Q1 FY2027.6
Financial Results

freee K.K.
November 11, 2026

Highlights for the First Quarter of Fiscal Year Ending June 30, 2027

Revenue grew +23.5% YoY with an adj. operating profit margin of 12.4%, remaining on track to achieve full-year earnings guidance.

- Solid revenue growth and enhanced profitability drove a strong start toward achieving full-year earnings guidance of +23.0% revenue growth and an 11.0% adj. operating profit margin.

Corporate Mid segment ARR grew +29.3% YoY, sustaining strong growth.

- Mid segment platform ARR recorded net additions of JPY 1,127MM QoQ. Customer acquisition remained strong, driven by product lineup expansion and enhanced industry-specific approaches, with growth driven particularly by cross-selling of HR solutions and corporate credit card.
- Accelerating our vertical strategy: Launch of industry-specific offerings in October 2026, including *freee Accounting Social Welfare* and *freee Invoice Receivable Management*.

Expanding adoption of AI agents for accounting firms following commercial launch.

- Officially released *freee Client Management AI Agent* and *freee Agent Hub* in September 2026, demonstrating strong initial traction with over 550 adoptions in the first two months.

Newly selected as a TOPIX constituent, effective October 2026.

- Expecting to increase liquidity through inflows from index-tracking funds, while further expanding investor bases.

Important KPIs and Financial Results

Platform ARR[1]

JPY45.2Bn (YoY +21.9%)

Corporate Segment:
JPY36.4Bn (YoY +24.1%)

Platform Number of Paying Customers[2]

694K+ (YoY +11.2%)

Corporate Segment:
275K+ (YoY +11.8%)

Platform ARPU[3]

JPY65.1K (YoY +9.7%)

Corporate Segment:
JPY132.2K (YoY +11.0%)

Revenue for Q1

JPY12.03Bn

(YoY +23.5%)

Adjusted Operating Profit For Q1[4]

JPY1.48Bn

(YoY +115.5%)

1. Platform Annual Recurring Revenue (ARR): a metric calculated based on recurring revenue from the Group's Platform business into an annualized amount, excluding one-time revenue. Platform ARR consists of Subscription ARR and Transaction ARR.
2. As of September 30, 2026. The number of paying customers includes self-employed customers.
3. As of September 30, 2026. Calculated by dividing total ARR by the number of paying customers.
4. Adjusted operating profit (the sum of the operating profit, stock-based compensation expenses, expenses for amortization of acquisition-related intangible assets, and one-time cost).

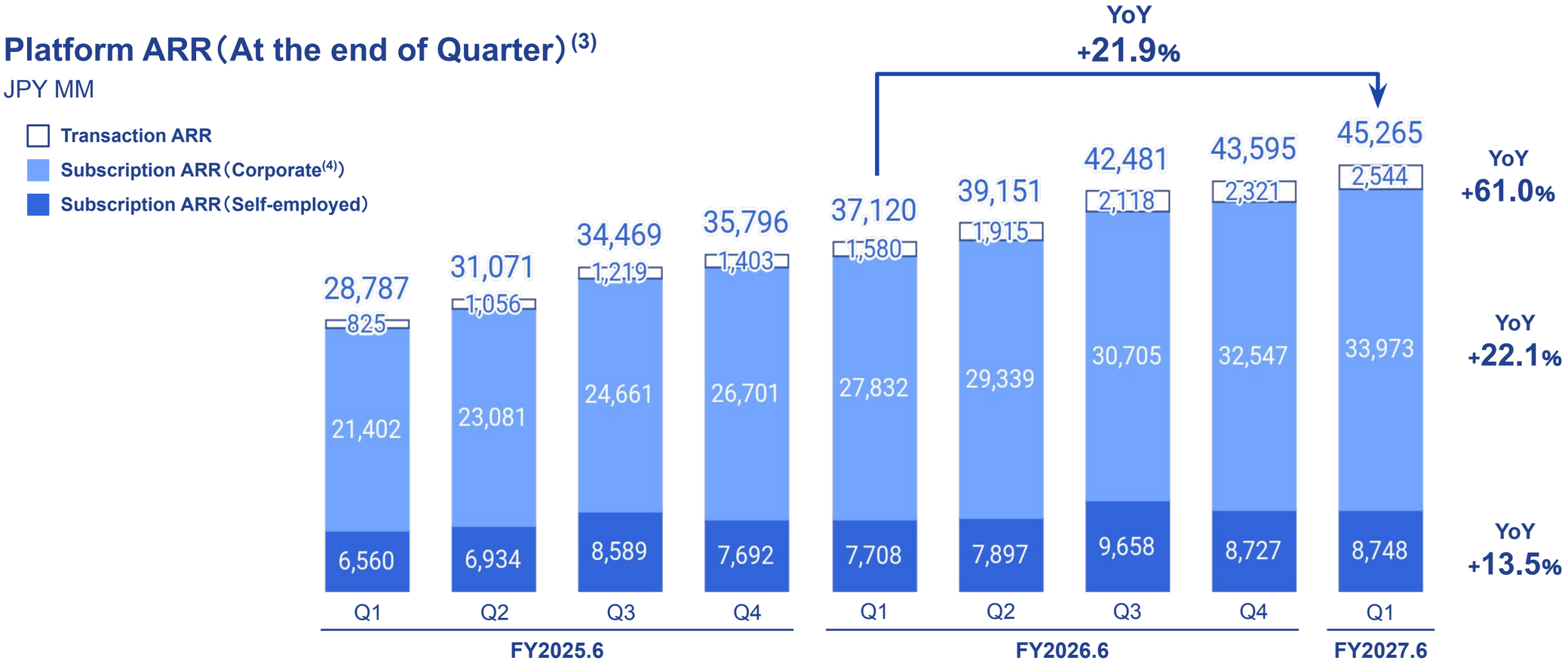
Financial Highlights
- Platform Business -

Platform ARR

- Platform ARR reached JPY 45,265MM, up +21.9% YoY.
  - Subscription ARR[1]: Corporate segment growth accelerated to 22.1% YoY, driven by the Mid segment.
  - Transaction ARR[2]: Sustained strong growth at +61.0% YoY, driven by the continuing expansion of the corporate credit card business.

Platform ARR（At the end of Quarter）[3]

JPY MM



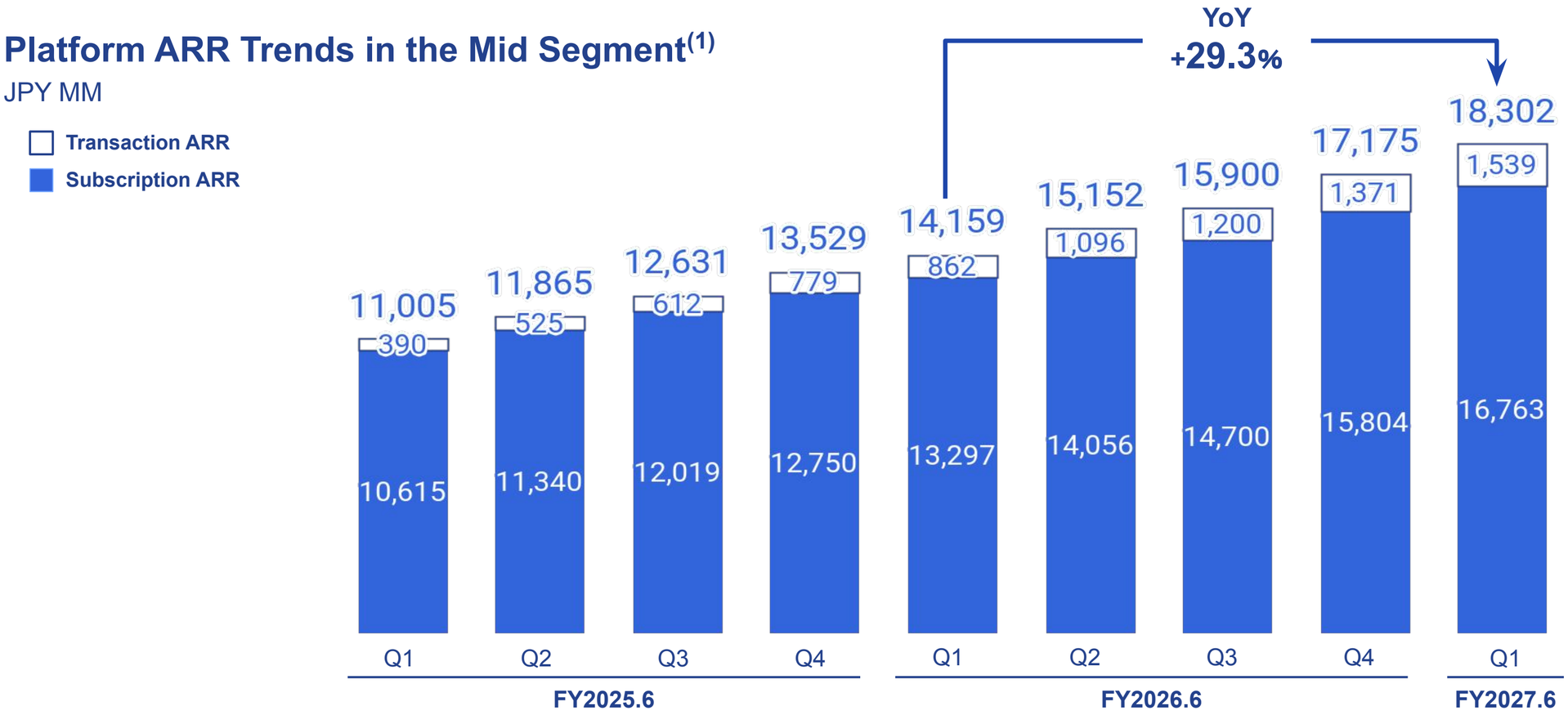
1. Subscription ARR: Annual Recurring Revenue. Monthly Recurring Revenue for last month of relevant period, multiplied by 12. Monthly Recurring Revenue is defined as the amount of fees contracted to be paid by customers on a monthly basis as of the end of a particular month (excludes one-time fees).
2. Transaction ARR: A metric that annualizes usage-based and fee-based revenue by multiplying revenue for the last month of the period by 12.
3. Apollo Inc. is consolidated from Q2 of FY2025.6, YUI Inc. is consolidated from Q3 of FY2025.6, GMO creators networks, Inc. and kansapo are consolidated after Q1 of FY2026.6, Logikura, Inc is consolidated from Q4 of FY2026.6, Nocode Research Institute Inc. and DeepApex Inc. are consolidated from Q1 of FY2027.6 (Company and business names are those used at the time of acquisition)
4. Corporates: Paying Customers other than Self-employed (the Corporate segment includes partner companies such as accounting firms).

Mid Segment Platform ARR

- Achieved strong growth of +29.3% YoY, expanding to JPY 18,302MM.
  - Cross-selling HR solutions and corporate credit cards drove sustained high growth. In addition,industry-specific initiatives progressed steadily, supported by solid performance from Logikura's *freee Inventory Management*, which joined the Group in FY2026.6 Q4.

Platform ARR Trends in the Mid Segment[1]

JPY MM

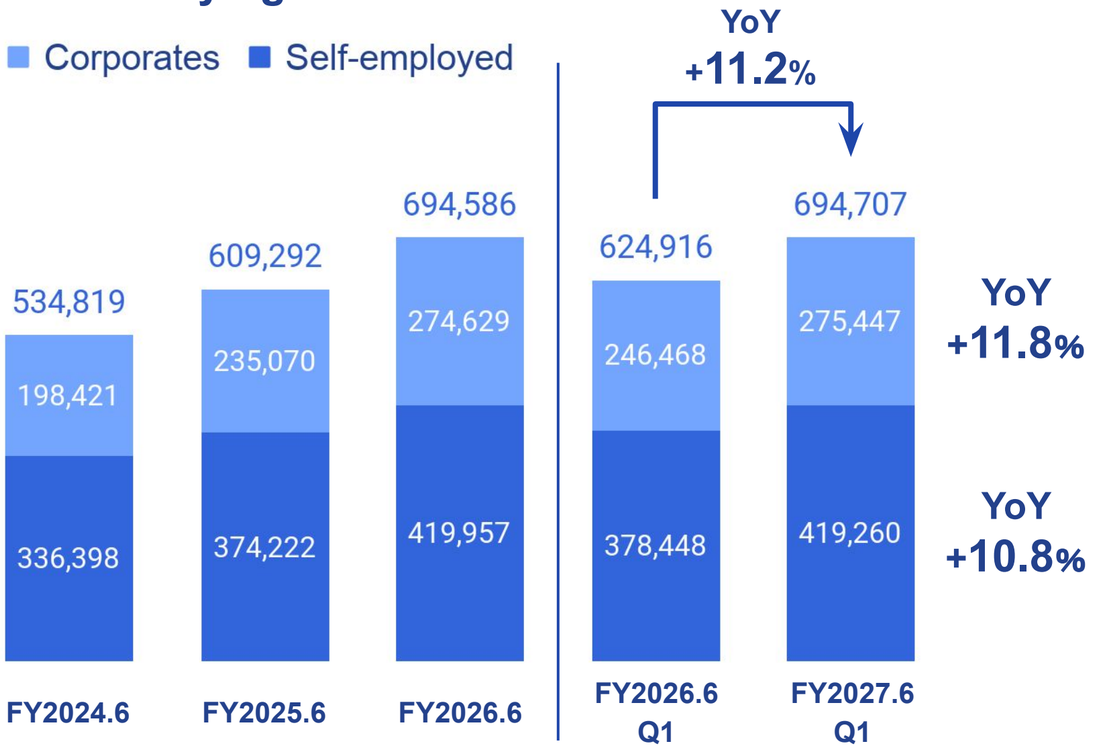


1. Retroactively revised historical Platform ARR for the Mid-market segment to reflect enhanced corporate client data accuracy following the implementation of uSonar's PlanSonar.

Number of Paying Customers/ARPU (Platform)

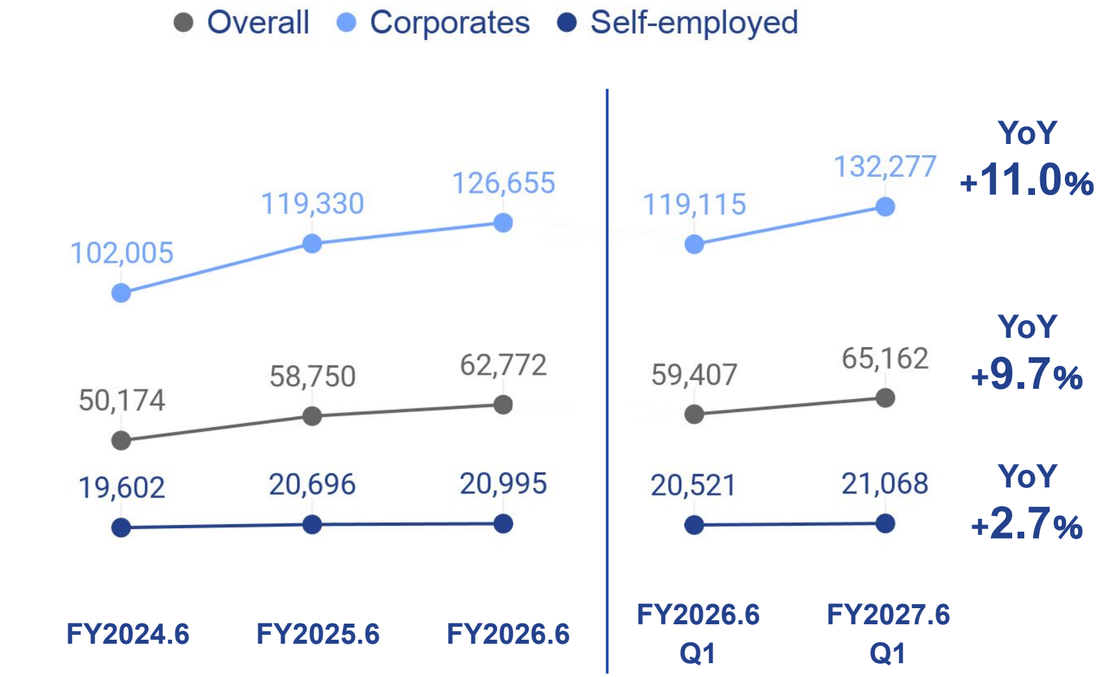
- Number of paying customers grew +11.2% YoY to 694,707.
  - Corporate segment reached 275,447, up +11.8% YoY, impacted by churn associated with the termination of the A-SaaS[(1)] service.
- Corporate segment ARPU grew +11.0% YoY, driven by cross-selling progress led by the Mid segment, alongside customer mix improvement resulting from churn among A-SaaS bookkeeping outsourcing users.

