

Translation

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Summary of Consolidated Financial Results for the Year Ended September 30, 2025 (Based on Japanese GAAP)

November 14, 2025

Company name: D.I.System Co., Ltd.
 Stock exchange listing: Tokyo
 Stock code: 4421 URL <https://www.di-system.co.jp/>
 Representative: Representative Director and Chairman Mitsuhiro Nagata
 Inquiries: Director, Corporate Planning Division Yutaka Otsuka TEL 03(6826)7772
 Scheduled date of ordinary general meeting of shareholders: December 23, 2025
 Scheduled date to file Securities Report: December 23, 2025
 Scheduled date to commence dividend payments: December 24, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results meeting: Yes (for institutional investors and analysts)

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the year ended September 30, 2025 (from October 1, 2024 to September 30, 2025)

(1) Consolidated operating results

Percentages indicate year-on-year changes

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended September 30, 2025	7,222	5.7	356	3.7	359	4.8	256	6.0
Year ended September 30, 2024	6,831	9.5	344	1.0	343	1.2	241	0.3

Note: Comprehensive income Year ended September 30, 2025 ¥269 million [11.7%]

Year ended September 30, 2024 ¥241 million [(2.6)%]

	Earnings per share	Diluted earnings per share	Profit attributable to owners of parent/equity	Ordinary profit/total assets	Operating profit/net sales
	Yen	Yen	%	%	%
Year ended September 30, 2025	88.12	87.93	16.7	12.0	4.9
Year ended September 30, 2024	83.15	82.98	17.9	12.1	5.0

Reference: Share of profit (loss) of entities accounted for using equity method

Year ended September 30, 2025 ¥- million

Year ended September 30, 2024 ¥- million

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of September 30, 2025	3,108	1,635	52.6	562.42
As of September 30, 2024	2,892	1,438	49.7	494.71

Reference: Equity As of September 30, 2025 ¥1,635 million

As of September 30, 2024 ¥1,438 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Year ended September 30, 2025	299	(217)	(130)	1,023
Year ended September 30, 2024	173	(74)	(130)	1,072

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Dividend payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Year ended September 30, 2024	—	0.00	—	25.00	25.00	72	30.1	5.4
Year ended September 30, 2025	—	0.00	—	27.00	27.00	78	30.6	5.1
Year ending September 30, 2026 (Forecast)	—	0.00	—	28.00	28.00		31.8	

3. Forecast of consolidated financial results for the year ending September 30, 2026 (from October 1, 2025 to September 30, 2026)

Percentages indicate year-on-year changes

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending March 31, 2026	3,696	8.9	196	(8.4)	196	(8.8)	132	(10.8)	45.43
Full year	7,952	10.1	381	7.0	380	5.8	256	(0.0)	88.08

4. Notes

(1) Significant changes in the scope of consolidation during the year ended September 30, 2025: No

(2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements

Changes in accounting policies due to revisions to accounting standards and other regulations: No

Changes in accounting policies due to other reasons: No

Changes in accounting estimates: No

Restatement of prior period financial statements: No

(3) Number of issued shares (common shares)

Total number of issued shares at the end of the period (including treasury shares)

As of September 30, 2025	3,059,000 shares	As of September 30, 2024	3,058,000 shares
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Number of treasury shares at the end of the period

As of September 30, 2025	150,336 shares	As of September 30, 2024	150,336 shares
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Average number of shares during the period

Year ended September 30, 2025	2,907,727 shares	Year ended September 30, 2024	2,907,694 shares
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Reference: Summary of non-consolidated financial results

1. Non-consolidated financial results for the year ended September 30, 2025 (from October 1, 2024 to September 30, 2025)

(1) Non-consolidated operating results

Percentages indicate year-on-year changes

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended September 30, 2025	6,373	2.5	265	(3.1)	287	(1.7)	213	(0.3)
Year ended September 30, 2024	6,215	9.4	273	(3.0)	292	(2.9)	214	(3.5)

	Earnings per share	Diluted earnings per share
	Yen	Yen
Year ended September 30, 2025	73.52	73.37
Year ended September 30, 2024	73.77	73.62

(2) Non-consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of September 30, 2025	2,848	1,461	51.3	502.38
As of September 30, 2024	2,662	1,319	49.6	453.92

Reference: Equity As of September 30, 2025 ¥1,461 million

As of September 30, 2024 ¥1,319 million

2. Forecast of non-consolidated financial results for the year ending September 30, 2026 (from October 1, 2025 to September 30, 2026)

Percentages indicate year-on-year changes

	Net sales		Operating profit		Ordinary profit		Profit		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending March 31, 2026 (cumulative)	3,456	8.5	251	(2.8)	260	(3.0)	175	(6.2)	60.38
Full year	7,033	10.4	272	2.9	290	1.3	195	(8.4)	67.30

* Financial results reports are exempt from audit conducted by certified public accountants or an audit corporation.

