November 19, 2026

FCE Inc. (TSE Standard:9564)

Company Overview and FY2026/9 Full Year Earnings Report (summary version)

■Company Overview

Our company's purpose is **to create a world in which everyone can approach and solve challenges with all their might.**

Our mission, to realize our purpose, is **contribute to maximizing human capital through "Proactiveness" x "Productivity"**

We will provide opportunities to maximize human capital through our **DX Promotion Business and Education and Training Businesses.**

Company Name	FCE Inc.	Securities Code: 9564
Established	April 21, 2017 Group established February 19, 2004	
NO. of employees	294 employees	※ as of September 30, 2026

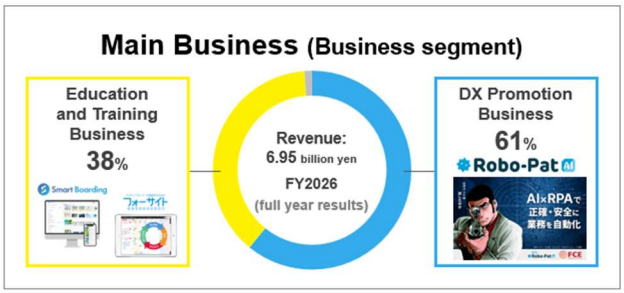
Purpose

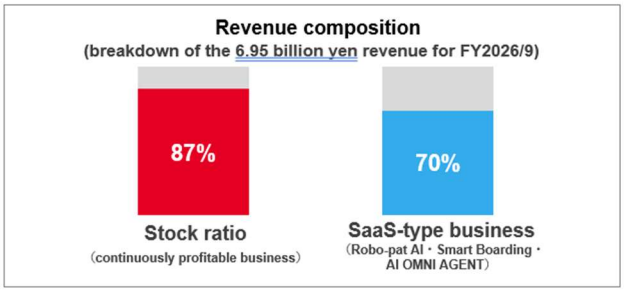
To create a world in which everyone can approach and solve challenges with all their might

Mission

Proactiveness × Productivity

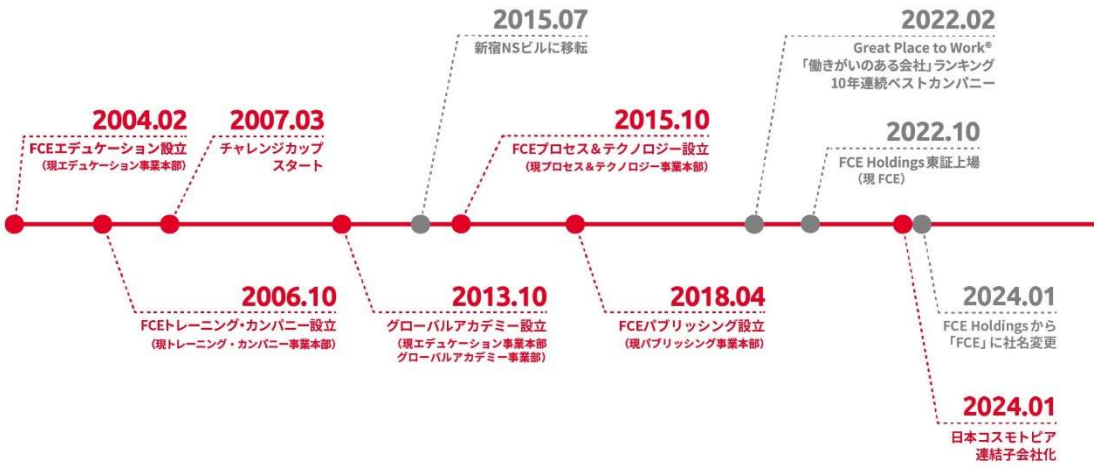
Maximize Human Capital





The DX Promotion Business now accounts for over 60% of total sales. In addition, approximately 87% of overall sales are composed of recurring revenue streams, thereby increasing the stability of our operations.