Number of Paying Customers[(2)(3)]



ARPU[(3)(4)]

JPY



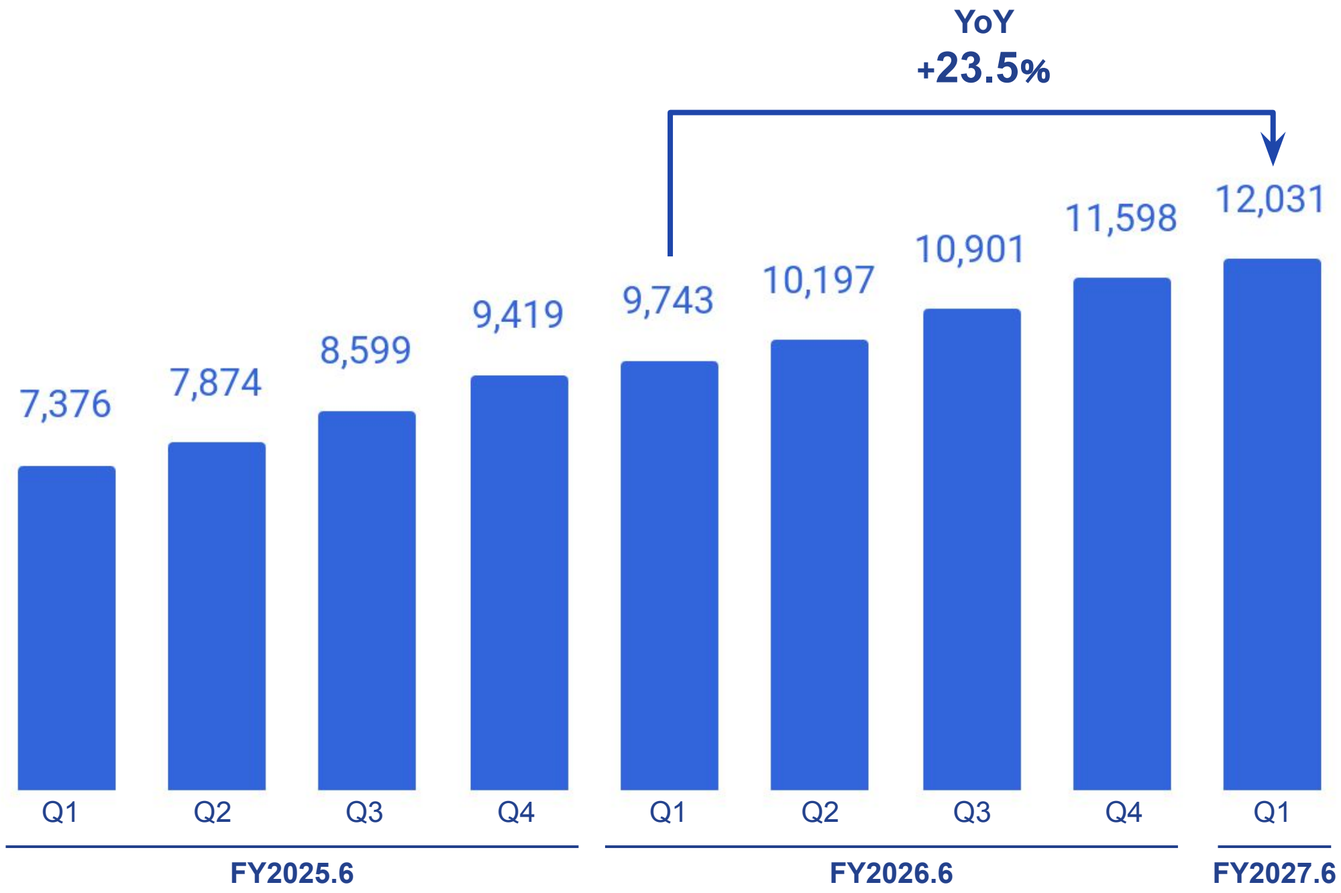
1. A-SaaS: A cloud-based tax, accounting, and payroll system for tax accountants and accounting firms, provided by Mikatus Inc., which joined the Group in June 2022.
2. Number of paying customers: Refers to both Self-employed individuals and corporates that use our services.
3. Mikatus Inc. is consolidated from FY2023.6, sweeep is consolidated from Q3 of FY2023.6, Why, Inc. is consolidated from Q1 of FY2024.6, pasture is consolidated from Q2 of FY2024.6, Apollo Inc. is consolidated from Q2 of FY2025.6, YUI Inc. is consolidated from Q3 of FY2025.6, GMO creators networks, Inc. and kansapo are consolidated after Q1 of FY2026.6, Logikura, Inc is consolidated from Q4 of FY2026.6, Nocode Research Institute Inc. and DeepApex Inc. are consolidated from Q1 of FY2027.6 (Company and business names are those used at the time of acquisition)
4. ARPU: Average Revenue Per User. Annual Recurring Revenue as of the end of the relevant period divided by the number of paying customers as of the end of the same period.

Revenue

- Revenue was JPY 12,031MM, up +23.5% YoY, remaining on track toward full year earnings guidance of +23% growth.

Revenue[1] (Quarterly)

JPY MM



1. Apollo Inc. is consolidated from Q2 of FY2025.6, YUI Inc. is consolidated from Q3 of FY2025.6, GMO creators networks, Inc., kansapo are consolidated after Q1 of FY2026.6, and Logikura, Inc is consolidated from Q4 of FY2026.6, Nocode Research Institute Inc. and DeepApex Inc. are consolidated from Q1 of FY2027.6 (Company and business names are those used at the time of acquisition)

Gross Profit

- Gross profit was JPY 9,719MM, with a gross profit margin of 80.8%, and a gross profit margin excluding software amortization of 84.2%.

Gross Profit[(1)] (Quarterly)

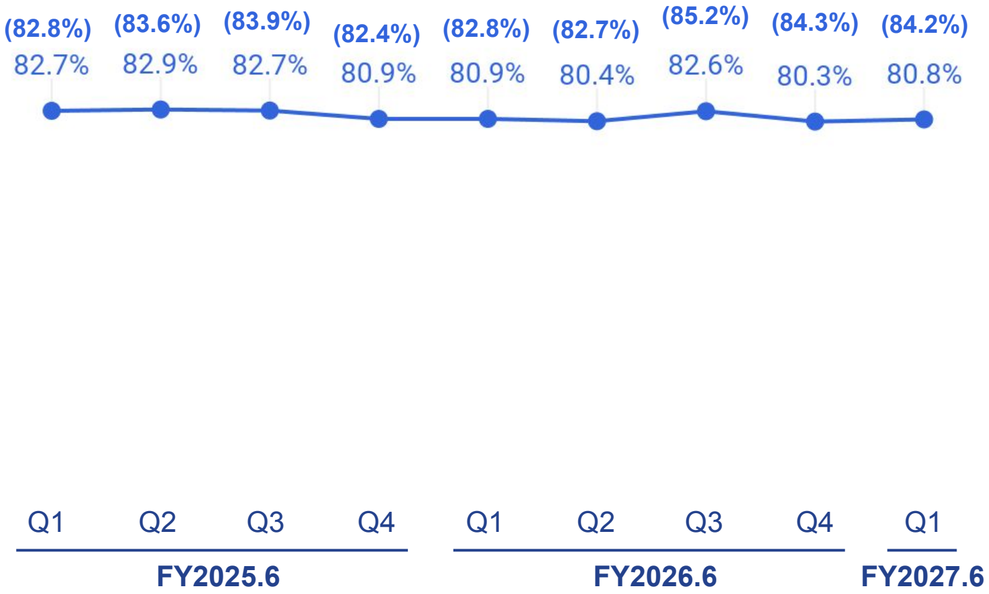
JPY MM



Gross Profit Margin[(1)] (Quarterly)

%

※ Gross profit margin in () excludes the impact of software amortization



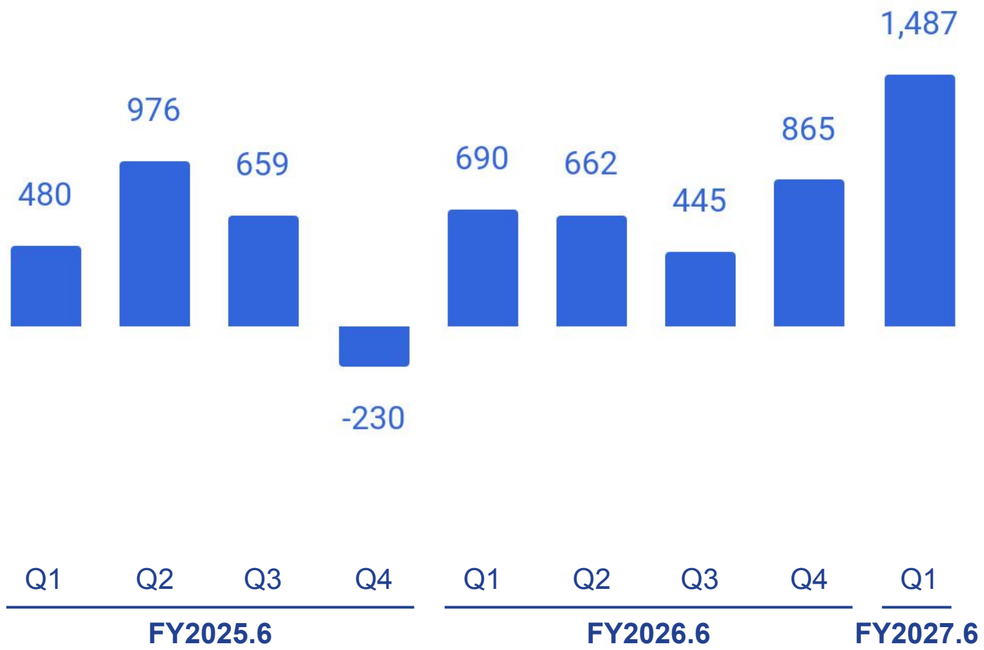
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Adjusted Operating Profit

- Adjusted operating profit was JPY 1,487MM, with an adjusted operating profit margin of 12.4%. We remain committed to achieving our full-year earnings guidance.

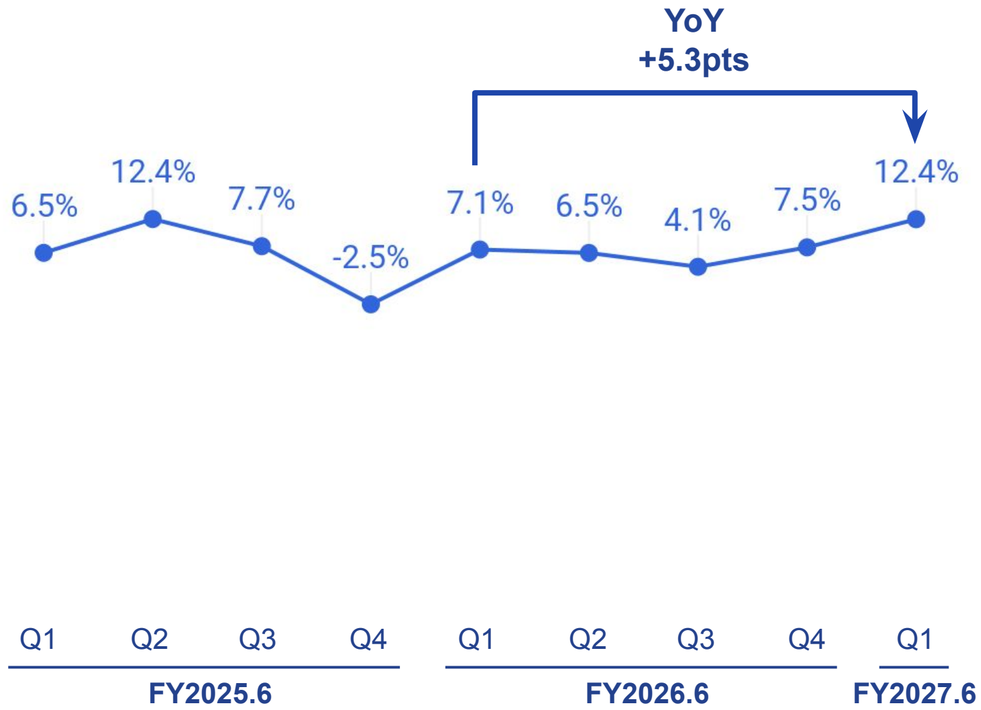
Adjusted Operating Profit[(1)(2)](Quarterly)

JPY MM



Adjusted Operating Profit[(1)(2)](Quarterly)

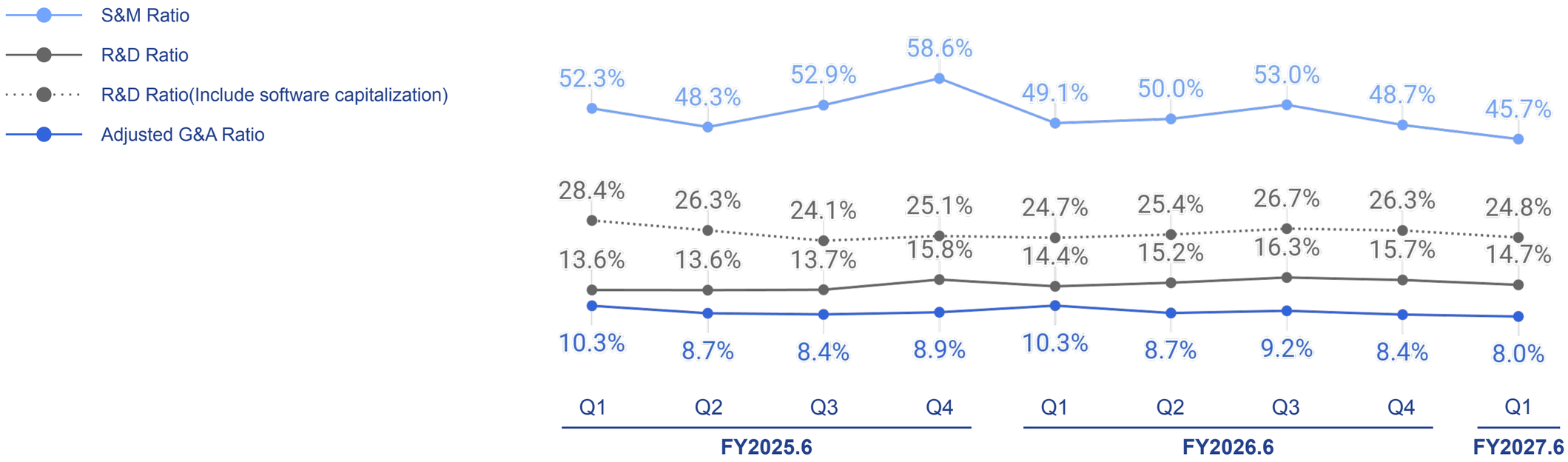
%



1. Adjusted operating profit (the sum of the operating profit, stock-based compensation expenses, expenses for amortization of acquisition-related intangible assets, and one-time cost). Breakdown of adjustment items is provided later.
2. Apollo Inc. is consolidated from Q2 of FY2025.6, YUI Inc. is consolidated from Q3 of FY2025.6, GMO creators networks, Inc. and kansapo are consolidated after Q1 of FY2026.6, Logikura, Inc is consolidated from Q4 of FY2026.6, Nocode Research Institute Inc. and DeepApex Inc. are consolidated from Q1 of FY2027.6 (Company and business names are those used at the time of acquisition)

Breakdown of SG&A (% of Revenue)

- **S&M[1]-to-revenue ratio** decreased YoY. ARR acquisition efficiency improved primarily across the Mid segment, driven by product lineup expansion and enhanced industry-specific approaches. Additionally, the S&M ratio declined, reflecting improved marketing efficiency alongside the strategic reallocation of advertising investments into subsequent quarters.
- **R&D[2]-to-revenue ratio** (includes software capitalization) remained flat YoY. Productivity gains from AI-driven development moderated the pace of headcount growth, while we drove strategic development investments in addressing industry-specific needs, developing AI services, and strengthening financial services to enhance platform value.
- **Adjusted G&A[3]to-revenue ratio** decreased YoY. Recruiting and training expenses fell substantially as the pace of hiring slowed.

