	5,118	+17.5%
Gross profit	1,455	1,351	(7.1%)
Gross profit %	25.0%	20.9%	
Selling, general and administrative expenses	1,109	1,128	+1.8%
Operating profit	346	222	(35.6%)
Operating profit %	6.0%	3.4%	
Non-operating income	67	72	+6.8%
Non-operating expenses	1	2	+146.4%
Ordinary profit	412	292	(29.1%)
Ordinary profit %	7.1%	4.5%	
Profit before income taxes	412	292	(29.1%)
Income taxes	140	98	(29.7%)
Net profit	272	193	(28.8%)
Net profit %	4.7%	3.0%	

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Balance Sheet

✓ **Cash and deposits decreased, while non-current assets increased, due to the payment of ¥602 million as consideration for the acquisition through M&A.**

(Millions of yen)

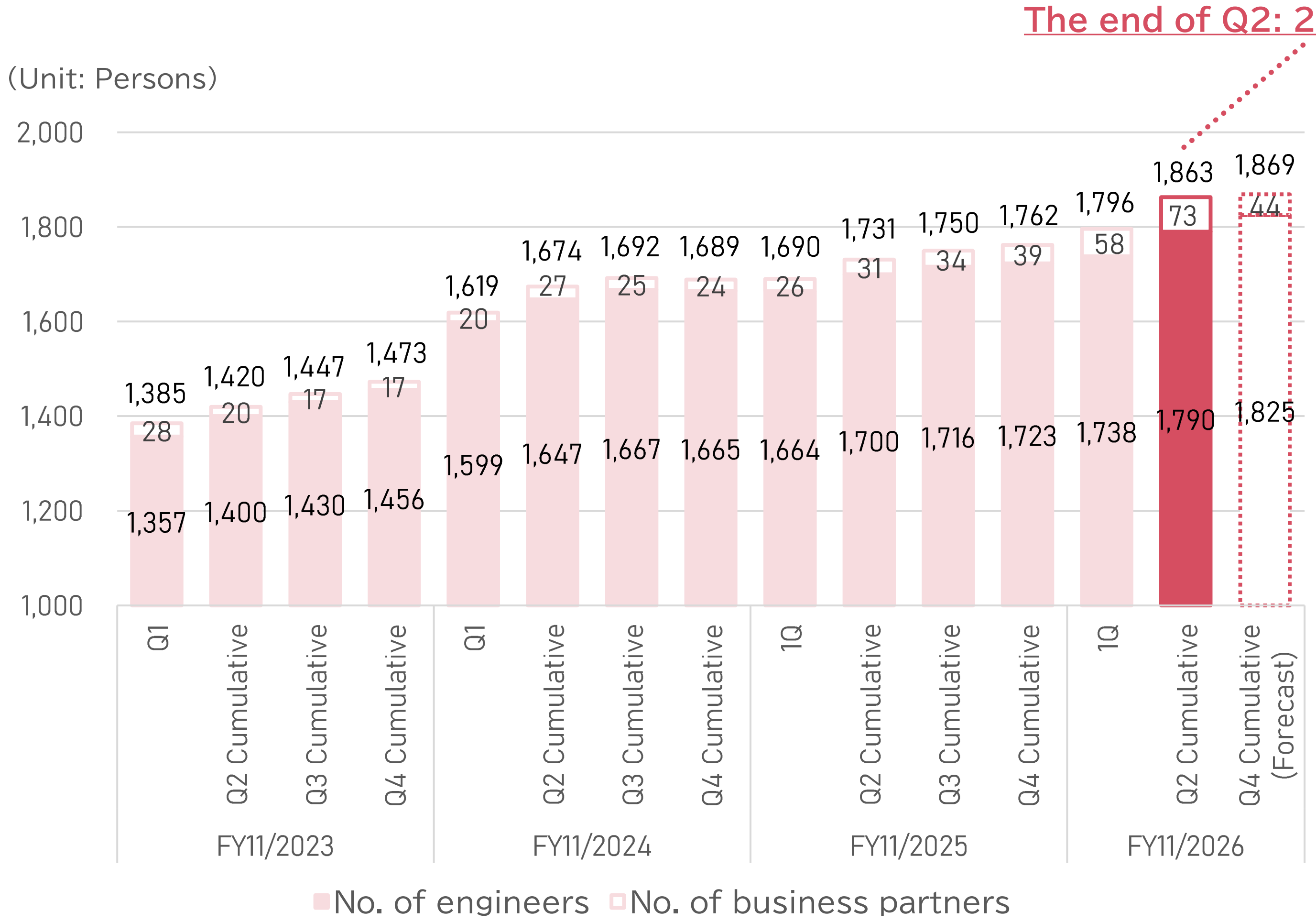
	FY11/2025 Q4	FY11/2026 Q2
Assets		
Current assets		
Cash and deposits	3,691	3,070
AR and contract assets	1,622	1,574
Total current assets	5,357	4,723
Non-current assets		
PP&E	66	74
Intangible assets	11	410
Investment and other assets	351	570
Total non-current assets	428	1,055
Total assets	5,786	5,779

