Financial Results for the Six Months Ended September 30, 2026

PCI Solutions Inc.
(TSE Standard Market: 3918)

November 13, 2026

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Q2 FY3/2027 Financial Highlights

■ Net sales were 12,810 million yen and operating profit was 471 million yen (Decreased sales and profit).

Actual Results

Net sales :	12,810 million yen	(YoY -5.9%)
Operating profit :	471 million yen	(YoY -38.5%)
Operating profit margin :	3.7%	(YoY −2.0p)
Interim net income attributable to owners of the parent	: 297 million yen	(YoY -43.7%)

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Contents

1.PCI Solutions Group Business Introduction
2.Major Releases
3.Q2 FY3/2027 Financial Results
4.Segment Overview
5.Full-Year Earnings Forecast and Progress Rate
6.Sustainability
7.About the New PCI Solutions (Our Second Foundation)
8.Shareholder Returns
(Reference) About PCI Solutions Group

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PCI Solutions Group Business introduction

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PCI Solutions Group Business introduction

Engineering Business

Providing software technology solutions for challenges across a wide range of industries, including social infrastructure (finance, logistics, healthcare) and sectors like automotive, telecommunications, manufacturing, and government/public agencies.
In recent years, driven by the growth of SDV[1] in the mobility sector, we are particularly focused on promoting the development of AD/ADAS[2] using platforms such as AUTOSAR[3].

Products / Devices Business

Designing, developing, and selling hardware products and devices for specific industries, including embedded PCs and edge computers for the medical, printing, and retail sectors.

ICT Solutions Business

Solving challenges across a broad range of fields by providing comprehensive ICT consulting services, which include AI implementation, cloud integration, and the development of IoT platforms.

※1 SDV (Software Defined Vehicle): The concept of a vehicle whose functions and features are defined and controlled by software, enabling performance to be enhanced through updates even after purchase.
※2 AD/ADAS (Autonomous Driving/Advanced Driver-Assistance Systems):Systems that support driver safety and convenience, such as autonomous driving (AD) and advanced driver-assistance systems (ADAS).
※3 AUTOSAR (AUTomotive Open System Architecture): A standardized platform specification aimed at improving the efficiency of software development in the automotive industry and standardizing the development of in-vehicle software.

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Major Releases

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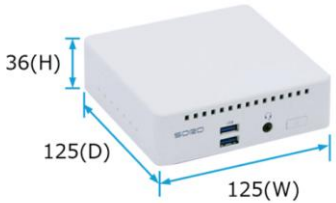
Q2 FY3/2027 Major Releases

Release Date	Classification	Description
Jul. 1, 2026	PR	SORD Corporation launches palm-sized compact box PC ”SR-c100”.
Jul. 3	PR	SORD Corporation exhibits new product ”SR-c100” at the International Modern Hospital Show 2026.
Jul. 29	PR	PCI Solutions Inc. exhibits Voice AI Agent at Sales & Marketing DXPO Tokyo 2026 Summer.
Aug. 7	Timely Disclosure	FY3/27 Q1 Financial Results and Briefing Materials.

「SR-c100」

SR-c100 24H 40℃ 5℃ 24時間連続稼動モデル

(unit:mm)



- 24-hour continuous operation
- Guaranteed operating temperature range (5-40℃)
- Domestic design & long-term supply system
- Palm-sized

「Voice AI Agent」



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Q2 FY3/2027 Consolidated Financial Results

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Q2 FY3/2027 Financial Results

■ Decreased sales and profit YoY. Compared to the plan, sales slightly decreased, while operating profit significantly dropped.