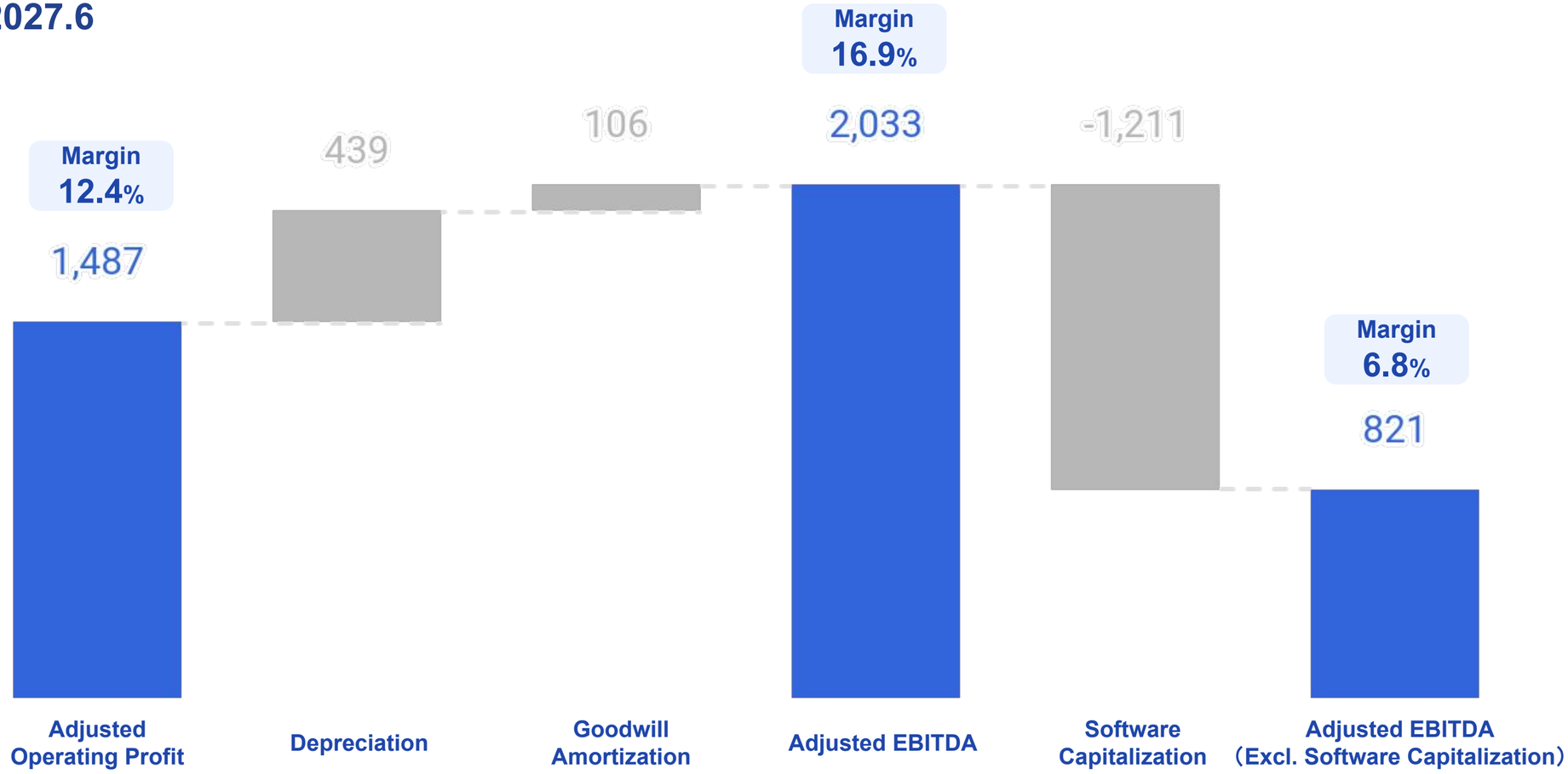


1. Research and Development. Total of labor costs of engineers involved in research and development and other research and development-related expenses, as well as allocated common expenses, etc.
2. Sales and Marketing. Total of advertising expenses for sales promotions, labor costs of sales personnel and other sales and marketing-related expense, as well as allocated common expenses, etc.
3. General and Administrative. Total of labor costs of corporate departments and other general and administrative expenses, as well as allocated common expenses, etc.

(Reference) Adjusted EBITDA Excluding Software Capitalization

Q1 FY2027.6

JPY MM



Newly Selected as a Constituent of TOPIX (Tokyo Stock Price Index)

- Following the TOPIX revision, our share was newly selected as a constituent effective October 30, 2026; with TOPIX-linked assets under management estimated at approximately JPY 160Tn[1], we expect inflows from index-tracking funds while maintaining our listing on the Growth Market.

JPX GROWTH TOKYO TOPIX

TOPIX-Linked Assets Under Management (Estimated as of the end of June 2026)

approx. JPY160Tn

We expect to increase liquidity through inflows from index-tracking funds and pension funds, while further expanding domestic and international investor bases.

1. As of June 30, 2026. JPX Market Innovation & Research, Inc., "Upcoming October Reforms: TOPIX Fundamentals — Over 50 Years of History, Three Key Roles, and ¥160T in Linked Assets".

FY2027.6 Earnings Guidance

Reaffirming FY2027.6 Guidance: Targeting JPY 52.2Bn revenue and 11% adj. OPM

- For FY2027.6, we expect revenue to grow by 23.0% YoY, driven by new customer acquisition and cross-selling initiatives.
- Regarding profit performance, supported by company-wide productivity gains through AI implementation and continued cost optimization, the adjusted operating profit[1] is expected to reach JPY 5,750MM , up 115.9% YoY with adj. operating profit margin of 11.0%. Additionally, adj. free cash flow margin[2] is projected to be 5~10%.

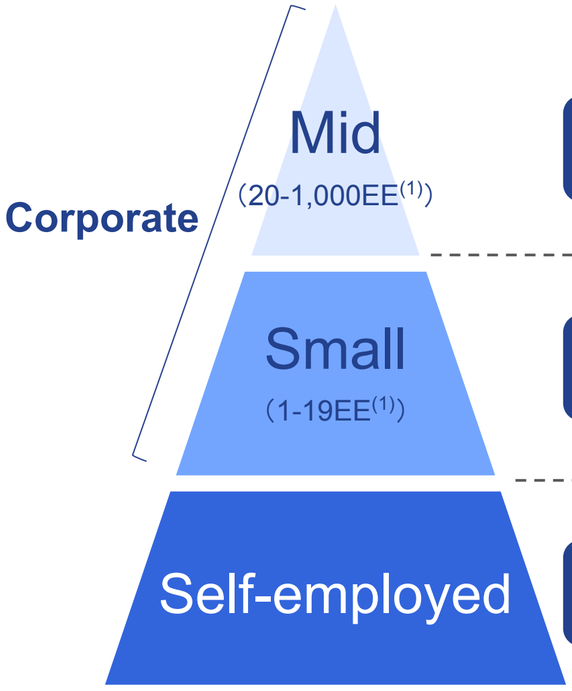
JPY MM	FY2026.6	FY2027.6	
	Actual	Guidance	YoY Change
Revenue	**42,441**	**52,210**	**+9,769**
YoY Growth	*27.6%*	*23.0%*	*▲4.6pts*
Adjusted Operating Profit	**2,663**	**5,750**	**+3,087 (+115.9%)**
Adjusted Operating Profit Margin	*6.3%*	*11.0%*	*+4.7pts*

1. Adjusted operating profit (the sum of the operating profit, stock-based compensation expenses, expenses for amortization of acquisition-related intangible assets, and one-time cost). Breakdown of adjustment items is provided later.
2. Adjusted Free Cash Flow Definition: Starting with common free cash flow (cash flows from operating activities + cash flows from investing activities), this metric is adjusted to exclude the impact of fluctuations in advances paid incurred in the credit card business and fluctuations in purchased receivables incurred in the factoring business, and cash payouts to employees upon ESOP vesting from operating cash flow, and M&A-related payments and proceeds from investing cash flow. This metric represents the actual cash flow from business activities.

Executing Growth Initiatives to Solidify Corporate Segment Market Positioning

- Realize sustained growth in the Corporate segment by enhancing new customer acquisition efficiency and improving LTV through cross-selling and increased transaction volume. Solidify market positioning by leveraging brand recognition among Self-employed segment and Small segment to enhance platform value through AI-powered solutions.

Phase of Each Business Segment and ARR Growth Outlook



		FY27.6 Platform ARR(2) Growth Rate Outlook
Mid (20-1,000EE(1))	**Payback Phase**	● **Driving ARPU growth** by HR business expansion, **maximizing existing user LTV** through cross-selling and transaction growth. ● AI-driven coverage expansion for industry and company-specific needs.	25%
Small (1-19EE(1))	**Scaling Position**	● **Established strong position in direct channel acquisition.** ● Customer growth by **delivering AI solutions for accounting firms and strengthening advisor ecosystem.**	20%+
Self-employed	**Established Position**	● **Leveraging strong position and brand recognition** as cloud accounting software vendor. ● **Solidifying revenue foundation through AI-driven product enhancement** to drive plan upgrades and annual contract adoption.	10%

1. EE: Employee.
2. Platform Annual Recurring Revenue(ARR): a metric calculated based on recurring revenue from the Group's Platform business into an annualized amount, excluding one-time revenue. Platform ARR consists of Subscription ARR and Transaction ARR.

Driving Operating Leverage Through Revenue Growth and AI-Driven Productivity

- By accelerating our AI initiatives, we are expanding company-wide productivity across product development, sales, marketing, and customer success. This will enhance operational leverage by moderating cost growth relative to revenue, driving sustained margin expansion.

Expense-to-Revenue Ratio Outlook[1]

		FY2026.6 Actual	FY2027.6 Strategic Priorities and Outlook	
COGS		**19.0%**	**19-22%**	• Promoting further productivity improvements in customer support with AI and IT tool cost optimization, mitigating the COGS ratio increase alongside the growth of corporate credit card and outsourcing service.
	Excl. Software Amortization	16.2%	15-18%	
R&D		**15.4%**	**12-15%**	• Elevating engineering productivity through the full-scale deployment of AI-driven development, accelerating product enhancements and AI service expansion.
	Incl. Software Capitalization	25.8%	22-25%	
S&M		**50.2%**	**45-48%**	• Improving personnel cost-to-revenue ratio, including outsourced contractor expenses through AI utilization and productivity gains from sales force expanded in FY2026.6, alongside optimized advertising investments.
Adj. G&A		**9.1%**	**7-8%**	• Moderate overall headcount expansion, including corporate overhead, through AI-driven operational efficiency.

1. Ranges of each item ratio to revenue are expectations as of the date of disclosure of this material. These figures are dependent on future revenue growth, progress in Investment, and other various risks or uncertainties, and actual results may differ.

Mid-to-Long-term
Growth Strategy Initiatives

Drivers to Become the De Facto Standard for Small Business Operations

freee × AI

Deliver the "Done for You" Experience

- Trustworthy AI Agents Built for Human Accountability
- Delivering an End-to-End, Hands-Off Operations Experience
- High Token Efficiency with High Quality Outputs

01 Become the De Facto Standard for Accounting Firms

Fostering a strong advisor<>user ecosystem to optimize acquisition efficiency and LTV.

02 Expand Corporate Needs Coverage

Deploying industry-specific and tailored solutions to accelerate customer acquisition.

03 Enhance HR & Finance Solutions

Expanding new products and services to address key management challenges of talent acquisition and cash flow management as well as operational efficiency

freee

Surging Demand from Accounting Firms Driven by Expanding Awareness of "freee × AI"

- Hosted "freee Advisor Day 2026," one of the industry's largest events for accounting firms, in Tokyo, Osaka, and Fukuoka, demonstrating the value of the "Done for You" experience through hands-on AI agent sessions.

Hosted "freee Advisor Day 2026" for Accounting Firms







- Attendees increased **1.5x** year-over year, driven by growing interest in AI.
- Held hands-on seminars on AI agents tailored for accounting firm client operations.

Steadily Expanding Adoption of AI Agents for Accounting Firms Following Commercial Launch

- As the leader of AI-Native management platforms, we commercially launched AI agents specialized for accounting firm client operations in September 2026.
- Addressing a wide range of client-related business needs through *freee Client Management AI Agent*, which uses preset agents to perform routine tasks, and *freee Agent Hub*, which enables users to build customized AI agents. Already adopted by over 550 firms, with a strong start.

AI Agents Tailored for Accounting Firm Client Operations



Commercial launch on September 15, 2026

Adopted by **over 550** accounting firms within approx. 2 months of launch

Adoption[1] by Leading Firms

辻・本郷 税理士法人 HONGO TSUJI TAX & CONSULTING

AG

KODATO

ハートランド税理士法人 HEARTLAND TAX Co.

SoVa

1. Accounting firms that have decided to adopt either or both *freee Agent Hub* and *freee Client Management AI Agent*.

Expanding Addressable Market by Enhancing Coverage for Industry-Specific Accounting Standards and Practices

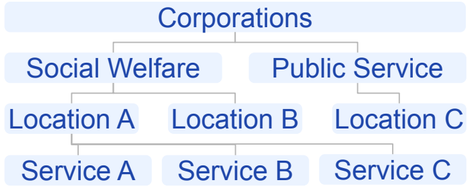
- Launched *freee Accounting for Social Welfare* in October 2026, compliant with Social Welfare Corporation[1] Accounting Standards and supporting end-to-end preparation of statutory reports for MHLW[2].
- Launched *freee Invoice Receivable Management* in October 2026, enabling automated invoice-payment matching and bulk reconciliation to address pain point in A/R management in the manufacturing and wholesale industries.

freee 会計 | 社会福祉法人

freee Accounting Social Welfare

Social Welfare Corporation Accounting Standards

Requires multi-tiered financial reporting across business, location, and service levels for statutory MHLW filing.



Compliant with Social Welfare Accounting Standard



- Enables journal entries at the service category level via tagging.
- Reducing bookkeeping workload through automated journaling.
- Generation of statement of cash receipts and disbursements, and business activities.

freee 請求書 | 債権管理

freee Invoice Receivable Management

Pain Points in A/R Management in Wholesale and Manufacturing Industries

- Customer-specific payment terms require manual matching of invoices and payments.
- Siloed billing, A/R, and accounting systems, leading to manual data re-entry and data inconsistencies.



