Summary of Consolidated Financial Results for the First Quarter of the Fiscal Year Ending March 31, 2026 (J-GAAP)

English translation of the original Japanese document. In case there is any inconsistency between the translation and the original, the latter shall prevail.

July 24, 2025

Company name: PCA CORPORATION
Stock exchange where listed: Tokyo
Securities code: 9629
URL: https://pca.jp/
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Scheduled date for commencement of dividend payment: —
Supplementary materials prepared for financial results: No
Briefing session held for financial results: No

(Amounts have been rounded down to the nearest million yen.)

1. Consolidated Results for the First Quarter of the Fiscal Year Ending March 31, 2026 (April 1, 2025, to June 30, 2025)

(1) Consolidated Operating Results (Cumulative)

(%: change from the same quarter of the previous fiscal year)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Q1 FY2026	3,972	2.4	589	(15.8)	600	(15.2)	348	(23.5)
Q1 FY2025	3,879	14.5	700	63.6	708	62.3	455	71.0

(Note) Comprehensive income: Q1 FY2026 259 million yen (–49.3%)
Q1 FY2025 511 million yen (75.6%)

	Earnings per share	Diluted earnings per share
	Yen	Yen
Q1 FY2026	17.38	17.31
Q1 FY2025	22.75	22.65

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of June 30, 2025	32,096	17,718	54.7	875.16
As of March 31, 2025	34,974	19,283	54.5	949.72

(Reference) Shareholders' equity: As of June 30, 2025 17,548 million yen
As of March 31, 2025 19,043 million yen

2. Dividends

	Annual dividends per share				
	End of Q1	End of Q2	End of Q3	End of Q4	Annual
	Yen	Yen	Yen	Yen	Yen
FY2025	—	0.00	—	87.00	87.00
FY2026	—				
FY2026 (forecast)		0.00	—	95.00	95.00

(Note) Revisions since the most recently announced dividend forecast: None

3. Forecasted Consolidated Results for the Fiscal Year Ending March 31, 2026 (April 1, 2025, to March 31, 2026)

(%: change from the previous fiscal year)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Full year	17,689	8.9	2,824	7.1	2,865	6.6	1,897	9.0	94.61

(Note) Revisions since the most recently announced forecast of financial results: None

*** Notes**

(1) Significant changes in the scope of consolidation during the first quarter of the current fiscal year: Yes
New: 1 company (ICP-1 Investment Limited Partnership)

(2) Application of special accounting procedures in the preparation of the quarterly consolidated financial statements: Yes

(3) Changes in accounting policies, changes in accounting estimates, and restatements

(i)	Changes in accounting policies due to the revision of accounting standards and related items:	None
(ii)	Changes in accounting policies other than those stated in (3)-(i):	None
(iii)	Changes in accounting estimates:	None
(iv)	Restatements:	None

(4) Number of issued shares (common stock)

(i) Number of issued shares at the end of the period (including treasury shares)

As of June 30, 2025:	22,000,000 shares
As of March 31, 2025:	22,000,000 shares

(ii) Number of treasury shares at the end of the period

As of June 30, 2025:	1,948,057 shares
As of March 31, 2025:	1,948,057 shares

(iii) Average number of shares during the period (cumulative)

Q1 FY2026:	20,051,943 shares
Q1 FY2025:	20,032,943 shares

* Review by a certified public accountant or audit firm of the attached quarterly consolidated financial statements: No

* Information regarding the appropriate use of forecasted results and other information to note:

(Cautionary notes regarding forward-looking statements)

This material contains forward-looking statements that are based on information currently available to PCA CORPORATION and certain assumptions deemed reasonable by PCA CORPORATION. Actual results may differ from the forecasts due to factors including various uncertainties inherent to the forecasts and future changes in the internal and external conditions that impact business operations. For cautionary notes and other information related to the use of forecasted results, please refer to page 3 of the attached documents.

(Attachment of a review report by a certified public accountant or audit firm)

The quarterly financial results summary with the review report attached is scheduled to be disclosed on August 8, 2025.