* Proper use of forecasts of financial results, and other special matters

(Caution concerning forward-looking statements)

The forward-looking statements, including earnings forecasts, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable. These statements do not purport that the Company pledges to realize such statements. Actual performance and other results may differ materially due to various factors.

(How to access the contents of the financial results meeting)

A financial results meeting will be held on Monday, December 8, 2025 for institutional investors and analysts.

The videos of the meeting will be posted on the Company's website promptly after the meeting.

Consolidated financial statements
Consolidated balance sheets

(Thousands of yen)

	As of September 30, 2024	As of September 30, 2025
Assets		
Current assets		
Cash and deposits	1,072,583	1,023,623
Accounts receivable - trade, and contract assets	962,998	1,050,179
Merchandise	8,250	71
Work in process	4,438	12,397
Other	109,084	124,723
Total current assets	2,157,356	2,210,995
Non-current assets		
Property, plant and equipment		
Buildings	212,380	269,269
Accumulated depreciation	(94,059)	(102,925)
Buildings, net	118,320	166,343
Tools, furniture and fixtures	106,578	133,137
Accumulated depreciation	(83,416)	(95,011)
Tools, furniture and fixtures, net	23,162	38,126
Total property, plant and equipment	141,483	204,469
Intangible assets		
Goodwill	179,511	155,644
Other	35,054	107,014
Total intangible assets	214,565	262,658
Investments and other assets		
deposit	157,070	185,784
Deferred tax assets	195,763	205,841
Other	26,015	38,304
Total investments and other assets	378,849	429,930
Total non-current assets	734,897	897,059
Total assets	2,892,254	3,108,054

(Thousands of yen)

	As of September 30, 2024	As of September 30, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	226,840	238,206
Current portion of long-term borrowings	58,430	—
Accounts payable - other	40,844	71,313
Accrued expenses	195,269	207,672
Income taxes payable	71,133	81,206
Accrued consumption taxes	97,202	84,304
Contract liabilities	195,863	185,032
Provision for bonuses	276,082	279,831
Provision for loss on orders received	—	9,240
Other	25,149	28,245
Total current liabilities	1,186,815	1,185,053
Non-current liabilities		
Retirement benefit liability	264,807	278,005
Other	2,173	9,097
Total non-current liabilities	266,981	287,103
Total liabilities	1,453,796	1,472,157
Net assets		
Shareholders' equity		
Share capital	291,390	291,540
Capital surplus	215,390	215,540
Retained earnings	1,054,077	1,237,615
Treasury shares	(134,900)	(134,900)
Total shareholders' equity	1,425,957	1,609,795
Accumulated other comprehensive income		
Remeasurements of defined benefit plans	12,499	26,101
Total accumulated other comprehensive income	12,499	26,101
Total net assets	1,438,457	1,635,897
Total liabilities and net assets	2,892,254	3,108,054

Consolidated statements of income and consolidated statements of comprehensive income
Consolidated statements of income

(Thousands of yen)

	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025
Net sales	6,831,167	7,222,984
Cost of sales	5,493,052	5,751,193
Gross profit	1,338,114	1,471,790
Selling, general and administrative expenses	993,807	1,114,805
Operating profit	344,307	356,984
Non-operating income		
Interest income	105	1,402
Subsidy income	—	1,700
Total non-operating income	105	3,102
Non-operating expenses		
Interest expenses	1,027	287
Total non-operating expenses	1,027	287
Ordinary profit	343,384	359,800
Profit before income taxes	343,384	359,800
Income taxes - current	111,375	119,651
Income taxes - deferred	(9,776)	(16,080)
Total income taxes	101,598	103,570
Profit	241,785	256,229
Profit attributable to non-controlling interests	—	—
Profit attributable to owners of parent	241,785	256,229