Invoicing, A/R Management and Bookkeeping All in freee

freee 請求書 *freee Invoice* → freee 請求書 | 債権管理 *freee Invoice Receivable Management* → freee 会計 *freee Accounting*

Automated invoice issuance and data sync

- Seamlessly syncs deposit statements via direct bank integrations
- Rule-based automated invoice-payment matching and bulk reconciliation

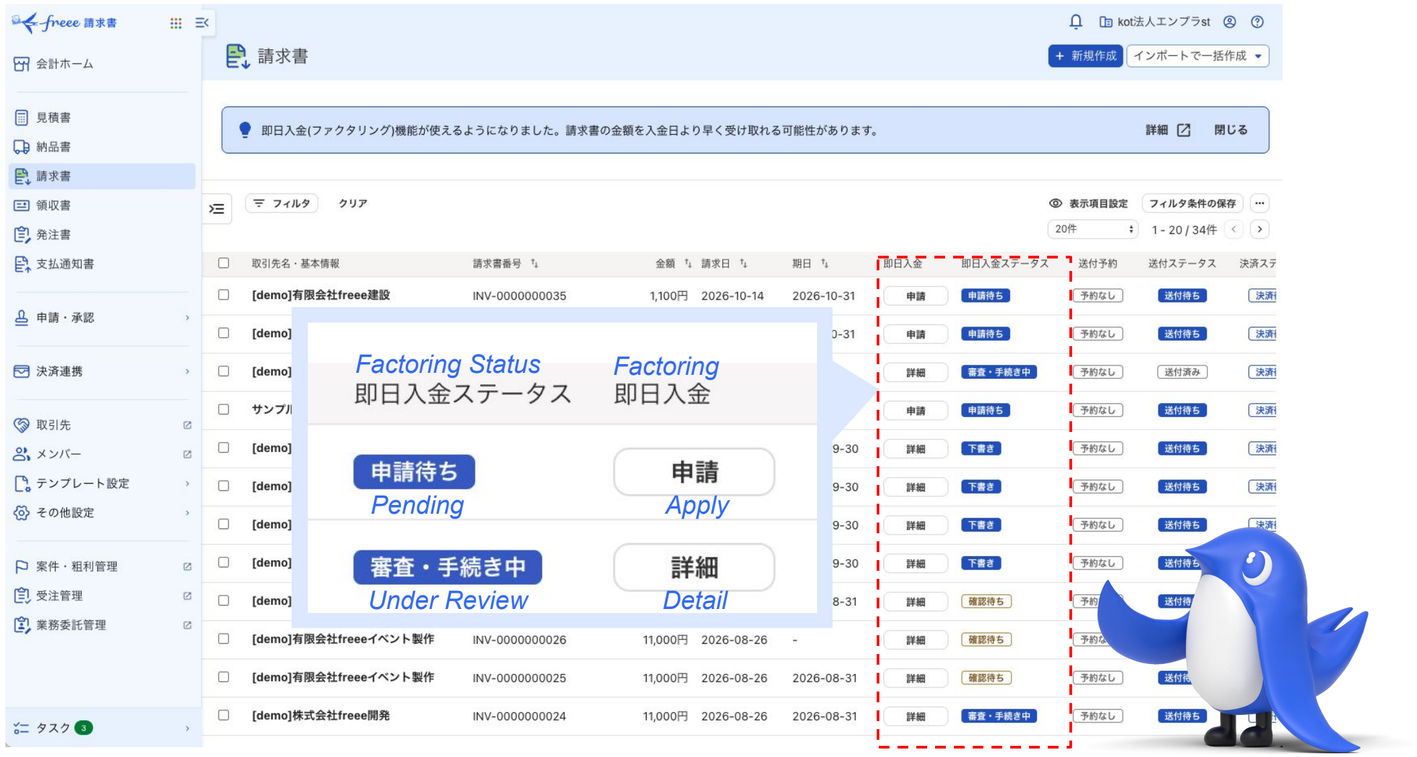
Automated journaling upon reconciliation

1. A public-benefit entity established under Japan's Social Welfare Act to provide social welfare services.
2. The Ministry of Health, Labour and Welfare.

Integrating Factoring into *freee Invoice*, Delivering Seamless Access to Cash Flow Solutions

- Launched *freee Invoice Factoring* in September 2026, an embedded finance solution enabling one-click access to factoring directly within *freee Invoice*, which supports invoicing and A/R management, to address cash flow challenges for small businesses.

Combining SaaS and Financial Services to Enhance the Value of the Integrated Business Management Platform



freee 請求書 | 即日入金
freee Invoice Factoring

Expanded the scope of factoring services from sole proprietors to corporate customers

Supports business growth by securing working capital

One-click application within *freee Invoice*

Seamless integration from A/R management to financing

Enhancing the "Done for You" Experience for Sole Proprietors Through Mobile App Advancements

- Our tax filing mobile app enhanced AI-powered data entry and journalizing while providing professional support for tax-related inquiries and concerns, reducing workload from input to filing and delivering trusted user experience.
- *freee Accounting* complies with the upcoming maximum JPY 750K Blue Tax Return deduction effective from 2027 onward, enabling sole proprietors to maximize tax advantages while streamlining operations.



A Fully Entrusted Experience from Data Entry to Tax Filing via Smartphone

AI-Powered Journal Entries

- One-tap automated journal entry for bank and card transactions
- AI automatically completes bookkeeping simply by scanning receipts

Trusted Expert Support

- Eliminating tax uncertainties and filing errors through a trusted network of certified tax professionals.

Filing with Confidence

Features Scheduled for Release

Complies with Up to JPY 750K Blue Tax Return Deduction Maximizing Tax Advantages while Streamlining Operations

Delivering value as a System of Record by meeting the requirements for "high-quality electronic records".

Automated transaction imports and “digital seamlessness” in record storage via bank API integration.

FAQ

Q. Adj. OPM for Q1 FY2027.6 came in at 12.4%, exceeding the full-year earnings guidance of 11.0%. Was this result in line with internal expectations? Is there any potential for revising the guidance?

A. During the first quarter, acquisition efficiency improved primarily in the Mid segment, driven by product lineup expansion and enhanced industry-specific approaches. As a result of delivering solid ARR growth and improved S&M efficiency, adj. OP came in slightly ahead of internal expectations. Balancing revenue growth with profitability improvement, this represents a solid start to the fiscal year. Meanwhile, in the second half, we plan strategic marketing investments to further expand our corporate customer base, alongside acquisition initiatives during the tax filing season for sole proprietors. We plan to reinvest the profit upside generated in Q1 into these growth drivers, and maintain our full-year earnings guidance for both revenue and profit at this time.

Q. What are the factors behind the net addition of corporate customer remaining at +818?

A. The temporary moderation in net additions was primarily driven by concentrated churn among bookkeeping users following the service termination of A-SaaS(1) in June 2026. Excluding this one-time churn impact, customer acquisition continues at a solid pace.
We remain focused on expanding our corporate customer base and maximizing customer LTV across the partner ecosystem by strengthening relationships with accounting firms and driving ARPU expansion for both firms and their clients. During this quarter, growing brand awareness of "freee x AI" fueled strong inbound interest from accounting firms, driving solid growth in new partner program sign-ups and increased partner membership fees. In addition, we gained traction in migrating client companies from bookkeeping plans to comprehensive end-user plans, alongside cross-selling HR solutions. Consequently, underlying net ARR additions for the Corporates small segment, excluding the A-SaaS impact, successfully re-accelerated, demonstrating solid progress across our strategic initiatives. From Q2 onward, we will continue to acquire new partner firms, convert client companies, and pursue upselling and cross-selling, focusing on further strengthening the partner ecosystem and expanding revenue.

1. A-SaaS: A cloud-based tax, accounting, and payroll system for tax accountants and accounting firms, provided by Mikatus Inc., which joined the Group in June 2022.

Q. Following recent price increases by peer companies, is there any change in freee's pricing policy?

A. Our pricing policy remains unchanged at this time. We focus on enhancing the value delivered by our integrated business management platform through continuous module expansion and the implementation of AI capabilities, optimizing pricing in line with that value. In accordance with this approach, we will consider implementing appropriate price revisions while carefully evaluating the degree of value enhancement, market conditions, and customer adoption.

Appendix 1
Mid-to-Long-term Growth Strategy

Supplementary: Relationship Between Adjusted Operating Profit Margin and Adjusted FCF Margin

Reconciliation Items for Adj. Operating Profit and Adj. FCF

JGAAP | Key Operating Metrics (Adjusted)

Operating Profit

Profit Before Income Taxes

OperatingCF

Investing CF

\+ stock-based payment compensation expenses
\+ Expenses for amortization of acquisition-related intangible assets
\+ One-time cost

= **Adj. Operating Profit**

Key differences between Operating Profit and FCF

- increase in unearned revenue (+)FCF
- Software amortization item (−)Operating profit, (+)FCF
- Software capitalization (+)Operating profit, (−)FCF
- increase in advances paid, purchased reveivables (−)FCF, reconciling item

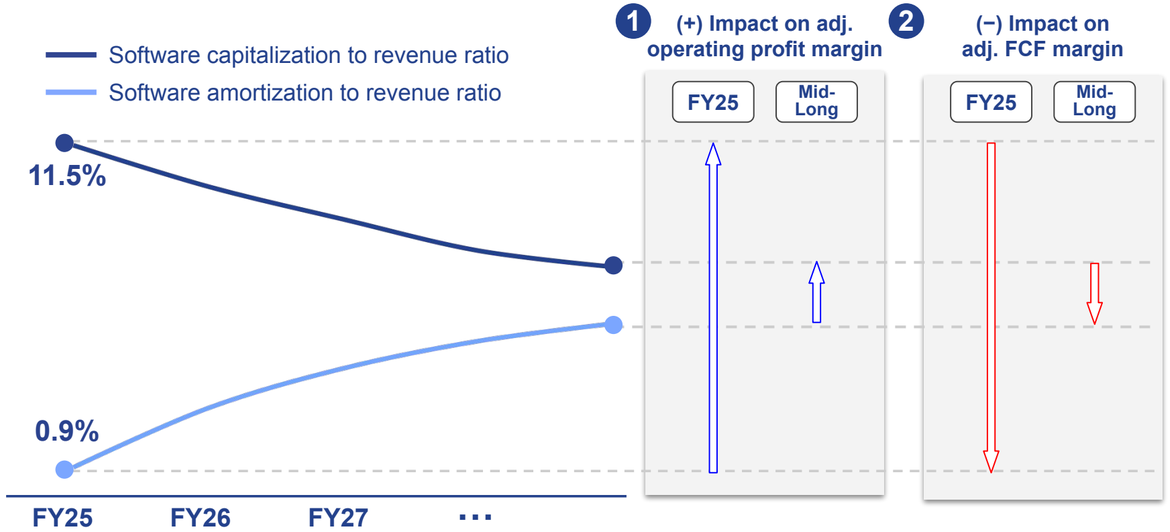
\+ Cash outflows from increased advances paid for credit card business
\+ Cash outflows from the increase in factoring purchased receivables
\+ Cash outflows from ESOP cash settlement upon vesting

\+ M&A related cash outflows(1)

= **Adj. FCF**

Software Capitalization Impact on Adj. Operating Profit and Adj. FCF

Software Capitalization and Amortization Ratios to Revenue (Illustrative)



1 (+) Impact on adj. operating profit margin= software capitalization to revenue ratio − software amortization to revenue ratio
The positive impact on adj. operating profit margin will gradually diminish, as the ratio of capitalized costs deducted from R&D expenses declines while the ratio of amortization in cost of revenue increases.

2 (−) Impact on adj. FCF margin= software amortization to revenue ratio − software capitalization to revenue ratio
Due to improved R&D productivity, the negative impact on adj. FCF margin will gradually diminish, as the ratio of capitalized expenses in investing cash flows declines while the ratio of amortization added back in operating cash flows increases.

1. Cash inflows from subsidiary disposals and similar transactions are excluded from investing cash flows through adjustment.

Business Model Enabling 40%+ Adjusted Operating Margin in Long-term

Mid-to Long-term Financial Model

	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY30
Gross Margin	79.5%	80.7%	83.6%	82.5%	82.2%	81.0%	78%-81%	75%-80%
R&D[1][2][3] % of Revenue	25.6%	25.8%	35.7%	32.8%	14.3%	15.4%	12%-15%	8%-13%
S&M[1][2][4] % of Revenue	58.8%	53.9%	69.4%	66.7%	53.3%	50.2%	45%-48%	30%-35%
adj. G&A[1][2][5] % of Revenue	17.5%	17.7%	15.9%	12.8%	9.0%	9.1%	7%-8%	5%-10%
adj. OP Margin % of Revenue	-22.4%	-16.8%	-37.4%	-29.7%	5.7%	6.3%	11%	20-30%

Long Term

adj. OP Margin
% of Revenue
40%+

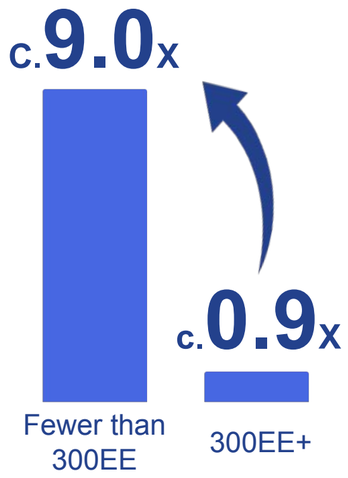
1. Breakdown of adjustment items is provided later.
2. Figures for each fiscal year after FY2022.6 are for Platform business only, excluding Shikaku Square sold on December 1, 2021.
3. Research and Development. Total of labor costs of engineers involved in research and development and other research and development-related expenses, as well as allocated common expenses, etc.
4. Sales and Marketing. Total of advertising expenses for sales promotions, labor costs of sales personnel and other sales and marketing-related expense, as well as allocated common expenses, etc.
5. General and Administrative. Total of labor costs of corporate departments and other general and administrative expenses, as well as allocated common expenses, etc.

Cloud Penetration in Japan's Small Business Continues to Expand

Growing demand due to labor shortage

- Labor shortage in small businesses are **about 10x more severe than in large companies. Accounting firms also face growing shortages.**
- **Raising wages is becoming essential** for securing and retaining talent.
- **Rising demand for cloud software that supports efficiency gains and wage funding.**

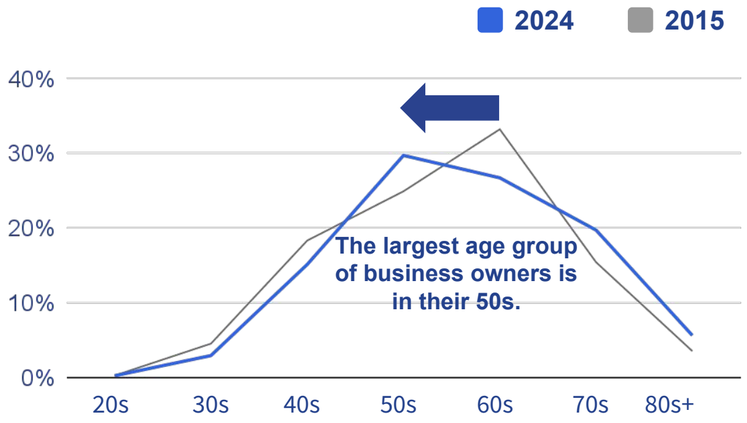
Job Openings-to-Applicants Ratio (Mar 2026 University Graduates)[1]



Generational succession accelerating cloud shift

- **Business succession and generational transition are increasing.**
- **Share of business owners in their 50s and below, a cloud-ready generation, is increasing.**
- **Growing need for management visibility** during business succession.

