

FY2025/9 Full Year Earnings Report



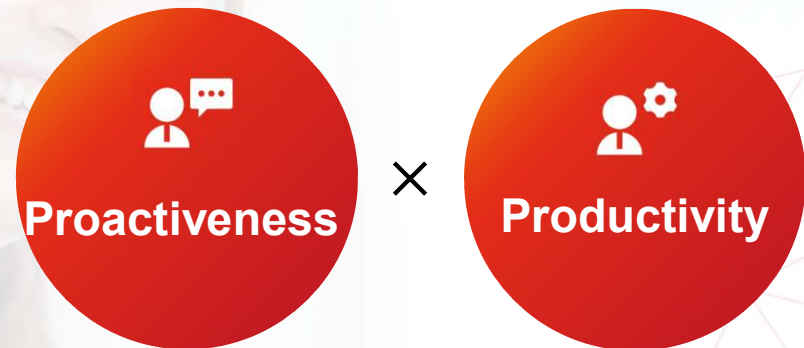
FCE Inc.
November 27, 2025
Tokyo Stock Exchange Standard
Securities Code: 9564



Purpose

To create a world in which everyone can approach and solve challenges with all their might

Mission



Maximize Human Capital

**DX Promotion
Business**

**Education and
Training Business**

※As of May 14, 2025, the Company has changed our mission from 'Contribute to maximizing human capital through "People" x "Tech"' to "Contribute to maximizing human capital through "Proactiveness" x "Proactivity"".

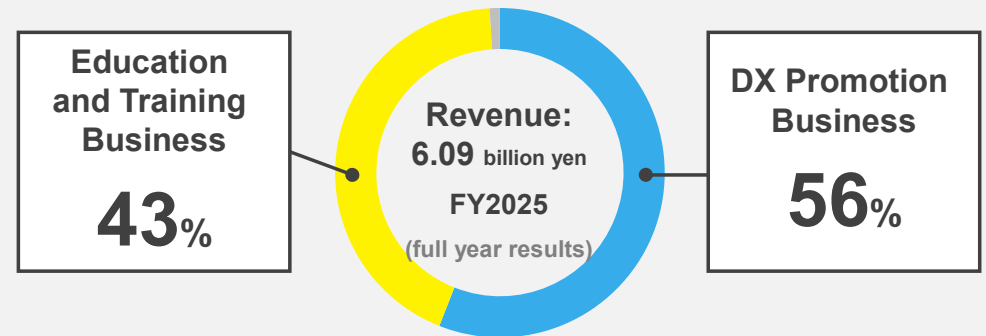


Company Overview

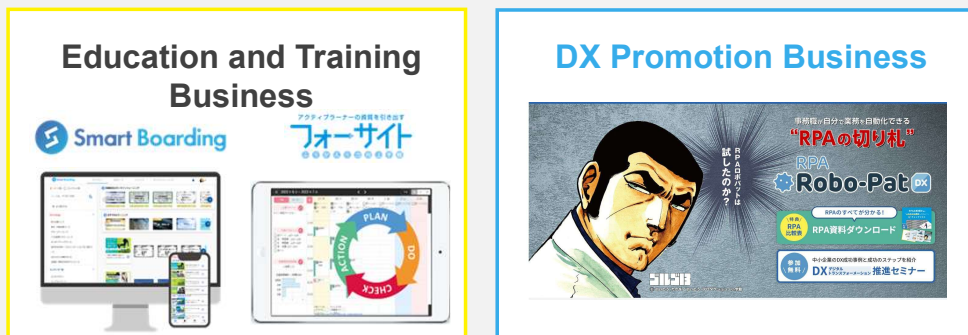
Company Name	FCE Inc.	Securities Code: 9564
Established	April 21, 2017	Group established February 19, 2004
NO. of employees	277 employees	

*as of September 30, 2025

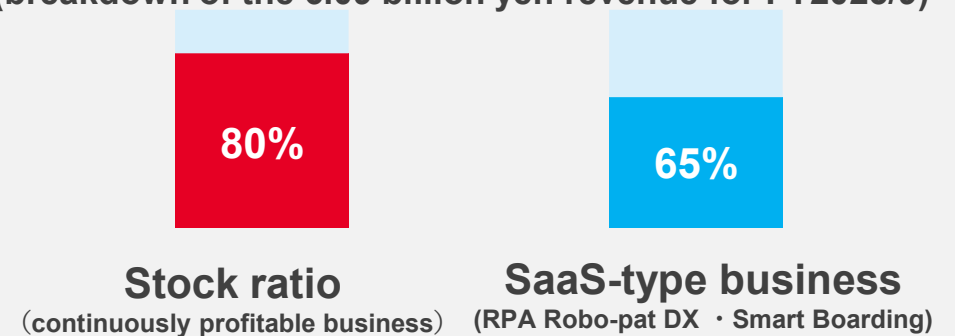
Business Portfolio



Main Business (Business segment)



Revenue composition (breakdown of the 6.09 billion yen revenue for FY2025/9)





Agenda

- **01 FY25/9 Full-Year Results and FY26/9 Forecast**
- **02 Review of the Mid-Term Management Plan and Future Business Policies**
- **03 Business Strategy
(AI Features and Contents Strategy in Existing Businesses)**
- **04 Business Strategy
(AI Agent Business as a New Business)**
- **Appendix**



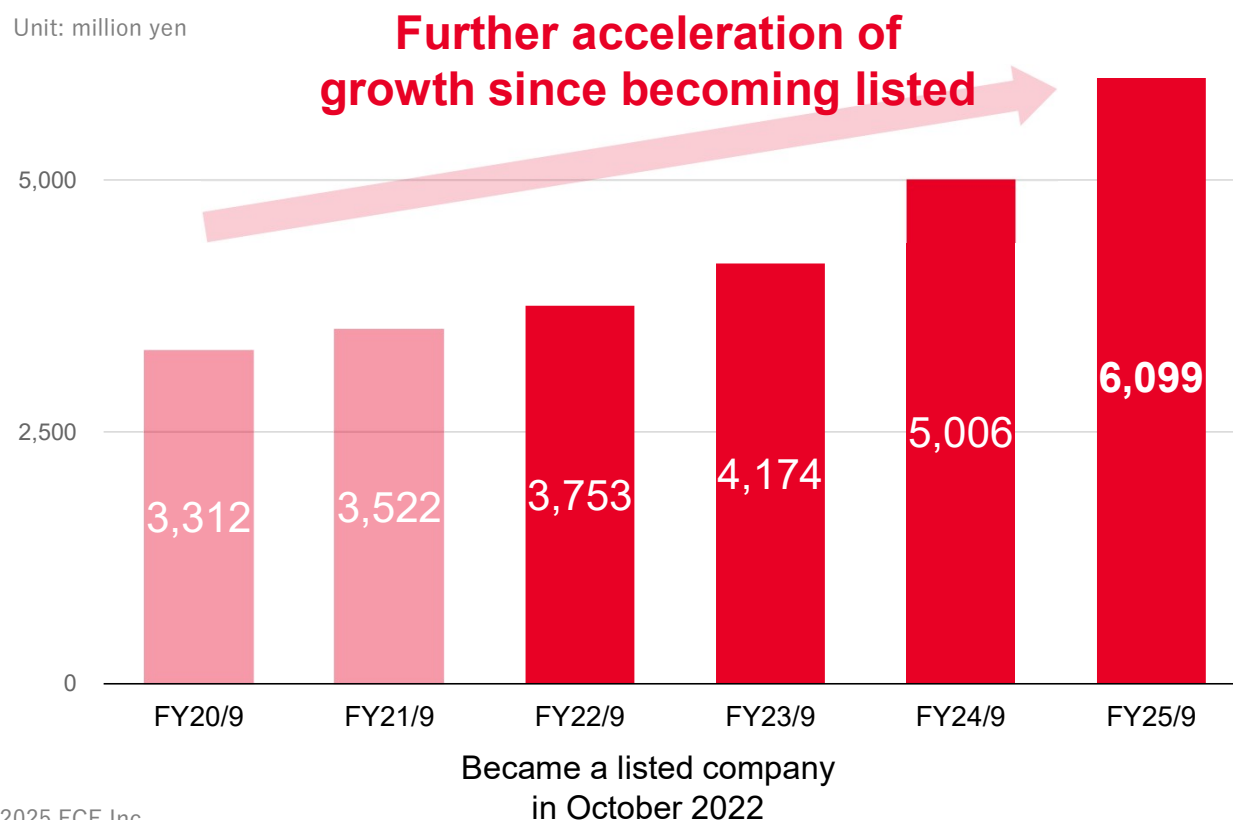
FY2025/9 Full Year | Business Results Highlights (1/2)

Continuous revenue and profit growth since becoming a listed company in October 2022,
maintaining steady expansion



Revenue (consolidated)

Unit: million yen



► Revenue (FY25/9)

6,099 million yen

YoY
+21.8% ↑

► Operating Income (FY25/9)

912 million yen

YoY
+26.4% ↑

► Ordinary Income (FY25/9)

925 million yen

YoY
+30.9% ↑

FY2025/9 Full Year | Earnings Overview

Revenue

Full year revenue increased for both the DX Promotion Business and the Education and Training Business, resulting in an increase of +21.8% YoY

Ordinary Income

Full year ordinary income increased by +30.9% YoY, due to higher revenue from the SaaS Business.

Full Year Results

Revenue and profit increased as expected due to higher sales and the accumulation of recurring revenue streams.

Unit: million yen	FY24/9		FY25/9					
	4Q (Jul - Sep)	Full Year	4Q (Jul - Sep)	YoY (3 Months)	Full Year	YoY (Full Year)	Full Year Forecast (Announced 2025/8/12)	vs Forecast (YoY)
Revenue	1,326	5,006	1,562	+236 (+17.8%)	6,099	+1,093 (+21.8%)	6,050	100.8%
Operating Income	△6	721	△11	△4 (—%)	912	+190 (+26.4%)	910	100.3%
Ordinary Income	△28	706	△20	+7 (—%)	925	+218 (+30.9%)	925	100.0%
Net Income Attributable to Owners of the Parent	14	502	14	+0(+1.1%)	662	+160 (+31.9%)	640	103.5%
EBITDA※	13	781	13	△0(—%)	1,002	+220 (+28.2%)	—	—
Ordinary Income Ratio	△2.1%	14.1%	△1.3%	+0.8%pts	15.2%	+1.0%pts	15.3%	△0.1%pts

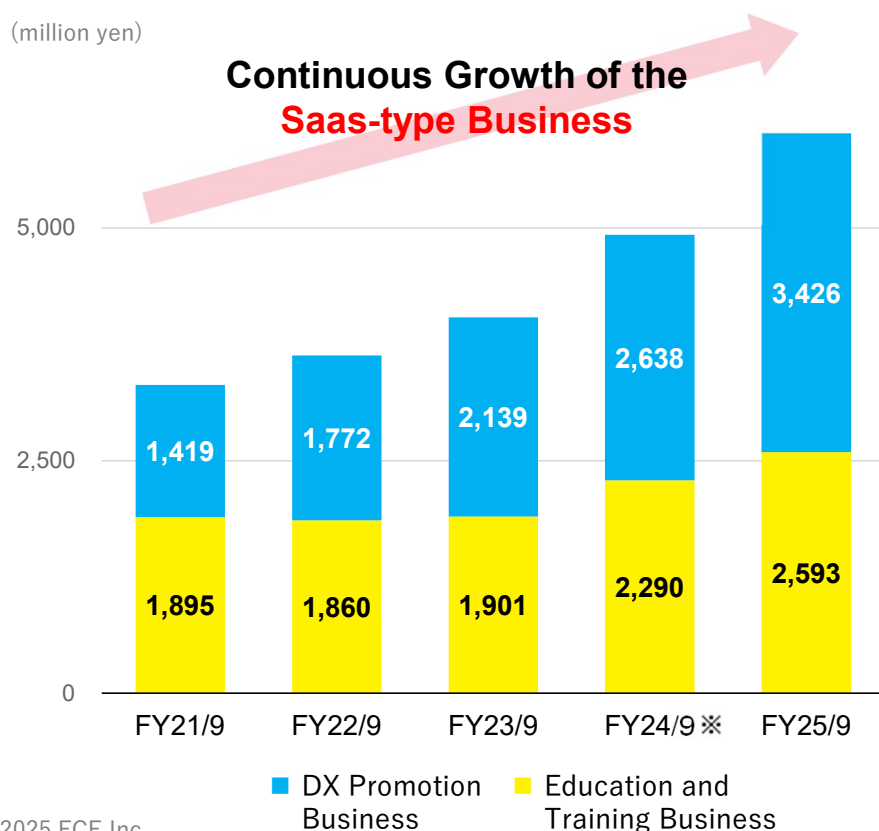


FY2025/9 Full Year | Business Results Highlights (2/2)