(million yen)	①Apr–Sep 2025	②Apr–Sep 2026	Amount Increase/Decrease (②-①)	% of Increase/ Decrease	1H Plan	vs. 1H Plan
Net Sales	13,611	12,810	-800	-5.9%	12,880	-0.5%
Gross Profit	3,217	2,878	-339	-10.5%	-	-
Gross profit margin	23.6%	22.5%	-1.2p	-	-	-
SG&A Expenses	2,451	2,407	-44	-1.8%	-	-
Operating Profit	766	471	-295	-38.5%	722	-34.7%
Operating profit margin	5.6%	3.7%	-2.0p	-	5.6%	-1.9p
Ordinary Profit	791	485	-306	-38.7%	747	-35.0%
Interim net income attributable to owners of the parent	528	297	-231	-43.7%	480	-38.0%
EBITDA	930	635	-295	-31.7%	-	-
EBITDA margin	6.8%	5.0%	-1.9p	-	-	-

*PRIVATECH Inc. became an equity-method affiliate on June 30, 2026, and is excluded from consolidated net sales and operating profit for FY3/27 Q2.

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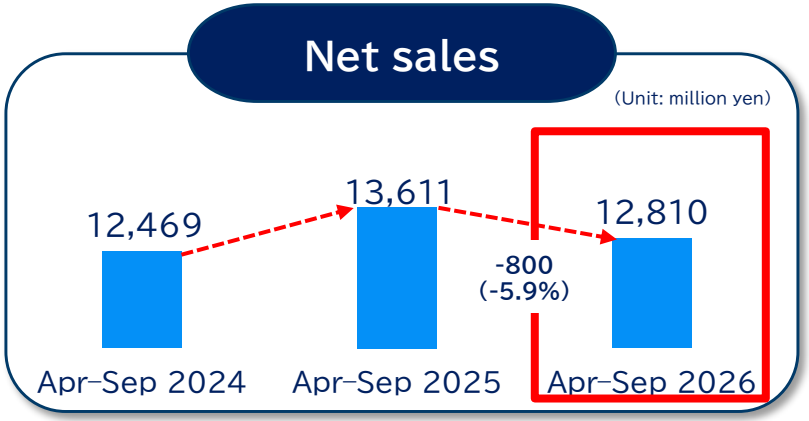
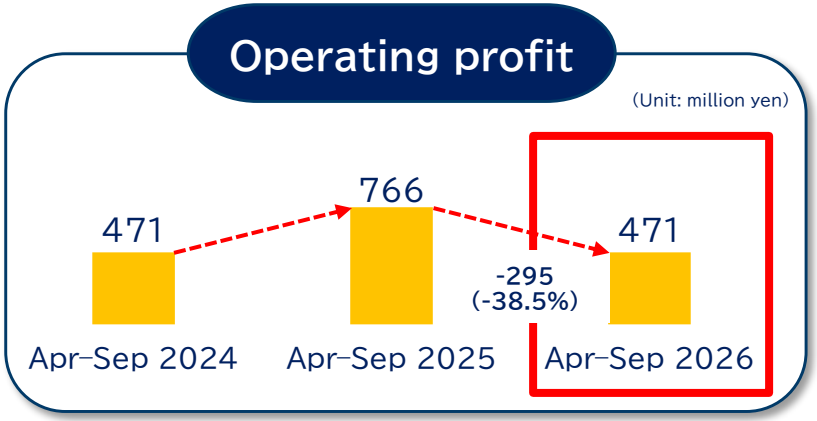
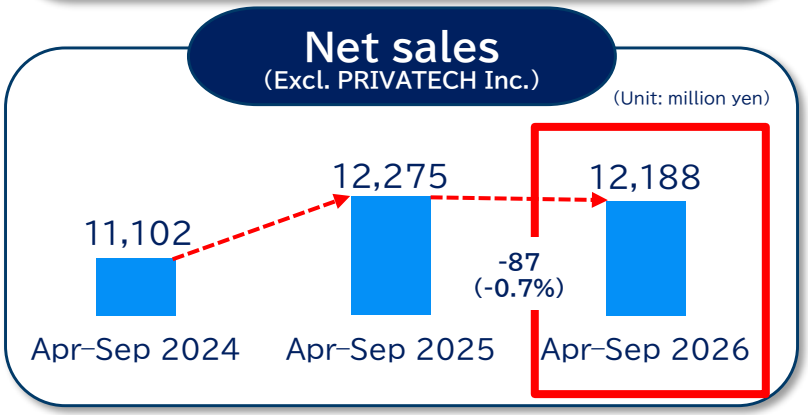
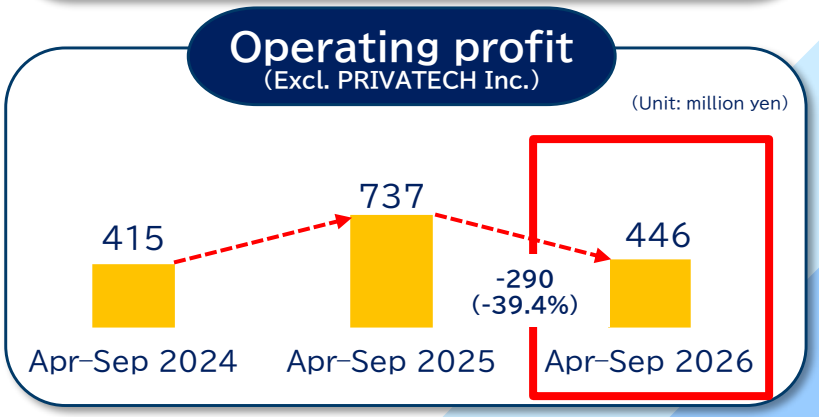
Three-Year Comparison for Q2 FY3/27

