Financial Result Briefing

Nine Months of Fiscal Year ending November 30, 2026 (FY2026)

GRCS Inc.

Securities code: 9250

October 15, 2026

Disclaimer

This material contains forward-looking statements based on estimates. These forward-looking statements are based on the information available as of the date of publication of this material.

These forward-looking statements should not be construed as a guarantee of future results or performance figures. Such forward-looking statements inherently contain known and unknown risks and uncertainties. Consequently, actual results and financial conditions may differ significantly from the forecasts of future performance and results explicitly or implicitly indicated by the forward-looking statements.

Factors that may cause significant differences from results described in such statements include, but are not limited to, changes in domestic and international economic conditions and trends in the industries in which we operate.

In addition, information regarding matters and organizations other than ourselves is based on publicly available information. Note that we have not verified, nor do we guarantee, the accuracy or appropriateness of such publicly available information.

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1 . Financial Results for Nine Months of FY2026 Ending November 2026

FY2026 Q3 Result

The core GRC *1 Security Business performed strongly, achieving revenue and profit growth
The Financial Technology Business fell short of the plan due to
suspension of a large-scale project in the previous fiscal year

Net sales	Gross profit margin	EBITDA ※2	Operating profit
2,663 million yen	26.8 %	66 million yen	- 35 million yen
+ 8.0 % year on year	- 2.0pt year on year	+ 27.9 % year on year	+ 51 million yen year on year

Full-Year Forecast

- ✔ GRC Security Business is expected to exceed the plan
- ✔ Estimated losses of 434 million yen expected in the Financial Technology Business through fiscal year-end, leading to a revision of the full-year earnings forecast
- ✔ Eliminate negative net worth within FY2026 through capital enhancement and improve the revenue structure toward FY2027

*1：GRC＝Governance, Risk, and Compliance : An integrated framework for sound enterprise management
*2：EBITDA＝ Operating profit + Depreciation + Goodwill amortization

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Financial Results Highlights

(Millions of yen)	FY2025 Q3	FY2026 Q3	Change amount	Change ratio	FY2026 forecast (as of January 2026)	Progress rate (vs. full-year forecast)
Net sales	2,465	2,663	197	8.0%	3,678	72.4%
Gross profit	711	714	2	0.4%	1,087	65.7%
Gross profit margin	28.9%	26.8%	(2.0pt)	—	29.6%	(2.7pt)
SG&A expenses	798	750	(48)	(6.1%)	968	77.4%
EBITDA	52	66	14	27.9%	235	28.4%
Operating profit (loss)	(86)	(35)	51	—	119	—
Ordinary profit (loss)	(110)	(53)	56	—	100	—
Profit (loss) attributable to owners of parent	(85)	(55)	30	—	67	—

*： EBITDA=Operating profit + Depreciation + Goodwill amortization

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- ✔ An impairment loss of 353 million yen in the Financial Technology Business is anticipated in FY2026 full-year results
- ✔ Provision for doubtful accounts of 81 million yen is anticipated

Extraordinary Loss (Impairment Loss)

- ✓ Reviewing the recoverability of software and goodwill in the Financial Technology Business in light of recent results, reflecting delayed progress against initial plans
- ✓ An extraordinary loss of up to 353 million yen is anticipated for impairment losses on software and goodwill based on current estimates
- ✓ Decreased software and goodwill amortization expenses from FY2027 onward will support operating profit recovery

Allowance for Doubtful Accounts

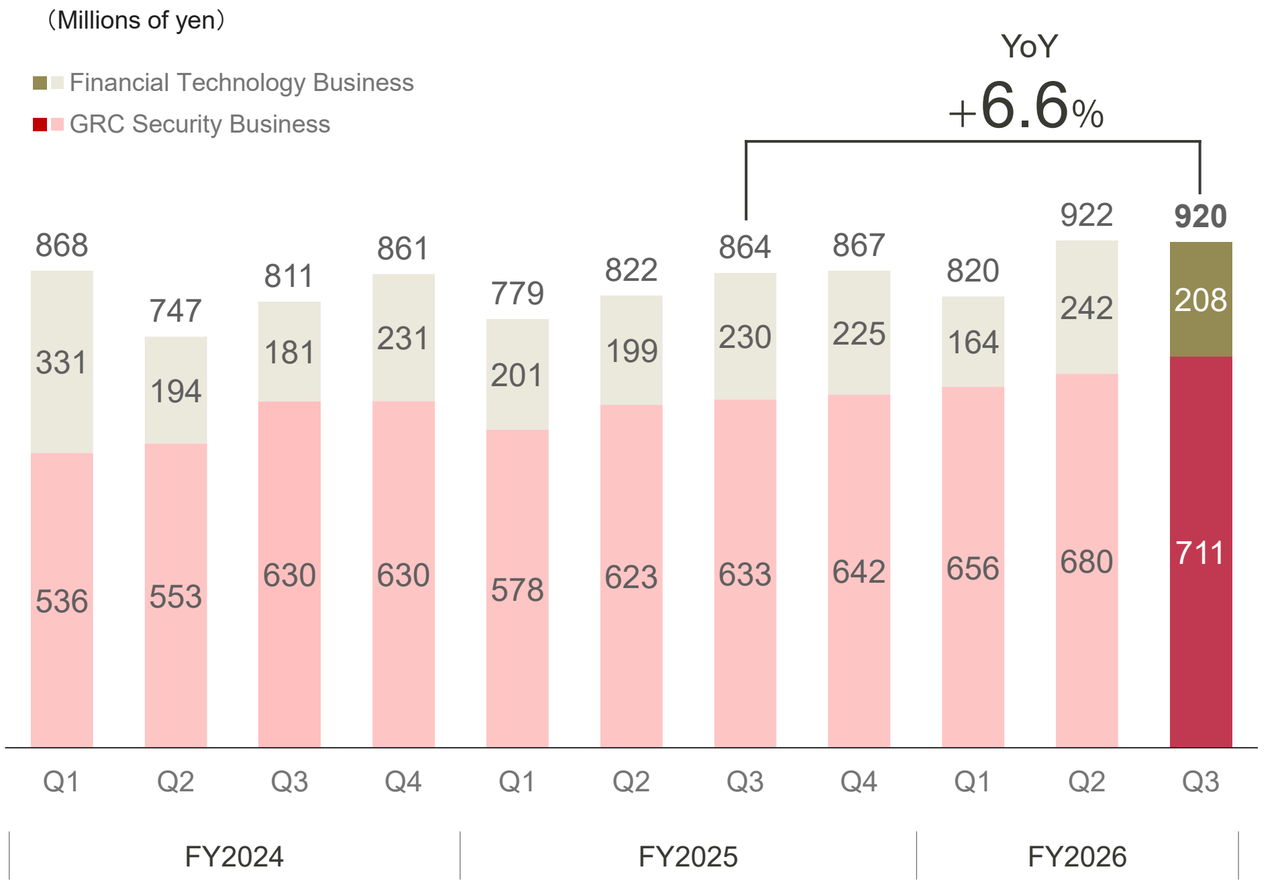
- ✓ A provision for doubtful accounts of 81 million yen is anticipated in Q4, reflecting recoverability concerns over certain fulfilled contract assets related to a large-scale securities project suspended since FY2025 in the Financial Technology Business

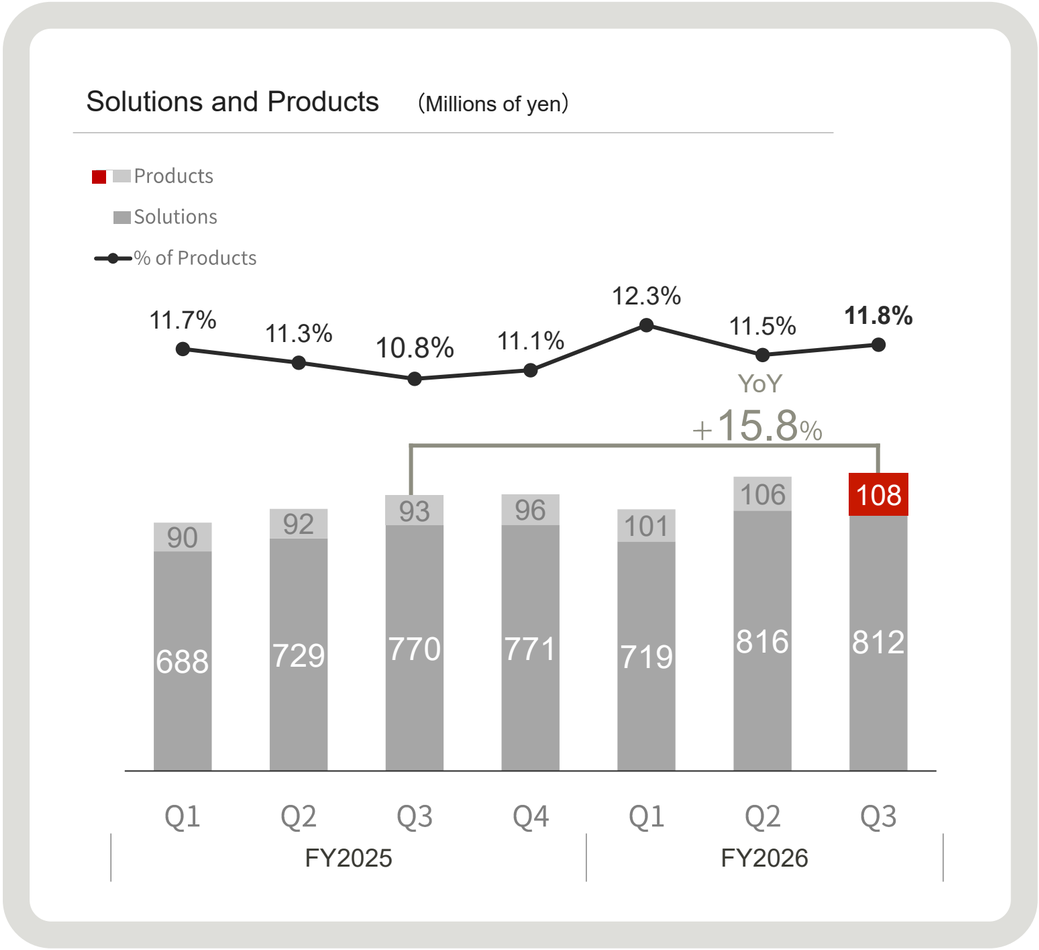
Any disclosable information will be promptly announced in an appropriate manner once available.