■Company History



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- February 2004: FCE Education established
- October 2006: FCE Trading Company established
- March 2007: Start of the Challenge Cup
- June 2009: Moved office from Tawaramachi to Kuramae
- October 2013: Global Academy established (current FCE Education's Global Academy Division)
- June 2015: Started offering the Find! Active Learner service (current FCE Education's Education Division)
- July 2015: Moved office to Shinjuku NS Building
- October 2015: FCE Process & Technology established
- April 2018: FCE Publishing established
- February 2022: Named Great Place to Work®'s "Best Company to Work" for ten consecutive years
- October 2022: FCE Holdings listed on Tokyo Stock Exchange (current FCE Inc.)
- January 2024: Company name changed to FCE Inc.
- January 2024: Made Cosmotopia Japan Inc. into a consolidated subsidiary

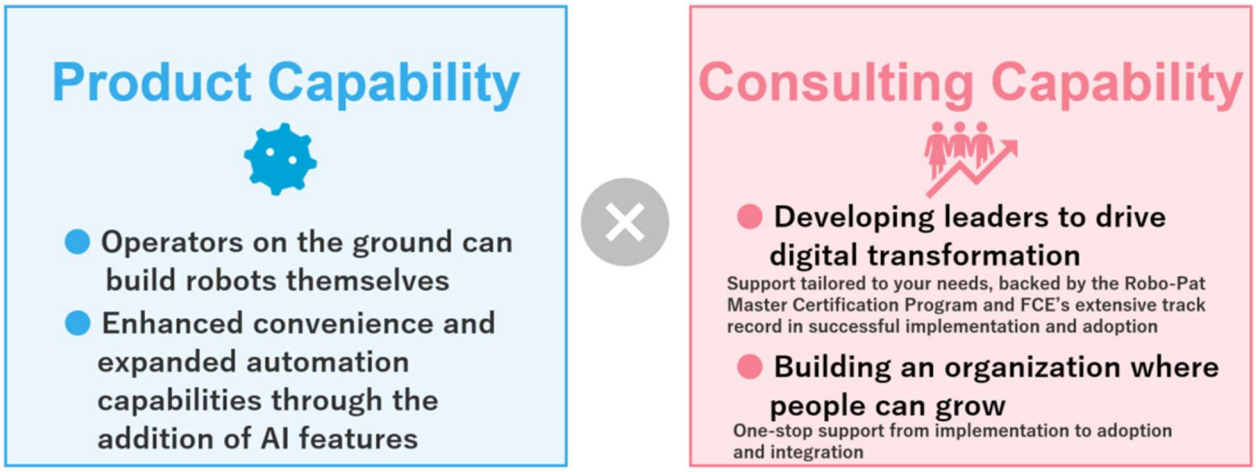
Our company began with our Education Business in 2004 and has expanded into several businesses. In the process, we began to see an increase in requests from companies for training and consulting services to improve their productivity. We thought about how we could help increase productivity, not only through training and consulting, but also through technology, which is how we came across the RPA Business (the current DX Promotion Business). Thanks to current trends, the RPA Business, which is also a recurring revenue model, achieved rapid growth. Through the pandemic, our Education and Training Business is also transforming into a stock-type business like e-Learning.

■Main Business

1. DX Promotion Business

We offer the business efficiency tool "Robo-Pat AI". We provide one-stop services including implementation, training sessions, and business improvement consulting. A major feature of "Robo-Pat AI" allows atomization of computer work without the need of programming knowledge. This is popular with small and medium-sized companies as well as large companies that are considering implementing the system on a departmental basis, regardless of industry or sector. The current churn rate is maintained at a low rate of around 1%.

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Furthermore, regarding our newly added AI-related business, we recognize that rapidly evolving AI technology holds the potential to transform society and industrial structures. Viewing this as a fresh growth opportunity, we are currently focused on building a solid business foundation and expanding our revenue. We have launched offerings such as "AI OMNI AGENT," AI literacy training, and AI-focused organizational consulting, providing comprehensive, ongoing support tailored to each company's specific stage of AI adoption.

2. Education and Training Business

In our Education and Training Business, we offer lesson programs based on "The Seven Habits of Highly Efficient People J®" as well as sales of the "Foresight Handbook," a business handbook for junior high and high school students. Our "Foresight Handbook" has the top market share in the market for handbooks for junior high and high school students, and is available both as a paper format and an app format. In our Training Business, we offer a variety of training programs, including the online training system "Smart Boarding," as well as training and consultation, various in-house training programs, and new training content such as "Resilience Training."



Installed across approx.
350,000 people / 1,200 schools
The Foresight Handbook was developed to improve the ability to reflect and to cultivate the PDCA cycle by writing daily.
Started as paper media and achieved top share in the industry in FY23.
Released an app version from 2023. Both as a paper format and an app format are available.



Platform for building an employee training system
An employee training platform that enables OJT, training, and e-learning through a single system.
Dedicated consultants also provide support for building an education system.

Resilience training "Rescle®"
to build resilience (mental resilience)
We have begun recruiting sales partner companies to expand our sales channels.