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I. Overview of Operating Results and Other Information

(1) Overview of Operating Results for the First Quarter of the Fiscal Year Ending March 31, 2026

Regarding Japan's economic situation during the first quarter of the fiscal year ending March 31, 2026, the economy continues to show signs of recovery, supported by the growth in inbound demand and improvements in the employment environment, including wage increases. On the other hand, the outlook remains uncertain due to factors including the increasing anticipation of higher interest rates, the depreciation of the yen, the prolonged Russian invasion of Ukraine, inflation in Japan caused by rising costs of energy and resources, and the impact of U.S. policy changes.

Amid these conditions, we have launched a new medium-term management plan starting this fiscal year. The plan covers the three-year period from April 2025 to March 2028.

Under this medium-term management plan, we will drive the following three priority measures and firmly establish the subscription model.

1. Strengthening the Growth Potential of Our Core Businesses
   - Drive the cloud transition
   - Expand and enhance the Hub services
   - Strengthen sales and marketing
2. Building the Foundation for New Businesses and Making Upfront Investments
   - Build a unified ID platform and leverage ID assets
   - Generative AI deployment and research on business automation
   - Upfront investment for diversified growth through CVC
3. Service-Oriented Creation
   - Drive the four initiatives and the development investment plan
   - Drive the group product development plan in the HR domain

In April 2025, we launched *PCA Hub Expense Management*, a new service. This cloud-based service streamlines the labor-intensive expense reimbursement process by digitizing daily application and approval workflows. It also enables centralized management of day-to-day operations via a dashboard, and is equipped with features such as budget-versus-actual tracking, advance payment management, and route search for transportation expense calculation. By digitalizing expense reimbursement operations, the service contributes to improved efficiency and cost reduction.

We will continue to expand and enhance our lineup of products—centered around *PCA Hub*—with a focus on both enhancing productivity and driving digitalization in back-office operations. To firmly establish our position as a *Management Support Company*, we will offer problem-solving services that go beyond just business management software and services, driving *Customer Success* to support the growth of our customers' businesses.

Under the subscription model, we have identified the four items listed below as key performance indicators (KPIs). The subscription model is a revenue-generation model that refines the focus of what has historically been considered a stable source of revenue for us—subscription & maintenance revenue—by excluding maintenance revenue pertaining to on-premises users. Instead, it emphasizes recurring profitability and sustainable growth, driven by ongoing subscription revenue from the following sources: enterprise cloud services (such as *PCA Cloud*), peripheral cloud services (*PCA Hub*), and subscription-based on-premises offerings (*PCA Subscription*).

- **Number of active subscriptions**: 36,000 (increased by 24.3% YOY compared to 29,000 at the end of Q1 FY2025, and by 4.6% QOQ compared to 35,000 at the end of FY2025)[1]
- **ARR (Annual Recurring Revenue, defined as Annual Subscription Revenue)**: 10.17 billion yen (increased by 15.6% YOY compared to 8.80 billion yen at the end of Q1 FY2025, and by 2.8% QOQ compared to 9.89 billion yen at the end of FY2025)[2]
- **Churn rate**: 0.25% (increased by 0.01% QOQ compared to 0.24% at the end of FY2025)[3]
- **ARPU (Annual Average Revenue Per User or Per Subscription)**: 274,000 yen (decreased by 5,000 yen QOQ compared to 279,000 yen at the end of FY2025)[4]

[1] Sum of the number of active subscriptions for PCA Cloud (including PCA Cloud on AWS), PCA Hub, and PCA Subscription—provided by PCA (parent company)—and the number of active subscriptions for Xronos Performance Cloud and X'sion, provided by Xronos
[2] Monthly recurring revenue (MRR) multiplied by 12 (the number of months)
[3] Number of churned subscriptions divided by the number of active subscriptions at the end of the previous month
[4] Monthly recurring revenue (MRR), multiplied by 12 to calculate the ARR, then divided by the number of active subscriptions

With the introduction of the above indicators, we will discontinue the disclosure of the number of corporate users of the *PCA Cloud Series*, which had been previously provided, effective from the fiscal year ended March 2025.