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Quarterly Trends in Net Sales

- ✔ Core GRC Security Business sustained client expansion, while Financial Technology Business experienced order delays
- ✔ Product sales increased 15.8% YoY, driven by growing demand for enhanced security measures and risk management DX

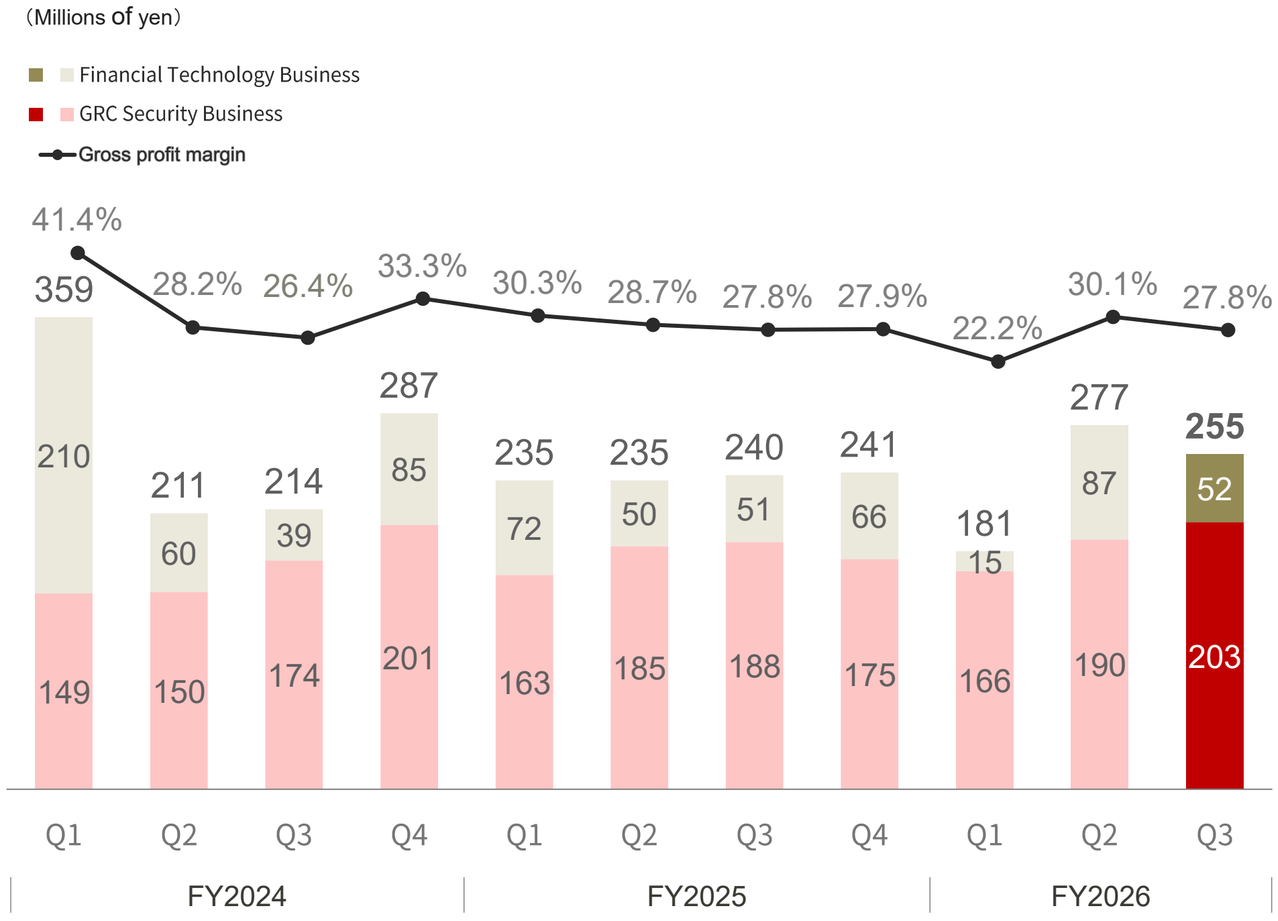


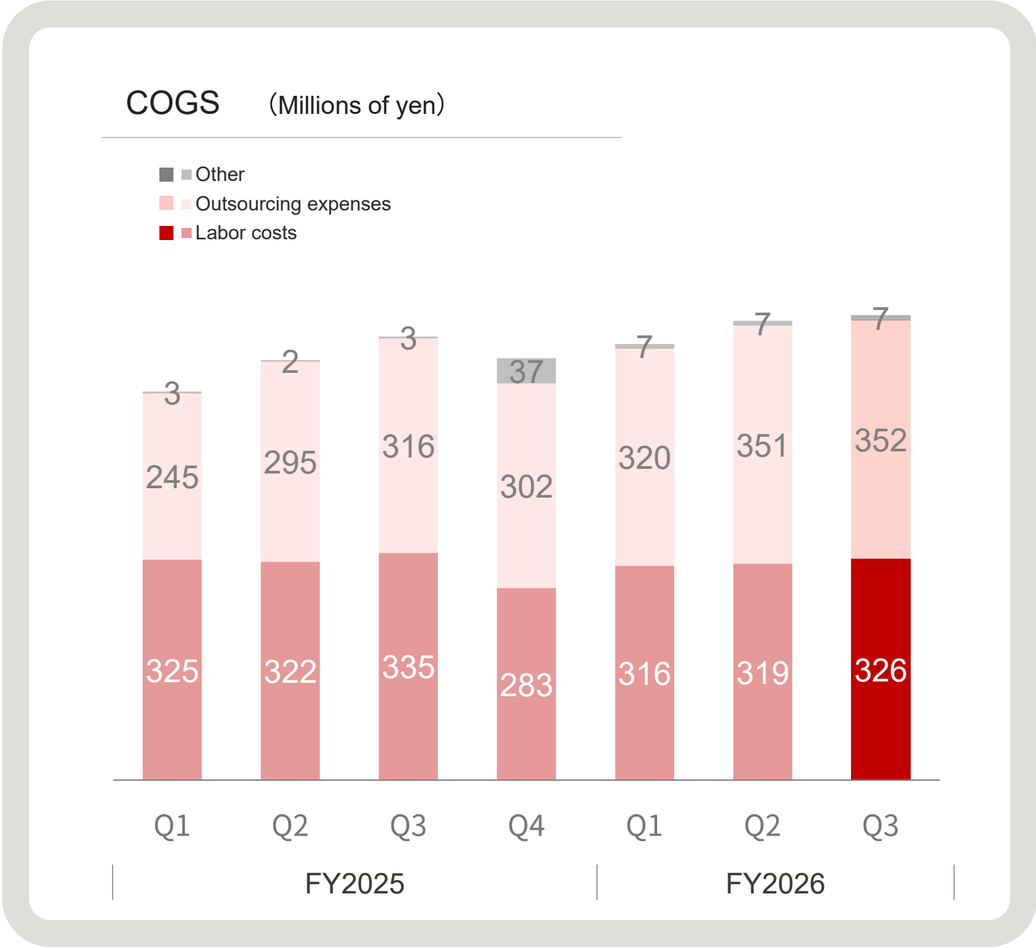


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Quarterly Trends in Gross profit & Gross profit margin

- ✔ Gross profit increased in the GRC Security Business, driven by revenue expansion
- ✔ Financial Technology gross profit fell short, weighed down by revenue underperformance despite flat cost of sales





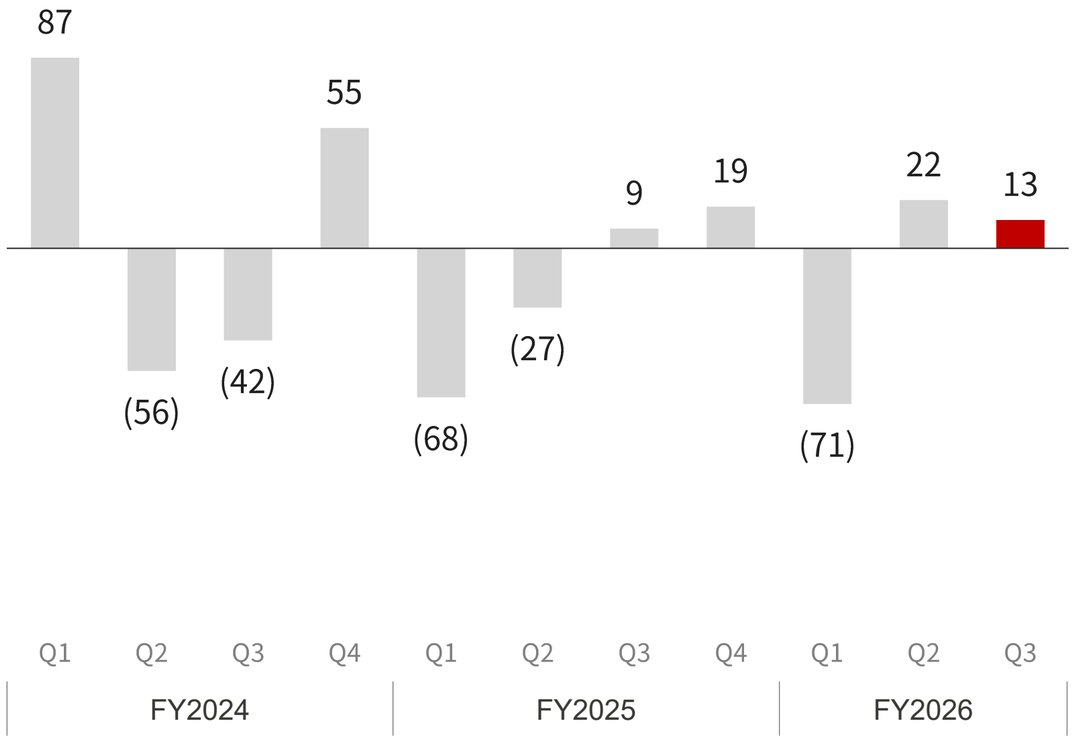
* : Beginning this fiscal year, financial data has been reclassified into two segments and retroactively restated for previous years