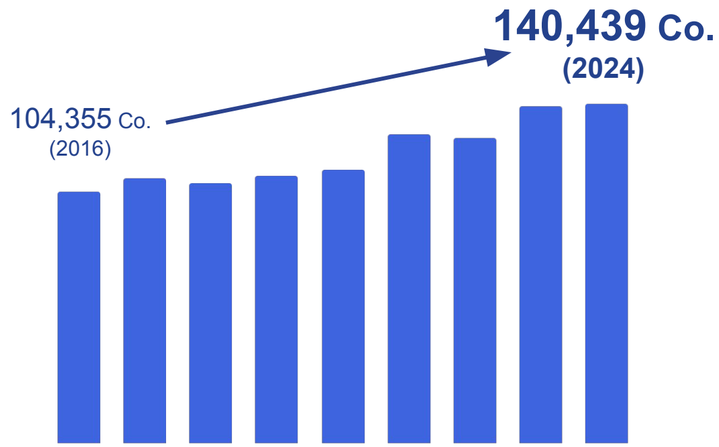
Age Distribution of Business Owner(%)[2]



Increase in new company incorporations

- Newly established companies **prioritize cloud software as their preferred choice**.
- Despite a declining labor force, the number of new company incorporations **continues to increase.**

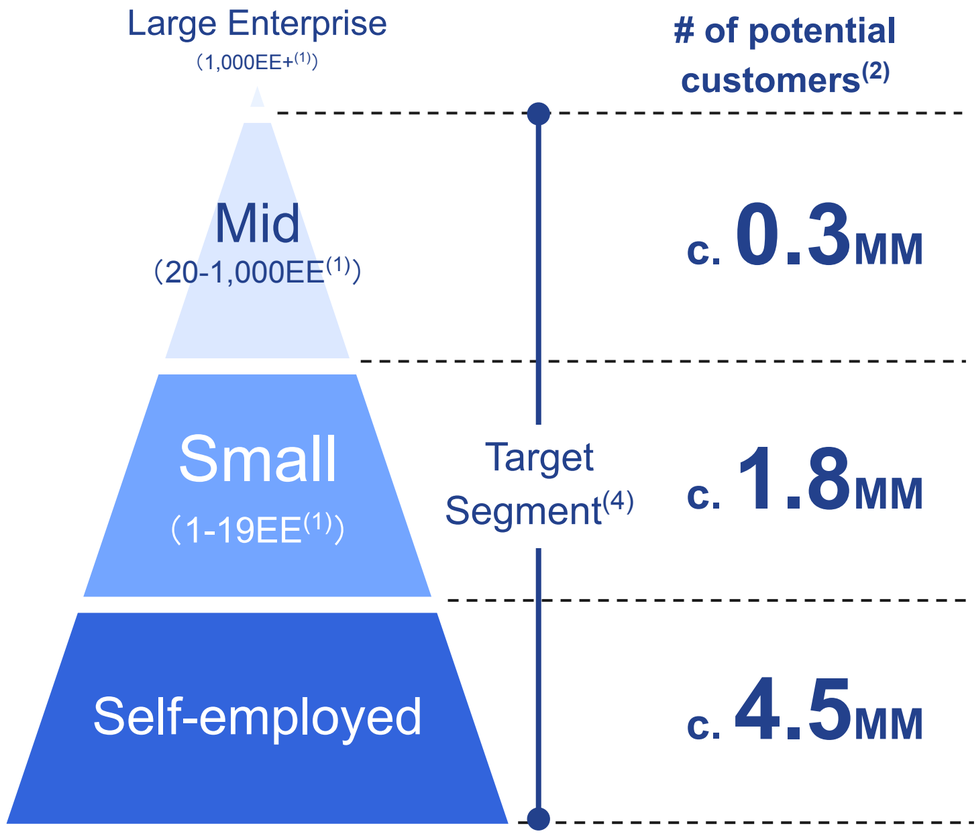
New Company Incorporation Trends[3]



1. Recruit Works Institutes (2025), "Job Openings-to-Applicants Ratio for University Graduates (Mar 2026 Graduates)". For company with 300～999 employees:1.40x,1,000~4,999 employees:1.05x, above 5,000employees:0.34x. EE: Employee.
2. Small and Medium Enterprise Agency (2025). "2025 White Paper on Small and Medium Enterprises in Japan".
3. Compiled from the number of newly assigned corporate numbers each year, based on data from the National Tax Agency Corporate Publication Site.

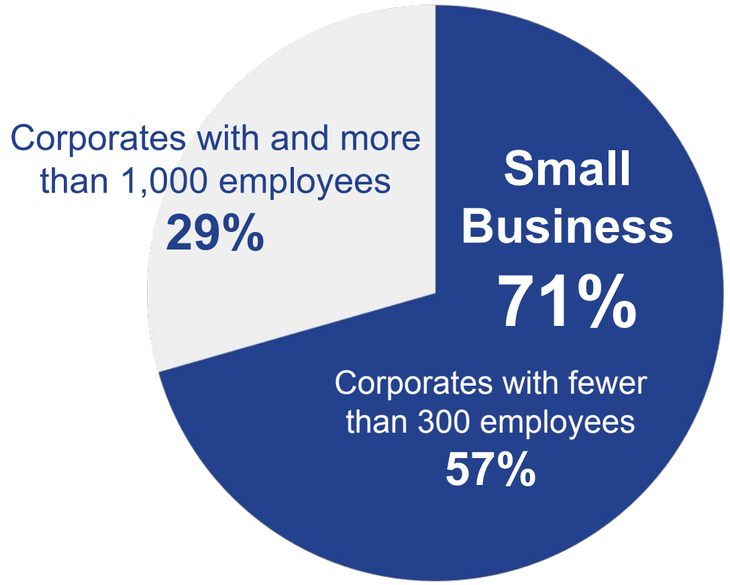
Our Services for 6.6 Million Potential Customers and over 70% of Total Employees

freee's target segment



Small business accounts for more than 70% out of the 57 million employees in Japan

Ratio of total employees by company size(3)



1. EE: Employee.
2. Number of potential customers and workers of Self-employed: Company's estimate based on National Tax Agency "Tax Statistics 2022" ; Number of potential customers and workers of Small and Mid: Company's estimate based on Ministry of Internal Affairs and Communications "2021 Economic Census for Business Activity".
3. Ministry of Internal Affairs and Communications "2021 Economic Census for Business Activity".
4. We define "Small Business" as our target segment, which comprises Self-employed, Mid corporates, and Small corporates segments.

Our Goal: “De Facto Standard for Small Business”

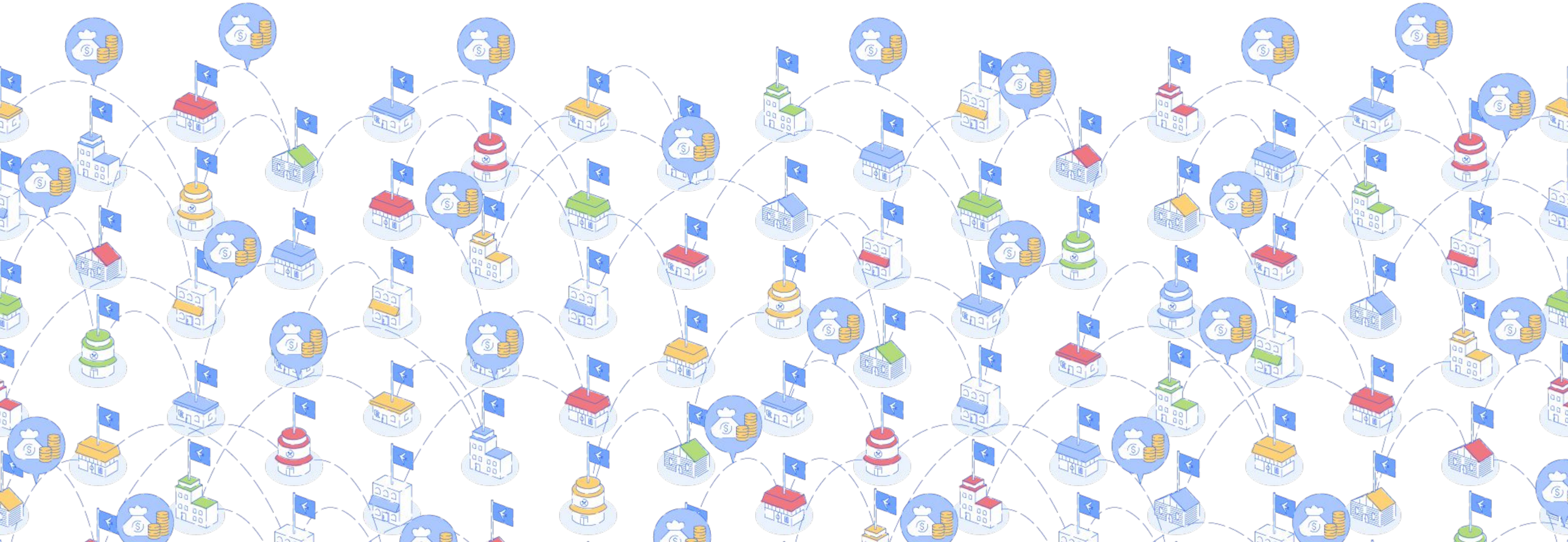
Delivering integrated experience that drives meaningful business impact

Expanding scope of automation and management support value through AI

Accelerating network effects through exponential growth in user transactions

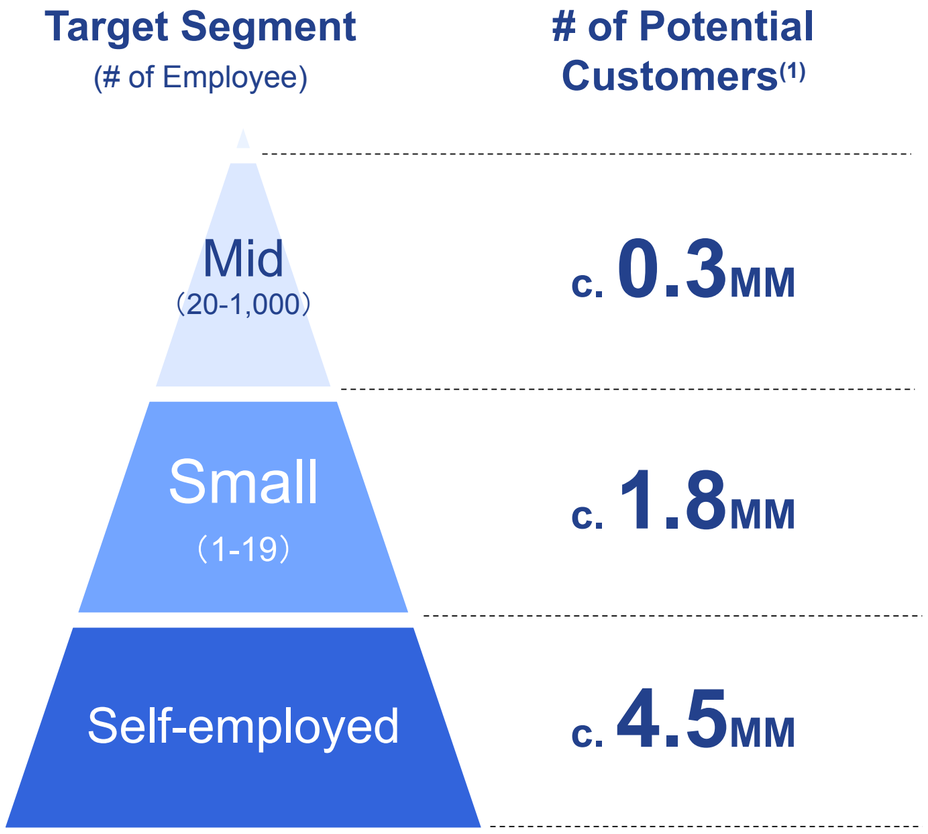
Unlocking potential in SaaS-adjacent services: Financial and Employee Solutions

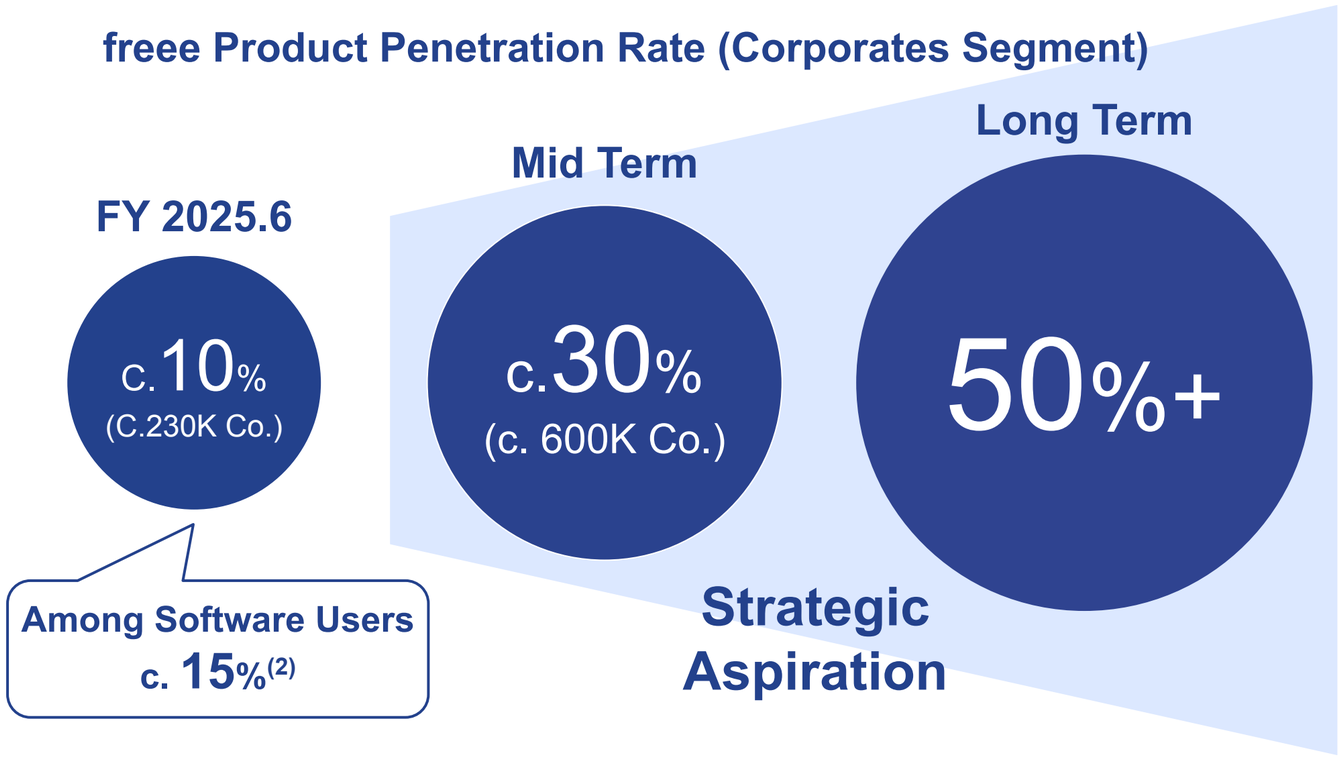
Building strong ecosystem with accounting firms and partners



Path to Establishing De Facto Standard Position

- Strategic investments will drive freee product penetration rate to 30% in the Corporate segment in mid-term, with a longer-term goal of establishing it as the de facto standard in small business market.
- Leverage network effects from higher penetration to accelerate both new and existing customer acquisition and enhance profitability.





1. Number of potential customers and workers of Self-employed: Company's estimate based on National Tax Agency "Tax Statistics 2022" ; Number of potential customers and workers of Small and Mid: Company's estimate based on Ministry of Internal Affairs and Communications "2021 Economic Census for Business Activity".
2. Estimates based on our April 2025 survey on financial accounting and HR operations targeting companies with 1,000 or fewer employees. Software usage rate in the survey was approximately 70-80%. When penetration rate is calculated using only software-using companies as the base, it reaches approximately 15%.

Driving Sustainable Growth by Expanding the Back-Office Personnel Expenses and B2B Payment Markets for Small Businesses Facing Labor Shortages

- By accelerating AI utilization and driving the expansion of our outsourcing business, in addition to the SaaS and Finance domains, we aim to develop a vast JPY 33.5Tn market focused on the back-office personnel expenses of small businesses facing labor shortages.
- Driving mid-to-long-term growth by expanding our expense management platform to capture the JPY 369Tn B2B payment market among small businesses.

