



Semi-Annual Consolidated Financial Results for the Fiscal Year Ending March 31, 2027 (J-GAAP)

English translation of the original Japanese document. In case there is any inconsistency between the translation and the original, the latter shall prevail.

October 27, 2026

Company name: PCA CORPORATION Stock exchange where listed: Tokyo
 Securities code: 9629 URL: <https://pca.jp/>
 Representative: Fumio Tamai, President, Representative Director & CEO
 Contact: Ken Hiramoto, General Manager of the Financial Division TEL: +81-3-5211-2711
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 Scheduled date for commencement of dividend payment: —
 Supplementary materials prepared for financial results: Yes
 Briefing session held for financial results: Yes (financial results briefing video to be released)

(Amounts have been rounded down to the nearest million yen.)

1. Consolidated Results for the First Half of the Fiscal Year Ending March 31, 2027 (April 1, 2026, to September 30, 2026)

(1) Consolidated Operating Results (Cumulative)

(%: change from the first half of the previous fiscal year)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
FY2027 first half	8,907	8.3	790	(34.7)	840	(30.3)	470	(38.1)
FY2026 first half	8,223	4.2	1,211	(11.9)	1,206	(14.3)	759	(16.8)

(Note) Comprehensive income: FY2027 first half 490 million yen (–27.0%)
 FY2026 first half 672 million yen (–53.2%)

	Earnings per share	Diluted earnings per share
	Yen	Yen
FY2027 first half	23.43	23.35
FY2026 first half	37.90	37.73

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of September 30, 2026	33,281	17,643	52.6	871.38
As of March 31, 2026	35,401	19,052	53.3	940.50

(Reference) Shareholders' equity: As of September 30, 2026 17,518 million yen
 As of March 31, 2026 18,858 million yen

2. Dividends

	Annual dividends per share				
	End of Q1	End of Q2	End of Q3	End of Q4	Annual
	Yen	Yen	Yen	Yen	Yen
FY2026	—	0.00	—	95.00	95.00
FY2027	—	0.00	—	—	—
FY2027 (forecast)	—	—	—	40.00	40.00

(Note) Revisions since the most recently announced dividend forecast: None

3. Consolidated Financial Forecast for the Fiscal Year Ending March 31, 2027 (April 1, 2026, to March 31, 2027)

(%: change from the previous fiscal year)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Full year	18,971	9.6	1,267	(48.6)	1,314	(47.3)	799	(66.1)	39.87

(Note) Revisions since the most recently announced financial forecast: None

*** Notes**

(1) Significant changes in the scope of consolidation during the first half of the current fiscal year: Yes

New: One company (PRIMAS Inc.)

(2) Application of special accounting procedures in the preparation of consolidated financial statements for the first half: Yes

(3) Changes in accounting policies, changes in accounting estimates, and restatements

- | | |
|---|------|
| (i) Changes in accounting policies due to the revision of accounting standards and related items: | None |
| (ii) Changes in accounting policies other than those stated in (3)-(i): | None |
| (iii) Changes in accounting estimates: | None |
| (iv) Restatements: | None |

(4) Number of issued shares (common stock)

(i) Number of issued shares at the end of the period (including treasury shares)

As of September 30, 2026: 22,000,000 shares

As of March 31, 2026: 22,000,000 shares

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

As of September 30, 2026: 1,895,269 shares

As of March 31, 2026: 1,948,069 shares

(iii) Average number of shares during the period (first half)

FY2027 first half: 20,075,879 shares

FY2026 first half: 20,051,939 shares

* Summaries of semi-annual financial results are not subject to review by a certified public accountant or an audit firm.

* Information regarding the appropriate use of financial forecasts and other information to note:

(Cautionary notes regarding forward-looking statements)

This material contains forward-looking statements that are based on information currently available to PCA CORPORATION (“the Company”) and certain assumptions deemed reasonable by the Company. Actual results may differ from the forecasts due to factors including various uncertainties inherent to the forecasts and future changes in the internal and external conditions that impact business operations. For cautionary notes and other information related to the use of financial forecasts, please refer to page 3 of the attached documents.