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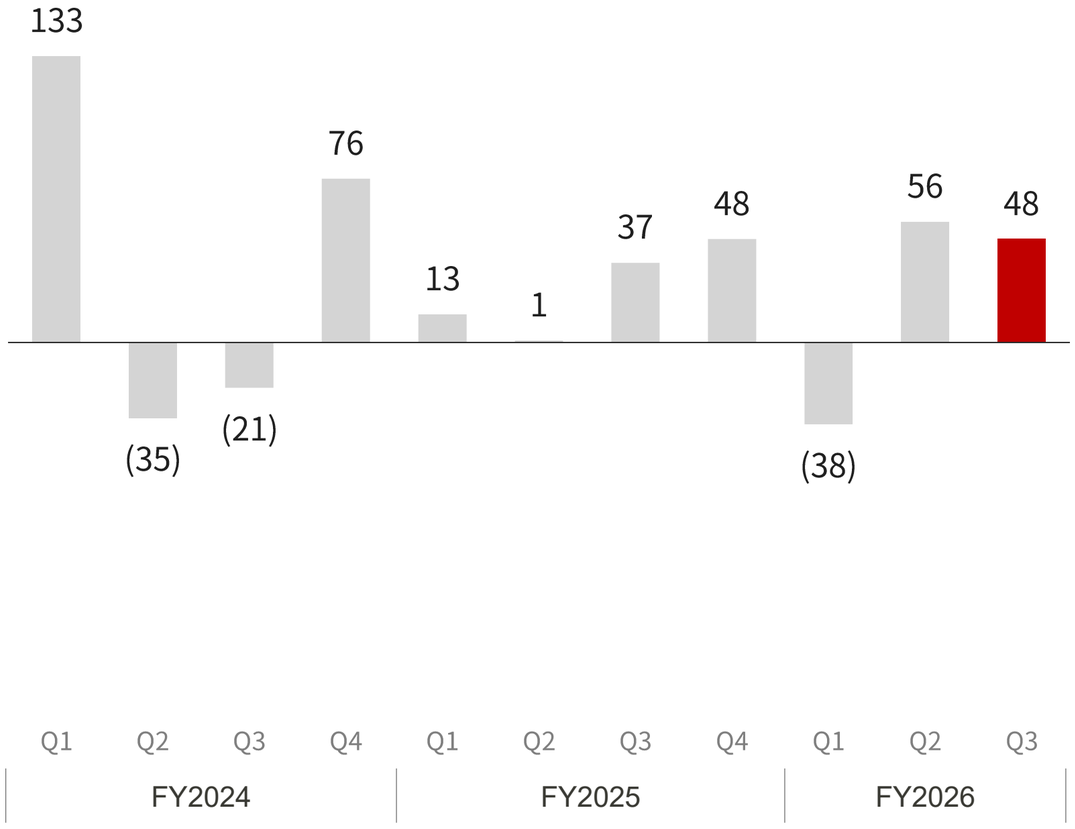
Quarterly Trends in Operating Profit and EBITDA

✔ Operating profit and EBITDA remained positive, supported by controlled SG&A expenses

Operating profit （Millions of yen）



EBITDA （Millions of yen）



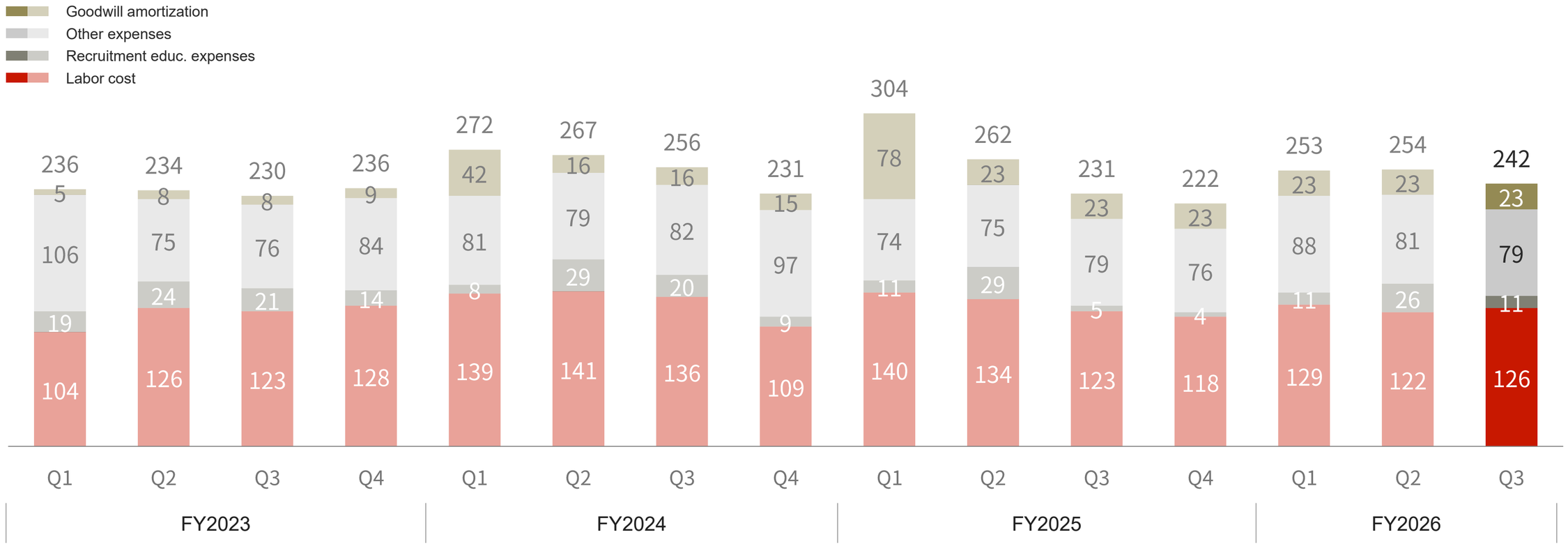
* : EBITDA=Operating profit + Depreciation + Goodwill amortization

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Quarterly Trends in SG&A expenses

✔ Costs remained controlled despite expenses for subsidiary establishment and human capital investments

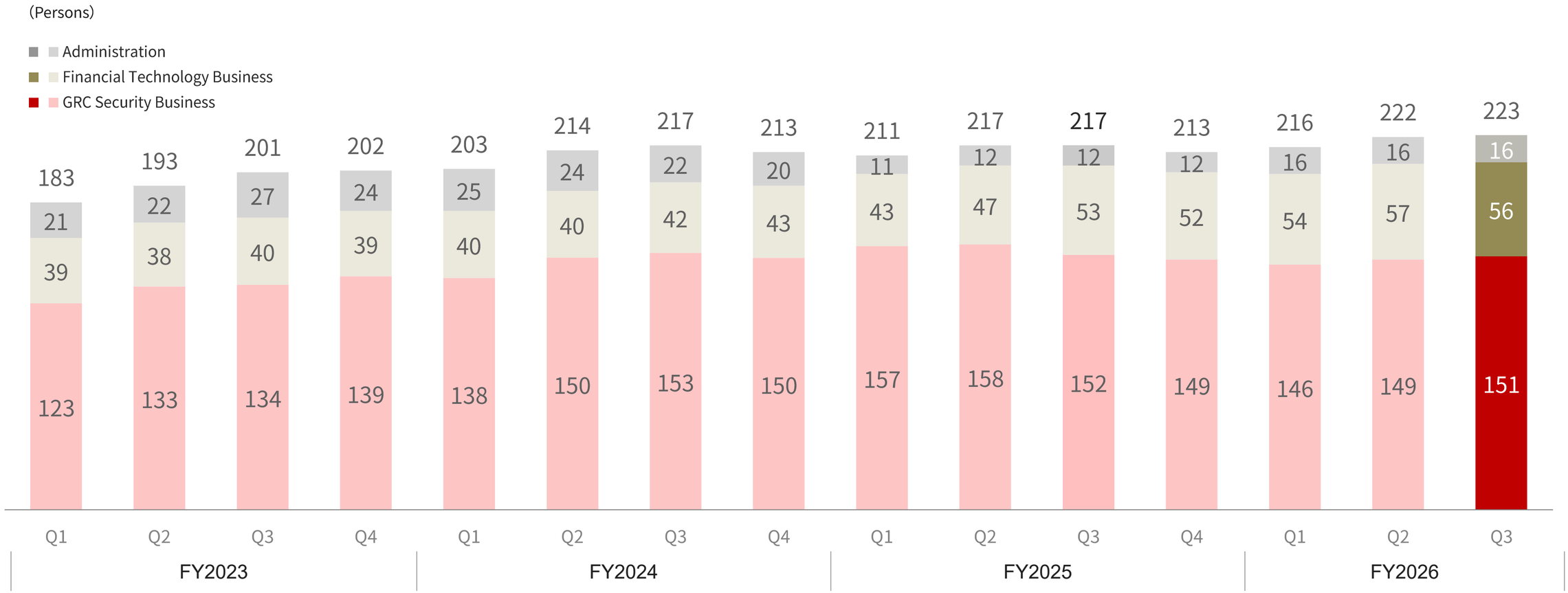
（Millions of yen）



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Quarterly Headcount Trends

- ✔ Headcount remained flat as turnover offset on-track recruitment
- ✔ Continue active recruitment



* : Beginning this fiscal year, financial data has been reclassified into two segments and retroactively restated for previous years

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Balance sheet

- ✔ Negative net worth eliminated as of end-August 2026
- ✔ Drive earnings structure improvements and capital enhancement measures to stabilize the financial base

（Millions of yen）	FY2025 Result	FY2026 3Q Result	Change amount
Current assets	1,069	937	(131)
Cash and deposits	530	308	(222)
Non-current assets	643	626	(16)
Total assets	1,713	1,564	(148)
Current liabilities	927	971	43
Non-current liabilities	881	587	(294)
Total liabilities	1,809	1,559	(250)
Shareholders’ equity	(136)	(27)	108
Total net assets	(95)	5	101
Total liabilities and net assets	1,713	1,564	(148)

* See P.22 for future outlook

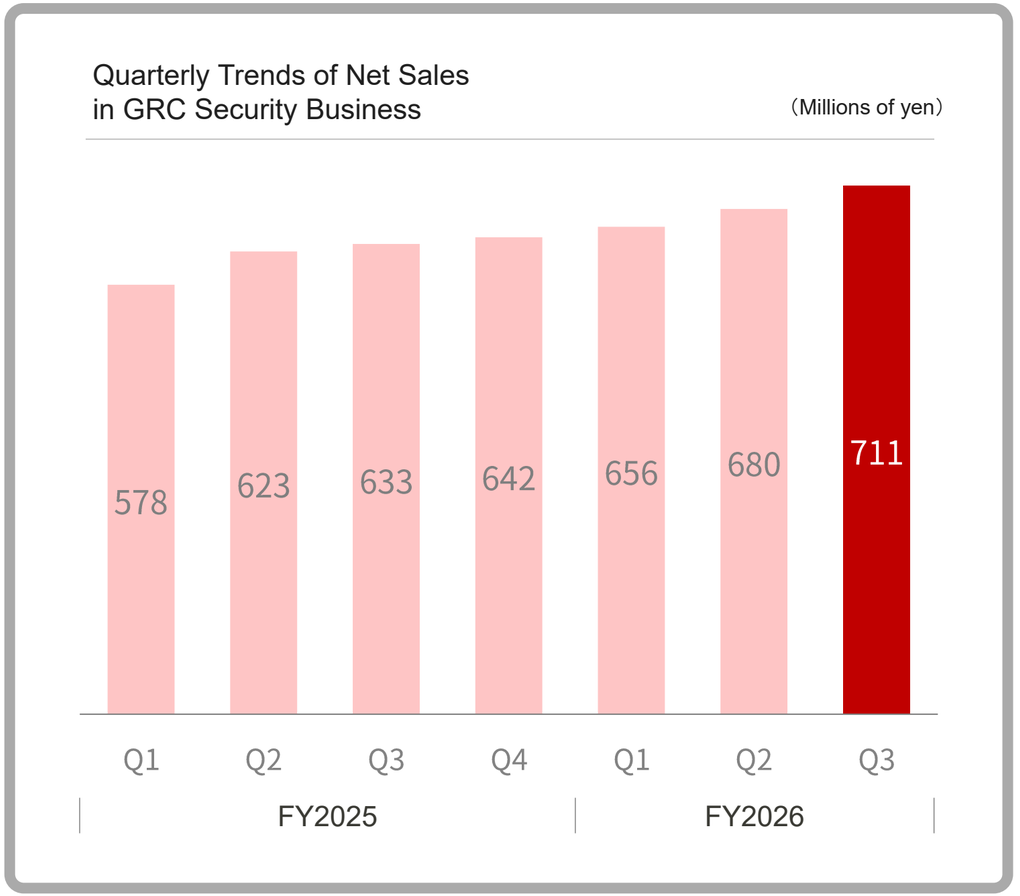
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2 . Progress by Business Segment