The SaaS-type Business, which provides the RPA-powered DX support SaaS “Robo-Pat DX” and the employee training SaaS “Smart Boarding”, **continues to grow steadily and remains the core driver of our company's revenue**

Revenue Trends by Segment (Consolidated)

(million yen)



DX Promotion Business

▶ Segment Revenue (FY25/9)

3,426 million yen

YoY **+29.9%** ↑

▶ Highlights

- ✓ Continued high growth rate due in part to early success of younger employees
- ✓ Churn rates remain low, continuing in the 1% range, with additional license acquisitions from companies already using the system and an increase in annual contracts, while the number of companies using the system is steadily increasing (reaching 1,834 companies as of the end of September 2025)
- ✓ Expansion of referral partners
- ✓ Expansion of sales accelerated interdepartmental customer referrals

Education and Training Business

▶ Segment Revenue (FY25/9)

2,593 million yen

YoY **+13.2%** ↑

▶ Highlights

- ✓ Aim to establish a stable foundation for growth by strengthening our organization
- ✓ Smart Boarding continues to maintain a low churn rate, while promoting enhancements to its features and content
- ✓ Focus on direct sales and aim to increase average revenue per user (ARPU)

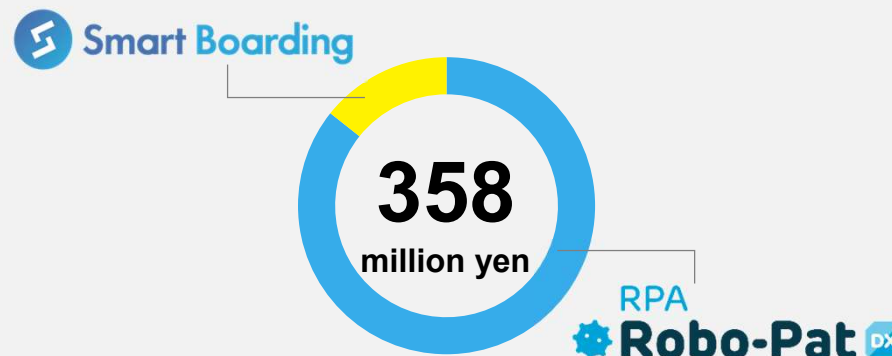
KPI Summary

SaaS-type Business MRR*1

358 million yen
(YoY +24.7%)

RPA
Robo-Pat DX
306 million yen

Smart Boarding
51 million yen



No. of companies installed

RPA
Robo-Pat DX
1,834 companies
(Mid-term*3 Progress Rate 105.4%)

Smart Boarding Direct sales
807 companies
(YoY +26.3%)

ARPU*2

RPA
Robo-Pat DX
166 thousand yen
(YoY +1.4%)

Smart Boarding
58 thousand yen*4
(YoY +8.5%)

Note 1: MRR (Monthly Recurring Revenue) Monthly recurring sales amount as of the end of the fourth quarter of the fiscal year ending September 30, 2025.

Note 2: ARPU (Average Revenue Per User) Average amount of sales per installed company as of the end of the fourth quarter of the fiscal year ending September 30, 2025.

Note 3: Refers to the plan for the number of companies installed as of the end of FY2025/9 in the "3-Year Business Strategy Summary and Key Performance Indicators (KPIs)" of the Medium-Term Management Plan disclosed on November 26, 2024

Note 4: Average monthly sales amount of Smart Boarding per company (direct sales)



FY26/9 Forecasts

- Revenue is expected to increase by over +10% YoY to 6.8 billion yen.
- While also making mid- to long-term growth investments, we continue to anticipate increased profits and improved profit margins

Unit: million yen	FY25/9	FY25/9	FY26/9	
	Forecast (announced August 12, 2025)	Actual	Forecast	YoY
Revenue	6,050	6,099	6,800	+700 (+11.5%)
Operating Income	910	912	1,130	+217 (+23.8%)
Ordinary Income	925	925	1,160	+234 (+25.4%)
Net Income Attributable to Owners of the Parent	640	662	840	+177 (+26.8%)
EBITDA*	-	1,002	1,203	+201 (+20.1%)
Net Income per Share (yen)	29.29	30.17	38.13	+7.96
Ordinary Income Ratio	15.3%	15.2%	17.1%	+1.9%pts

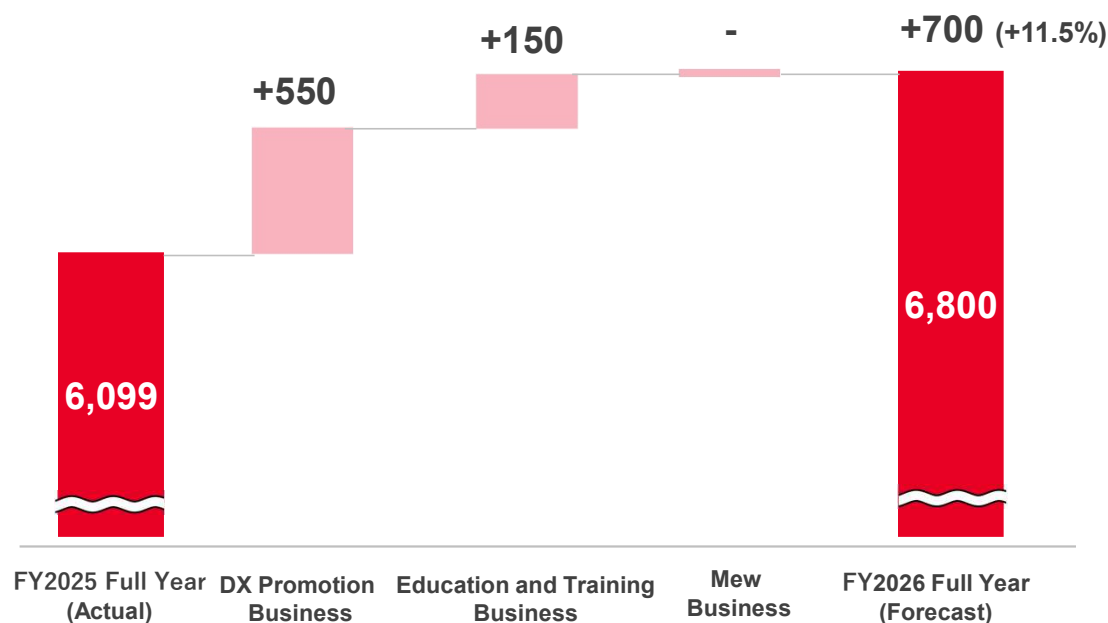


FY26/9 Forecasts

Revenue

Amid rising demand for digitalization and AI adoption aimed at boosting corporate productivity and streamlining operations, revenue is projected to increase by ¥700million yen to ¥6,800 million yen.

Unit: million yen



Assumption Behind the Figures

●DX Promotion Business:

We will continue to capture productivity improvement needs while expanding our market reach, driving new customer acquisition and further utilization growth among existing clients.

●Education and Training Business:

Leveraging our customer base primarily through training programs, we aim to increase revenue not only through Smart Boarding but also by providing training services.

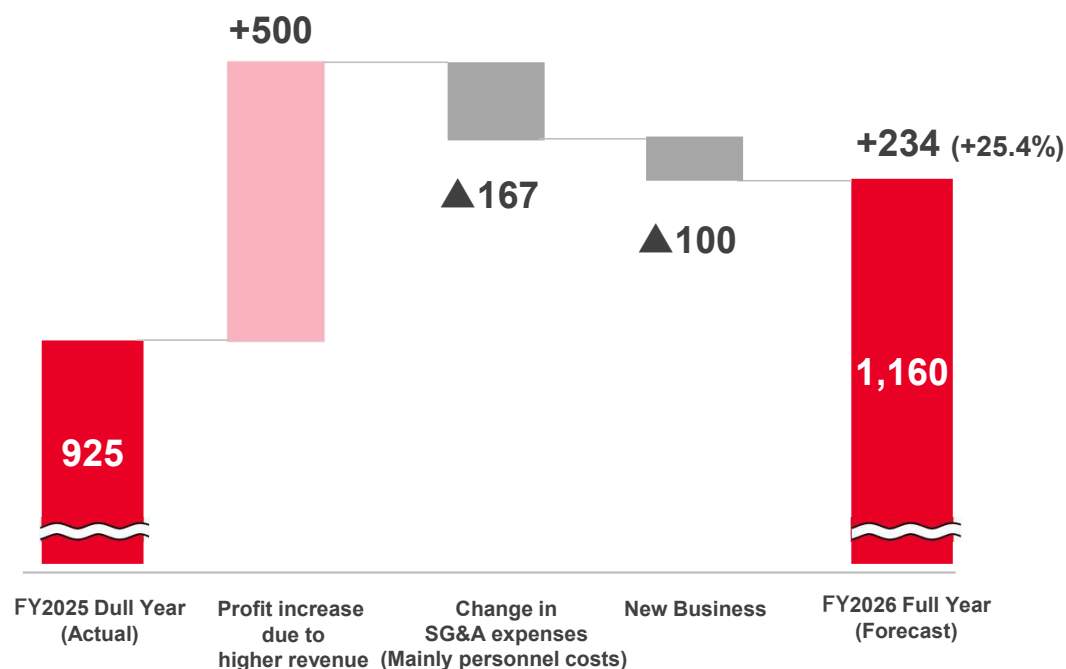
●New Business (AI Agent Business):

Revenue the newly established AI Agent Business in October 2025 are not yet included in the earnings forecast and will be reflected going forward based on the business's progress. However, expenses related to the AI Agent Business, such as personnel costs and advertising expenses (totaling approximately ¥100 million), are factored into the earnings forecast.

FY26/9 Forecasts | Ordinary Income

While making upfront investments to create further business opportunities for mid- to long-term growth, we anticipate an increase in ordinary income of ¥234 million yen to ¥1,160 million yen.

Unit: million yen



Assumption Behind the Figures

- Profit increase due to higher revenue:**
 We anticipate increased profits primarily through our DX promotion initiatives.
- Change in SG&A expenses:**
 We anticipate an increase in order to continue advancing proactive talent acquisition, investment in human resources, and advertising and promotional investments.
- Others:**
 Revenue from the newly established AI Agent Business in October 2025 are not yet included in the earnings forecast and will be reflected going forward based on the business's progress. However, expenses related to the AI Agent Business, such as personnel costs and advertising expenses (totaling approximately ¥100 million), are factored into the earnings forecast.



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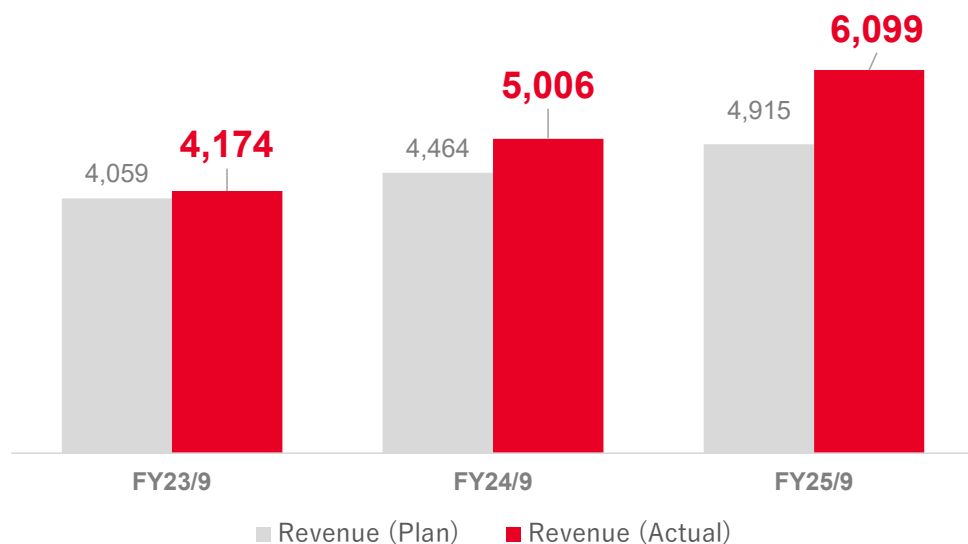


Review of the Mid-Term Management Plan | Plans vs Actual

(FY23/9 ~ FY25/9)

Revenue

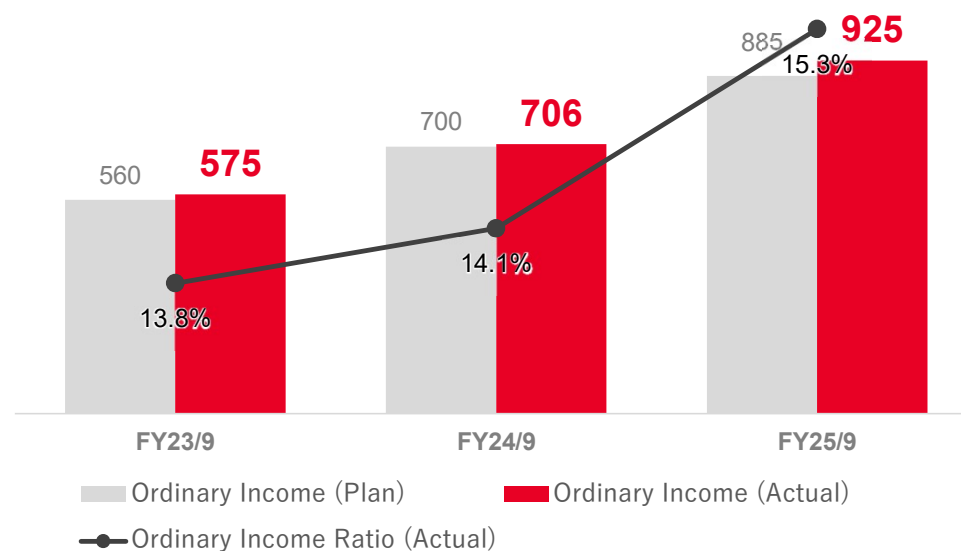
Unit: million yen



Achieved significant growth of over 10% per fiscal period, with FY2025 sales reaching ¥6.09 billion, **exceeding initial projections by +24.1%**.