Our service lineup includes *PCA Cloud* and *PCA Cloud on AWS*, which enable users to use PCA's software without initial costs and without the need to manage in-house servers.

In response to the growing need for companies to implement work-style reforms, we also expect continued demand for our subsidiary's cloud-based attendance management service. We will continue to drive its business growth.

Under these circumstances, for the consolidated financial results for the first quarter of the current fiscal year, the PCA Group recorded net sales of 3,972 million yen (+2.4% YOY). On the other hand, in line with efforts to achieve the medium-term management plan, we have continued to strengthen our development capabilities, leading to a net increase of 10.0% YOY in development-related expenses including personnel expenses and subcontracting costs. As a result, operating profit was 589 million yen (–15.8% YOY), ordinary profit was 600 million yen (–15.2% YOY), and profit attributable to owners of parent was 348 million yen (–23.5% YOY).

Since the PCA Group only has one business segment, instead of sales by segment, we hereby disclose sales by category.

Sales by Category

Category	Sales (million yen)	Percent of total (%)	YOY change (%)
Cloud services	2,547	64.1	15.6
Maintenance service	804	20.2	(16.0)
Products (conventional software)	118	3.0	(24.1)
Merchandise (ledger sheets, etc.)	101	2.6	(5.4)
Other operating revenue	400	10.1	(11.7)
Total	3,972	100.0	2.4

(2) Overview of Financial Conditions for the First Quarter of the Fiscal Year Ending March 31, 2026

There are no items to report regarding changes during the first quarter of the current fiscal year that may have a significant impact on the consolidated financial conditions of the PCA Group.

(3) Information on Forecasts of Consolidated Financial Results and Other Predictions

No change has been made to the full-year forecast of consolidated financial results for the fiscal year ending March 31, 2026, since its announcement in the "Summary of Consolidated Financial Results for the Fiscal Year Ended March 31, 2025" disclosed on April 25, 2025. Should we decide in the future that revisions to the full-year forecast of consolidated financial results are necessary, based on business performance and other relevant factors, we will promptly disclose the revisions.

II. Quarterly Consolidated Financial Statements and Important Notes

(1) Quarterly Consolidated Balance Sheets

(Unit: million yen)

	FY2025 (As of March 31, 2025)	Q1 FY2026 (As of June 30, 2025)
Assets		
Current assets		
Cash and deposits	21,838	19,021
Notes and accounts receivable - trade	2,780	2,203
Electronically recorded monetary claims - operating	1,011	1,044
Inventories	222	227
Other	572	563
Total current assets	26,426	23,061
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	1,026	1,024
Land	2,371	2,371
Other, net	218	217
Total property, plant and equipment	3,617	3,613
Intangible assets		
Other	222	199
Total intangible assets	222	199
Investments and other assets		
Investment securities	3,115	3,171
Other	1,593	2,052
Allowance for doubtful accounts	(1)	(1)
Total investments and other assets	4,707	5,221
Total non-current assets	8,547	9,035
Total assets	34,974	32,096

(Unit: million yen)

	FY2025 (As of March 31, 2025)	Q1 FY2026 (As of June 30, 2025)
Liabilities		
Current liabilities		
Accounts payable - trade	147	127
Income taxes payable	1,075	240
Contract liabilities	10,630	10,482
Provision for bonuses	509	268
Provision for directors' bonuses	24	—
Other	1,621	1,582
Total current liabilities	14,008	12,699
Non-current liabilities		
Provision for directors' retirement benefits	58	30
Retirement benefit liability	1,441	1,463
Asset retirement obligations	166	167
Other	16	15
Total non-current liabilities	1,682	1,677
Total liabilities	15,691	14,377
Net assets		
Shareholders' equity		
Capital stock	890	890
Capital surplus	1,973	1,972
Retained earnings	16,058	14,662
Treasury shares	(866)	(866)
Total shareholders' equity	18,055	16,659
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	987	889
Total accumulated other comprehensive income	987	889
Share award rights	125	129
Non-controlling interests	114	40
Total net assets	19,283	17,718
Total liabilities and net assets	34,974	32,096