FY2026 Q3 Result

- Continued strong progress in upselling existing clients, securing additional large-scale project
- Growing inquiries for AI governance services and security solutions drove new client wins, contributing to revenue
- Gross margin declined YoY on increased outsourcing costs, while profitability showed an improving trend

(Millions of yen)	FY2025 Q3	FY2026 Q3	Change amount	Change ratio	FY2026 forecast (As of January2026)	Progress rate (vs. full-year forecast)
Net sales	1,835	2,048	212	11.6%	2,676	76.5%
Gross profit	537	559	22	4.2%	714	78.3%
Gross profit margin	29.3%	27.3%	(1.9pt)		26.7%	＋0.6pt



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Support enterprise shadow AI countermeasures and secure AI utilization through collaboration with Elith Inc.



GENFLUX Security

Provide comprehensive support packages for shadow AI risks

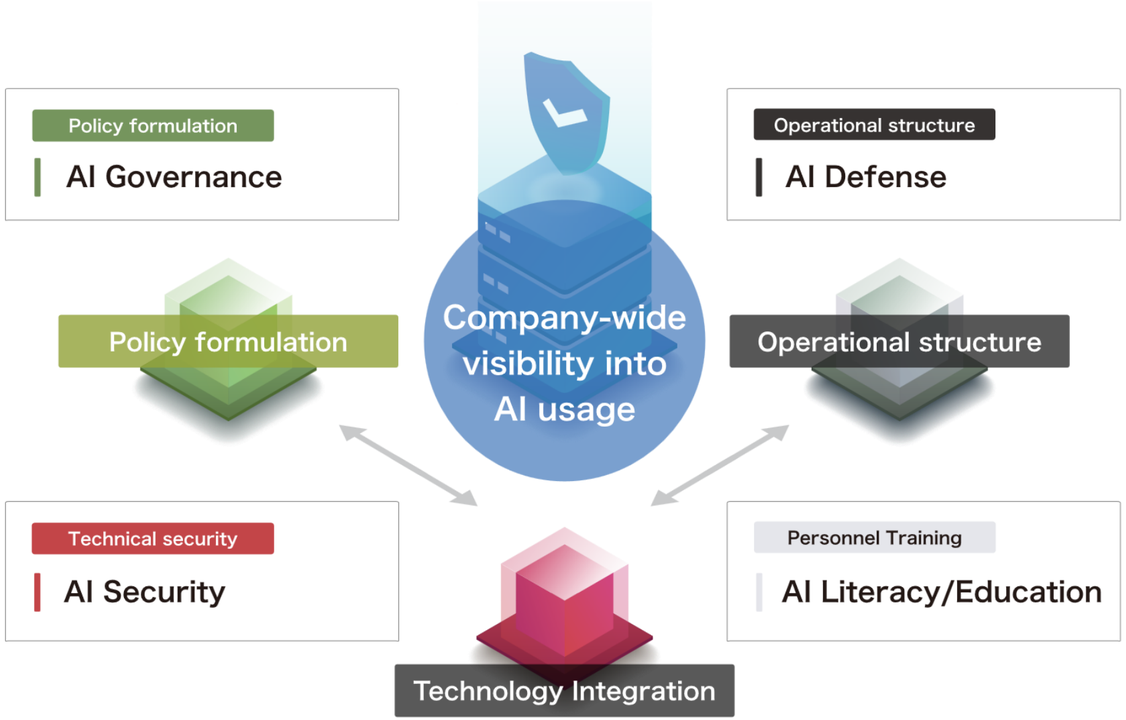
- Enable secure business use and governance rather than outright bans against shadow AI data leak risks
- One-stop support covering AI guideline, literacy training, utilization assistance, and usage monitoring

Commenced offering "GENFLUX Security," a Generative AI Visibility and Control Tool

- Balancing productivity and security through pre-transmission real-time control and Japanese language support tailored to domestic regulations
- Easy implementation via browser extensions

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Establish company-wide AI adoption and governance against expanding enterprise AI risks



- Revamped services into a comprehensive framework across four areas (AI Security, AI Governance, AI Defense, and AI Literacy/Education) to provide tailored support for organizational needs

- Establish management-level visibility and governance over AI usage, eliminating unmonitored frontline discretion

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Q3 Highlights: Commenced offering continuous authentication security solution "DZ Security®"

Balances convenience and robust security via patented "Background Authentication®" technology



- Delivers a frictionless login experience without requiring passwords or one-time passwords (OTPs)
- Continuous user authentication ensuring post-login security

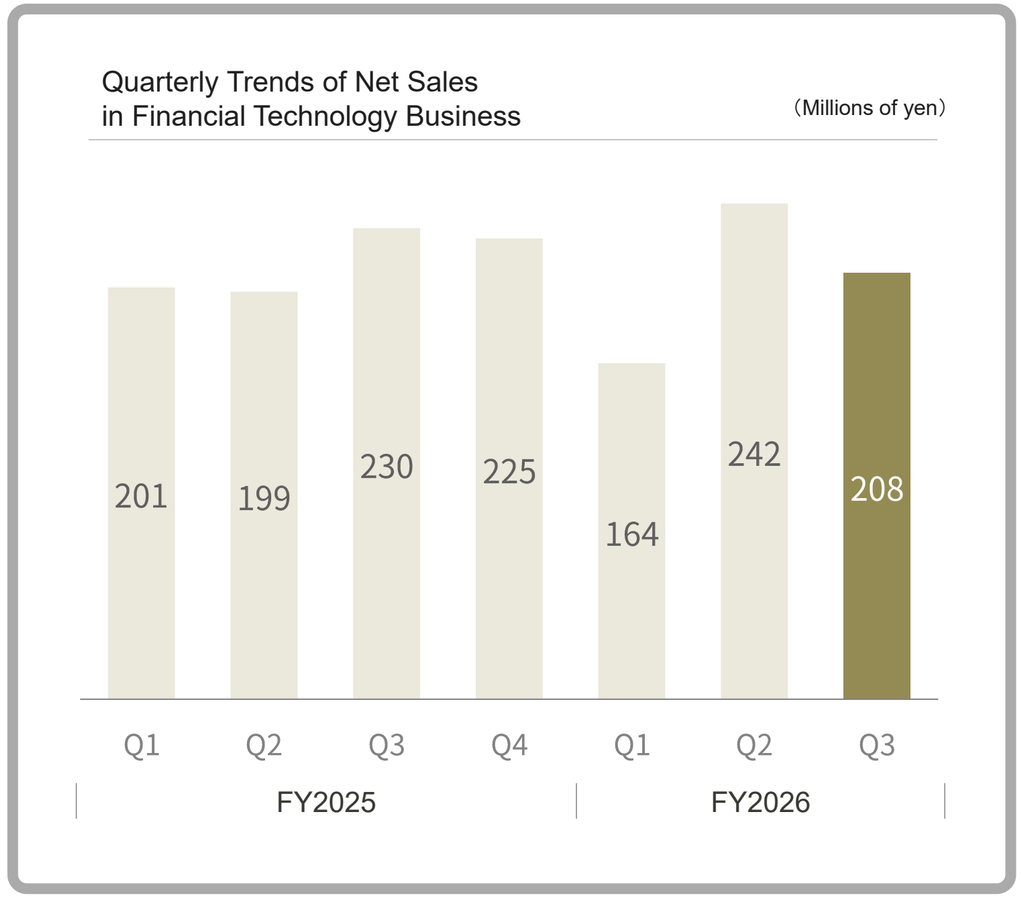
* "DZ Security" and "Background Authentication" are registered trademarks of AnchorZ Inc. in Japan.

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FY2026 Q3 Result

- ✔ Project interruption impacted sales activities, weighing on new project orders and high-margin license sales
- ✔ Gross profit fell short of the plan as net sales missed projections while cost of sales, including labor costs, remained flat

(Millions of yen)	FY2025 Q3	FY2026 Q3	Change amount	Change ratio	FY2026 forecast (As of January2026)	Progress rate (vs. full-year forecast)
Net sales	630	615	(14)	(2.4%)	1,001	61.5%
Gross profit	174	154	(19)	(11.2%)	373	41.5%
Gross profit margin	27.7%	25.2%	(2.5pt)		37.3%	(12.1pt)



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3 . Revision to Full-Year Earnings Forecast for FY2026

- ✔ Revised full-year earnings forecast; Net sales projected at 3,569 million yen (down 2.9% vs. initial plan)
- ✔ Operating loss projected at 130 million yen (down 249 million yen vs. initial plan) due to expected provision of allowance for doubtful accounts
- ✔ Revised net loss forecast to 512 million yen (down 580 million yen vs. initial plan), factoring in projected impairment losses

(Millions of yen)		FY2026		Vs. initial plan		YoY	
	FY2025	Initial plan	Revised forecast	Change amount	Change ratio	Change amount	Change ratio
Net sales	3,333	3,678	3,569	(108)	(2.9%)	235	7.1%
GRC Security	2,477	2,676	2,745	68	2.6%	268	10.8%
Financial Technology	856	1,001	824	(177)	(17.7%)	(32)	(3.8%)
EBITDA	100	235	6	(228)	(97.3%)	(93)	(93.6%)
Operating profit (loss)	(67)	119	(130)	(249)	—	(62)	—
Ordinary profit (loss)	(97)	100	(157)	(257)	—	(59)	—
Profit (loss) attributable to owners of parent	(527)	67	(512)	(580)	—	15	—

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Balance Sheet Full-Year Forecast

- ✔ Conducted a third-party allotment of shares to Fixstars Investment Corporation in February 2026
- ✔ Exercised share acquisition rights in May 2026
- ✔ Project net assets to return to positive within FY2026 through capital enhancement