Ordinary Income (Margin)

Unit: million yen



Ordinary income for FY25/9 **reached ¥920 million**. Ordinary income margin landed at 15.3%, against a target of 18%, but the margin has steadily improved each period.



Review of the Mid-Term Management Plan

Business Strategy and Key KPI

(FY23/9 ~ FY25/9)

Existing Businesses

	Key KPI	Key Achievements	Evaluation
RPA Robo-Pat DX	Over 1,380 companies as of the end of FY25/9	<ul style="list-style-type: none">1,380 companies achieved the target by the end of FY24/9, reached 1,834 companies by the end of FY25/9, significantly exceeding the target.The number of partner companies in our referral program has increased to over 10 companies.The number of certified Robo-Pat Masters has exceeded 3,500.	◎
Smart Boarding	Over 780 companies as of the end of FY25/9	<ul style="list-style-type: none">Strategic shift to strengthen direct sales, revised target to 800 direct sales companies. Achieved with 807 companies as of the end of FY25/9.With the launch of OEM offerings alongside direct sales, the number of client companies has expanded to over 1,200.We have released talent management and talent evaluation features to enhance our product capabilities.	○
Foresight App	Adopted in 1,000 schools	<ul style="list-style-type: none">The number of schools adopting the Foresight Handbook has expanded to over 1,200, achieving the target.Due to differing usage patterns among municipalities and schools, we provide both paper and app versions.	△

Growth Investments

	Key Achievements	Evaluation
M&A	Completed two M&As: <ul style="list-style-type: none">June 2023: KMT Research Institute (business transfer)January 2024: Japan Cosmotopia (100% equity acquisition)	○
Capital and Business Alliance with LMI	Entered into a capital and business alliance in August 2024. <ul style="list-style-type: none">Sales to major companiesPromoting business collaboration in both DX promotion and education and training businesses	○
Investments and Business Partnerships	Invested in multiple companies and concluded business partnerships	○
New Business	Launched the generative AI prompt platform “FCE Prompt Gate” in April 2024. We also started our AI agent business (AI OMNI Agent) , in October 2025, as an evolutionary expansion.	○
Recruitment and training	<ul style="list-style-type: none">Headcount continues to grow each year, primarily driven by new graduate hires (192 as of the end of FY22/9 → 277 as of the end of FY25/9)We continue to make proactive investments in next-generation executive development and training programs for consulting-based sales	○



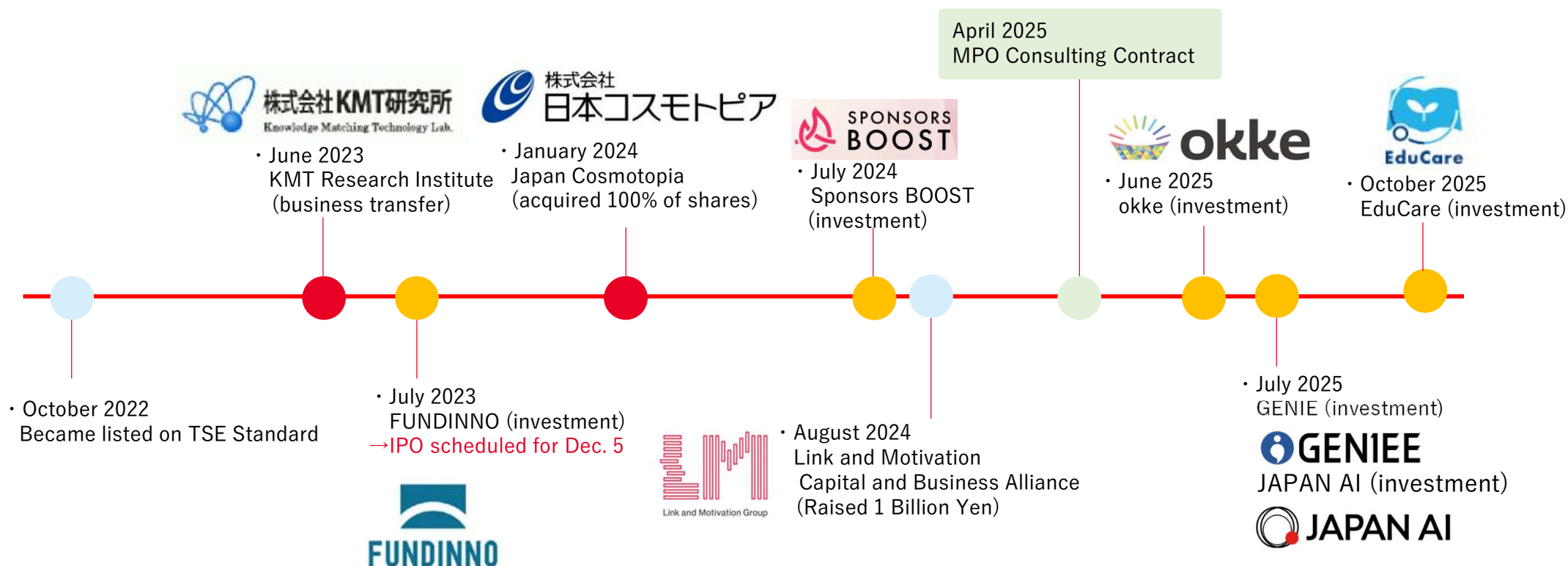
Review of the Mid-Term Management Plan | M&As and Investments

● M&A

● investment

In the three years since becoming a listed company, we have executed two M&A deals and five investments (plus one additional funding round).

Following the signing of an M&A advisory agreement with Change Holdings in April 2025, the company plans to continue exploring M&A opportunities with partners offering significant synergistic potential.



FCE is an

Entrepreneur Firm

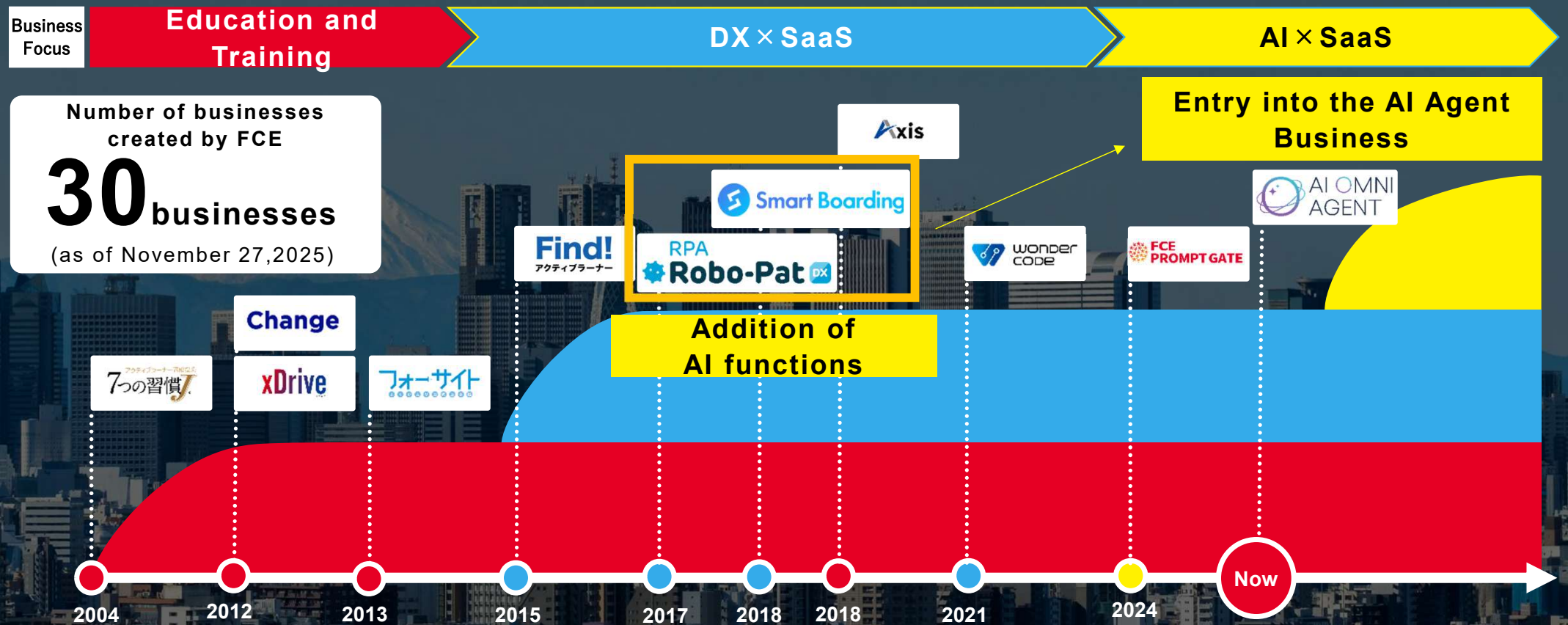
Each and every one of us will continue to be an entity that creates a world in which everyone can approach and solve challenges with all their might with an “entrepreneurial mindset”

We aim to be “entrepreneurs”.
We do not want to “start” a business, but to have big “plans” to change society.
To achieve this, each of us is a “New Business Creator” who creates opportunities on their own. We will continue to believe in the potential of those involved and be prepared to be “Human Value Innovators” who provide opportunities.

Our History as an Entrepreneur Firm

FCE started out in the education and training business in 2004, adapting to changes in the business environment as times changed.

We have expanded our business by continuously launching new businesses.



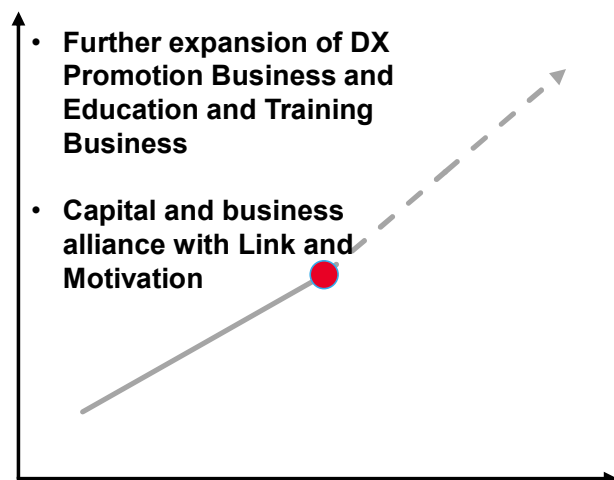


FCE's Business Policy

Existing businesses will gain further growth opportunities through a capital and business alliance with Link and Motivation*.

We aim to improve consolidated performance and achieve stable growth in profits through growth strategies and investments in each business.

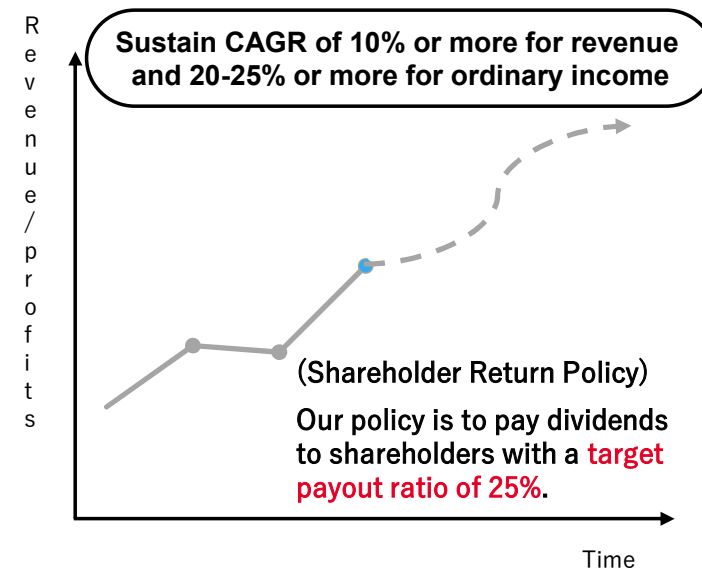
Existing Businesses



Growth Investments



Consolidated Performance



Note: Link and Motivation Inc. (Listed on the Tokyo Stock Exchange Prime Market, Securities Code: 2170)

This is a company that provides corporate transformation consulting and cloud services through motivation engineering, motivation management business (support for training, systems, and culture change), entry management business (recruitment support), and venture incubation.