■ Net sales remained resilient excluding Privatech impact, while operating profit decreased.









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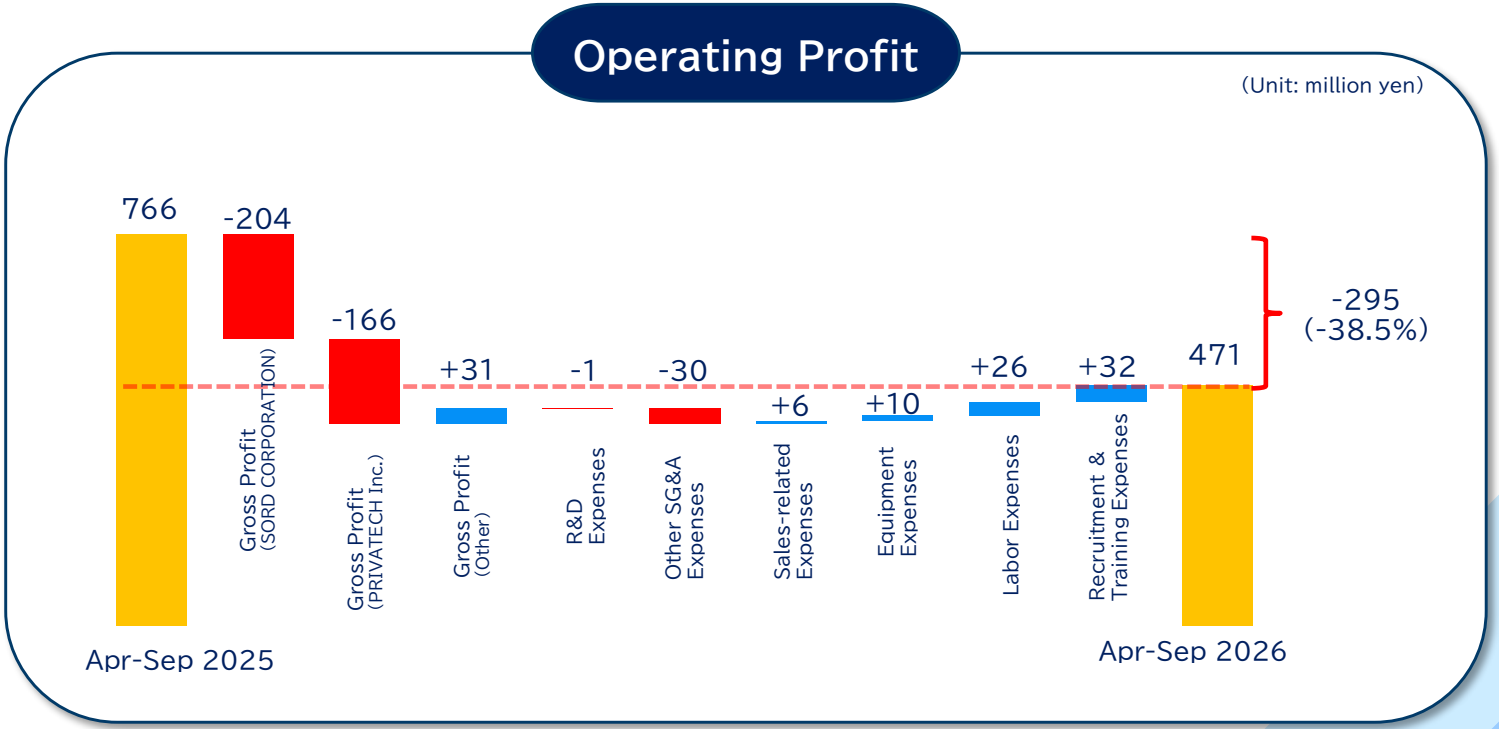
Analysis of Year-on-Year Change in Operating Profit