(Supplementary materials to financial results and financial results briefing)

The financial results briefing video and financial results briefing material are scheduled to be released on the Company’s website on Wednesday, October 28, 2026.

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I. Overview of Operating Results and Other Information

(1) Overview of Operating Results for the First Half of the Fiscal Year Ending March 31, 2027

Regarding Japan's economic conditions during the first half of the fiscal year ending March 31, 2027 ("FY2027"), the economy remained on a gradual recovery path, supported by improvements in the employment and income environment amid wage growth, together with steady capital investment. Meanwhile, the outlook remained uncertain due to factors such as the impact of U.S. trade policies, renewed instability in the Middle East, the prolonged situation in Ukraine, higher raw material and energy costs associated with the continued weakness of the yen, entrenched inflation in Japan, and interest rate trends.

Amid these conditions, corporate appetite for investment in the cloud migration and digital transformation (DX) of back-office operations remained high, as companies sought to reduce costs and improve productivity in response to rising prices and severe labor shortages. The PCA Group continued to view these changes in the market environment as growth opportunities and actively pursued initiatives to strengthen the growth potential of its core businesses and build a foundation for new businesses.

The PCA Group has established a Medium-Term Management Plan covering the three-year period from April 2025 to March 2028. Through the following three priority measures, the Group aims to firmly establish the subscription model and achieve further growth toward the targets set for the final year of the plan.

1. Strengthening the Growth Potential of Our Core Businesses
 - Drive the cloud transition
 - Expand and enhance the Hub services
 - Strengthen sales and marketing
2. Building the Foundation for New Businesses and Making Upfront Investments
 - Build a unified ID platform and leverage ID assets
 - Generative AI deployment and research on business automation
 - Upfront investment for diversified growth through CVC
3. Service-Oriented Creation
 - Drive the four initiatives and the development investment plan
 - Drive the group product development plan in the HR domain

During the first half, the Group continued to focus on enhancing the functionality and increasing market penetration of *PCA Arch*, its next-generation cloud-based enterprise system. In September 2026, the Group released *PCA AI Agent*, a new feature powered by AI technology. Through natural language instructions, this feature directly integrates with accounting and finance, HR and labor management, and sales management data from the *PCA Arch* series, enabling secure data analysis, report generation, and business process automation. The feature is expected to dramatically improve the efficiency of back-office operations and provide strong support for management decision-making.

In addition, to strengthen its service delivery framework and expand its BPO business, the Group acquired PRIMAS Inc. as a subsidiary through a consolidated subsidiary in April 2026. By combining the PCA Group's system infrastructure with PRIMAS's specialized professionals and BPO capabilities and establishing a comprehensive support framework extending to practical business operations, the Group continued to strengthen its foundation as a *Management Support Company*.

As part of efforts to strengthen product and service integration, the Group began collaborating with Fast Accounting Co., Ltd. to support companies in smoothly adapting to the new lease accounting standards, which will become applicable from April 2027. By integrating *PCA Fixed Assets* with *Steward*, an accounting operations platform, the Group aims to streamline a series of business processes, from analyzing contract information and identifying leases to managing fixed assets.

In its promotional activities, the Group held *PCA FES 2026*, a business event, in Osaka and Tokyo in August 2026. The event attracted approximately 3,000 visitors and focused on digital transformation and the use of AI in back-office operations. In addition, the Group sought to raise awareness of its services and corporate brand through initiatives including a large-scale advertising campaign on JR trains in the Tokyo metropolitan area and the entry of its official character, *Archon*, in the NIKKEI Corporate Character Election 2026.

Furthermore, the Group decided to undertake a reorganization (absorption-type company split) involving consolidated subsidiaries to strengthen its business foundation in the HR domain and create group synergies. By consolidating and integrating the mental health support business of Dreamhop Co., Ltd. into Xronos Inc., which has strengths in the time and attendance management field, the Group aims to enable advanced analysis combining objective time and attendance data with subjective mental health data. Through this initiative, the Group will work to develop a data-integrated HR platform that supports human capital management and well-being.