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■ Highlights of FY26/9 Business Results

Revenue (full year): Full year revenue increased mainly for the DX Promotion Business, resulting in an increase of +13.9% YoY

Ordinary Income (full year): Full year ordinary income increased by +25.5% YoY, due to higher revenue from the SaaS-type Business.

Full Year Results

Revenue results were within expectations, mainly due to higher sales and the growth of our recurring-revenue business.
Ordinary Income came in slightly below projections, partly due to a discrepancy in the estimated tax.

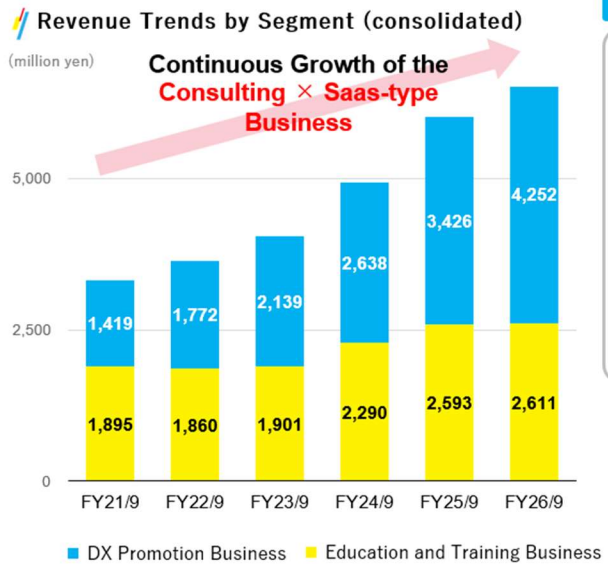
Unit: million yen	FY25/9		FY26/9					
	Q4 (Jul - Sep)	Full Year	Q4 (Jul – Sep)	YoY (3 Months)	Full Year	YoY (Full Year)	Full Year Forecast (Announced 2026/8/10)	vs Forecast (YoY)
Revenue	1,562	6,099	1,779	+216 (+13.9%)	6,950	+850 (+13.9%)	6,800	102.2%
Operating Income	-11	912	37	+48 (—%)	1,130	+217 (+23.9%)	1,130	100.0%
Ordinary Income	-20	925	38	+59 (—%)	1,160	+235 (+25.5%)	1,160	100.1%
Net Income Attributable to Owners of the Parent	14	662	80	+66(—%)	879	+216 (+32.7%)	910	96.7%
EBITDA*	13	1,002	69	+55 (+413.2%)	1,241	+239 (+23.9%)	—	—
Ordinary Income Ratio	-1.3%	15.2%	2.2%	+3.5%pts	16.7%	+1.5%pts	17.1%	—

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Unit: million yen (rounded down)
* EBITDA = Operating Income + Amortization (Depreciation + Amortization of Goodwill + Amortization of Guarantee Deposits + Amortization of Long-term Prepaid Expenses)

"Robo-Pat AI" and "Smart Boarding" in the DX Promotion Business continue to grow strongly and are the core of our revenue.

The SaaS-type Business, which provides the RPA-powered DX support SaaS "Robo-Pat AI" and the employee training SaaS "Smart Boarding", continues to achieve steady growth through its hybrid consulting and SaaS business.



DX Promotion Business

▶ Segment Revenue (FY26/9) 4,252 million yen
YoY +24.1%⬆

▶ Highlights (Robo-Pat AI)

✓Systematizing the early development and active involvement of younger employees
✓Improved convenience through AI features, with the churn rate remaining low (consistently in the 1% range)
✓ The number of companies adopting the service is steadily increasing (reaching 2,213 as of the end of September)
✓ The widespread adoption of generative AI is driving market expansion

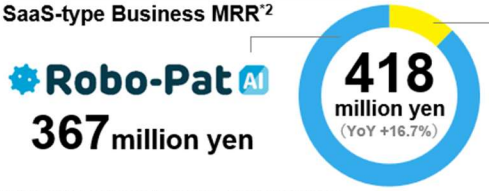
Education and Training Business

▶ Segment Revenue (FY26/9) 2,611 million yen
YoY +0.7% ⬆

▶ Highlights (Smart Boarding)

✓Churn rate continues to remain at a low level
✓ Advancing feature enhancements, such as adding new content and learning courses—which are in high demand among customers—and improving the AI role-play function
✓Smart Boarding is seeing an upward trend in average revenue per user (ARPU) due to a focus on direct sales

SaaS-type Business MRR*2



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Note 1: SaaS (Software as a Service) - A subscription model that provides a fixed monthly income as long as the contract continues.
Note 2: MRR (Monthly Recurring Revenue) - Monthly recurring revenue amount as of the end of the Second quarter of the fiscal year ending September 2026.