（Millions of yen）	FY2025 Result	FY2026 Forecast	Change amount
Current assets	1,069	847	(222)
Cash and deposits	530	337	(193)
Non-current assets	643	267	(376)
Total assets	1,713	1,114	(599)
Current liabilities	927	1,074	146
Non-current liabilities	881	491	(390)
Total liabilities	1,809	1,565	(244)
Shareholders’ equity	(136)	(484)	(348)
Total net assets	(95)	(451)	(355)
Total liabilities and net assets	1,713	1,114	(599)

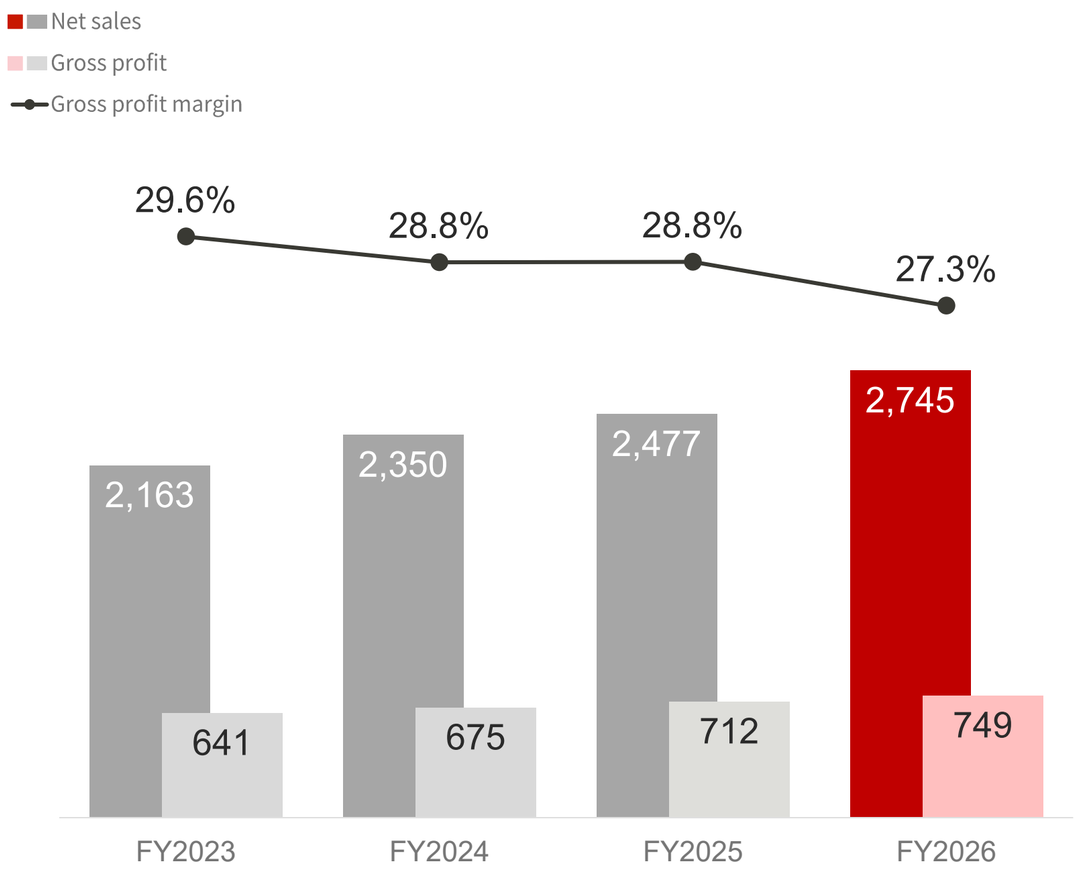
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Revision to Earnings Forecast by Business Segment

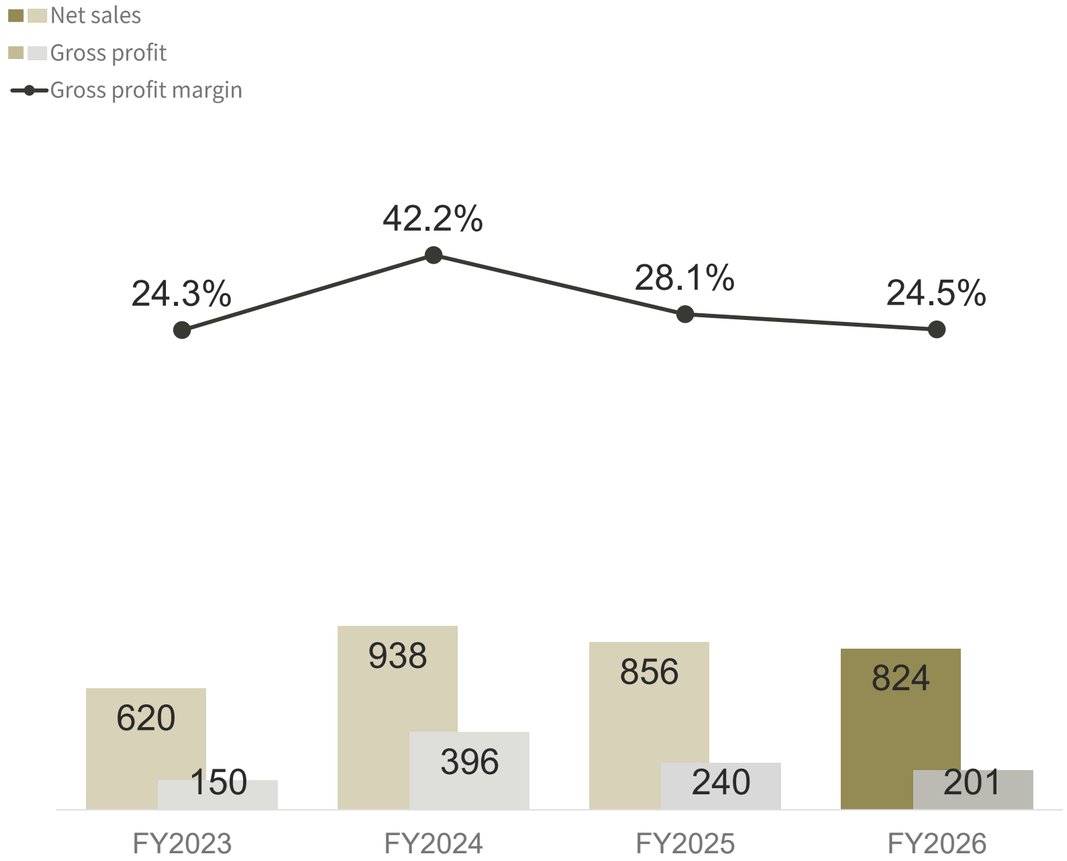
(Millions of yen)		FY2026 Initial plan	FY2026 Revised forecast	Vs. initial plan Change amount	Vs. initial plan Change ratio	Revision Factors
GRC Security	Net sales	2,676	2,745	68	2.6%	Strong Q3 performance exceeding targets, fueled by rising security demand and deeper client account penetration. Both net sales and gross profit on track to outperform full-year forecasts.
	Gross profit	714	749	34	4.8%	
	Gross profit margin	26.7%	27.3%	0.6pt	—	
Financial Technology	Net sales	1,001	824	(177)	(17.7%)	Net sales are projected to decline 17.7% due to delays in winning new projects, impacted by large-scale project interruptions from the previous fiscal year. Gross profit is projected to fall well below plan due to difficulties in reducing fixed cost of sales, including labor costs.
	Gross profit	373	201	(171)	(45.9%)	
	Gross profit margin	37.3%	24.5%	(12.8pt)		

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GRC Security (Millions of yen)



Financial Technology (Millions of yen)

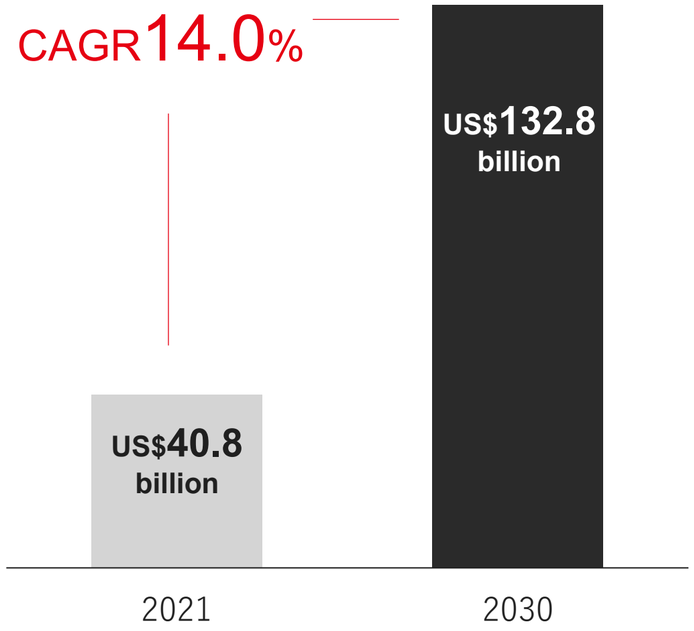


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4 . Growth Strategy towards 2030

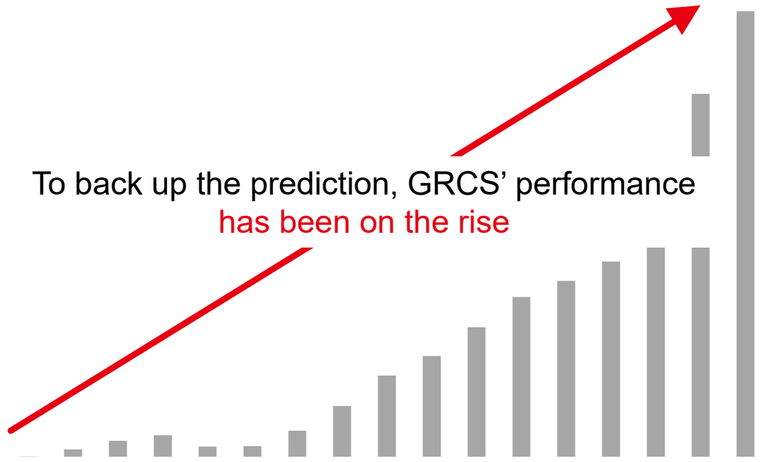
- ✔ No numerical figure is yet available for the domestic GRC market, but GRC and security controls are a pressing issue for Japanese companies
- ✔ The global GRC market is forecasted to grow by 14.0% annually on average; similar growth is anticipated for Japan

Global GRC market *



Growth of Japanese GRC market

Anticipate rapid market growth to catch up with Western markets, where GRC is standardized in corporate management



Drivers of Domestic Demand Growth

Operation

Growing complexity of regulations and disclosures

Mandatory audits and audit trails driving a shift from compliance to "operations"

Management Challenges

Security as a key management priority

Integrating risk and security operation

Centralization

Growing demand for integrated management

Rising demand for integrated platforms to centralize controls, third-party vendor management, and reporting