- Operating profit decreased by 295 million yen (down 38.5% YoY)
- Mainly due to a decline in gross profit at SORD Corporation (down 204 million yen YoY)



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Consolidated Balance Sheet

- Total assets decreased by 560 million yen from the end of the previous period, mainly due to the deconsolidation of Privatech Inc. into an equity-method affiliate.

  Liabilities: Down 27 million yen Net assets: Down 533 million yen
- The equity ratio was 62.3% (Equity: 9,634 million yen).

(million yen)	FY3/2026	Q2 FY3/2027
Current assets	12,396	11,677
Cash and deposits	4,606	4,390
Trade receivables	5,307	4,498
Other	2,482	2,789
Non-current assets	3,627	3,785
Property, plant and equipment	806	728
Goodwill	1,326	1,235
Other	1,495	1,822
Total assets	**16,023**	**15,463**

(million yen)	FY3/2026	Q2 FY3/2027
Current liabilities	4,938	4,986
Trade payables	2,016	2,313
Short-term borrowings and bonds	101	86
Other	2,821	2,587
Non-current liabilities	895	820
Long-term borrowings	214	178
Retirement benefit liabilities	139	109
Other	542	533
Total liabilities	5,834	5,807
Total net assets	10,189	9,655
Total liabilities and net assets	**16,023**	**15,463**

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Consolidated Statements of Cash Flows

- Operating cash flow was an inflow of 709 million yen.
- Investing cash flow was an outflow of 92 million yen, and free cash flow was an inflow of 616 million yen.
- Financing cash outflow was 432 million yen, mainly for debt repayments and shareholder returns, reducing interim cash and cash equivalents by 215 million yen from the previous fiscal year-end.

(million yen)		Apr-Sep 2025	Apr-Sep 2026
Cash flows from operating activities		-232	709
Major breakdown	Profit before income taxes	799	478
	Depreciation	73	73
	Amortization of goodwill	90	90
	Decrease (increase) in trade receivables	-8	263
	Decrease (increase) in inventories	-101	-403
	Increase (decrease) in trade payables	-272	419
Cash flows from investing activities		15	-92
Major breakdown	Purchase of property, plant and equipment	-35	-28
	Purchase of intangible assets	-14	-26
	Proceeds from collection of loans receivable	63	-
Free Cash Flow		**-217**	**616**