Going forward, the PCA Group will continue to pursue its corporate purpose of "*Create new value in work, unlocking precious time and possibilities for all.*" As a *Management Support Company*, the Group will continue to support its customers in streamlining their management and operations.

Under the subscription model, the Group has identified the following four items as key performance indicators, or KPIs. The subscription model is a revenue-generating model that aims to achieve recurring profitability and sustainable growth. Specifically, it consists of recurring subscription revenue from enterprise cloud services such as *PCA Cloud*, peripheral cloud services such as *PCA Hub*, and subscription-based on-premises offerings such as *PCA Subscription*. This represents a refinement of what had previously been categorized as a stable source of revenue—namely, subscription & maintenance revenue—by excluding maintenance revenue pertaining to on-premises users.

	End of Q2 FY2027	End of Q2 FY2026	YOY	End of Q1 FY2027	QOQ
Number of active subscriptions ¹	41,565	33,605	+23.7%	39,259	+5.9%
ARR (Annual Recurring Revenue, defined as Annual Subscription Revenue) ²	12,020 million yen	10,491 million yen	+14.6%	11,634 million yen	+3.3%

	End of Q2 FY2027	End of Q1 FY2027	QOQ
Churn rate ³	0.25%	0.25%	+0.0%
ARPU (Annual Average Revenue Per User or Per Subscription) ⁴	289,000 yen	296,000 yen	(7,000 yen)

¹ Sum of the number of active subscriptions for *PCA Cloud* (including *PCA Cloud on AWS*), *PCA Hub*, and *PCA Subscription*—provided by PCA (parent company)—and the number of active subscriptions for *Xronos Performance Cloud*, *X'sion*, and other services provided by Xronos

² Monthly recurring revenue (MRR) multiplied by 12 (the number of months)

³ Number of churned subscriptions divided by the number of active subscriptions at the end of the previous month

⁴ Monthly recurring revenue (MRR) multiplied by 12 to calculate the ARR, then divided by the number of active subscriptions

Beginning in FY2027, the Group changed part of the methodology used to calculate the number of active subscriptions to a more precise method, specifically by reconciling and consolidating subscriber names in Xronos's data. Accordingly, the number of active subscriptions, churn rate, and ARPU (Annual Average Revenue Per User or Per Subscription) for periods through the end of FY2026 have been retrospectively revised for comparison purposes.

Under these circumstances, the PCA Group recorded consolidated net sales of 8,907 million yen for the first half of FY2027, up 8.3% year on year. Meanwhile, the Group continued its efforts to accelerate the transition to the cloud and strengthen development capabilities toward achieving the Medium-Term Management Plan. Higher expenses, including personnel expenses and investment in AI infrastructure, resulted in operating profit of 790 million yen, down 34.7% year on year. Ordinary profit was 840 million yen, down 30.3%, and profit attributable to owners of parent was 470 million yen, down 38.1%.

Since the PCA Group only has one business segment, instead of sales by segment, it hereby discloses sales by category.

Sales by Category

Category	Sales (million yen)	Percent of total (%)	YOY change (%)
Cloud services	5,923	66.5	14.3
Maintenance service	1,472	16.5	(9.9)
Products (conventional software)	244	2.7	(13.4)
Merchandise (business forms, etc.)	201	2.3	3.8
Other operating revenue	1,065	12.0	14.7
Total	8,907	100.0	8.3

(2) Overview of Financial Conditions for the First Half of the Fiscal Year Ending March 31, 2027

There are no items to report regarding changes during the first half of the current fiscal year that may have a significant impact on the consolidated financial conditions of the PCA Group.

(3) Information on the Consolidated Financial Forecast and Other Predictions

No change has been made to the consolidated financial forecast for the fiscal year ending March 31, 2027, since it was announced in the "Consolidated Financial Results for the Fiscal Year Ended March 31, 2026," disclosed on April 27, 2026. Should revisions to the full-year financial forecast become necessary in light of business performance or other relevant factors, they will be promptly disclosed.