The Back-Office Personnel Expense Market of Small Businesses Facing Severe Labor Shortages(1)



The B2B Payment Market for Small Businesses

(Gross Payment Volume(2), excluding payroll transfers)

c. JPY **369Tn**

1. Back-Office Personnel Expense Market= # of Regular Employees × % Back-Office Personnel × Avg. Labor Cost, where Regular Employees (EE) are based on MIC "2021 Economic Census" (Regular Employees); MIC "2022 Employment Status Survey" (estimated clerical worker ratio); National Tax Agency "2024 Private Salary Survey" (estimated avg. salary). All data based on businesses w/ ≤999 employees.
2. Calculated as the total sum of "Cost of Goods/Materials," "Outsourcing," "Freight/Packing," "Advertising," and "Entertainment" expenses, based on MIC "2024 Basic Survey on SMEs" (Section 3: Sales and Operating Expenses; Table 1: By Industry and Number of Employees).
3. TAM (Total Addressable Market): Annual potential revenue assuming full adoption of Group products/services by all target enterprises (sole proprietors and corporations w/ <1,000 employees). Data based on National Tax Agency "2023 Declared Income Tax" (sole proprietors) and MIC "2021 Economic Census" (corporations).

Positioning and Strategic Advantages of the Small Business Market in the Agentic AI Era

Market Characteristics in the Agentic AI Era

Enterprise Market

- Abundant management resources enable proprietary AI utilization
- Strong demand for sub-optimization of subdivided business processes

Small Business Market

- Severe challenges in securing talent
- Limited customer capacity for in-house AI tool development
- Increasing back-office administrative burden due to successive regulatory changes
- Strong demand for cross-functional efficiency and professional outsourcing to address labor shortages

Strategic Advantages of the Integrated Management Platform for Small Businesses

- High replacement barriers for small businesses to switch from freee to other AI tools, sustained by our strong brand as a leader in cloud accounting and HR software, a proven track record of compliance with frequent regulatory changes, and an extensive professional network of over 5,500 accounting firms.
- AI-driven lowering of implementation hurdles to accelerate DX for small businesses that have lagged in cloud adoption due to specialized skill and resource constraints.
- Capability to deliver cross-functional job completion via AI agents and high-quality, cost-effective BPO services combining AI with outsourcing.
- Expansion beyond the traditional IT budget market to address the JPY 30Tn+ back-office labor cost market.

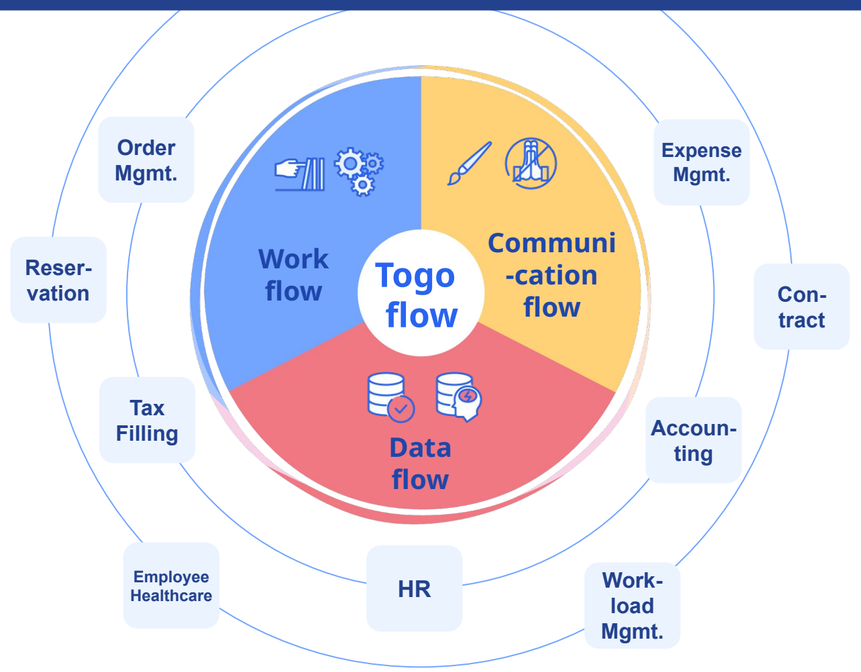


freee is uniquely positioned to evolve into the AI-native integrated platform for small businesses

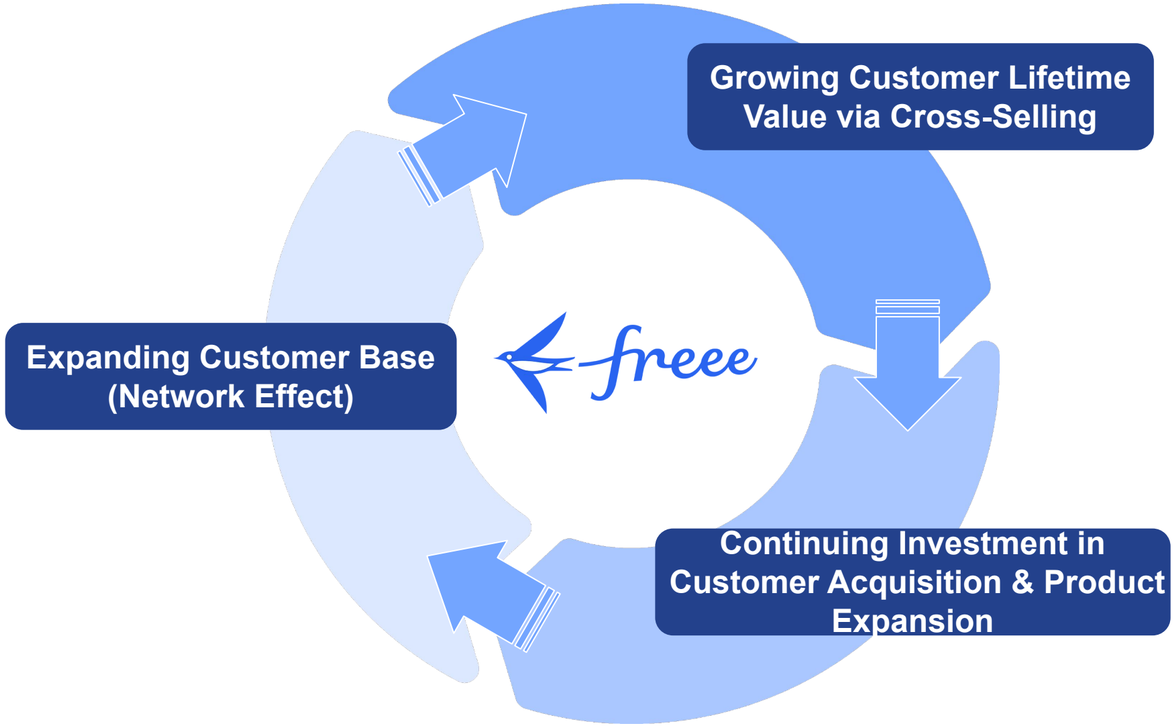
Into Phase of Expanding Customer Base and Improving Productivity through Cross-Selling Driven by Integrated Value

Competitive Advantage as an Integrated Management Platform

Deliver seamless integration across accounting, HR, and other core business functions, driving organizational efficiency and cross-functional optimization



"A Flywheel" Driving Customer Base Growth and Productivity Gains



Shift in Customer Value：from “Done by You” to “Done for You”

Conventional Saas

Intuitive UI/UX for easy expense item entry and minimize errors.

Enables rapid journal entry for users of all proficiency levels.

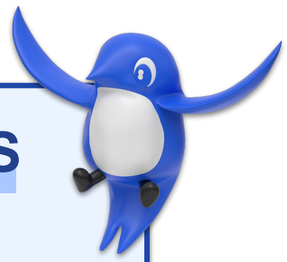
Automates payroll end-to-end by integrating attendance and HR data.

Done by You

What to expect from Accounting？

What to expect from Bookkeeping？

What to expect from HR Operations？



Agentic AI Era SaaS

Automates compliant expense applications based on receipts, internal policies, and tax regulations.

Delivers immediate trial balances by simply aggregating source documents.

Completes payroll processing and audits automatically through seamless data centralization.

Done for You

freee

Redefining the Value Proposition of SaaS in the Agentic AI Era

Increasing Value Proposition	SaaS that is Challenged by AI	SaaS that Thrives in the Agentic AI Era
1 **Authoritative Record Completeness (System of Record)**	• **SaaS in domains where full business data integrity is not required.** • Prioritizing ease of information input and viewing through UI, without maintaining an official ledger, discretionary data entry permitted.	• **SaaS in domains requiring auditability and accountability.** • Maintain an accurate and mandatorily accumulated business data **ledger**. • Captures **full context to the authoritative record**, ensuring audit validity.
2 **Execution Foundation for AI Job Completion**	• **Point solution model** (fragmented workflows requiring additional tasks and manual input to complete a job).	• **End-to-end model** with workflows and rules covering the full business process. • Enables AI to reproducibly complete the full sequence of data entry, validation, confirmation and posting.
3 **Audit Trail Foundation for Human Accountability**	• No traceability of who performed what processing, on what basis; not explainable to third parties.	• Applies clearly defined authority scopes and policies to AI-executed operations, establishing a secure operating environment. • Ensure traceability of AI-executed operations.
4 **Accessibility within the AI Ecosystem**	• Limited APIs; AI-driven operations reliant on screen scraping.	• **Extensive API offerings** ensure that AI operations are predominantly API-driven. • Clearly defined operational scope and error-handling logic, ensuring disciplined AI operations.

freee: Built a Competitive Advantage as a SaaS that Thrives in the Agentic AI Era

Increasing Value Proposition	freee's Competitive Advantage and Reinforcement Points in the Agentic AI Era
1 **Authoritative Record Completeness (System of Record)**	• **One stop *source of truth* for all data in domains where an authoritative record is mandatory, including accounting, tax filing, and payroll.** • Transaction and payroll related supporting documents, plus the finalization history of journal entries, accumulated in a single platform.
2 **Execution Foundation for AI Job Completion**	• **An integrated platform supporting end-to-end job completion, from document collection to financial statement preparation and year-end tax filing.** • Proven business logic reflecting up-to-date **local regulations, Japan-specific business practices, and bank API integrations.** • A workflow engine that automatically runs the next step based on defined business-event triggers.
3 **Audit Trail Foundation for Human Accountability**	• Flexible permissioning and audit logs that constrain unsafe AI behavior and ensure full traceability of AI actions. • A business foundation enabling collaboration with a professional network including a certified advisor program joined by over 5,000 accounting firms and a wide range of AI BPO partners.
4 **Accessibility within the AI Ecosystem**	• In 2013, we launched the industry's first(1) public API. Since then, **we have provided public APIs across most core products, promoting an open API ecosystem**, featuring over 200 apps in the freee App Store. • Seamlessly accessible from Claude via Anthropic's Model Context Protocol (MCP)(2) and Skills(3), ensuring highly efficient utilization.

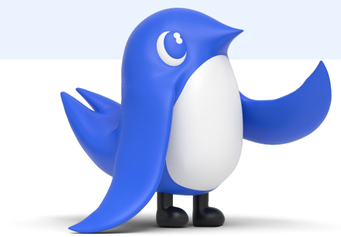
1. Within the accounting software industry; based on our company's internal research.
2. A new open standard designed to seamlessly connect AI models with data sources.
3. Packaged capabilities consisting of the specialized knowledge and tools required for Claude to execute specific professional tasks.

freee’s “Done for You” Value Proposition: Two Concepts in the Agentic AI Era

for Small Business Owners

Towards Unprecedented,
Fully Entrusted Automation.
AI-Native Back-Office Series

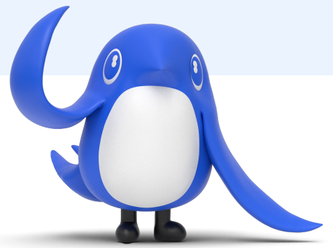
freee Autopilot



for Back-Office Professionals

The AI Management Core Platform
that Delivers Professional
Accuracy and Accountability.

freee Cockpit



freee Cockpit: Achieving Professional Accuracy and Accountability

What is Necessary to Achieve Expert-Level Accuracy and Accountability

1 Governance

Business processes are standardized based on legal regulations and internal rules, allowing for easy detection of process exceptions and accurate decision-making through human judgment.

2 Execution Accuracy

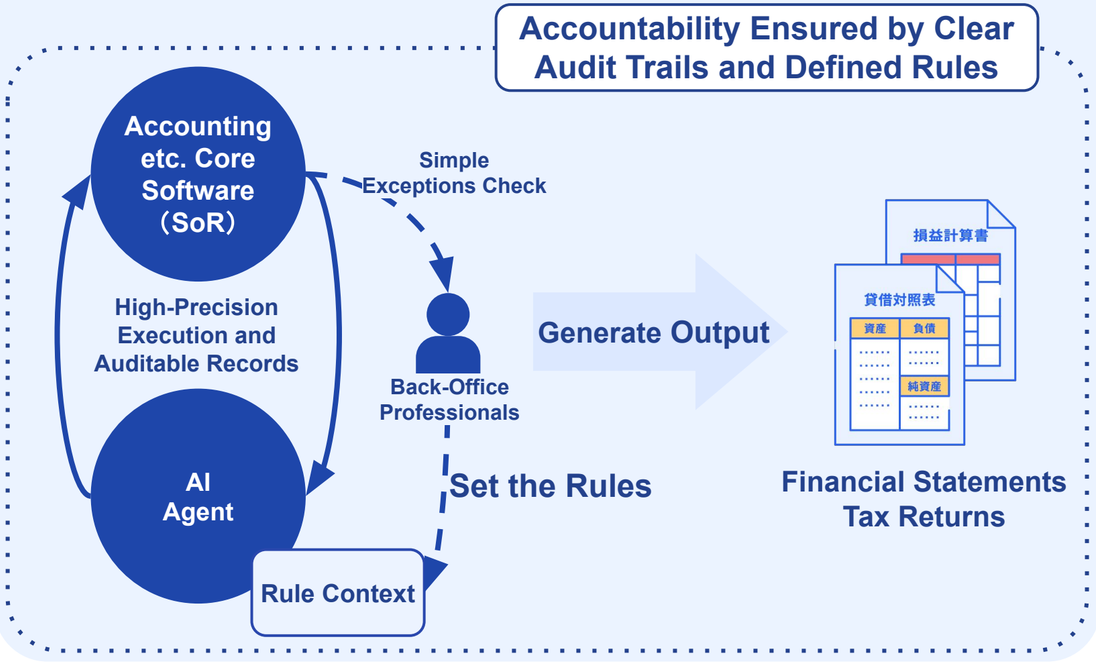
AI agents strictly comply with defined business rules to achieve precise execution, ensuring operations that accommodate the latest legal regulations and industry-specific practices.

3 Audit Log

All AI agent execution processes are recorded in logs, ensuring comprehensive auditability and end-to-end traceability of operations.