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■ FY27/9 Forecasts

- **Revenue is expected to increase by over +10% YoY to be 7.66 billion yen.**
  (*The impact of the international school business, which is scheduled to be transferred in April 2027, is approximately 136 million yen compared to the previous year.)
- **While also making mid- to long-term growth investments, we continue to anticipate increased profits and improved profit margins**

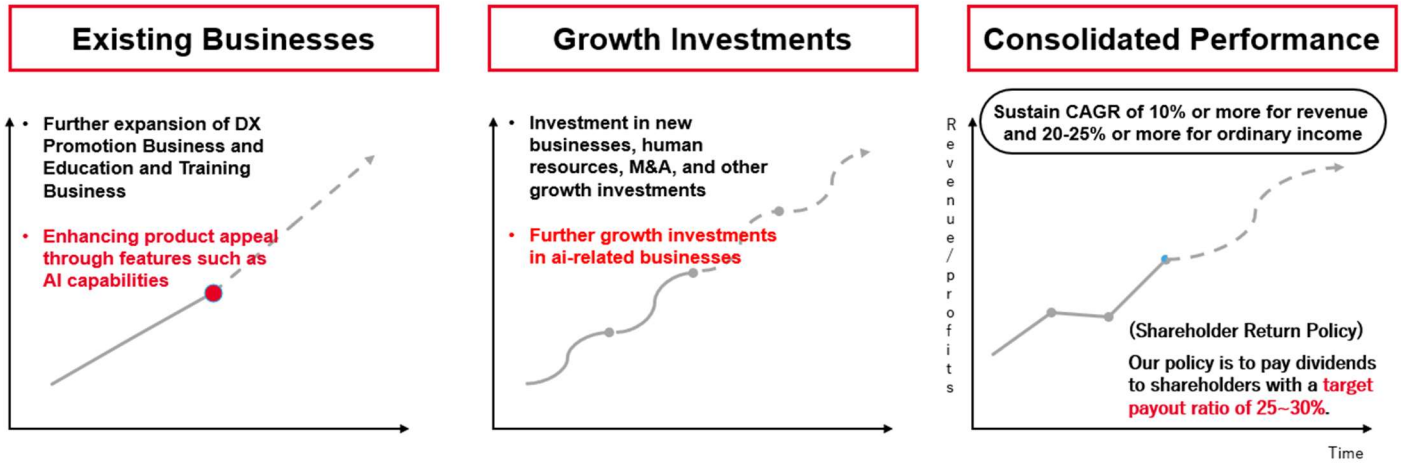
Unit: million yen	FY26/9	FY27/9		FY26/9	FY27/9	
	Actual	Forecast	YoY	Actual (Excl. IS Business)	Forecast (Excl. IS Business)	YoY (Excl. IS Business)
Revenue	6,950	7,660	+709(+10.2%)	6,698	7,545	+846(+12.6%)
Operating Income	1,130	1,370	+239(+21.2%)	1,088	1,358	+269(+24.8%)
Ordinary Income	1,160	1,405	+244(+21.0%)	1,117	1,393	+275(+24.6%)
Net Income Attributable to Owners of the Parent	879	1,070	+190(+21.6%)	-	-	-
EBITDA*	1,241	1,487	+246(+19.8%)	-	-	-
Net Income per Share (yen)	39.85	48.13	+8.28	-	-	-
Ordinary Income Ratio	16.7%	18.3%	+1.6%pts	16.7%	18.5%	+1.8%pts

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Unit: million yen (rounded down)
*EBITDA = Operating Income + Amortization (Depreciation + Amortization of Goodwill + Amortization of Guarantee Deposits + Amortization of Long-term Prepaid Expenses)

■ FCE's Business Policy

Existing businesses will gain further expansion while enhancing product competitiveness—for instance, by integrating AI capabilities. Through growth strategies and strategic investments in each business segment, we aim to improve our consolidated financial performance and achieve stable profit growth.