FCE's Business Policy: Business (FY26/9 Focus Areas)

Existing businesses will continue to focus on SaaS-based business models for growth.
New ventures will concentrate on launching the AI Agent Business, which commenced in October 2025.

Existing Businesses



Enhancing product competitiveness, increasing brand awareness, strengthening sales infrastructure

Equipped with enhanced AI capabilities, enabling faster and easier business automation.



AI talent development support, increasing customer value

Add "AI Learning Content" to cultivate talent capable of organizational utilization, supporting enhanced productivity on the front lines and overall organizational growth.

Aiming for synergistic effects with training initiatives

By providing training content to companies implementing Smart Boarding, we aim to increase ARPA(*) per company.

Growth Investments



Early launch of the business

Actively pursue investments to achieve early business launch and profit generation.

Rescle

Resilience Muscle Training Program

Providing training to address management challenges

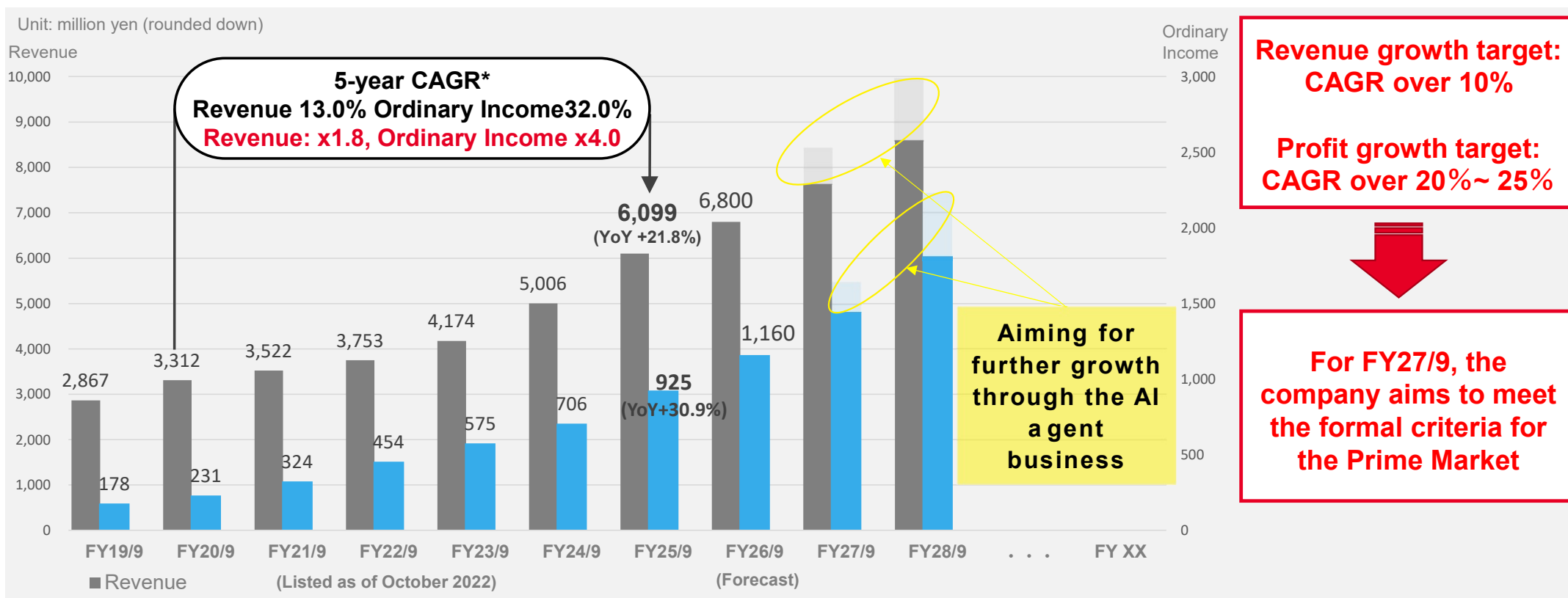
Supporting sustainable corporate growth and enhancing human capital through programs that prevent productivity losses due to mental health issues

Note: Average Revenue Per Account



FCE's Business Policy (Figures)

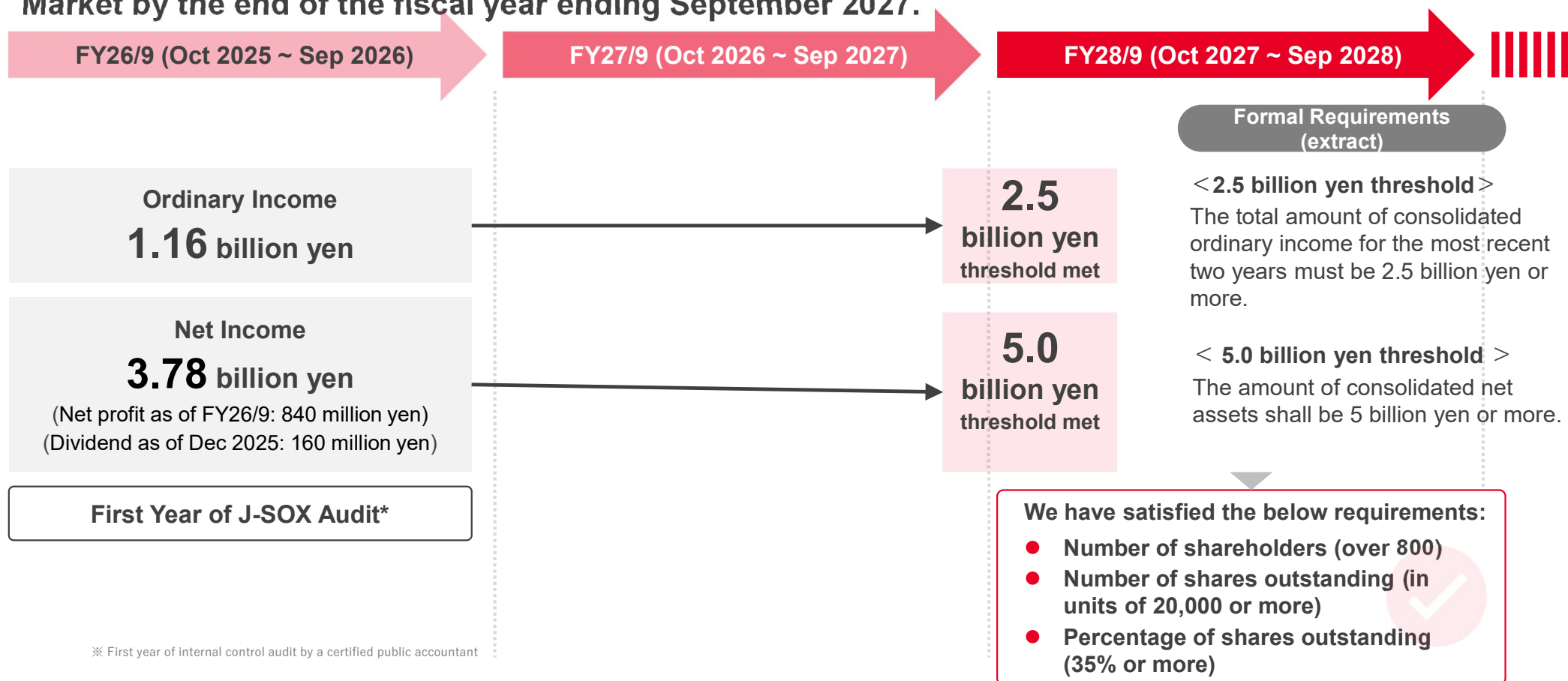
Continuous growth in both revenue and profit has been achieved every fiscal year.
We will continue to pursue steady growth going forward.





FCE's Business Policy (Figures)

With the Prime Market in mind, the company aims to meet the formal requirements of the Prime Market by the end of the fiscal year ending September 2027.





FCE's Business Policy (Talent Acquisition and Development)

Aggressive hiring policy for both new graduates and mid-career workers in line with business expansion (office expansion completed as of September 2024).

We have established an environment in which employees can grow through a number of training programs. We will continue to improve our human resource capabilities.

■ Hiring

- **20 new graduates** (graduating in March 2025)

With the establishment of an environment that allows young employees to play an active role, we have been hiring new employees centering on new graduates.

- **Mid-career hires**

Recruiting human resources in each business division due to business expansion

Percentage of employees in their 20s:
19% (as of the end of September 2020)
→ 32% (as of the end of September 2025)



■ Development

Growth concept: “10 years of growth in 3 years”

Offers many development programs and environments

- Value Lecture Training
- Smart Boarding Course
- Productivity Improvement Campaign
- Consulting Sales Training
- Next-Generation Executive Development Program, etc.





Shareholder Return Policy

We will continue to aim for a dividend payout ratio of 25% while also actively considering and utilizing shareholder benefits as a means to steadily increase brand recognition.

Shareholder Benefits Program

Shareholders holding **100 or more shares** as of the September record date will be presented with a **¥1,000 Digital Gift®**.

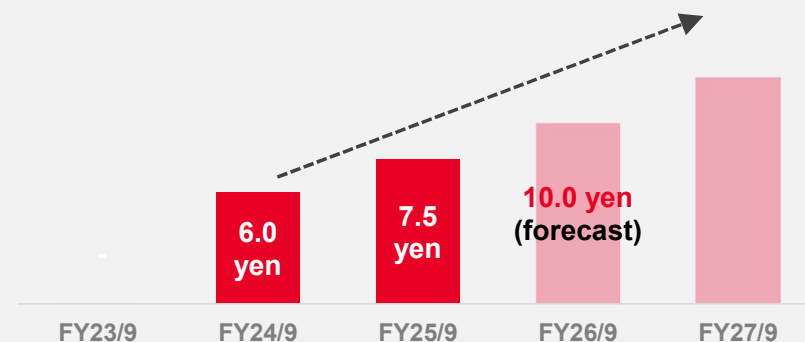


【Record date】 September 30, 2025
【No. of shares held】 100 shares
(1 unit or more)

【Digital Gift® Exchanges *planned】
Amazon gift card/QUO Card Pay/PayPay Money Lite/d Point/au PAY gift card/Visa eGift vanilla/Tosho Card NEXT/Uber Taxi gift card/Uber Eats gift card/Google Play gift code/PlayStation® Store tickets, etc.