(2) Quarterly Consolidated Statement of Income and Quarterly Consolidated Statement of Comprehensive Income

Quarterly Consolidated Statement of Income

(Unit: million yen)

	Q1 FY2025 (April 1, 2024, to June 30, 2024)	Q1 FY2026 (April 1, 2025, to June 30, 2025)
Net sales	3,879	3,972
Cost of sales	1,333	1,538
Gross profit	2,546	2,434
Selling, general and administrative expenses	1,846	1,844
Operating profit	700	589
Non-operating income		
Interest income	0	4
Dividend income	2	2
Rent income	2	2
Other	2	0
Total non-operating income	8	10
Non-operating expenses		
Other	0	0
Total non-operating expenses	0	0
Ordinary profit	708	600
Profit before income taxes	708	600
Income taxes	239	243
Profit	469	357
Profit attributable to non-controlling interests	13	9
Profit attributable to owners of parent	455	348

Quarterly Consolidated Statement of Comprehensive Income

(Unit: million yen)

	Q1 FY2025 (April 1, 2024, to June 30, 2024)	Q1 FY2026 (April 1, 2025, to June 30, 2025)
Profit	469	357
Other comprehensive income		
Valuation difference on available-for-sale securities	42	(98)
Total other comprehensive income	42	(98)
Comprehensive income	511	259
Comprehensive income attributable to		
Owners of parent	498	250
Non-controlling interests	13	9

(3) Notes Regarding Quarterly Consolidated Financial Statements

(Notes on Specific Accounting Treatments Used in Preparing the Quarterly Consolidated Financial Statements)

Regarding tax expenses, a reasonable estimate of the effective tax rate was made based on the profit before income taxes for the consolidated accounting year, including this first quarter, after applying tax-effect accounting. The estimated effective tax rate was then applied to the quarterly profit before income taxes to calculate tax expenses.

(Notes on Segment Information, etc.)

Segment information has been omitted since the PCA Group only consists of the information services segment.

(Notes Regarding Any Significant Changes in the Amount of Shareholders' Equity)

Not applicable.

(Notes Regarding the Going Concern Assumption)

Not applicable.

(Notes on Quarterly Consolidated Cash Flow Statements)

A quarterly consolidated cash flow statement has not been prepared for the first quarter of the current fiscal year. Depreciation and amortization for the first quarter (including amortization of intangible assets excluding goodwill) were as follows.

	Q1 FY2025 (April 1, 2024, to June 30, 2024)	Q1 FY2026 (April 1, 2025, to June 30, 2025)
Depreciation and amortization	59 million yen	64 million yen

(Notes on Significant Subsequent Events)

PCA CORPORATION (hereinafter, "PCA") resolved at a meeting of its Board of Directors held on July 24, 2025, to enter into a share transfer agreement with Tyrell Systems Inc. (head office: Bunkyo-ku, Tokyo; CEO: Toru Ozawa; hereinafter, "Tyrell Systems"), a company engaged in a variety of services and business development initiatives that leverage IT. Under this agreement, PCA will acquire all shares of Tyrell Systems and make it a wholly owned subsidiary.

1. Reason for the Share Acquisition

The PCA Group is engaged in the development and sale of enterprise systems. It sees its mission as continuing to be a Management Support Company that helps companies streamline their management and operations, with a focus on providing enterprise system software that enables high levels of automation. In March 2022, the PCA Hub Series, a new suite of services, was launched as part of the PCA Group's commitment to streamlining corporate back-office operations. The driving concept is to provide solutions that optimize operational efficiency to a level that were once *out of reach*, at prices that are *within reach*, to address operational challenges that have remained unsolved by systems due to high investment costs. To further accelerate the PCA Group's growth, the Group is exploring strategies encompassing not only feature enhancements of existing products and the development of new ones, but also M&A and other measures to address the shortage of engineers and strengthen the Group's overall development capabilities.