* : Prepared by GRCS based on the data from Grand View Research/Enterprise Governance, Risk & Compliance Market Size, Share & Trends Analysis Report By Component, By Software, By Services, By Organization Size, By Vertical, And Segment Forecasts, 2022 - 2030

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Strategic investment in AI integration

Establishing a leading position in the GRC and security sector by 2030

- ✔ Standardizing on-site insights from major corporations and financial institutions to be integrated with AI into products
- ✔ Providing implementation-ready solutions to empower a broader range of enterprises

1 Accumulation of **domain expertise**

2 Standardization through **AI** integration

3 Expanding customer base

4 Accumulating recurring revenue

AI × GRC Security Initiatives

Phase1 | 2026 **Strengthening the business core**

Aiming for 1,000 corporate clients

Phase2 | 2027-2028 **Expanding business scope**

Targeting 1.5 billion yen in operating profit

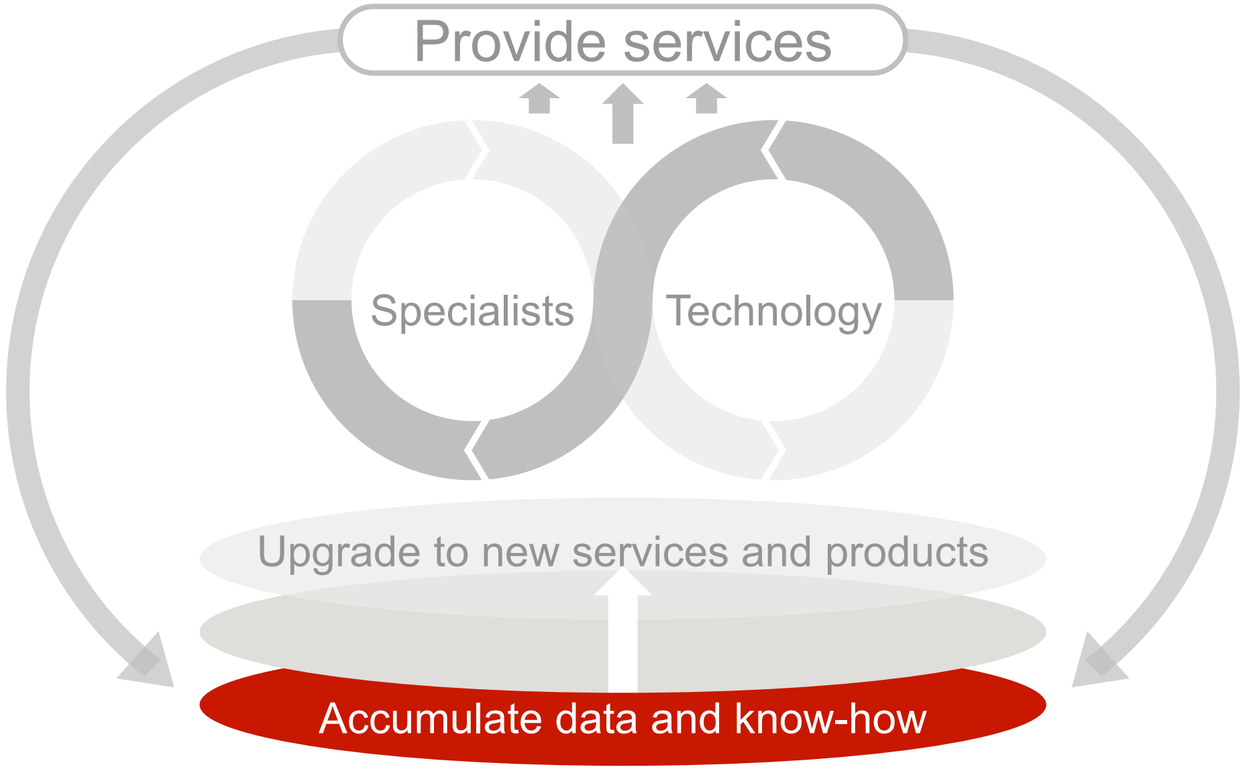
Phase3 | 2029-2030 **Establishing the industry standard**

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✔ Accumulated specialized GRC and security expertise over years of service delivery

Finance
Global
Telecom
Other
etc..

FY2025 Number of Clients: 216



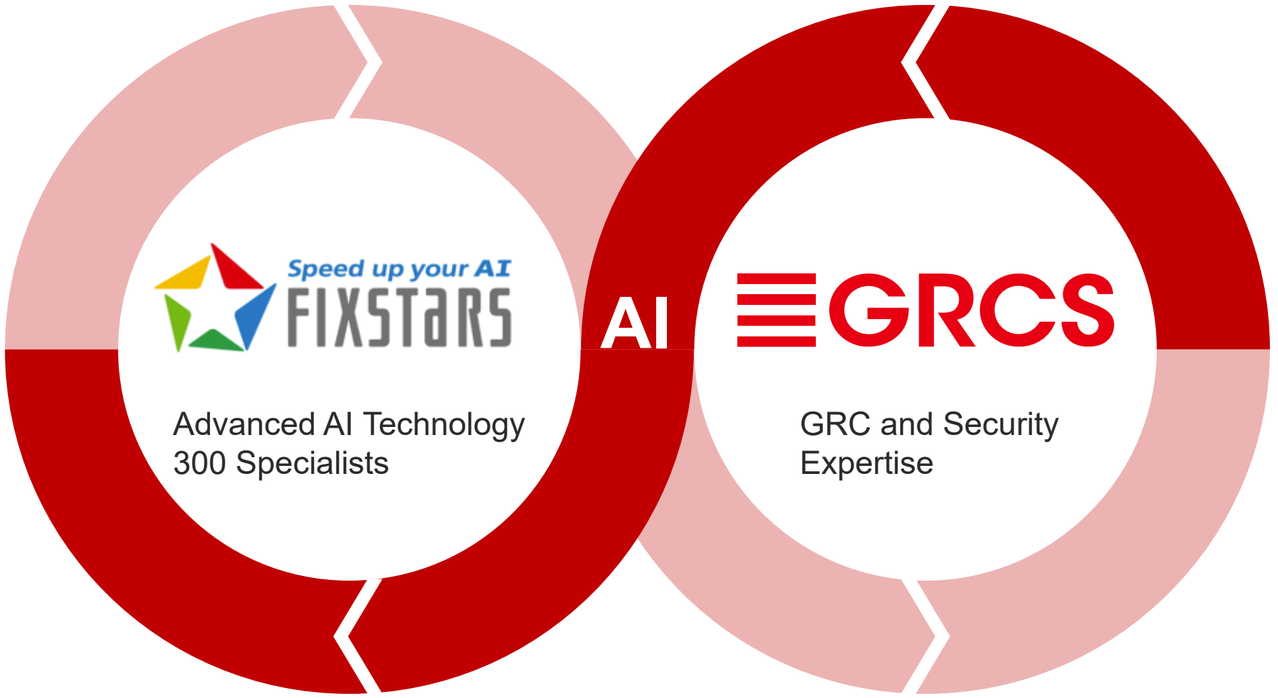
About 200 in-house specialists

Address challenges in highly regulated industries

A leading GRC specialist in Japan with a 17-year track record

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- ✔ Accelerate AI integration into GRC and security-focused products through capital and business alliance with Fixstars Corporation

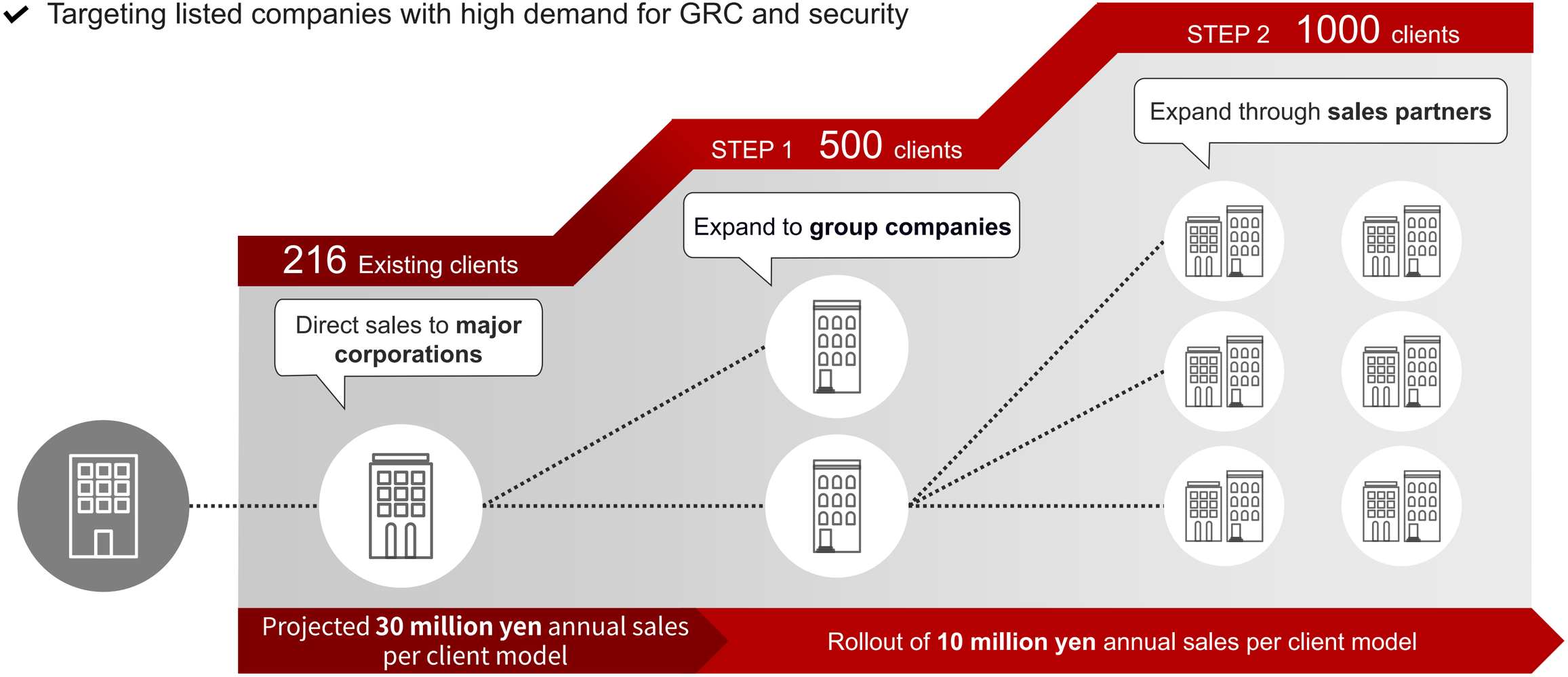


Joint development of unique AI models

Standardize complex GRC and security operations through AI	Expand target customer base	Projected annual sales of 10 million yen per client Model

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- ✔ Expand sales channels through existing major clients
- ✔ Leverage partnerships to acquire new clients
- ✔ Targeting listed companies with high demand for GRC and security



*：The chart illustrates the growth strategy and does not reflect actual client distribution.