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■Shareholder Returns Policy

●Dividend Policy

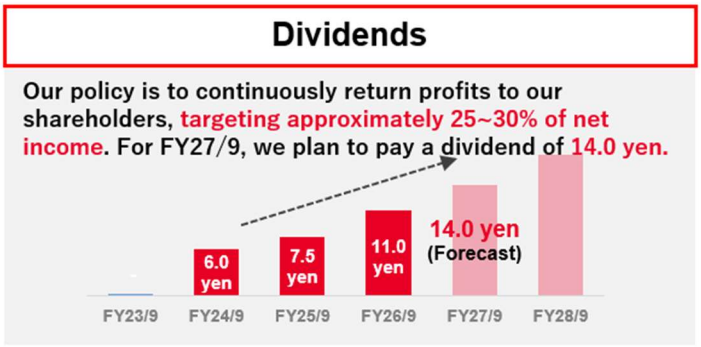
While maintaining and improving our sound financial position, we aim to pay dividends to shareholders with **a dividend payout ratio of 25～30%** *, taking into consideration such factors as profit levels, future capital investment, and free cash flow trends. Retained earnings will be used for investments to enhance corporate value and will be returned to shareholders through future business development.

●Shareholder Benefits and Dividends

For the shareholder benefit program with a record date of September 30, 2026, a "Digital Gift®" valued at 1,000 yen will be provided. The year-end dividend for the fiscal year ending September 30, 2026, has been set at 11.0 yen. For the fiscal year ending September 30, 2027, the year-end dividend is planned to be 14.0 yen, representing an increase of 3.0 yen.

*For further details, please refer to the timely disclosure document.

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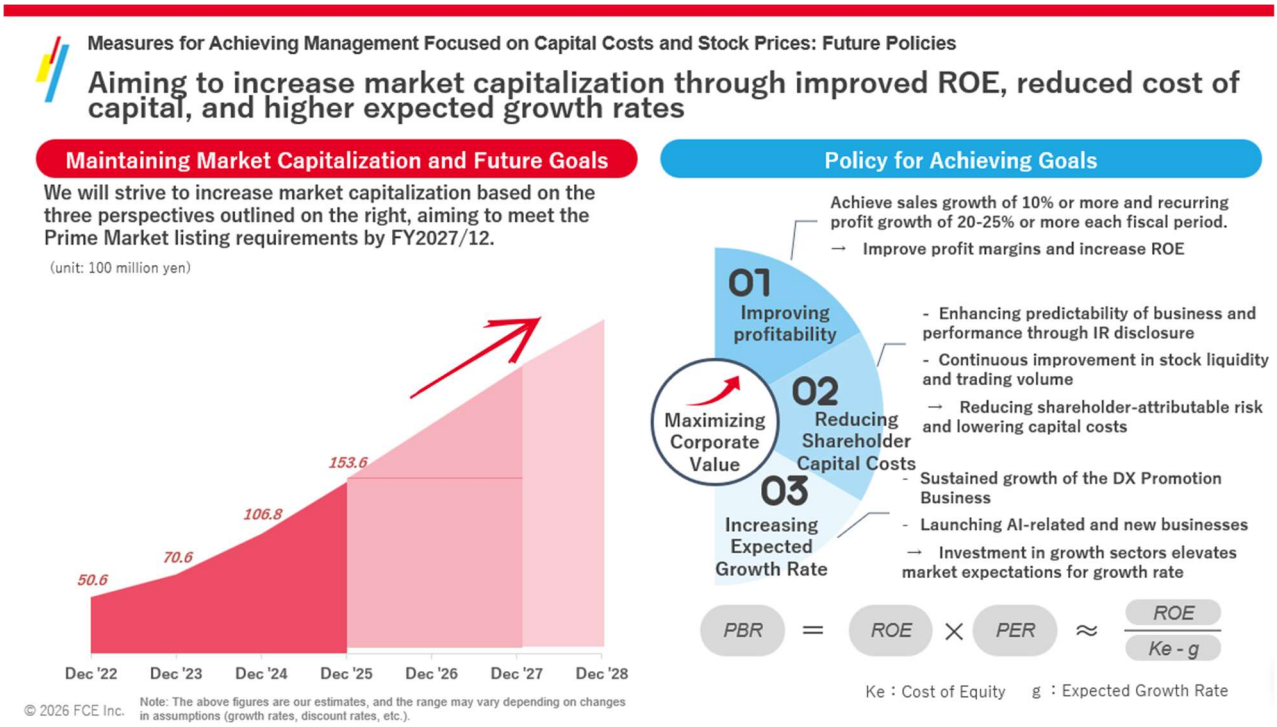
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■Measures to achieve management that takes capital costs and stock prices into consideration (Disclosed February 12, 2026)

In order to achieve sustainable growth and improve corporate value over the medium to long term, we have analyzed and evaluated our current situation regarding measures to achieve management that takes capital costs and stock prices into consideration, and have resolved our future policy for improvement.

Please refer to the disclosure document for further details.

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FCE GROUP

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