Dividends

Our policy is to pay dividends to shareholders with the aim for a **dividend payout ratio of 25%**



Note: The Company conducted a 3-for-1 stock split of common stock on April 1, 2024, as well as a stock split at a ratio of 2 shares for every 1 common stock on April 1, 2025. Dividend per share and net income per share are calculated on the assumption that the stock split was conducted at the beginning of the fiscal year ended September 30, 2023



Agenda

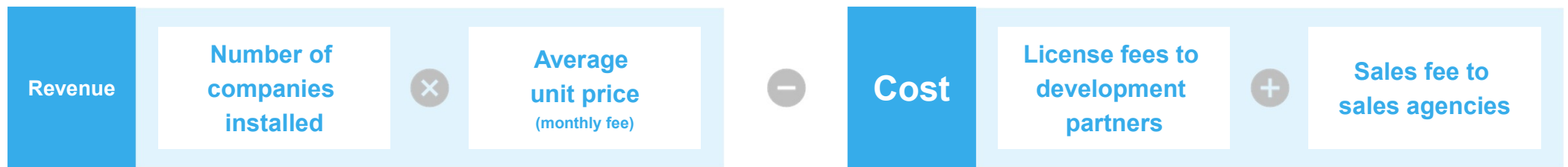
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DX Promotion Business | RPA “Robo-Pat DX”

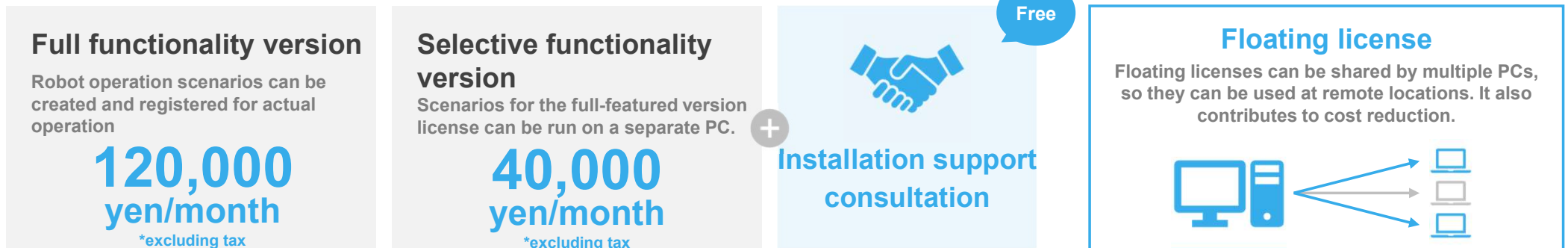
We will provide support for human resource development and organization building for RPA (Robotic Process Automation) and DX promotion

Profit structure of RPA Robo-Pat DX



* Average unit price (monthly fee) = weighted average of full functionality version and selective functionality version

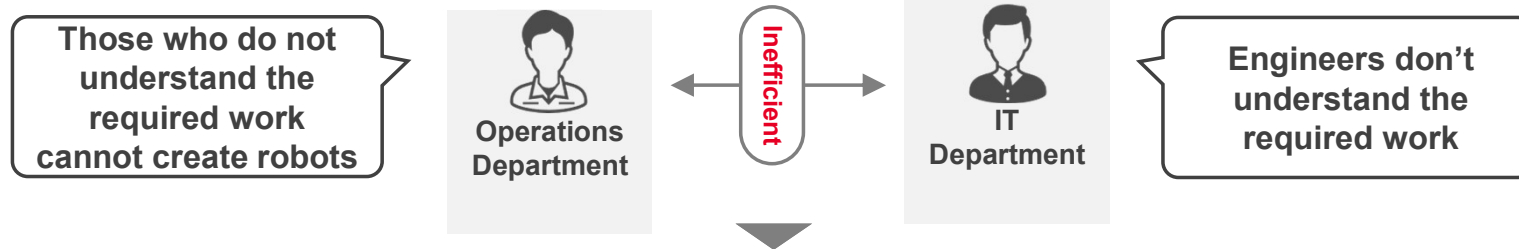
License types / fee structure



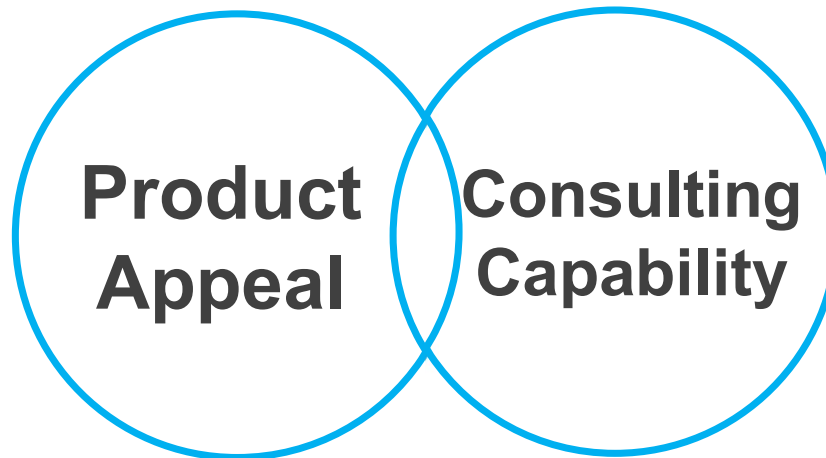
Characteristics of the RPA “Robo-Pat DX”

【Challenges of traditional RPA】

Assumption that "engineers with high IT skills build robots."

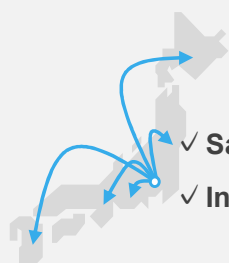


RPA “Robo-Pat DX” is a “Personal RPA” that can be created by anyone who understands the required work



Future DX Promotion Business Expansion Strategy

Sales channels are expanding, catering to a wide range of industries and company sizes



- ✓ Sales Partners
- ✓ Introductory Partners

Increase in number of companies installed

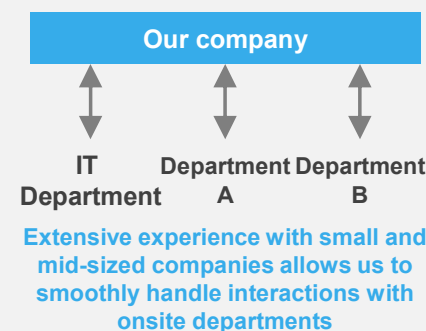
Expansion of recognition in regional areas
Strengthen/build sales structure

×

Improvement of unit price

Scale out within customers' companies

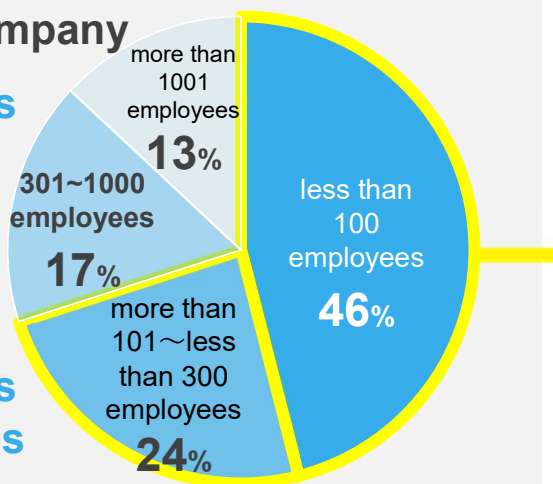
Our approach



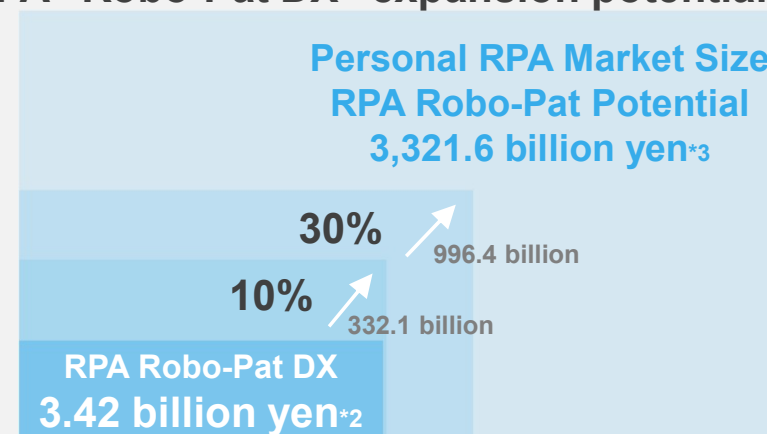
Percentage by size of company

✓ Installed across various companies regardless of its size
(companies with less than 300 employees take up over 70%)

✓ Installed across various businesses and industries



RPA "Robo-Pat DX" expansion potential *1



*1: Calculated by the Company according to below formula

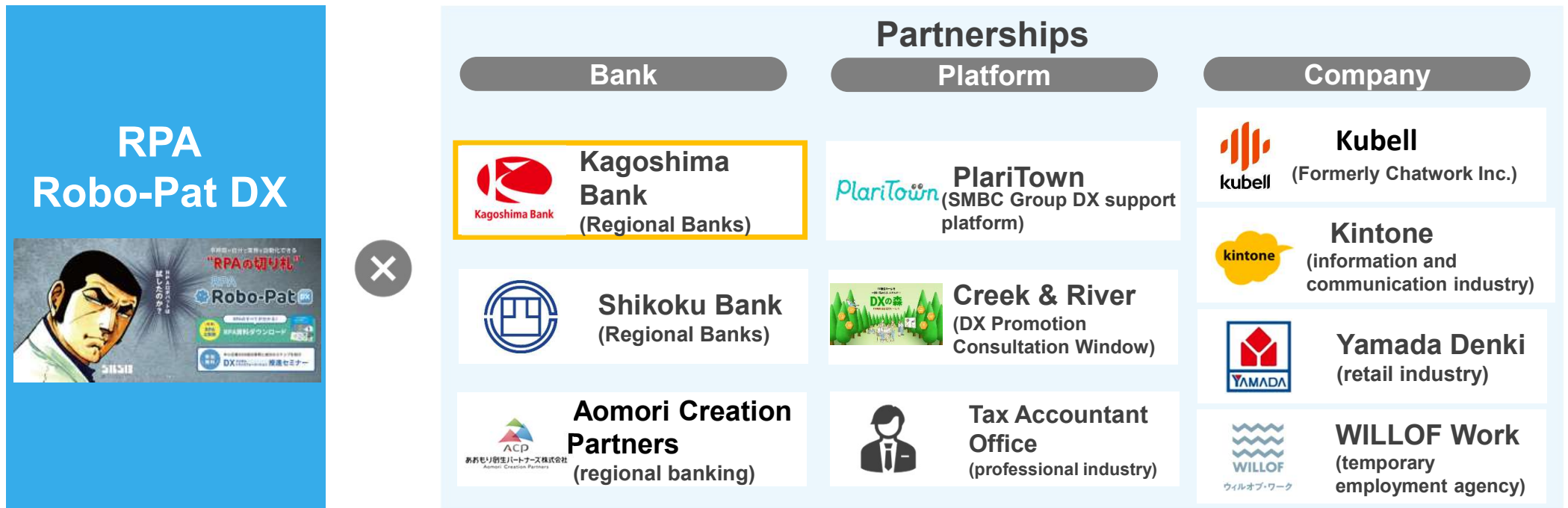
*2: DX Promotion Business Net Sales of the Company for the fiscal year ended September 30, 2025

*3: The "personal RPA market" is defined as domestic companies with less than 300 employees, and is calculated by multiplying approximately 1.73 million companies x RPA Robo-Pat DX average monthly unit price of 160,000 yen x 12 months.



Progress of future DX Promotion Business expansion strategy

We will create new business expansion opportunities by expanding the referral partner program and introducing clients in the same industry.

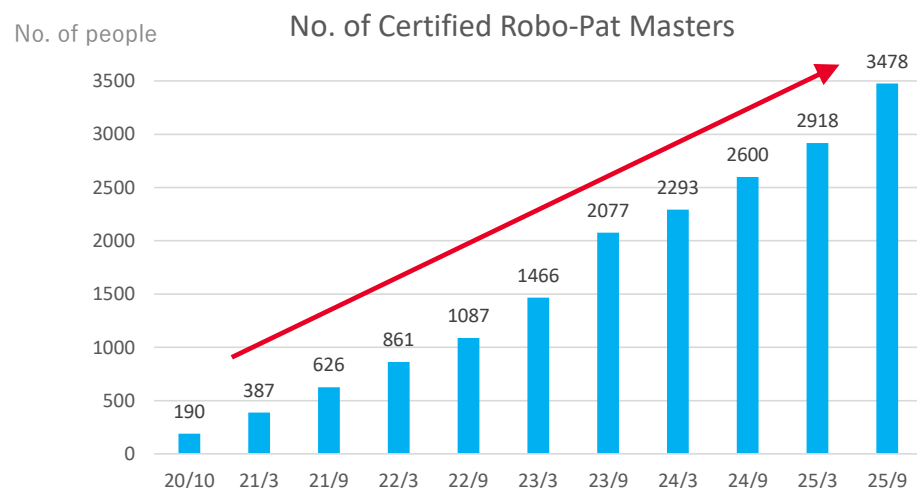


Distributing information on the RPA Robo-Pat DX through various channels



Establishment and DX Promotion Activities within Installed Companies

Robo-Pat Master Certification Program



The number of certified Robo-Pat Masters promoting "DX" within the companies that have adopted the system has reached 3,500 (as of October) , and the system is now firmly established in these organizations!



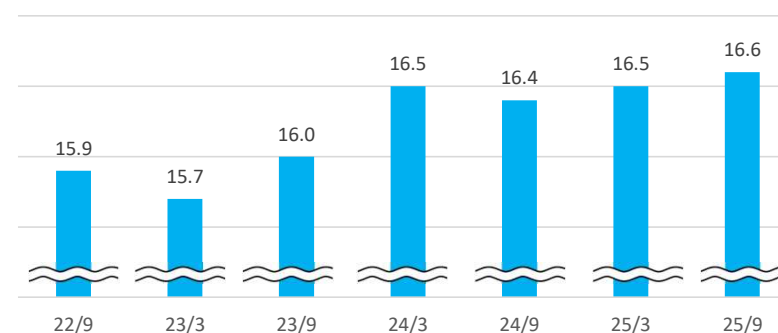
—A strong asset in the job market—

Listing "Robo-Pat Master Certified" on your resume

ARPU

Unit:
10,000 yen

Robo-Pat DX ARPU



ARPU is increasing due to the rise in IDs at existing companies, even as new adopters grow.