II. Consolidated Financial Statements for the First Half and Important Notes**(1) Consolidated Balance Sheets for the First Half**

(Unit: million yen)

	FY2026 (As of March 31, 2026)	FY2027 first half (As of September 30, 2026)
Assets		
Current assets		
Cash and deposits	20,917	18,606
Notes and accounts receivable - trade	3,126	2,937
Electronically recorded monetary claims - operating	1,093	1,022
Securities	100	200
Inventories	198	231
Other	662	486
Total current assets	26,098	23,484
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	1,117	1,169
Land	2,371	2,371
Other, net	253	267
Total property, plant and equipment	3,743	3,808
Intangible assets		
Other	428	638
Total intangible assets	428	638
Investments and other assets		
Investment securities	2,554	2,763
Other	2,582	2,592
Allowance for doubtful accounts	(5)	(6)
Total investments and other assets	5,131	5,349
Total non-current assets	9,303	9,796
Total assets	35,401	33,281

(Unit: million yen)

	FY2026 (As of March 31, 2026)	FY2027 first half (As of September 30, 2026)
Liabilities		
Current liabilities		
Accounts payable - trade	175	165
Income taxes payable	925	405
Contract liabilities	11,163	11,191
Provision for bonuses	560	621
Provision for bonuses for directors (and other officers)	27	—
Other	1,732	1,424
Total current liabilities	14,584	13,809
Non-current liabilities		
Provision for retirement benefits for directors (and other officers)	44	47
Retirement benefit liability	1,379	1,430
Asset retirement obligations	229	239
Other	110	111
Total non-current liabilities	1,764	1,828
Total liabilities	16,348	15,638
Net assets		
Shareholders' equity		
Share capital	890	890
Capital surplus	1,972	2,031
Retained earnings	16,669	15,234
Treasury shares	(866)	(842)
Total shareholders' equity	18,665	17,313
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	192	205
Total accumulated other comprehensive income	192	205
Share award rights	143	69
Non-controlling interests	50	54
Total net assets	19,052	17,643
Total liabilities and net assets	35,401	33,281

(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income for the First Half

Consolidated Statement of Income for the First Half

(Unit: million yen)

	FY2026 first half (April 1, 2025, to September 30, 2025)	FY2027 first half (April 1, 2026, to September 30, 2026)
Net sales	8,223	8,907
Cost of sales	3,105	3,456
Gross profit	5,118	5,450
Selling, general and administrative expenses	3,906	4,659
Operating profit	1,211	790
Non-operating income		
Interest income	20	50
Dividend income	21	6
Rental income	4	4
Other	5	15
Total non-operating income	51	77
Non-operating expenses		
Loss on investments in investment partnerships	56	25
Other	0	1
Total non-operating expenses	56	27
Ordinary profit	1,206	840
Profit before income taxes	1,206	840
Income taxes	434	361
Profit	772	478
Profit attributable to non-controlling interests	12	8
Profit attributable to owners of parent	759	470

Consolidated Statement of Comprehensive Income for the First Half

(Unit: million yen)

	FY2026 first half (April 1, 2025, to September 30, 2025)	FY2027 first half (April 1, 2026, to September 30, 2026)
Profit	772	478
Other comprehensive income		
Valuation difference on available-for-sale securities	(99)	12
Total other comprehensive income	(99)	12
Comprehensive income	672	490
Comprehensive income attributable to		
Owners of parent	660	482
Non-controlling interests	12	8

(3) Notes Regarding Consolidated Financial Statements for the First Half

(Specific Accounting Treatments Used in the Preparation of Consolidated Financial Statements for the First Half)

Tax expenses are calculated by reasonably estimating the effective tax rate after applying tax-effect accounting to profit before income taxes for the consolidated accounting year, including this first half, and then applying the estimated effective tax rate to profit before income taxes for the first half.

(Notes Regarding Any Significant Changes in the Amount of Shareholders' Equity)

Not applicable.

(Notes Regarding the Going Concern Assumption)

Not applicable.