	FY11/2025 Q4	FY11/2026 Q2
Liabilities		
Current liabilities		
Short-term borrowings	300	125
Accrued expenses	928	1,052
Total current liabilities	2,194	2,191
Non-current liabilities		
Total non-current liabilities	212	212
Total liabilities	2,406	2,403
Net assets		
Shareholders' equity		
Common stock	23	23
Retained earnings	3,369	3,365
Treasury stock	(101)	(101)
Total shareholders' equity	3,379	3,375
Total net assets	3,379	3,375

Key Management Indicator 1: Number of Engineers

✓ Supported by the increase in headcount through M&A, the number of engineers reached a record high of 2,002 as of the end of Q2, strengthening the talent supply structure to meet growing market demand.

Number of engineers



* 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		
	Engineers	1,755	1,898		
	Business partners	61	104		

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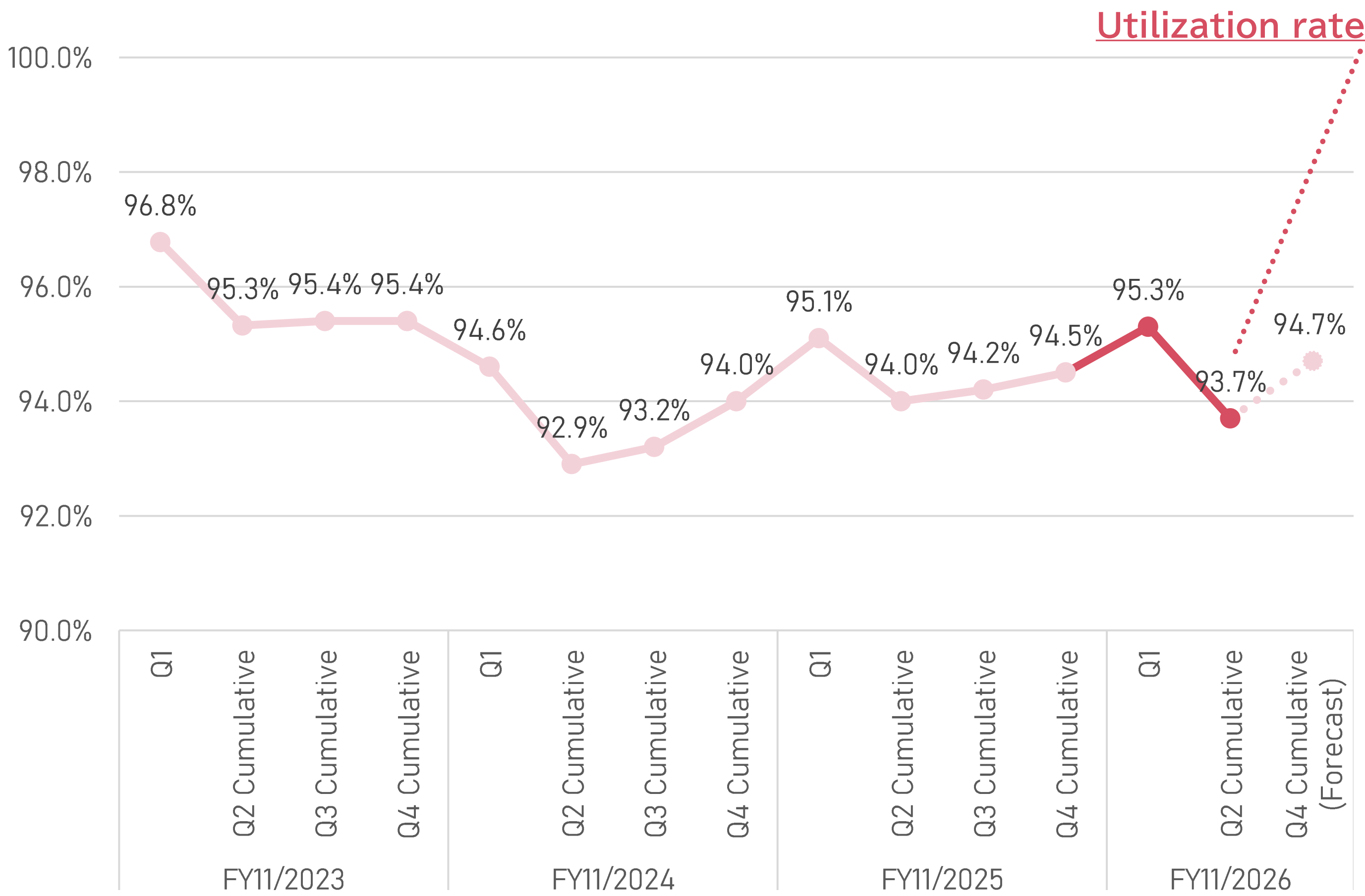
Key Management Indicator 2: Utilization Rate

✓ Engineers added through M&A were steadily deployed, and the cumulative utilization rate remained in line with the previous year. The Q2 utilization rate temporarily declined due to bench periods resulting from fluctuations in demand from a major customer.

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.