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- ✔ Provide services addressing challenges in the rapidly growing GRC and security field
- ✔ Expand sales through cross-selling and upselling of newly developed services

Expand services from corporate demand to domestic market demand



Strict regulations | Supply chain risk | Integrated management

AI Governance | Security risk

etc...
Continued **growth in domestic demand**

GRCS

	Proprietary services	Third-party products
Governance	Reinforcing AI Governance support	OneTrust
Risk	ENTERPRISE RISK MT SUPPLIER RISK MT	empowered
Compliance	PCI DSS compliance support	OneTrust
Security	CSIRT MT.mSS 脆弱性ZTODAY Ransomware incident readiness assessment	netskope HP Sure Click Enterprise SOCRadar RidgeBot

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5 . Company Profile

MISSION

Accelerate Evolution

VISION

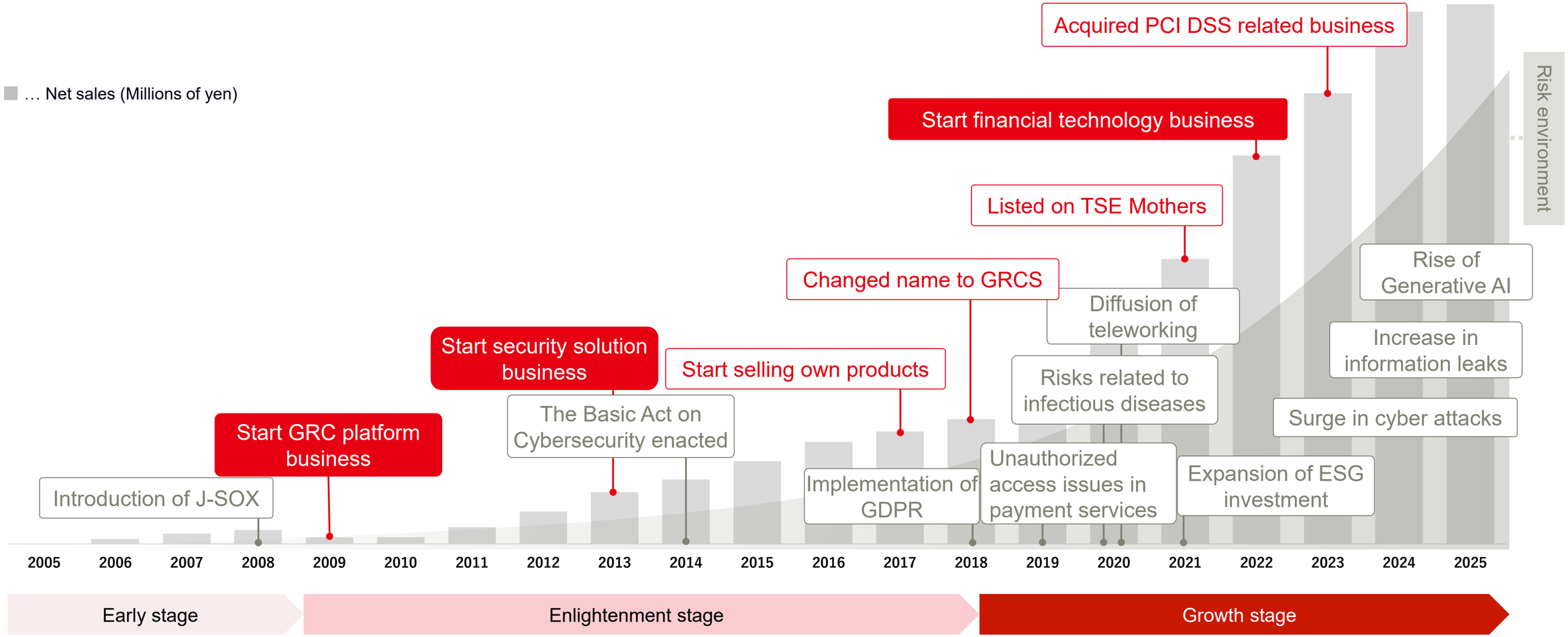
Tech Makes It Simple

Company name	GRCS Inc.
Founded	March 2005
Fiscal year	November each year
Paid-in capital	131 million yen (as of May 31, 2026)
Address	Palace Building 5F, 1-1-1 Marunouchi, Chiyoda-ku, Tokyo
Number of employees	213 (as of November 30, 2025, consolidated)

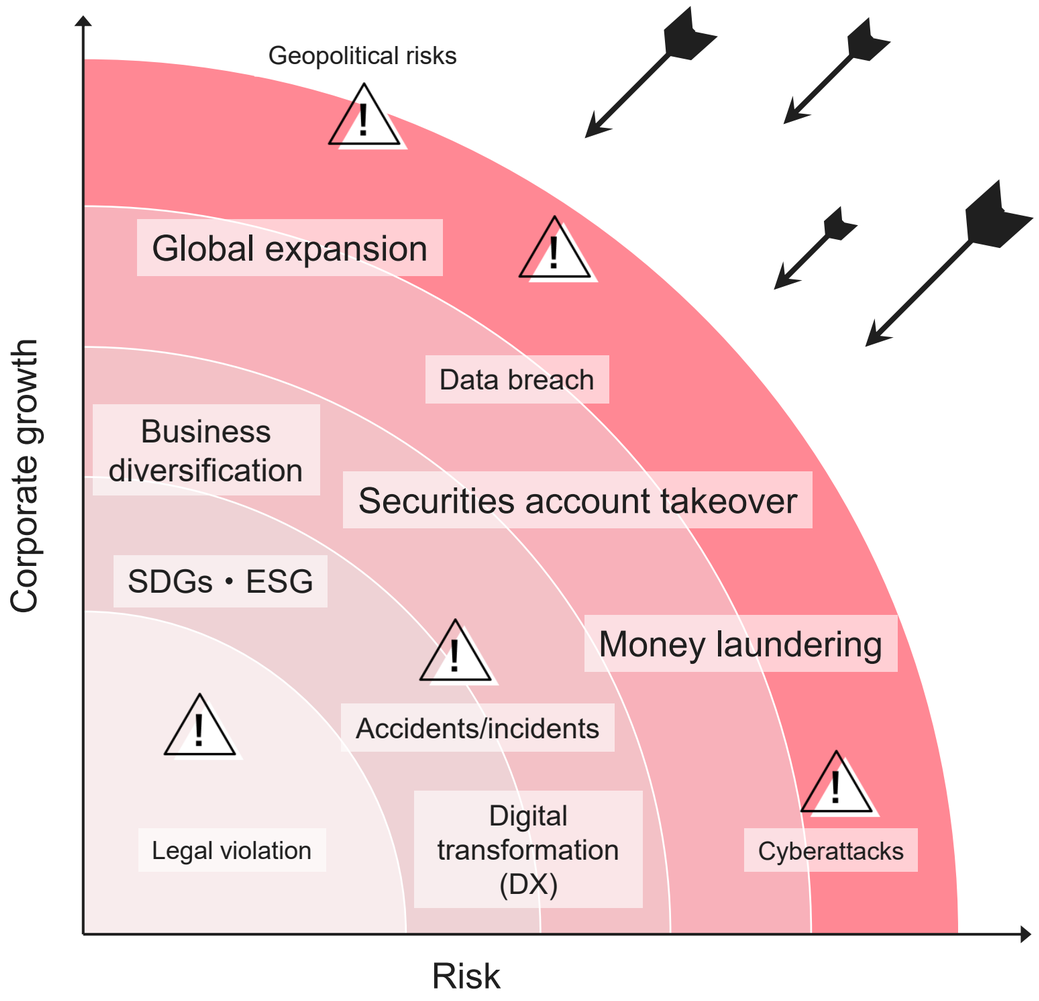
Officers	Yoshikazu Sasaki, President & Representative Director Takuya Tsukamoto, Director Ikue Tanaka, Director Atsushi Mochizuki, Director Keiichi Kubo, Outside Director Osamu Yamano, Outside Director Hisato Sato, Auditor Yasuo Shimada, Auditor Shino Iga, Auditor

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- ✔ Developed services in response to changing risk environments and achieved rapid growth
- ✔ Achieved 16 consecutive years of sales growth, beginning with the launch of the GRC business in 2009, followed by the security solution business in 2013, and the financial technology business in 2022



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Companies are exposed to more risks as they grow

Companies are inadequately organized to protect themselves

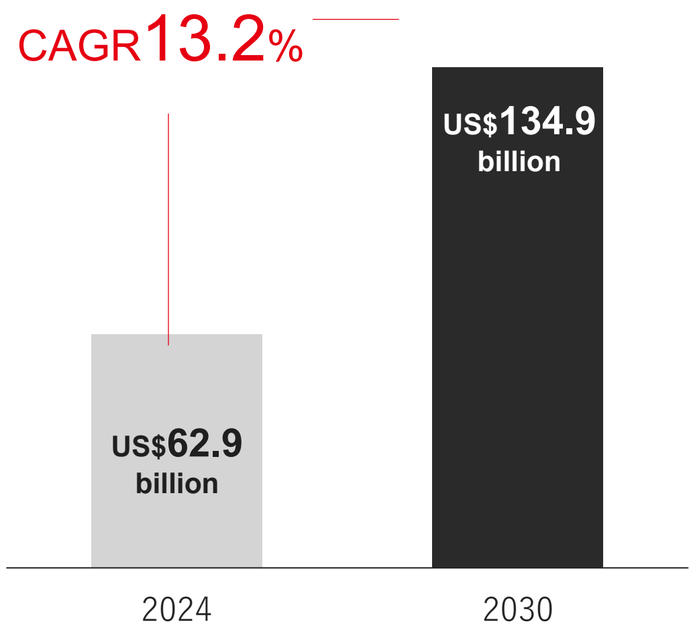
GRCS helps businesses grow most efficiently by reducing risks

G	Establish governance frameworks
R	Reinforce risk management
C	Enhance compliance mindset
S	Support security measures

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- ✔ No numerical figure is yet available for the domestic GRC market, but GRC and security controls are a pressing issue for Japanese companies
- ✔ The global GRC market is forecasted to grow by 13.2% annually on average; similar growth is anticipated for Japan

Global GRC market＊



Growth of Japanese GRC market

To catch up with the Western market, where GRC frameworks are already set in motion in business management, the Japanese market is likely to grow at a faster speed



A high-level risk management scheme is required due to compliance with overseas regulations or oversight by government agencies