(million yen)		Apr-Sep 2025	Apr-Sep 2026
Cash flows from financing activities		-392	-432
Major breakdown	Repayments of long-term borrowings	-130	-35
	Dividends paid	-247	-376
	Dividends paid to non-controlling interests	-4	-4
Cash and cash equivalents at beginning of period		**4,073**	**4,594**
Change in cash and cash equivalents due to change in scope of consolidation		-	-400
Cash and cash equivalents at end of period		**3,462**	**4,378**

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Segment Overview

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Financial Results by Business Segments

Net Sales

ENG remained solid, supported by the enterprise sector. Total sales dropped due to lower revenue in the other two segments from project completions and consolidation changes.

Gross Profit & Margin

Although the ICT margin improved (34.5% to 35.9%), overall gross profit and margin both declined, heavily impacted by the margin drop in P/D (21.4% to 16.5%) due to soaring key component costs.

Segment Profit

ICT secured YoY-level profit through higher added value. Overall profit declined due to drops in ENG (downsized automotive projects) and P/D (soaring component costs).

(million yen)	FY3/27 Q2 Net sales	YoY	FY3/27 Q2 Gross Profit (Profit Margin)	YoY	FY3/27 Q2 Segment Profit (Profit Margin)	YoY	
Engineering Business (ENG)	7,009	+1 (+0.0%)	1,596 (22.8%)	+43 (+2.8%)	356 (5.1%)	-89 (-20.1%)	Stable Core Businesses
Product / Device Business (P/D)	4,067	-420 (-9.4%)	670 (16.5%)	-291 (-30.3%)	73 (1.8%)	-196 (-72.7%)	
ICT Solutions Business (ICT)	1,843	-345 (-15.8%)	662 (35.9%)	-94 (-12.4%)	339 (18.4%)	-2 (-0.7%)	Growth Drivers
Consolidated Financial Results	12,810	-800 (-5.9%)	2,878 (22.5%)	-339 (-10.5%)	471 (3.7%)	-295 (-38.5%)	

* Due to a review of goodwill amortization allocation by segment, differences have arisen from the figures reported for FY3/26 Q2.

*PRIVATECH Inc. became an equity-method affiliate on June 30, 2026, and is excluded from consolidated net sales and operating profit for FY3/27 Q2.

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(Reference) Segment Results (Post-Goodwill Allocation)

(million yen)	Q2 FY3/2026			Q2 FY3/2027		
	Net Sales	Gross Profit	Segment Profit (Before Goodwill Allocation)	Net Sales	Gross Profit	Segment Profit
Engineering Business (ENG)	7,008	1,552	445 (471)	7,009	1,596	356
Product / Device Business (P/D)	4,487	961	269 (320)	4,067	670	73
ICT Solutions Business (ICT)	2,189	756	341 (355)	1,843	662	339
Consolidated Financial Results	13,611	3,217	766 (766)	12,810	2,878	471

*As goodwill amortization allocation by segment has been reviewed, numbers reported for FY3/26 Q2 are shown in red parentheses.

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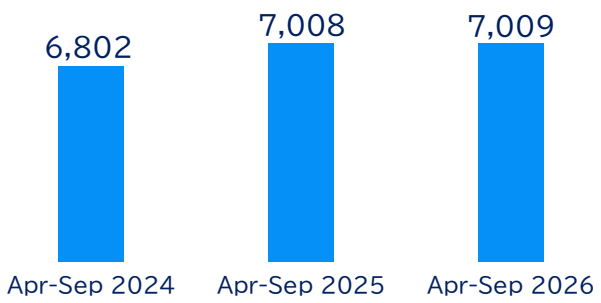
Engineering Business Overview

Net sales

(Unit: million yen)



Segment Profit

(Unit: million yen)



Net sales:7,009
YoY:+0.0%

Net Sales Composition by Segment: FY3/27 Q2

ENG
54.2%



Market Environment & Business Overview (Q2)

Market Environment:

AI utilization in software development accelerated. Despite temporary reviews of EV investments in automotive, SDV demand stayed strong.