Tyrell Systems is a company established in 2001. Since the early days of the internet, Tyrell Systems has spent 24 years supporting the growth of its client's businesses through the development of systems that harness the power of the internet. It has consistently adopted the latest technologies and remained committed to delivering cutting-edge solutions. PCA believes that Tyrell Systems' strong technological expertise and extensive development experience will make a significant contribution to the three priority measures outlined in the 2027 Medium-Term Management Plan: 1) strengthening the growth potential of the core businesses, 2) building the foundation for new businesses and making upfront investments, and 3) service-oriented creation.

Through these efforts, the PCA Group will continue to strive toward the further enhancement of its corporate value.

2. Method of Share Acquisition

On August 18, 2025, PCA will acquire all issued shares of Tyrell Systems, making it a wholly owned subsidiary. The transfer price for the shares of Tyrell Systems will be paid in cash, fully funded through PCA's cash on hand. This business combination takes the legal form of a share acquisition.

3. Overview of the Company to Become a Subsidiary

(1) Company name	Tyrell Systems Inc.
(2) Address	3-38-1 Hongo, Bunkyo-ku, Tokyo
(3) Representative	Toru Ozawa, CEO
(4) Business	• Various services and business development initiatives that leverage IT • Internet-related development services (systems, design, and infrastructure) • Provision of various solutions based on the above track record • Content creation including illustrations
(5) Capital stock	10 million yen
(6) Established	November 2001
(7) Major shareholders and shareholding ratios	Toru Ozawa: 55% Mitsuhiro Takizawa: 45%
(8) Relationship with PCA	There are no capital, personnel, or business relationships that require disclosure.

(9) Operating results and financial position for the past three years

	June 30, 2022	June 30, 2023	June 30, 2024
Net assets	27 million yen	29 million yen	31 million yen
Total assets	269 million yen	239 million yen	224 million yen
Net assets per share	136,608 yen	147,337 yen	155,061 yen
Net sales	425 million yen	419 million yen	416 million yen
Operating profit	3 million yen	2 million yen	3 million yen
Profit before income taxes	24 million yen	2 million yen	1 million yen
Profit	24 million yen	2 million yen	1 million yen
Earnings per share	122,183 yen	10,729 yen	7,723yen
Dividends per share	－ yen	－ yen	－ yen

4. Overview of Shareholders from Whom Shares Will Be Acquired

(1) Name	Toru Ozawa
(2) Address	Koto-ku, Tokyo
(3) Relationship between the listed company and the individual	The individual has no capital, personnel, or business relationships with PCA and is not a related party.

(1) Name	Mitsuhiro Takizawa
(2) Address	Nakano-ku, Tokyo
(3) Relationship between the listed company and the individual	The individual has no capital, personnel, or business relationships with PCA and is not a related party.

5. Number of Shares to Be Acquired, Consideration to Be Transferred in the Acquisition, and Shareholding Status Before and After the Acquisition

(1) Number of shares held by PCA before the transfer	0 shares (Number of voting rights: 0) (Ownership ratio of voting rights: 0.00%)
(2) Number of shares to be acquired	200 shares (Number of voting rights: 200) (Ownership ratio of voting rights: 100.00%)
(3) Acquisition cost	200 million yen
(4) Number of shares held by PCA after the transfer	200 shares (Number of voting rights: 200) (Ownership ratio of voting rights: 100.00%)

The amount of goodwill to be recognized, its cause, the method of amortization, and the amortization period have not yet been determined.

6. Schedule

(1) Date of Board resolution	July 24, 2025
(2) Date of execution of the share transfer agreement	July 24, 2025
(3) Date of share transfer and payment	August 18, 2025 (planned)

7. Outlook

The share acquisition is scheduled to take place on August 18, 2025. The deemed acquisition date is expected to be September 30, 2025. The impact of this acquisition on PCA's consolidated financial results for the fiscal year ending March 31, 2026, is expected to be minimal. Should any matters arise in the future that require disclosure, PCA will make prompt announcements accordingly.