▼

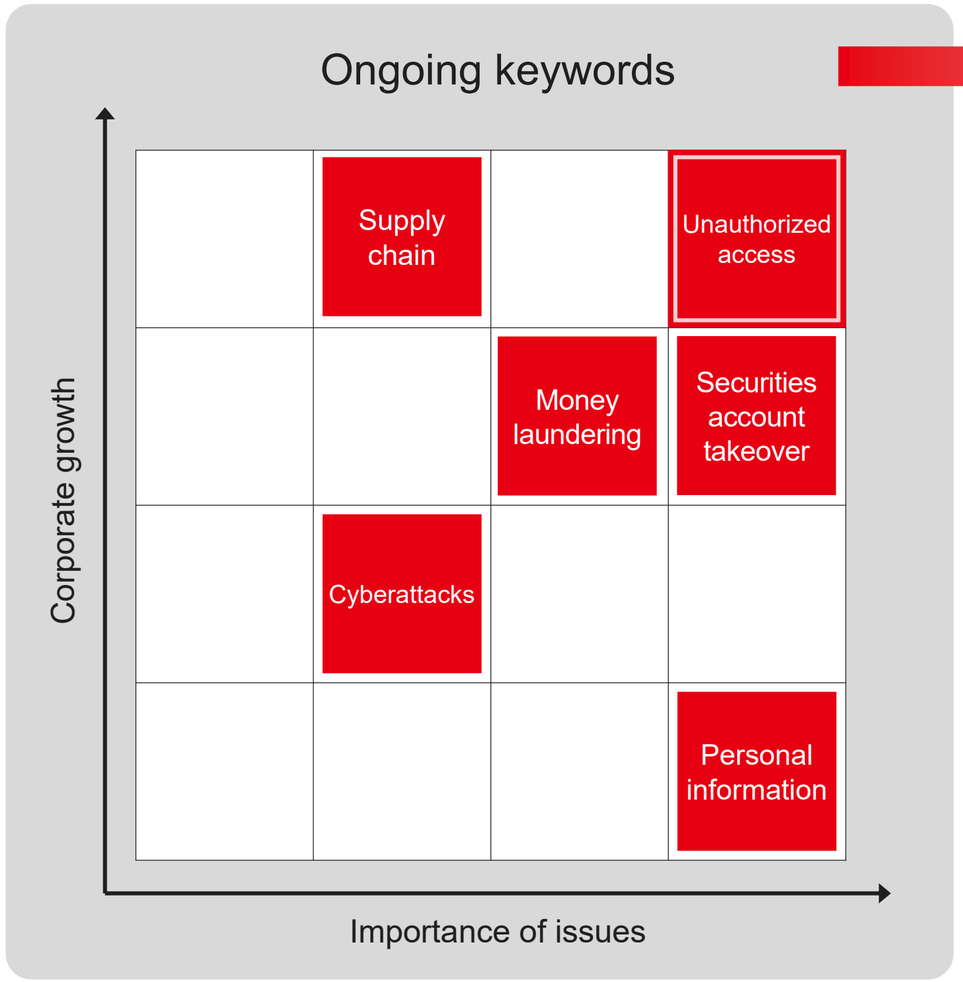
Demand is strong from industries under stricter regulations

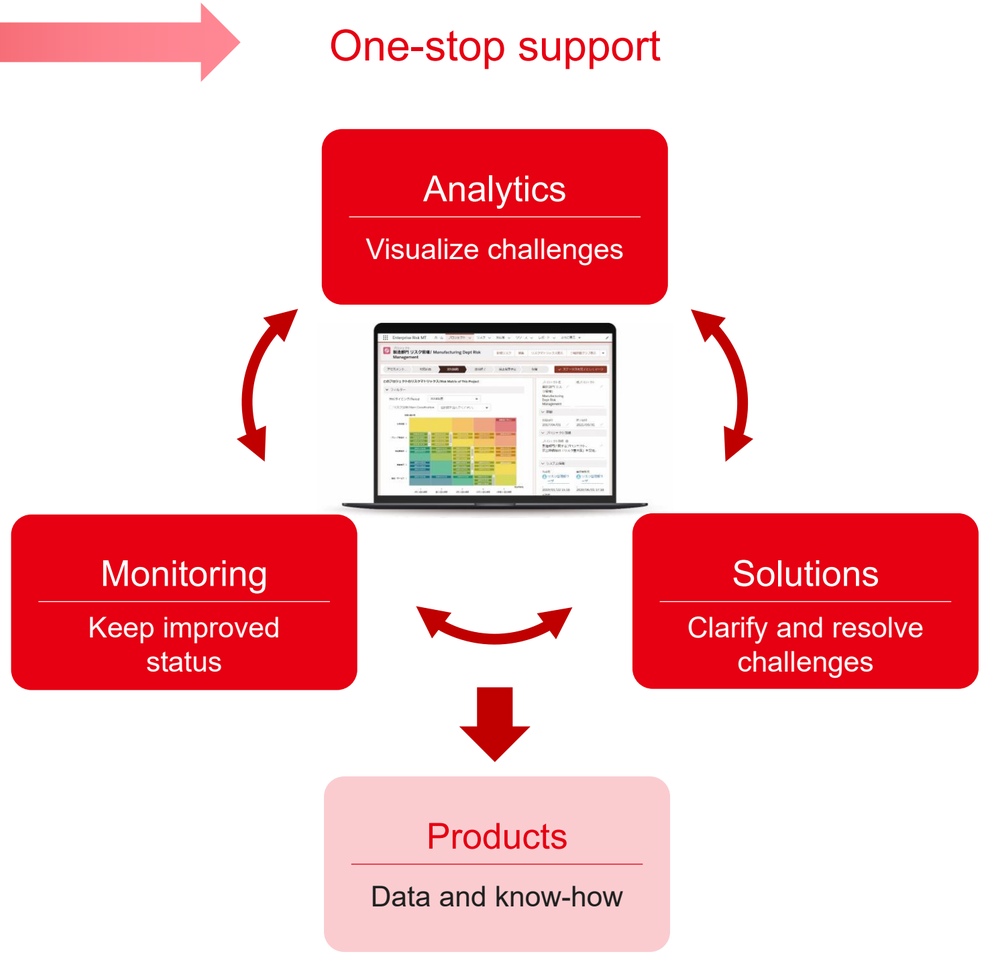


＊： Prepared by GRCS based on the data from Grand View Research/Enterprise Governance, Risk & Compliance Market Size, Share & Trends Analysis Report By Component, By Software, By Services, By Organization Size, By Vertical, And Segment Forecasts, 2022 - 2030

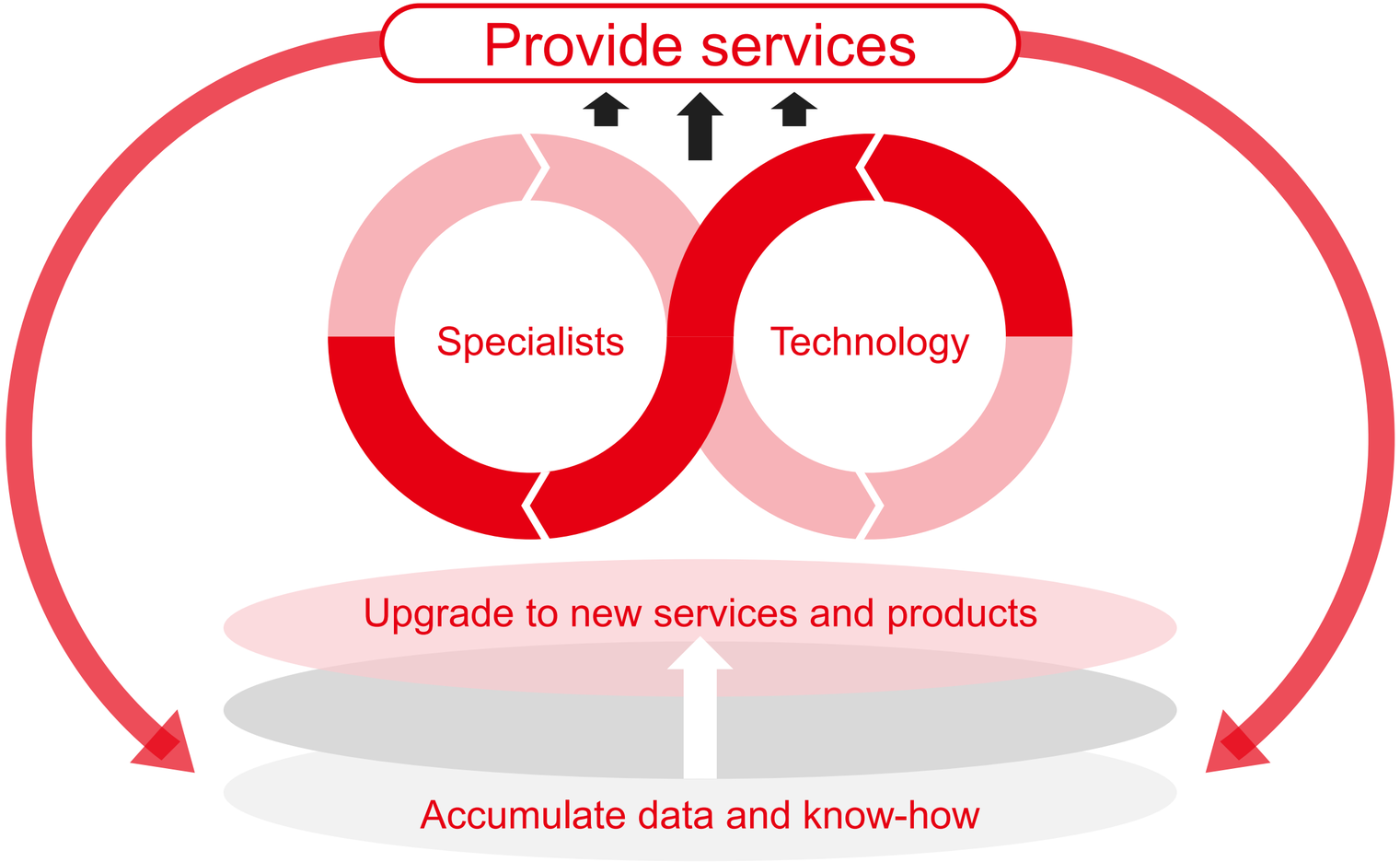
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- ✔ Utilize products for efficient and better enterprise information management and sharing ⇒ Visualize business challenges
- ✔ Offer comprehensive, one-stop support to analyze and resolve challenges and keep the improved status
  ⇒ Create more cases through continuous PDCA cycles





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- ✔ About 200 in-house specialists
- ✔ A leading GRC specialist company in Japan
- ✔ Track record of over 15 years
- ✔ One-stop service provider
- ✔ Global Fin Tech

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Concentrate management focus and restructure: Consolidated from three businesses into two segments—Core GRC Security Business and Growth-Driving Financial Technology Business.



GRC Security Business

Resolving corporate challenges from GRC and security perspectives



Financial Technology Business

Advanced technology solutions for capital markets



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