Performance Factors:

Profit fell due to scaled-back existing projects in primary automotive software (in-vehicle) development

Business Trends:

Solid progress in enterprise systems (ERP support, etc.) supported total net sales.

Progress on Core Strategies

Core Strategy ①: "Selection & Focus of Business Domains, Engineer Development & Shift"
Focusing on primary automotive domains anticipating mid-term recovery, while shifting resources to high-demand areas to handle temporary declines.
Core Strategy ②: "Cultivating Future-Ready Tech Capabilities & AI Adoption"
Accelerated on-site deployment of AI-driven development tools, centered on contract projects.
Fostering upstream consulting personnel and creating new projects via co-creation with the Restar Group.

＊Due to a review of goodwill amortization allocation by segment, differences have arisen from the figures reported for FY3/26 Q2.

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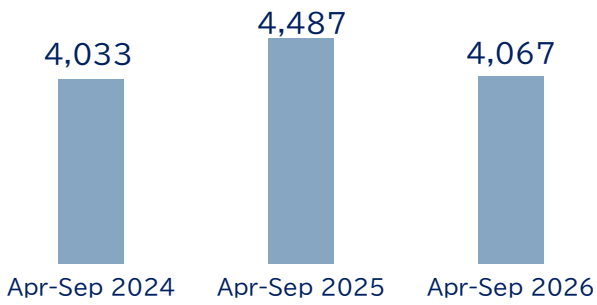
Product / Device Business Overview

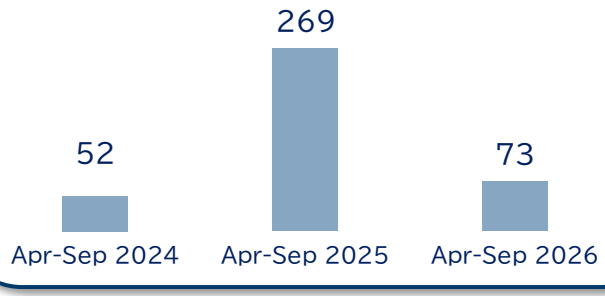
Net sales

(Unit: million yen)



Segment Profit

(Unit: million yen)



Net sales:4,067
YoY:-9.4%

Net Sales Composition by Segment: FY3/27 Q2

P/D
31.5%



Market Environment & Business Overview (Q2)

Market Environment:
Ongoing price surges and supply concerns for key components (memory, SSD, CPU) continued, with inventory adjustments and weak demand among certain customers.
Performance Factors:
While new MFP models and public PC shipments supported sales, profits were squeezed by delays in adjusting prices against surging component costs.
Structural Changes:
Earnings loss resulting from deconsolidating Privatech Inc. into an equity-method affiliate also contributed to lower sales and profits.

Progress on Core Strategies

Core Strategy ①:Deploying Comprehensive Multi-Process Services Leveraging Hardware Expertise
Leveraged proven hardware expertise to deliver end-to-end services, spanning HW manufacturing, component procurement, kitting, maintenance, and operations.
Core Strategy ②:Promoting New Product Development and Sales Leveraging Development and Mass Production Capabilities
Acquired new customers through the rollout of new products, including the specialized compact box PC ”SR-c100.”