Churn rate around **1%**



Enhanced Features for RPA “Robo-Pat DX” ～ Now with AI Capabilities ～

We make it easier and faster to automate your business operations.

The first of our new AI-powered “AI Option,” **【AI Text Input Assist】**, was released in August.



Additional new features, including the second release, **【AI Creation Assist】, are currently in preparation for release**

Training Business | Smart Boarding

Smart Boarding is a **HR x DX software with No.1 customer satisfaction that solve human resource development issues**



All in one “employee training” for OJT, training, e-learning, etc.

Churn rate around **1%***



累計アカウント数
120,000
突破

人事が選ぶ
導入したい
オンライン社員研修
No.1



▶ ITreview Grid Award*1 history (excerpt)

- ITreview Grid Award 2025 Fall
Awarded the highest **"Leader"** Award in the LMS/e-Learning System category for **6 consecutive terms** and the Online Training category for **5 consecutive terms**

▶ BOXIL SaaS AWARD* Award*2 history

- (excerpt)
- SaaS Award 2024 Winter
e-Learning (System) category
Awarded the **"Good Service" Award**
- SaaS Award 2023 Winter
e-Learning (System) category
Awarded the **"Good Service" / "No.1 Customizability" Awards**

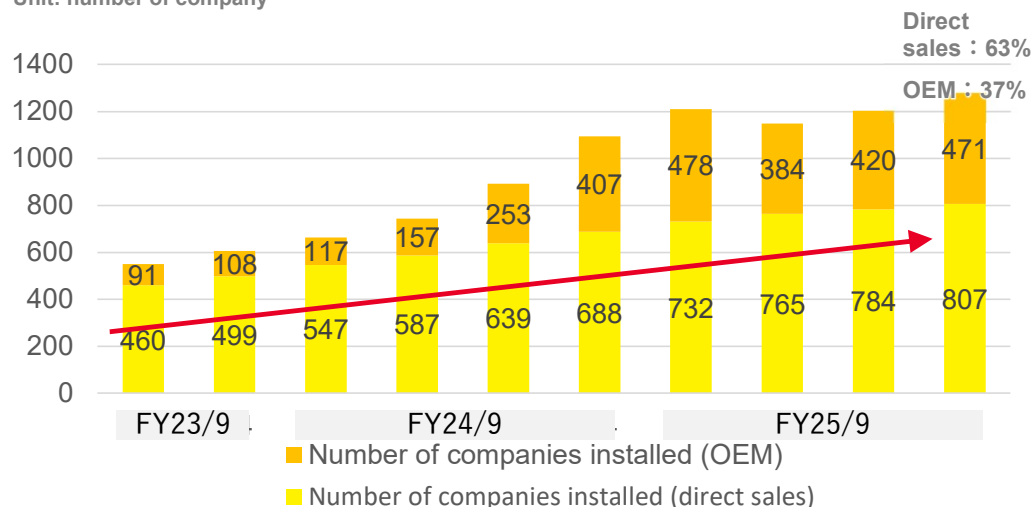
Note 1: Awards sponsored by IT Cloud Co., Ltd

Note 2: The BOXIL SaaS AWARD is an event in which the SaaS comparison site "BOXIL SaaS" operated by Smart Camp Inc. awards the most highly regarded SaaS of the time.

Smart Boarding Performance and Main KPI

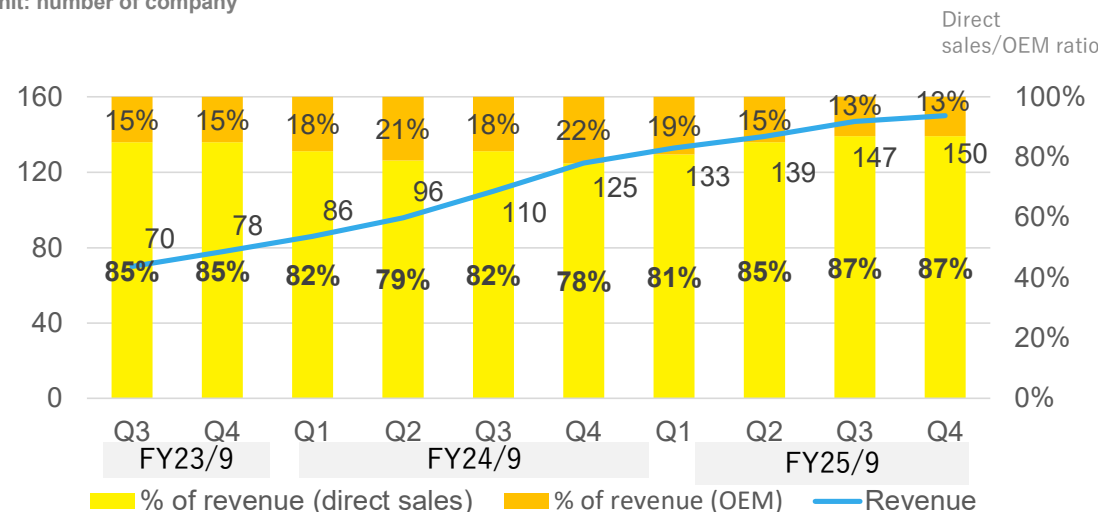
Number of companies installing Smart Boarding (direct sales* + OEM)

Unit: number of company



Smart Boarding revenue (direct sales + OEM)

Unit: number of company



► Strategy shift to strengthen direct sales

We shifted to a sales strategy centered on direct sales, focusing on unit price and profitability. As of the end of September 2025, 807 companies had adopted direct sales.

► Promoting increased direct sales ARPU

Direct sales ARPU is on the rise due to an increase in the number of IDs within Smart Boarding-enabled companies and the provision of additional value through full-package plans. *Direct sales ARPU: 58 thousand yen (+8.5% YoY in Q4 FY25/9)

► Strengthening our direct sales structure

Allocating our resources to direct sales to promote increased productivity per employee

Growth Strategy for the Training Business

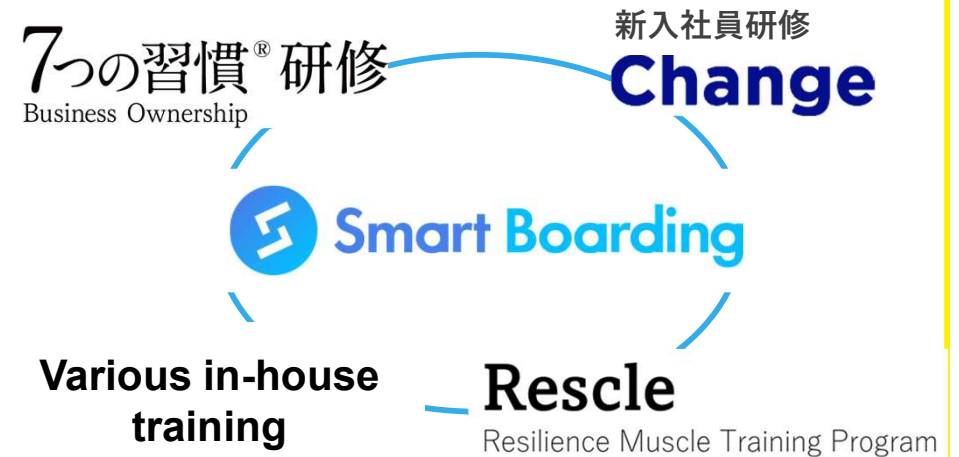
▶ Smart Boarding Adds “AI Learning Content” Comprehensive Support for AI Talent Development



This video was created based on the AI learning content from “FCE Prompt Gate,” and we will continue to address the growing demand for generative AI learning through Smart Boarding.

Press release: <https://prtimes.jp/main/html/rd/p/0000000351.000029370.html>

▶ Increasing customer spending per transaction



In addition to increasing ARPU through Smart Boarding, we will enhance various corporate training programs and new offerings to support increased customer spending and sustainable corporate growth.



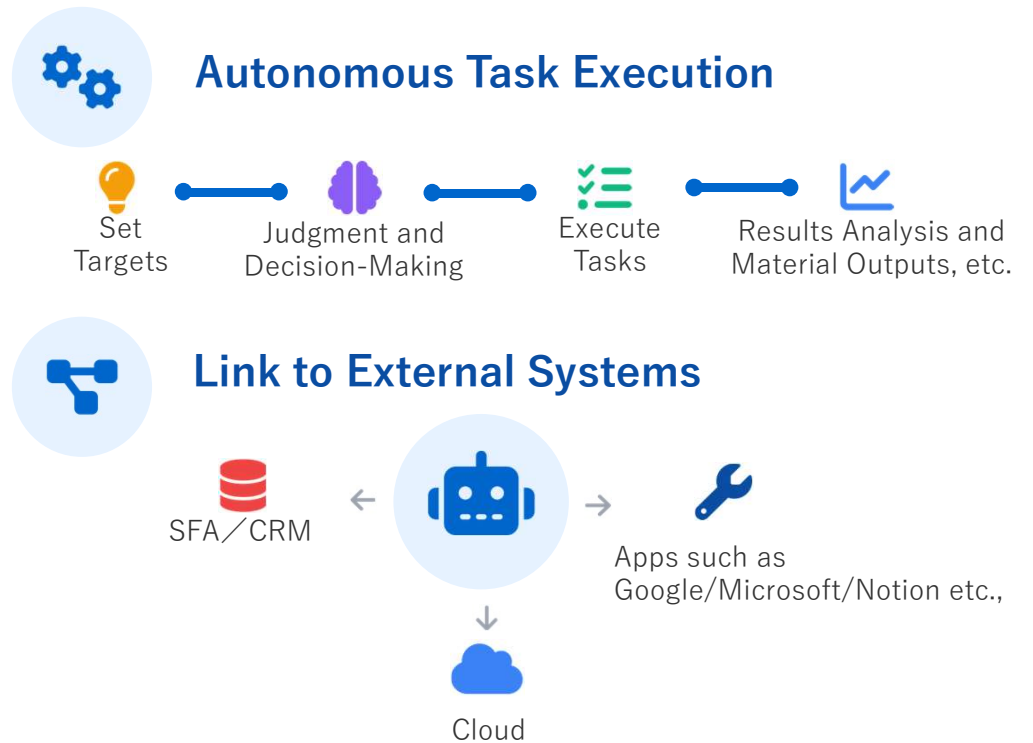
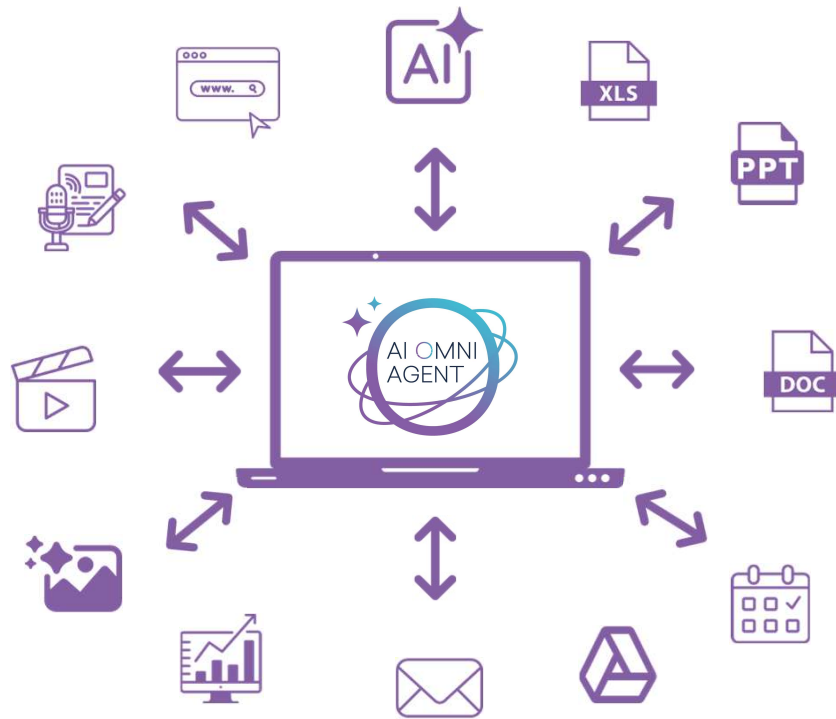
Agenda

- **01 FY25/9 Full-Year Results and FY26/9 Forecast**
- **02 Review of the Mid-Term Management Plan and Future Business Policies**
- **03 Business Strategy
(AI Features and Contents Strategy in Existing Businesses)**
- **04 Business Strategy
(AI Agent Business as a New Business)**
- **Appendix**

New Business | AI OMNI AGENT

Starting October 2025, we began rolling out **the “AI OMNI AGENT.”**

The “AI OMNI AGENT” is an AI platform service that evolves corporate productivity by deploying an “AI agent” that integrates multiple large language models (LLMs)* to automate tasks directly on the front lines.