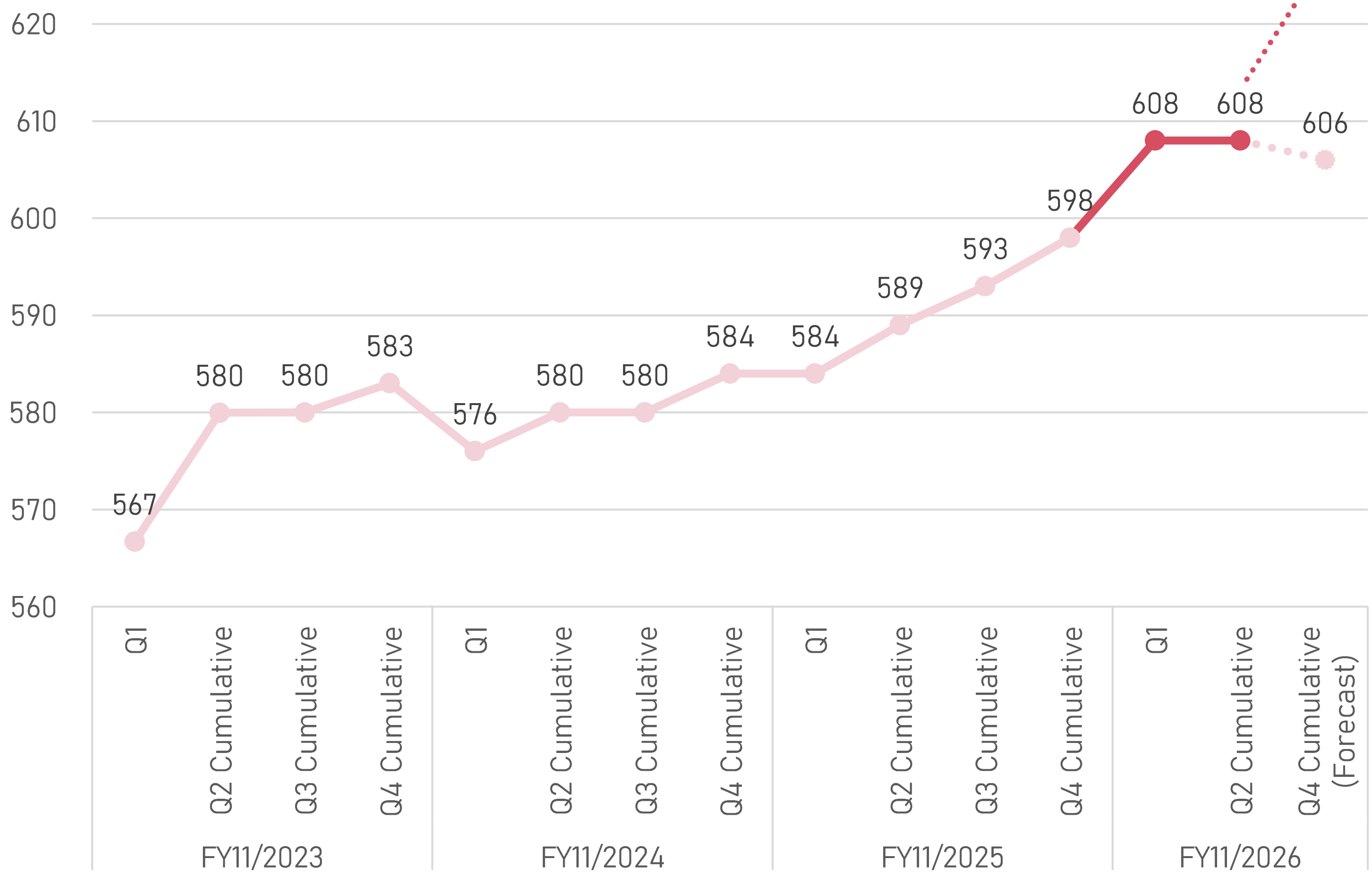
(Reference) Utilization rate for each quarter

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

Key Management Indicator 3: Sales per Engineer

✓ Improved YoY through the acquisition of higher-value projects and continued improvements in unit prices for engineers.

Sales per engineer



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		

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Financial Results Forecast

✓ **We have maintained our full-year forecast, as additional man-hours for certain large-scale projects are expected to subside and profitability is expected to improve through securing engineers in line with demand trends and reducing bench time.**