Consolidated statements of comprehensive income

(Thousands of yen)

	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025
Profit	241,785	256,229
Other comprehensive income		
Remeasurements of defined benefit plans, net of tax	(150)	13,602
Total other comprehensive income	(150)	13,602
Comprehensive income	241,635	269,831
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	241,635	269,831
Comprehensive income attributable to non-controlling interests	—	—

Consolidated statements of changes in equity

Fiscal year ended September 30, 2024

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	291,390	215,390	876,261	(134,863)	1,248,178
Changes during period					
Issuance of new shares					–
Dividends of surplus			(63,969)		(63,969)
Profit attributable to owners of parent			241,785		241,785
Purchase of treasury shares				(36)	(36)
Net changes in items other than shareholders' equity					–
Total changes during period	–	–	177,816	(36)	177,779
Balance at end of period	291,390	215,390	1,054,077	(134,900)	1,425,957

	Accumulated other comprehensive income		Total net assets
	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	12,650	12,650	1,260,828
Changes during period			
Issuance of new shares			–
Dividends of surplus			(63,969)
Profit attributable to owners of parent			241,785
Purchase of treasury shares			(36)
Net changes in items other than shareholders' equity	(150)	(150)	(150)
Total changes during period	(150)	(150)	177,629
Balance at end of period	12,499	12,499	1,438,457

Fiscal year ended September 30, 2025

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	291,390	215,390	1,054,077	(134,900)	1,425,957
Changes during period					
Issuance of new shares	150	150			300
Dividends of surplus			(72,691)		(72,691)
Profit attributable to owners of parent			256,229		256,229
Purchase of treasury shares					
Net changes in items other than shareholders' equity					
Total changes during period	150	150	183,537		183,837
Balance at end of period	291,540	215,540	1,237,615	(134,900)	1,609,795

	Accumulated other comprehensive income		Total net assets
	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	12,499	12,499	1,438,457
Changes during period			
Issuance of new shares			300
Dividends of surplus			(72,691)
Profit attributable to owners of parent			256,229
Purchase of treasury shares			
Net changes in items other than shareholders' equity	13,602	13,602	13,602
Total changes during period	13,602	13,602	197,440
Balance at end of period	26,101	26,101	1,635,897

Consolidated statements of cash flows

(Thousands of yen)

	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025
Cash flows from operating activities		
Profit before income taxes	343,384	359,800
Depreciation	35,307	44,390
Amortization of deposit	6,082	2,241
Amortization of goodwill	23,866	23,866
Increase (decrease) in provision for bonuses	21,471	3,749
Increase (decrease) in provision for loss on orders received	—	9,240
Increase (decrease) in retirement benefit liability	27,354	32,803
Interest income	(105)	(1,402)
Interest expenses	1,027	287
Decrease (increase) in accounts receivable - trade, and contract assets	(133,132)	(87,181)
Decrease (increase) in inventories	(2,680)	220
Increase (decrease) in trade payables	26,655	11,366
Decrease (increase) in other assets	1,735	(28,091)
Increase (decrease) in other liabilities	(52,223)	39,184
Increase (decrease) in accrued consumption taxes	(77)	(1,185)
Subtotal	298,667	409,289
Interest received	105	1,402
Interest paid	(1,016)	(265)
Income taxes paid	(123,985)	(111,387)
Net cash provided by (used in) operating activities	173,771	299,039
Cash flows from investing activities		
Purchase of property, plant and equipment	(33,806)	(92,642)
Purchase of intangible assets	(24,468)	(93,906)
Proceeds from refund of guarantee deposits	644	17,180
Payments of guarantee deposits	(17,598)	(48,136)
Other, net	330	140
Net cash provided by (used in) investing activities	(74,898)	(217,364)
Cash flows from financing activities		
Repayments of long-term borrowings	(66,620)	(58,430)
Proceeds from issuance of shares	—	300
Purchase of treasury shares	(36)	—
Dividends paid	(63,883)	(72,505)
Net cash provided by (used in) financing activities	(130,540)	(130,635)
Net increase (decrease) in cash and cash equivalents	(31,667)	(48,960)
Cash and cash equivalents at beginning of period	1,104,251	1,072,583
Cash and cash equivalents at end of period	1,072,583	1,023,623