The Only AI Management Core Platform that Delivers Professional Accuracy and Accountability

freee Cockpit



freee Autopilot: The Ecosystem for Complete Business Entrustment

What is Necessary for Complete Entrustment

1 Entrustment to AI x Professionals from Upstream Business Processes

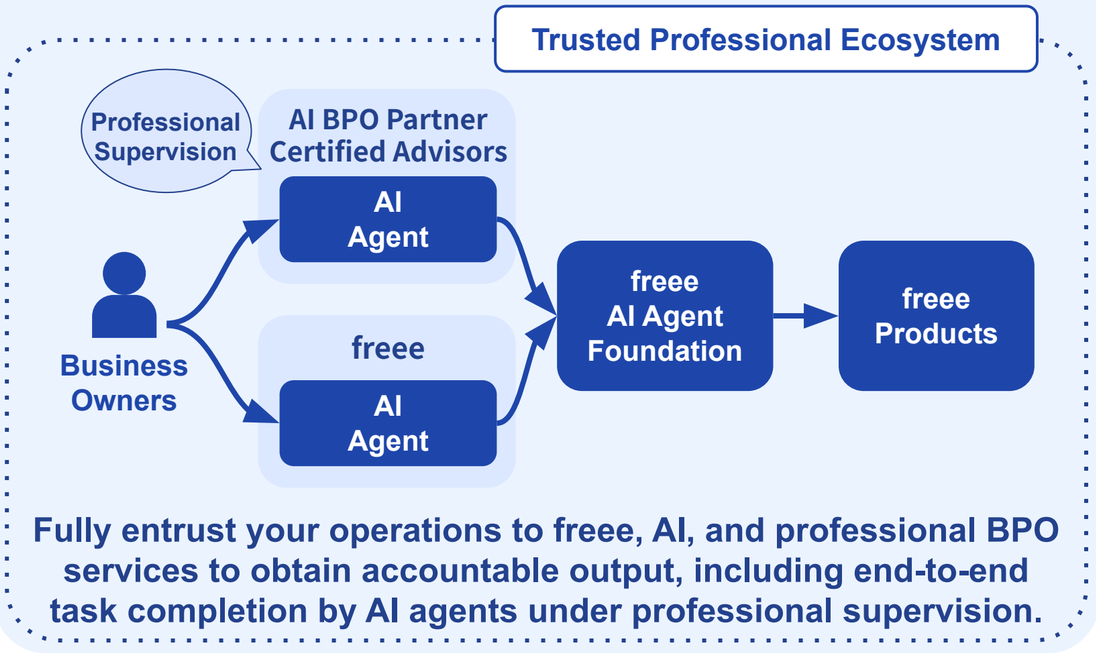
AI x Professionals handle and supervise from the initial setup stage, tailored to the user's business needs and preferences.

2 Easily Collect All Supporting Documents

By leveraging AI to efficiently collect and centrally manage all supporting documentation, we enable AI agents to achieve accurate, end-to-end task completion.

Towards unprecedented, fully entrusted automation.
AI-Native Back-Office Series

freee Autopilot



Fully entrust your operations to freee, AI, and professional BPO services to obtain accountable output, including end-to-end task completion by AI agents under professional supervision.

Appendix 2
- Financial Data -

ARR/Number of Paying Customers/ARPU

Platform ARR[1]

		FY2025.6				FY2026.6				FY2027.6
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Platform ARR	**JPY MM**	**28,787**	**31,071**	**34,469**	**35,796**	**37,120**	**39,151**	**42,481**	**43,595**	**45,265**
Self-employed		6,604	6,988	8,656	7,745	7,765	7,970	9,741	8,816	8,832
Corporates		22,183	24,083	25,813	28,051	29,355	31,181	32,740	34,779	36,433
Number of Paying Customers[2]	**Customers**	**549,448**	**567,355**	**627,140**	**609,292**	**624,916**	**643,027**	**712,265**	**694,586**	**694,707**
Self-employed		340,824	350,157	402,639	374,222	378,448	386,692	448,155	419,957	419,260
Corporates		208,624	217,198	224,501	235,070	246,468	256,335	264,110	274,629	275,447
ARPU[3]	**JPY**	**52,393**	**54,765**	**54,962**	**58,750**	**59,407**	**60,892**	**59,647**	**62,772**	**65,162**
Self-employed		19,377	19,957	21,498	20,696	20,521	20,611	21,736	20,995	21,068
Corporates		106,330	110,880	114,979	119,330	119,115	121,656	123,976	126,655	132,277

Subscription ARR[4]

		FY2025.6				FY2026.6				FY2027.6
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Subscription ARR	**JPY MM**	**27,962**	**30,015**	**33,250**	**34,393**	**35,540**	**37,236**	**40,363**	**41,274**	**42,721**
Self-employed		6,560	6,934	8,589	7,692	7,708	7,897	9,658	8,727	8,748
Corporates		21,402	23,081	24,661	26,701	27,832	29,339	30,705	32,547	33,973
Number of Paying Customers[2]	**Customers**	**547,145**	**564,828**	**624,538**	**606,533**	**621,963**	**639,960**	**709,181**	**691,225**	**691,371**
Self-employed		339,307	348,471	400,948	372,461	376,555	384,791	446,281	417,969	417,352
Corporates		207,838	216,357	223,590	234,072	245,408	255,169	262,900	273,256	274,019
ARPU[3]	**JPY**	**51,105**	**53,140**	**53,239**	**56,704**	**57,144**	**58,187**	**56,917**	**59,715**	**61,794**
Self-employed		19,334	19,898	21,422	20,652	20,471	20,523	21,641	20,881	20,961
Corporates		102,974	106,680	110,296	114,072	113,416	114,984	116,800	119,116	123,985

1. Platform Annual Recurring Revenue(ARR): a metric calculated based on recurring revenue from the Group's Platform business into an annualized amount, excluding one-time revenue. Platform ARR consists of Subscription ARR and Transaction ARR.
2. Number of paying customers: Refers to both Self-employed individuals and corporations that use our services.
3. Average Revenue Per User. Annual Recurring Revenue as of the end of the relevant period divided by the number of paying customers as of the end of the same period.
4. Subscription Annual Recurring Revenue. Monthly Recurring Revenue (MRR) at the end of September 2026, multiplied by 12. Monthly Recurring Revenue is defined as the amount of fees contracted to be paid by customers on a monthly basis as of the end of a particular month.

Consolidated Income Statement for Platform Business

JPY MM	Platform Business						
	FY2022.6	FY2023.6	FY2024.6	FY2025.6	FY2026.6	FY2026.6 Q1	FY2027.6 Q1
Revenue	**13,987**	**19,219**	**25,430**	**33,270**	**42,441**	**9,743**	**12,031**
YoY Growth	*36.4%*	*37.4%*	*32.3%*	*30.8%*	*27.6%*	*32.1%*	*23.5%*
Cost of Revenue	**2,701**	**3,153**	**4,439**	**5,909**	**8,043**	**1,860**	**2,311**
% of Revenue	*19.3%*	*16.4%*	*17.5%*	*17.8%*	*19.0%*	*19.1%*	*19.2%*
Gross Profit	**11,285**	**16,066**	**20,991**	**27,361**	**34,397**	**7,882**	**9,719**
Gross Profit Margin	*80.7%*	*83.6%*	*82.5%*	*82.2%*	*81.0%*	*80.9%*	*80.8%*
Adjusted Selling, General and Administrative Expenses	**13,629**	**23,261**	**28,554**	**25,475**	**31,734**	**7,192**	**8,232**
% of Revenue	*97.4%*	*121.0%*	*112.3%*	*76.6%*	*74.8%*	*73.8%*	*68.4%*
Adjusted R&D[1]	3,606	6,864	8,346	4,742	6,549	1,402	1,770
% of Revenue	*25.8%*	*35.7%*	*32.8%*	*14.3%*	*15.4%*	*14.4%*	*14.7%*
Adjusted S&M[2]	7,541	13,337	16,961	17,733	21,318	4,786	5,501
% of Revenue	*53.9%*	*69.4%*	*66.7%*	*53.3%*	*50.2%*	*49.1%*	*45.7%*
Adjusted G&A[3]	2,481	3,059	3,246	2,999	3,866	1,003	960
% of Revenue	*17.7%*	*15.9%*	*12.8%*	*9.0%*	*9.1%*	*10.3%*	*8.0%*
Adjusted Operating Profit	**-2,343**	**-7,195**	**-7,562**	**1,885**	**2,663**	**690**	**1,487**
Adjusted Operating Profit Margin	*-16.8%*	*-37.4%*	*-29.7%*	*5.7%*	*6.3%*	*7.1%*	*12.4%*

1. Research and Development. Total of labor costs of engineers involved in research and development and other research and development-related expenses.
2. Sales and Marketing. Total of advertising expenses for sales promotions, labor costs of sales personnel and other sales and marketing-related expenses.
3. General and Administrative. Total of labor costs of corporate departments and other general and administrative expenses.

Reconciliation Table for Consolidated Income Statement for Platform Business

R&D[1] JPY MM	FY2025.6	FY2026.6	FY2025.6 Q1	FY2025.6 Q2	FY2025.6 Q3	FY2025.6 Q4	FY2026.6 Q1	FY2026.6 Q2	FY2026.6 Q3	FY2026.6 Q4	FY2027.6 Q1
R&D	**4,742**	**6,549**	**1,004**	**1,069**	**1,175**	**1,491**	**1,402**	**1,545**	**1,774**	**1,826**	**1,770**
-) Stock-based compensation expenses	0	0	0	0	0	0	0	0	0	0	0
-) Expenses for amortization of acquisition-related intangible assets	0	0	0	0	0	0	0	0	0	0	0
-) One-time cost	0	0	0	0	0	0	0	0	0	0	0
Adjusted R&D	**4,742**	**6,549**	**1,004**	**1,069**	**1,175**	**1,491**	**1,402**	**1,545**	**1,774**	**1,826**	**1,770**
% of Revenue	*14.3%*	*15.4%*	*13.6%*	*13.6%*	*13.7%*	*15.8%*	*14.4%*	*15.2%*	*16.3%*	*15.7%*	*14.7%*
% of Revenue (Adjusted)	*14.3%*	*15.4%*	*13.6%*	*13.6%*	*13.7%*	*15.8%*	*14.4%*	*15.2%*	*16.3%*	*15.7%*	*14.7%*

S&M[2] JPY	FY2025.6	FY2026.6	FY2025.6 Q1	FY2025.6 Q2	FY2025.6 Q3	FY2025.6 Q4	FY2026.6 Q1	FY2026.6 Q2	FY2026.6 Q3	FY2026.6 Q4	FY2027.6 Q1
S&M	**17,733**	**21,318**	**3,854**	**3,802**	**4,553**	**5,523**	**4,786**	**5,100**	**5,779**	**5,651**	**5,501**
-) Stock-based compensation expenses	0	0	0	0	0	0	0	0	0	0	0
-) Expenses for amortization of acquisition-related intangible assets	0	0	0	0	0	0	0	0	0	0	0
-) One-time cost	0	0	0	0	0	0	0	0	0	0	0
Adjusted S&M	**17,733**	**21,318**	**3,854**	**3,802**	**4,553**	**5,523**	**4,786**	**5,100**	**5,779**	**5,651**	**5,501**
% of Revenue	*53.3%*	*50.2%*	*52.3%*	*48.3%*	*52.9%*	*58.6%*	*49.1%*	*50.0%*	*53.0%*	*48.7%*	*45.7%*
% of Revenue (Adjusted)	*53.3%*	*50.2%*	*52.3%*	*48.3%*	*52.9%*	*58.6%*	*49.1%*	*50.0%*	*53.0%*	*48.7%*	*45.7%*

1. Research and Development. Total of labor costs of engineers involved in research and development and other research and development-related expenses.
2. Sales and Marketing. Total of advertising expenses for sales promotions, labor costs of sales personnel and other sales and marketing-related expenses.

Reconciliation Table for Consolidated Income Statement for Platform Business

G&A[1]

JPY MM	FY2025.6	FY2026.6	FY2025.6 Q1	FY2025.6 Q2	FY2025.6 Q3	FY2025.6 Q4	FY2026.6 Q1	FY2026.6 Q2	FY2026.6 Q3	FY2026.6 Q4	FY2027.6 Q1
G&A	**4,274**	**5,438**	**1,023**	**1,004**	**1,067**	**1,178**	**1,421**	**1,291**	**1,355**	**1,369**	**1,685**
-) Stock-based compensation expenses	972	1,284	237	236	233	264	347	336	311	288	392
-) Expenses for amortization of acquisition-related intangible assets	88	165	0	20	33	33	35	35	35	60	106
-) One-time cost	213	121	29	64	76	43	35	31	6	48	225
Adjusted G&A	**2,999**	**3,866**	**756**	**682**	**724**	**836**	**1,003**	**889**	**1,001**	**972**	**960**
% of Revenue	*12.8%*	*12.8%*	*13.9%*	*12.8%*	*12.4%*	*12.5%*	*14.6%*	*12.7%*	*12.4%*	*11.8%*	*14.0%*
% of Revenue (Adjusted)	*9.0%*	*9.1%*	*10.3%*	*8.7%*	*8.4%*	*8.9%*	*10.3%*	*8.7%*	*9.2%*	*8.4%*	*8.0%*

Adjusted Operating Profit[2]

JPY MM	FY2025.6	FY2026.6	FY2025.6 Q1	FY2025.6 Q2	FY2025.6 Q3	FY2025.6 Q4	FY2026.6 Q1	FY2026.6 Q2	FY2026.6 Q3	FY2026.6 Q4	FY2027.6 Q1
Operating Profit	**610**	**1,091**	**213**	**654**	**315**	**-572**	**271**	**259**	**91**	**468**	**762**
+) Stock-based compensation expenses	972	1,284	237	236	233	264	347	336	311	288	392
+) Expenses for amortization of acquisition-related intangible assets	88	165	0	20	33	33	35	35	35	60	106
+) One-time cost	213	121	29	64	76	43	35	31	6	48	225
Adjusted Operating Profit	**1,885**	**2,663**	**480**	**976**	**659**	**-230**	**690**	**662**	**445**	**865**	**1,487**
Operating Profit Margin	*1.8%*	*2.6%*	*2.9%*	*8.3%*	*3.7%*	*-6.1%*	*2.8%*	*2.5%*	*0.8%*	*4.0%*	*6.3%*
Adjusted Operating Profit Margin	*5.7%*	*6.3%*	*6.5%*	*12.4%*	*7.7%*	*-2.5%*	*7.1%*	*6.5%*	*4.1%*	*7.5%*	*12.4%*

1. General and Administrative. Total of labor costs of corporate departments and other general and administrative expenses, as well as allocated common expenses, etc.
2. Adjusted operating profit (the sum of the operating profit, stock-based compensation expenses, expenses for amortization of acquisition-related intangible assets, and one-time cost).