New Business | AI OMNI AGENT

Agents can be used for each business.

Sales

- Company research/competitive research
- Pre-negotiation scenario creation
- Automatic proposal creation
- Sales knowledge aggregation
- Meeting minutes creation
- Thank you email creation
- Automatic SFA input

Marketing

- Market research
- Persona generation
- Ad creative generation
- Article generation
- Data analysis
- Report generation
- Legal checks

Customer Support

- Standardizing customer service quality
- FAQ bot
- Complaint accumulation bot
- Customer service manual bot
- Reducing training burden
- Incoming orders/order analysis
- Shift generation

Public Relations

- Media listing
- Press release generation
- Interview article generation
- Typographical error check
- Inappropriate expression check
- Image generation

Corporate Planning

- Research
- Market research
- SWOT/PEST/4P analysis
- Industry trend research
- Financial results summary preparation
- Management analysis

Human Resources

- Job posting creation
- Document screening assistance
- Interview questionnaires
- Interview minutes storage
- Email auto-generation/sending
- Scouting email generation

Back Office

- Reducing internal inquiries
- Internal regulations bot
- Internal knowledge bot
- Quotation creation
- Data entry

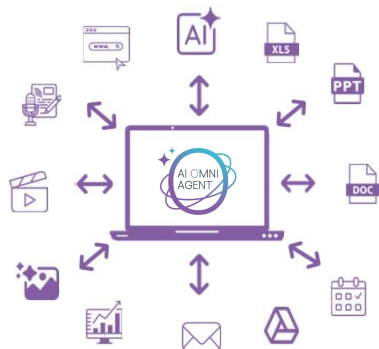
POINT OF IDEA

High-frequencySimple
tasksPerformed by many
employeesEasily
replaced



New Business | AI OMNI AGENT

Four reasons to choose AI OMNI AGNET



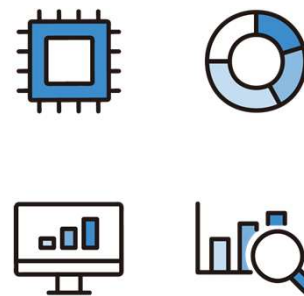
Over 100 templates

We offer over 100 versatile templates that can be used immediately for a variety of on-site tasks, from sales to back office work. You can start using AI agents in your daily life right away.



Easy to make

Even though you can create apps with low code, they are ultimately complicated and difficult to get started with...However, with OMNI, you can create them using natural language, so anyone can easily create an agent!



High precision

High Japanese reading performance RAG technology achieves industry-leading accuracy rating of 82.7% Accurate understanding of Japanese documents



Accompanying support to achieve results

We have been involved in the successful promotion of DX for many companies, mainly through the introduction of RPA. In addition to introducing tools, we also provide support as an education and training company, including employee training and organizational culture development.



New Business | AI OMNI AGENT



Article LP Creation
AGENT



3C Analysis AGENT



Design Creation
AGENT

Marketing

Many marketing tasks, such as advertising reporting, analysis, predictive modeling, article writing, and various research, can be performed by agents.



Customer Sentiment
Analysis AGENT



Writing AGENT



Scheduling AGENT

Customer Support

Improve customer service efficiency by responding to inquiries such as email replies, automatically responding to FAQs, and registering schedules.



First interview
Preparation AGENT



Human Resources
and Labor AGENT



Internal
FAQ AGENT



Writing AGENT

Human Resources

Improve the productivity of your HR operations with features such as applicant screening, interview scheduling, job posting creation, internal FAQs, and career support.

Over 100 ready-to-use agents available!



Sales



Corporate Research
AGENT



Scheduling AGENT



Slide Creation AGENT



Data Analysis AGENT

Powerfully supports sales activities, including analyzing sales negotiation records, creating proposal materials, creating sales reports, scheduling schedules, email creation, lead management, and SFA data entry.



Accounting, general affairs, etc.



AI Accounting AGENT



TTM Exchange Rate
Calculation AGENT



Writing AGENT

Efficiently handle large volumes of documents, including contract review, document search, report generation, and automated application processing.



AI OMNI AGENT



AI OMNI AGENT Future Plans

We support the creation of environments where people can grow alongside AI, rather than merely providing AI tools ,and assist companies in improving productivity.

We aim to achieve rapid business launch and profit generation.

Introduction Flow

1 Enquiry for Trial

2 Kick-Off MTG

3 Trial Starts

4 Sign Up to Package

Features of the Trial

- ✓ No initial investment needed
- ✓ Specialist support
- ✓ Verification of results
- ✓ Kick-Off MTG

“AI OMNI AGENT” Corporate Package

• **Standard Plan:**

Unlimited access to the official Agent, dedicated consultant support
Starting at ¥117,000 per month*

• **Premium Plan :**

In addition to all Standard features, create unlimited custom Agents with dedicated consultant support
Starting at ¥180,000/month*

• **Plans for small and medium-sized businesses to be released**

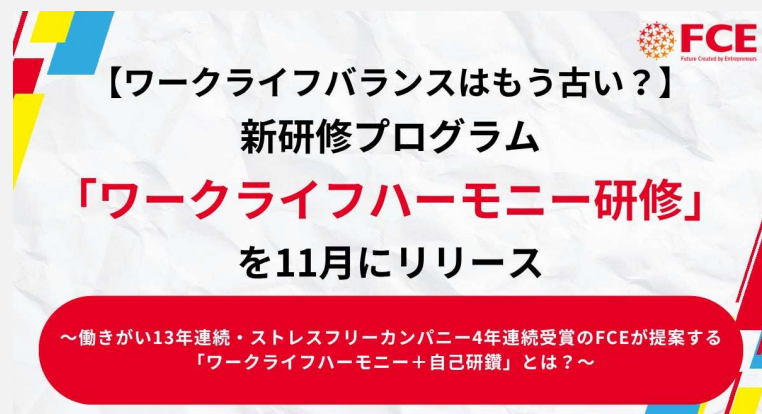


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Training Business

Began providing “Work-Life Harmony Training”



Our company has been selected as a “Great Place to Work®” for 13 consecutive years and certified as a “Stress-Free Company” for four consecutive years, building our corporate culture around the principle of “balancing employee happiness and productivity.” This training program is a new initiative that systematizes the next generation of work practices based on this practical knowledge.

Press release : <https://prtimes.jp/main/html/rd/p/000000349.000029370.html>

Training Business

Began providing “Resscle(Resilience+Muscle) Training”



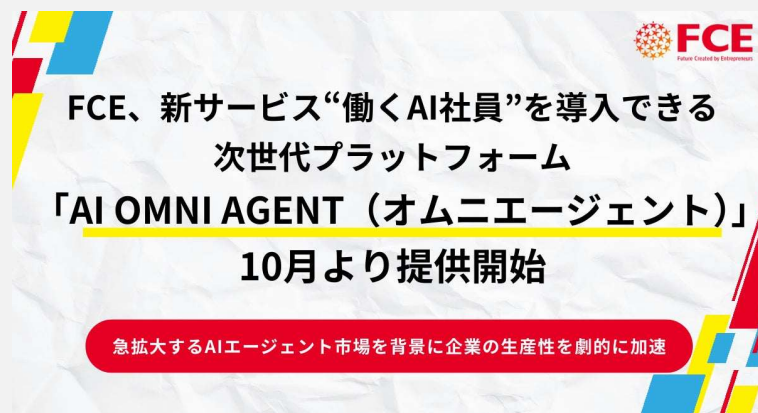
We have launched the Resscle Training Program, a new corporate education and training program aimed at improving stress management and resilience. Rather than a one-off training program, it is a system for developing the strengths of employees, providing strong support for the sustainable growth of companies and raising the level of their human resources.

Press release : <https://prtimes.jp/main/html/rd/p/000000341.000029370.html>

Note: The Best Company to Work For award is determined by Great Place to Work® Institute Japan's overall evaluation of "Trust" and Maximization of Human Potential", "Values, Leadership Effectiveness and Innovation" based on the "Questionnaire for Workers" and the "Questionnaire for Companies".

AI Agent Business

Began providing "AI OMNI AGENT"



"AI OMNI AGENT" is a next-generation platform that goes beyond conventional AI to enable companies to introduce autonomous "working AI employees." It will eliminate labor shortages, dramatically improve productivity, and enable human resource development through reinvestment in education and training, bringing about a major impact on corporate growth and social change.

Press release : <https://prtimes.jp/main/html/rd/p/000000346.000029370.html>

Began providing "AI OMNI AGENT" Enterprise plan



- Standard Plan: Starting from ¥117,000 per month *
Unlimited use of official agents, dedicated consultant support
- Premium Plan: Starting from ¥180,000 per month *
All Standard features plus unlimited creation of original agents, dedicated consultant support

Press release : <https://prtimes.jp/main/html/rd/p/000000358.000029370.html>

Note: Prices are current as of the time of publication of this release and are subject to change. Please contact us for details.



FY2025/9 Full Year | Balance Sheet Overview

Unit: million yen	End of September 2024	End of September 2025	Change (YoY)	
Cash and Deposits	2,597	3,175	+577	Cash and Deposits: + ¥577 million due to profit
Other Current Assets	1,227	761	△466	Deposits: -¥499 million ※ Deposit for the purchase of Link and Motivation Co., Ltd. shares (reclassified as investment securities)
Total Current Assets	3,825	3,936	+111	
Total Fixed Assets	1,252	1,790	+537	Investment Securities: +¥479 million
Total Assets	5,078	5,727	+648	
Total Liabilities	1,706	1,928	+221	Accrued Income Taxes: +¥172 million Provision for Bonuses: +¥41 million, etc.
Shareholder's Equity	3,354	3,896	+542	
Other Net Assets	17	△97	△115	
Net Assets	3,371	3,799	+427	Retained Earnings: +¥531 million Valuation Difference on Other Securities: -¥115 million, etc.
Total Liabilities and Net Assets	5,078	5,727	+648	
Equity Ratio	66.4%	66.3%	△0.1%	



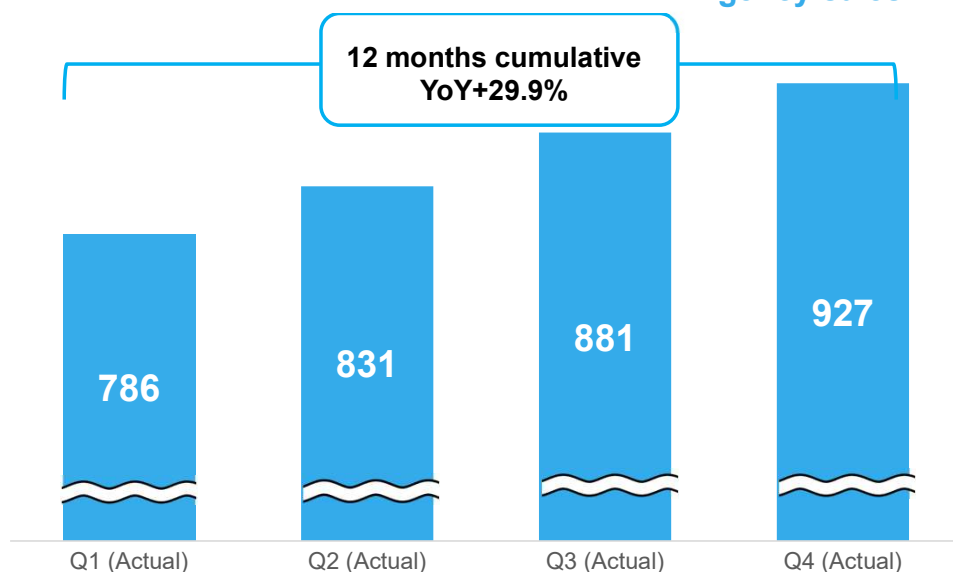
FY2025/9 Full Year

DX Promotion Business Performance and Main KPI

- Revenue increased by +29.9% YoY (12 months consecutive)
- Continuous revenue increase is expected due to the increase in the number of companies installing our system
- The number of companies that installed the RPA Robo-Pat DX exceeded the annual target of 1,834 companies by the end of September 2025 (Significantly exceeded the mid-term management plan target of 1,380 companies.).