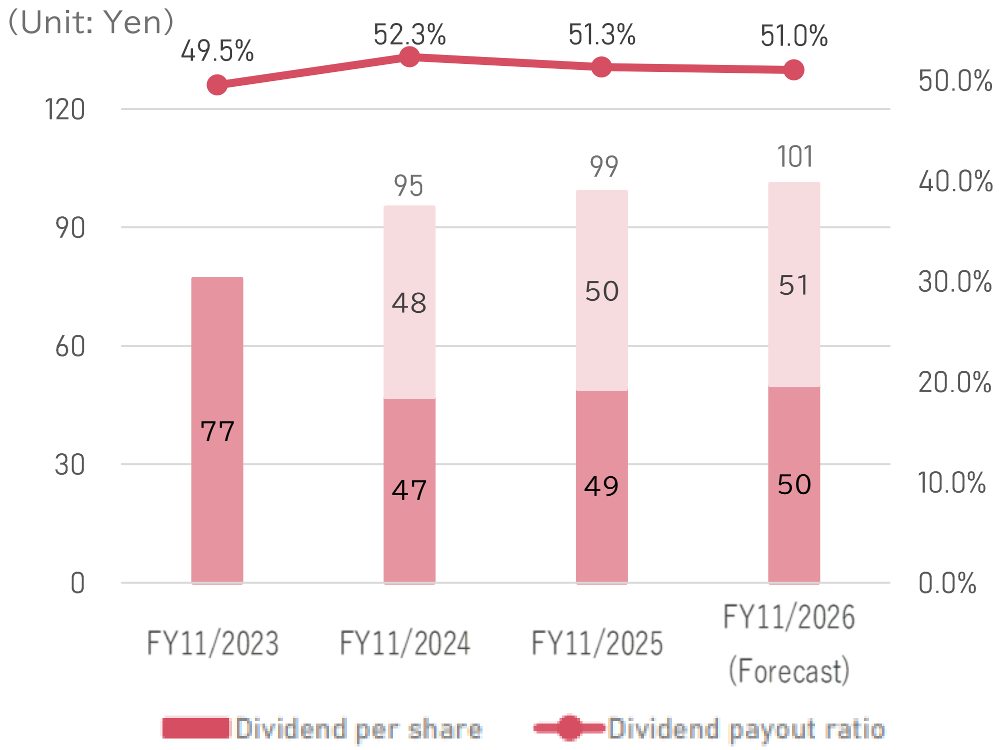
(Millions of yen)

	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

✓ Declared an interim dividend of ¥50 per share, in line with the forecast. We remain committed to our dividend policy of maintaining a 50% dividend payout ratio and plan 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 acquisition of the SES business from COPRO TECHNOLOGY Co., Ltd. increased the number of engineers by more than 100.
- ● The business alliance with Artner 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.

- ● Expanded the utilization of freelancers through the job matching platform.
- ● Additional man-hours exceeded initial expectations on certain large-scale projects.

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.

- ● Recognized as a ”2026 Certified Health & Productivity Management Outstanding Organization”
- ● Executed a purchase of treasury shares of approximately ¥200 million.

New Growth Driver: Promoting M&A -Business Acquisition-

✓ The SES business acquired from COPRO TECHNOLOGY Co., Ltd. has commenced operations. The freelance project matching platform has also been relaunched under the new brand, **Prime Freelance.**

Objectives

Further increase the number of engineers, including freelancers, through the in-house operation of the job matching platform.

Expected Benefits

Expand the range of projects we can undertake by increasing the number of engineers through the business acquisition and actively utilizing external resources, including freelancers.

フリーランスエンジニアの求人情報サイト

Prime Freelance

Prime Freelance was officially launched on June 18, 2026.

Key Features of Prime Freelance

- A project matching service that supports the career development of IT engineers.
- Proposes projects tailored to each engineer's preferred conditions from a wide range of opportunities.
- Dedicated advisors provide personalized, end-to-end support.
- Built on a well-established service platform and years of accumulated expertise.

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Expansion and Enhancement of Existing Businesses: Continuous Improvement in Sales per Engineer

✓ Although additional man-hours exceeding initial expectations were incurred on certain large-scale projects, the projects are currently progressing smoothly toward the revised delivery schedule.

1 Issues Encountered

- Additional man-hours exceeding initial expectations were incurred during the development phase.
- Maintenance costs for the existing system environment were incurred following the revision of the production launch schedule.
- As a result, profitability for the first half was adversely affected.

Impact on first-half performance

2 Current Status

- The projects are progressing smoothly toward the revised delivery schedule.
- Project execution is proceeding in line with the plan through rigorous progress management.
- A longer testing period than originally planned has been established to ensure system quality.

Projects progressing as planned

3 Outlook

- Additional man-hours are expected to subside.
- The maintenance period for the existing system environment has been finalized, and any additional costs are expected to be limited.
- Lessons learned from this project will be leveraged across other projects to further enhance project management.

Limited additional impact expected

The experience and know-how gained through this project will be applied across other projects to further strengthen project management capabilities.

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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

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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