Reconciliation Table for Consolidated Income Statement for Platform Business (Breakdown of COGS and R&D)

COGS

JPY MM	FY2025.6	FY2026.6	FY2025.6 Q1	FY2025.6 Q2	FY2025.6 Q3	FY2025.6 Q4	FY2026.6 Q1	FY2026.6 Q2	FY2026.6 Q3	FY2026.6 Q4	FY2027.6 Q1
COGS	**5,909**	**8,043**	**1,279**	**1,343**	**1,486**	**1,799**	**1,860**	**1,999**	**1,900**	**2,283**	**2,311**
-) Software Amortization	310	1,163	10	52	104	142	182	232	282	467	409
COGS（Excl. software amortization）	**5,599**	**6,880**	**1,269**	**1,290**	**1,382**	**1,657**	**1,678**	**1,766**	**1,618**	**1,815**	**1,902**
% of Revenue	*17.8%*	*19.0%*	*17.3%*	*17.1%*	*17.3%*	*19.1%*	*19.1%*	*19.6%*	*17.4%*	*19.7%*	*19.2%*
% of Revenue (Excl. software amortization)	*16.8%*	*16.2%*	*17.2%*	*16.4%*	*16.1%*	*17.6%*	*17.2%*	*17.3%*	*14.8%*	*15.7%*	*15.8%*

R&D

JPY MM	FY2025.6	FY2026.6	FY2025.6 Q1	FY2025.6 Q2	FY2025.6 Q3	FY2025.6 Q4	FY2026.6 Q1	FY2026.6 Q2	FY2026.6 Q3	FY2026.6 Q4	FY2027.6 Q1
R&D	**4,742**	**6,549**	**1,004**	**1,069**	**1,175**	**1,491**	**1,402**	**1,545**	**1,774**	**1,826**	**1,770**
+) Software Capitalization	3,862	4,406	1,090	1,000	896	873	1,005	1,045	1,132	1,221	1,211
R&D（Incl. software capitalization）	**8,604**	**10,956**	**2,095**	**2,070**	**2,072**	**2,365**	**2,408**	**2,591**	**2,907**	**3,048**	**2,982**
% of Revenue	*14.3%*	*15.4%*	*13.6%*	*13.6%*	*13.7%*	*15.8%*	*14.4%*	*15.2%*	*16.3%*	*15.7%*	*14.7%*
% of Revenue (Incl. software capitalization)	*25.9%*	*25.8%*	*28.4%*	*26.3%*	*24.1%*	*25.1%*	*24.7%*	*25.4%*	*26.7%*	*26.3%*	*24.8%*

Consolidated Balance Sheet and Consolidated Cash Flow Statement

Consolidated Balance Sheet

JPY MM

	FY2024.6	FY2025.6	FY2026.6	FY2027.6 Q1
Total Current Assets	**38,431**	**45,874**	**50,357**	**49,645**
Cash and Deposit	31,750	35,789	36,187	30,626
Total Non-current Assets	**1,521**	**6,720**	**11,563**	**13,203**
Total Current Liabilities	**21,385**	**31,310**	**38,586**	**40,776**
Unearned Revenue	11,356	14,665	17,336	17,224
Total Non-Current Liabilities	**1,614**	**1,621**	**2,148**	**2,260**
Total Net Assets	**16,952**	**19,663**	**21,186**	**19,811**

Consolidated Cash Flow Statement

JPY MM

	FY2024.6	FY2025.6	FY2026.6	FY2027.6 Q1
Net Cash Provided by (Used in) Operating Activities	**-6,767**	**3,661**	**1,519**	**-3,864**
Net Cash Provided by (Used in) Investing Activities	**-1,088**	**-4,601**	**-5,898**	**-2,241**
Net Cash Provided by (Used in) Financing Activities	**3,705**	**4,977**	**4,765**	**531**
Net Increase in Cash and Cash Equivalents	-4,154	4,038	389	-5,568
Cash and Cash Equivalents at the Beginning of Period	**35,905**	**31,750**	**35,789**	**36,179**
Cash and Cash Equivalents at the End of Period	**31,750**	**35,789**	**36,179**	**30,610**

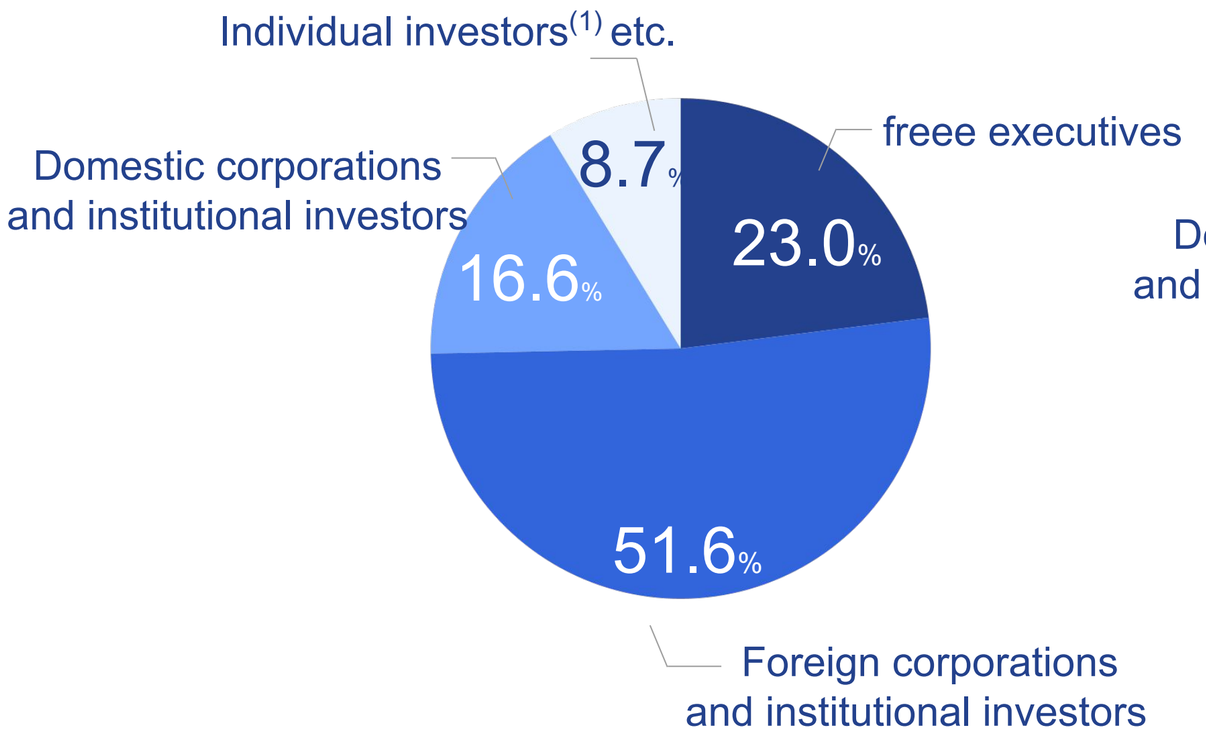
Reconciliation Table for Consolidated Cash Flow Statement for Platform Business

Adjusted Free Cash Flow				FY2024.6		FY2025.6		FY2026.6	
JPY MM	FY2024.6	FY2025.6	FY2026.6	H1	H2	H1	H2	H1	H2
Operating Cash Flow	**-6,767**	**3,661**	**1,519**	**-6,420**	**-347**	**-1,926**	**5,588**	**-4,622**	**6,141**
+) Increase in advances paid	1,275	1,691	3,175	489	785	985	706	1,573	1,602
+) Increase in purchased receivables	0	0	47	0	0	0	0	48	0
+) Increase in ESOP cash payout	0	0	65	0	0	0	0	0	65
Investing Cash Flow[1]	**-1,088**	**-4,601**	**-5,898**	**-826**	**-261**	**-2,479**	**-2,121**	**-2,829**	**-3,068**
+) Payments for acquisition of businesses	0	0	24	0	0	0	0	21	2
+) Payments for absorption-type split	794	0	0	794	0	0	0	0	0
+) Purchase of shares of subsidiaries resulting in change in scope of consolidation	130	628	713	130	0	380	248	328	384
Adjusted Free Cash Flow	**-5,654**	**1,381**	**-351**	**-5,831**	**176**	**-3,040**	**4,421**	**-5,479**	**5,127**
Adjusted FCF Margin	*-22.2%*	*4.2%*	*-0.8%*	*-49.5%*	*1.3%*	*-19.9%*	*24.5%*	*-27.5%*	*16.6%*

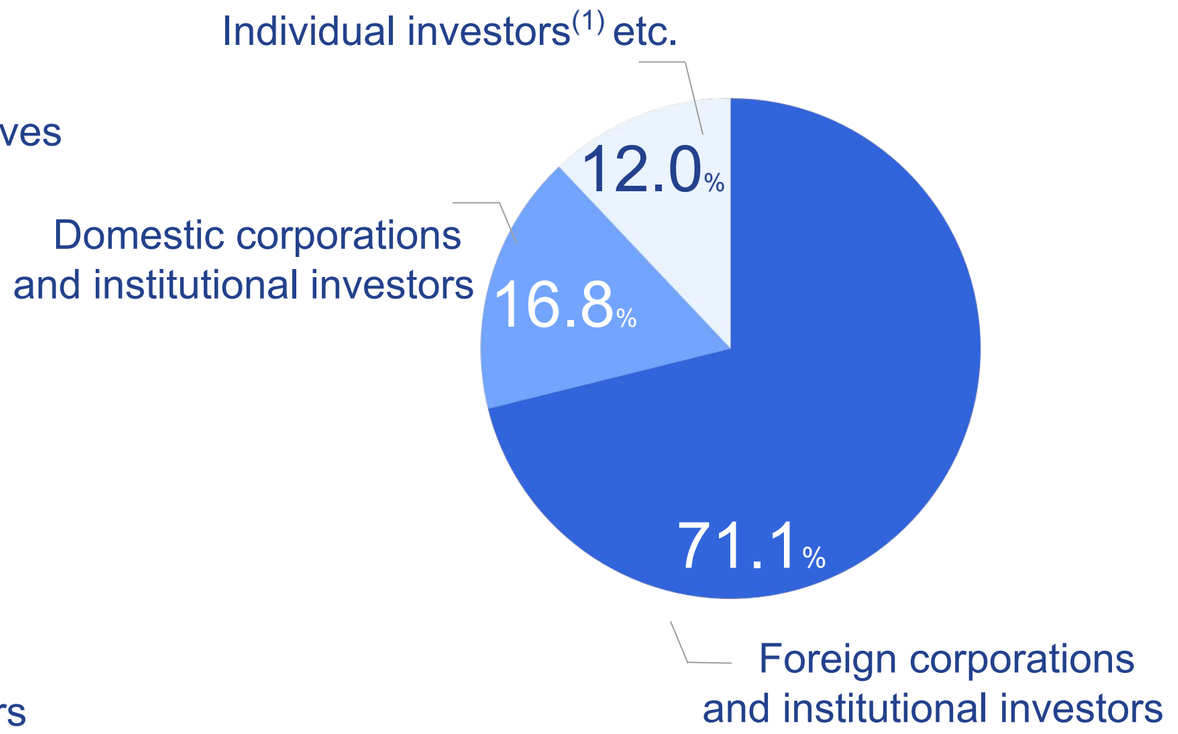
1. Cash inflows from subsidiary disposals and similar transactions are excluded from investing cash flows through adjustment.

Shareholder Structure (As of June 30, 2026)

Based on Total Shares Outstanding



Excluding Shares Held by freee Executives and Pre-IPO VC / Strategic Shareholders



1. Excludes freee's executives.

Appendix 3
- Product Pricing -

Pricing - *freee Accounting*

Plan[1]	Price[1]		Features[1]					
	Monthly Payment	Annual Payment	Financial Statements	Expense Management	Budgeting	Workflow	Internal Controls	Support
Enterprise	*Quoted price	*Quoted price	○	○	○	○	○	Chat / E-mail / Dedicated Support Team
Advance	• Base fee: JPY 51,980 • ID fee[2]: 1,300 • Pay-as-you-go fee[3]	• Base fee: JPY 477,360 • ID fee[2]: 1,000 • Pay-as-you-go fee[3]	○	○	○	○	×	Chat / E-mail / Telephone
Standard	• Base fee: JPY 11,980 • ID fee[2]: 400 • Pay-as-you-go fee[3]	• Base fee: JPY107,760 • ID fee[2]: 300 • Pay-as-you-go fee[3]	○	○	○	×	×	Chat / E-mail / Telephone
Starter	• Base fee: JPY 7,280 • ID fee[2]:400 • Pay-as-you-go fee[3]	• Base fee: JPY 65,760 • ID fee[2]: 300 • Pay-as-you-go fee[3]	○	○	×	×	×	Chat / E-mail / Telephone
One-person Corporation	• Base fee: JPY 3,980 • ID fee[2]: 1,300	• Base fee: JPY 35,760 • ID fee[2]: 1,000	○	×	×	×	×	Chat / E-mail

1. Effective from July 1, 2024. Listed prices are excluding tax. An 1 ID is assigned to all plans for payroll calculations. Further details of fees and features are on our website at https://www.freee.co.jp/accounting/revised_plan_2024/
2. 1 ID is included in the One-person Corporation, 3 IDs are included in the Starter and the Standard, and 5 IDs are included in the Advance with no extra cost.
3. Pay-as-you-go fee in the Starter and Standard plans includes expense reimbursement at 300 yen per person per month and the sending and receiving of invoices and other documents for 95 yen per item. Pay-as-you-go fee in the Advance and Enterprise plans includes expense reimbursement and various applications at 650 yen per person per month and the sending and receiving of invoices and other documents for 95 yen per item.

Pricing - *freee Accounting* (for Self-employed)

Plan[1]	Price[1]		Features[1]				
	Monthly Payment	Annual Payment	Book-keeping	Tax Return	Cash Flow Reports	Expense Management	Support
Premium	*Annual payment only	• Base fee: JPY 39,800 • ID fee: JPY 3,600 (Free ID for up to 3 members)	○	○	○	○	Chat / E-mail (Preferential treatment)/ Telephone
Standard	• Base fee: JPY 2,980 • ID fee: JPY 400 (Free ID for up to 3 members)	• Base fee: JPY 23,760 • ID fee: JPY 3,600 (Free ID for up to 3 members)	○	○	○	×	Chat / E-mail (Preferential treatment)
Starter	• Base fee: JPY 1,780 • ID fee: - [2]	• Base fee: JPY 11,760 • ID fee: - [2]	○	○	×	×	Chat / E-mail

1. As of the date of disclosure of this material. Listed prices are excluding tax. Further details of fees and features are on our website at https://www.freee.co.jp/accounting/individual/pricing/
2. Only advisors authorized by freee may be added.

Pricing - *freee HR*

Plan[1]	Price[1]	Features[1]				
	Per Month	Payroll	HR Procedures	Attendance Management	Advanced Employee Management[2]	Support
Advanced	• Fee per employee: JPY 1,100	○	○	○	○	Chat / E-mail / Telephone
Standard	• Fee per employee: JPY 800	○	○	○	×	Chat / E-mail
Starter	• Fee per employee: JPY 600	○	○	×	×	Chat / E-mail
Minimum	• Fee per employee: JPY 400	○	×	×	×	Chat / E-mail

1. As of the date of disclosure of this material. Listed prices are excluding tax. Further details of fees and features are on our website at https://www.freee.co.jp/hr/pricing/
2. Includes the workflow function for managers to approve employee requests for address changes, commuting requests, and other employee-related requests.

Pricing - *freee Sign*

Plan[1]	Price[1]			Features[1]				
	Annual Payment [2]	Electronic Signature	Certified Electronic Signature	No. of Templates Registered	No. of Contracts Transmitted	Workflow	API	Contract Check
Enterprise	*Quoted price	JPY 100 per contract (Free for up to 5,000 contract per month)	JPY 200 per contract	Unlimited	Unlimited	○	○	○
Advance	*Quoted price	JPY 100 per contract (Free for up to 1,000 contract per month)	JPY 200 per contract	Unlimited	Unlimited	○	○	○
Standard	• Base fee: JPY 357,600 • Unlimited ID[2]	JPY 100 per contract (Free for up to 100 contract per month)	JPY 200 per contract	Unlimited	Unlimited	×	○	○
Starter	• Base fee: JPY 71,760 • Unlimited ID[2]	JPY 100 per contract (Free for up to 50 contract per month)	JPY 200 per contract	Unlimited	Unlimited	×	○	×

1. As of the date of disclosure of this material. Listed prices are excluding tax. Further details of fees and features as well as plans for corporate are on freee Sign's website.
   Plans for corporates: https://www.freee.co.jp/sign/pricing/ Plans for self-employed: https://www.freee.co.jp/sign/individual/pricing/
2. Also available with monthly payment.

Pricing - Other Services

freee A/R & A/P Management (1)

Annually	Base fee : JPY 357,600 per annum

freee Expense Reimbursement Plus(1)

Monthly	Base fee : JPY 10,000 per month (ID fee: 650 per month)

freee Time Tracking Plus (1)

Monthly	ID fee : JPY 300 per month

freee Order Management(1)(2)

Monthly	Base fee : JPY 3,580 per month ID fee : JPY 600 per month (Free ID for up to 1 member)
Annually	Base fee : JPY 2,980 per month ID fee : JPY 500 per month (Free ID for up to 1 member)

freee Contractor Management(1)

Monthly	Base fee : JPY 32,000 per month

1. As of the date of disclosure of this material. Listed prices are excluding tax. Further details of fees and features are on our website.
2. *freee Order Management* has two plans. This material features the starter plan. The standard plan is available at a quoted price upon inquiry.

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