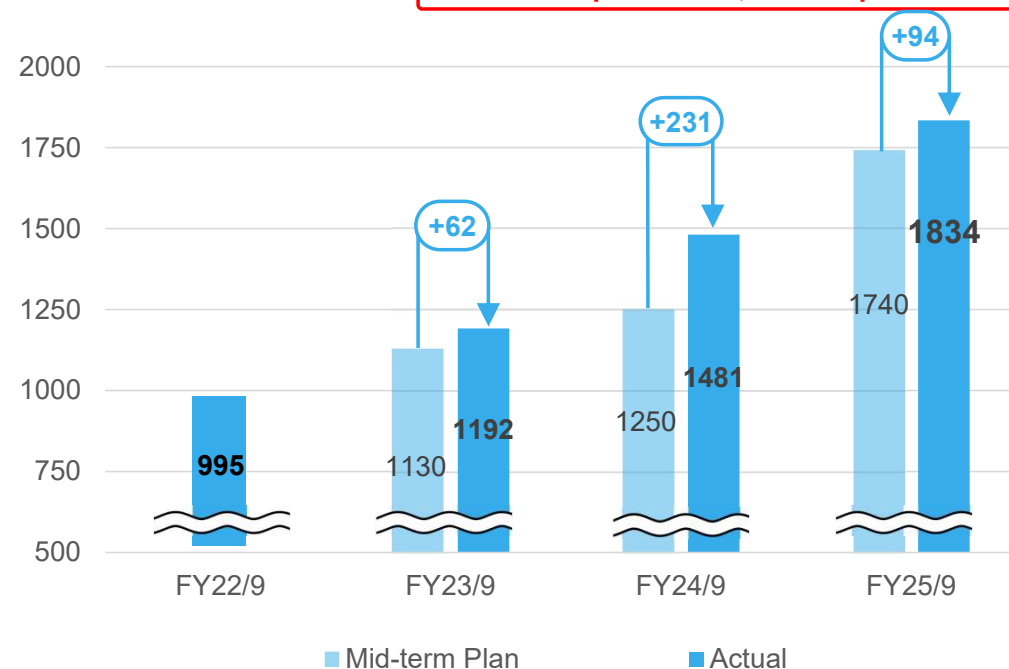
DX Promotion Business revenue (FY25/9)
Unit: million yen

Direct sales : 78%
Agency sales : 22%



Number of companies that installed RPA Robo-Pat DX
(disclosed May 24, 2023; compared against mid-term management plan)
Unit: number of company

FY25/9 target: upwards revision from 1,380 companies to 1,740 companies



External Evaluation of RPA “Robo-Pat DX”

RPAロボパットDXが『最強ITツール』として
過去3年連続5位以内にランクイン

2023年 **第1位**
(約7,300 製品中)

2024年 **第2位** を獲得!
(約10,000 製品中)

2022年 **第4位**
(約5,000 製品中)

ITreview
Best Software
in Japan 2024
★ TOP 50 ★

ITreview Best Software in Japan 「ビジネスパーソンから最も支持を集めたツール」

"Powerful IT Tools" Top 5 for the past 3 consecutive years

Review site “ITreview”

ITreview Best Software in Japan 2024、ITreview Best Software in Japan 2023、
ITreview Best Software in Japan 2022

FCE RPA Robo-Pat DX

BOXIL SaaS
AWARD 2025
部門1位
BOXILセクション

4年
連続

RPA ロボパットDXが
「BOXIL SaaS AWARD 2025」にて

BOXIL セクションRPA部門で
1位に選出!

BOXIL SaaS AWARD 2025,
for the recognition of the most highly rated SaaS:

Ranked No.1
in the BOXIL SaaS Section RPA Category

(SaaS comparison website “BOXIL SaaS” / March 5, 2025)



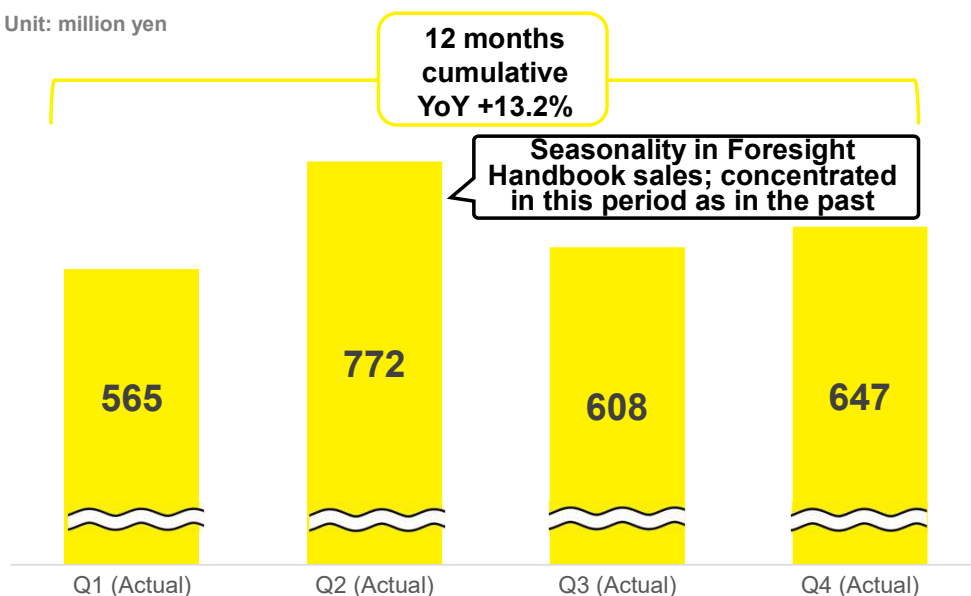
FY25/9 Full Year

Business Results for the Education and Training Business

- Education and Training Business revenue increased by +13.2% YoY (12 months cumulative), mainly due to an increase in revenues from Smart Boarding
- Smart Boarding, our focus business, increased in revenue by +36.4% YoY (12 months cumulative)

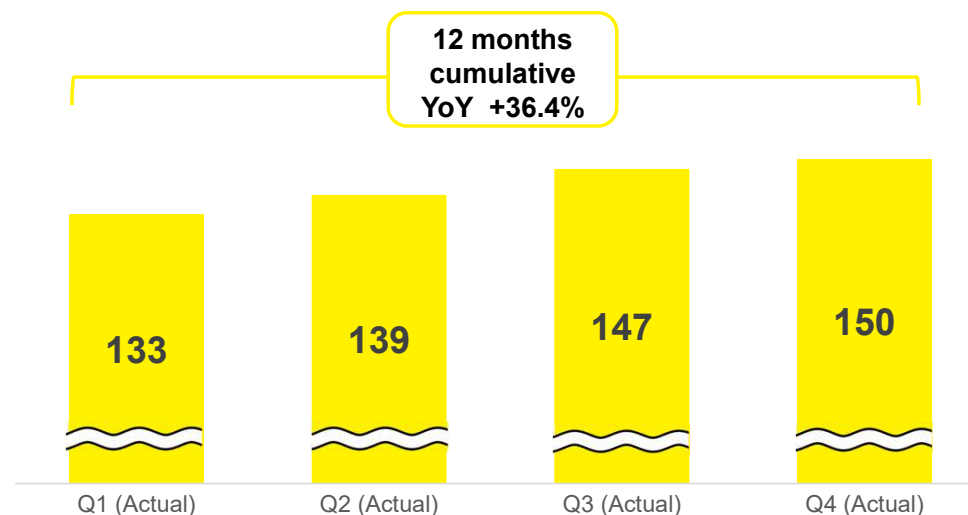
Education and Training Business revenue (FY25/9)

Unit: million yen



Smart Boarding revenue (FY25/9)

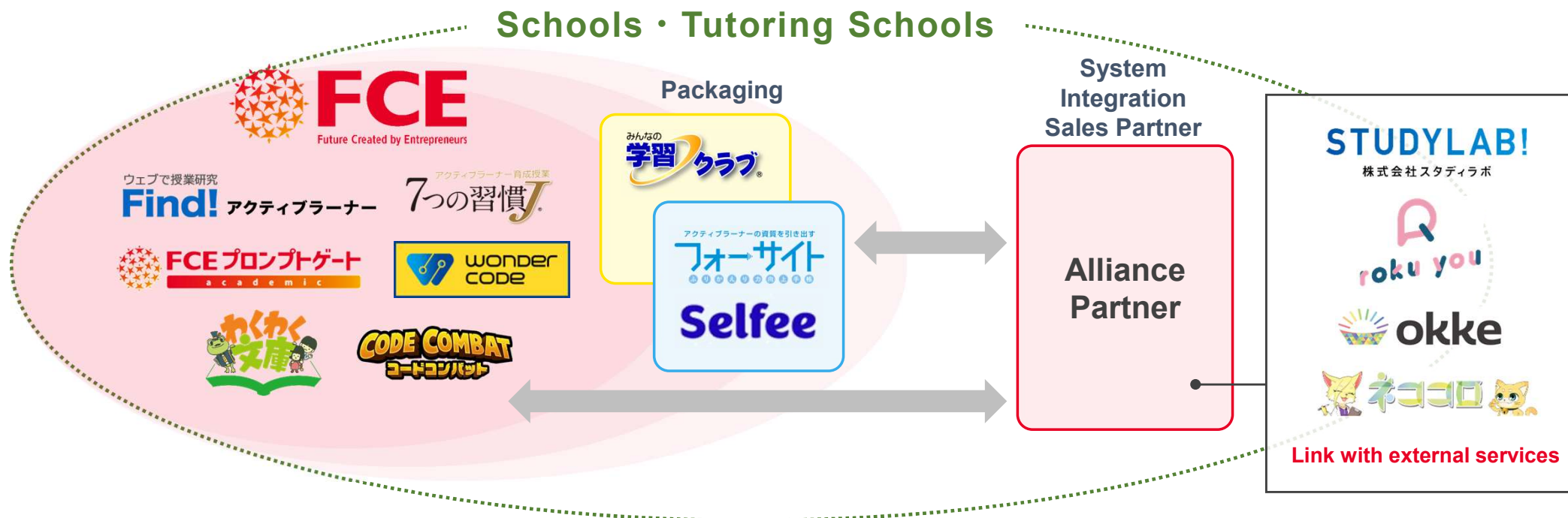
Unit: million yen



Strategy for Expansion of the Education Business

We aim to create value by linking our products to systems to increase user convenience and learning effectiveness.

We will create a mutual sales cooperation system through collaboration with other companies to promote the spread of our products in the market.



Characteristics of Newly Linked External Services

We will enhance the value of education through collaboration that leverages the product strength and customer base of our partners.



Bringing world-standard SEL* education to Japan

Rokuyou

SEL-based curricula and programs



FCE

Provided “7 Habits J®” to a cumulative total of 357,000 people and the “Foresight Handbook” to 1,200 schools



Simplified and easy-to-implement package to be provided to schools nationwide



okke: Search-based learning app for junior high and high school students



Search for specific information such as high-quality educational videos, study methods, and career information. Create a learning environment that is conducive to concentration.

Dr.okke: Learning support tools for educational institutions



Ean easily create and distribute tests tailored to students' learning progress, with detailed explanations and related videos automatically linked to each question.



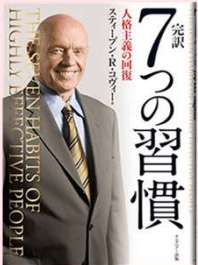
App for supporting the mental and physical health of schoolchildren



Note: SEL (Social Emotional Learning) is an educational method that systematically nurtures so-called “non-cognitive abilities” such as self-awareness, self-management skills, interpersonal skills, empathy, and responsible decision-making.

Business Alliance for “7 Habits × Self-Coaching” and Expansion Strategy Progress

We will create new business expansion opportunities, such as business alliances with companies that have a customer base and expansion into schools.



7つの習慣
×
Self Coaching

第1の習慣
×
Self Coaching
by 7つの習慣J



Partnerships



“Daiei”
Qualification
School



TAC
Qualification
school

SEYFORT

Seyfort Ltd.
(beauty industry)

結婚相談所



IBJ Inc.
match-making
industry



Expanding to private and public junior high
and high schools

We have released a program to nurture student autonomy, “The First Habit × Self-Coaching by 7 Habits J®”.

Currently, 16 schools have introduced this program, and the number of schools considering its introduction is increasing every month.

7コマで、授業・学級・部活動全ての教育活動を活性化させる
主体性教育の基礎

第1の習慣
×
Self Coaching
by 7つの習慣J



Currently planning further various partnerships



IR information



If you have any comments or questions regarding this presentation or other IR information, please contact us via e-mail, IR inquiry form, or official IR Twitter.

ir@fce-hd.co.jp



The corporate website contains financial results presentation materials, Q&A sessions, analyst reports, and other information.

<https://fce-hd.co.jp/ir/>



Our official X (Twitter) account is used to disseminate information as appropriate.

https://x.com/fce_ir



Forward-Looking Statements

This document contains forward-looking statements regarding our Company and our Group, including forecasts, plans for the future, and management objectives.

These forward-looking statements are based on current assumptions about future events and trends, and there can be no assurance that such assumptions will prove accurate. A number of factors could cause actual results to differ materially from those discussed in this document.

Unless otherwise indicated, the financial data presented in this document are presented in accordance with accounting principles generally accepted in Japan.

The Company and its Group companies do not necessarily revise the forward-looking statements already made, whether as a result of future events or otherwise, except as required by disclosure rules.