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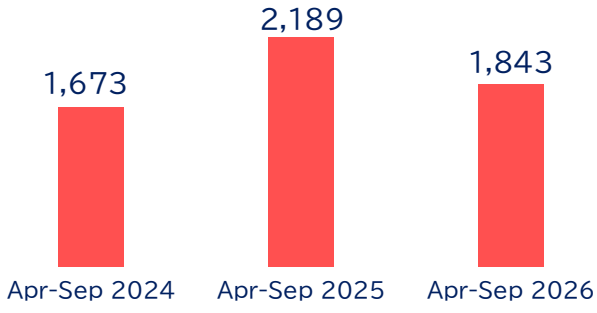
ICT Solutions Business Overview

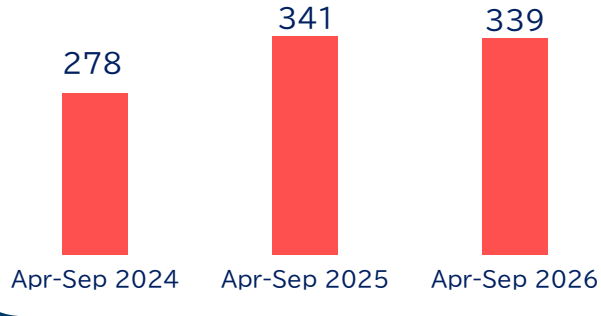
Net sales

(Unit: million yen)



Segment Profit

(Unit: million yen)



Net sales :1,843
YoY:-15.8%

Net Sales Composition by Segment: FY3/27 Q2

ICT
14.3%



Market Environment & Business Overview (Q2)

Market Environment:
Accelerating generative AI adoption and DX investments, alongside surging demand for cybersecurity to combat sophisticated cyber threats.
Performance Factors:
Sales fell due to tough comparisons against prior-year large deals (mainframes, etc.), third-party hardware delivery delays, and Privatech's deconsolidation.
Business Trends:
Profits were supported by steady growth in in-house AI solutions, AWS cloud deployment, and security products.

Progress on Core Strategies

Core Strategy ①:Commercialization of Solutions and Expanding Sales to Existing Customers
Promoted cross-selling of AI and security solutions to existing clients based on adoption track records, alongside feature enhancements to proprietary solutions.
Core Strategy ②:Accelerating Growth by Exploring New Services and Strengthening Technical Capabilities
Accelerated sales proposals for enhanced in-house AI solutions, while bolstering AWS capabilities to drive legacy system cloud migrations.

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Full-Year Earnings Forecast and Progress Rate

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Full-Year Earnings Forecast

- Although performance fell short of targets in 1H FY3/27, we remain committed to achieving our full-year financial targets as originally planned.

(million yen)	FY3/26 Full-Year Results	FY3/27 Full-Year Forecast	FY3/27 Q2 Results	FY3/27 Progress Rate
Net Sales	26,835	26,268	12,810	48.8%
Operating Profit	1,558	1,808	471	26.1%
Ordinary Profit	1,621	1,900	485	25.6%
Net profit attributable to owners of the parent	1,129	1,260	297	23.6%

➢ Key Initiatives for the Second Half

Engineering Business:

Swift reallocation of automotive engineers to growth sectors (construction machinery, electronic devices, etc.)

Strengthening upstream consulting and PMO projects through co-creation with Restar

Product / Device Business :

Steadfast execution of customer-by-customer negotiations and sales price optimization in response to soaring component costs

Promoting the optimization of production and procurement plans, alongside company-wide cost control

ICT Solutions Business:

Expanding and enhancing the functionality of proprietary AI and AWS-integrated solutions

Expanding sales of infrastructure products such as security and driving cross-selling to existing clients

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Sustainability

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Sustainability Policy

■ Steadfastly implementing fundamental responses to environmental and social issues under robust governance controls, aiming to establish a sustainable business foundation

Key Materiality Issues

①Realizing a safe, secure, and prosperous society through the proactive pursuit of change and innovation
②Providing solutions that deliver genuine value to our customers
③Contributing to the creation of a sustainable global environment
④Fostering human resources who find fulfillment in social progress, business growth, and self-actualization
⑤Cultivating a corporate culture that values diversity, equity, and inclusion (DE&I)
⑥Pursuing corporate activities characterized by fairness, transparency, and accountability

Sustainability Promotion Structure

Board of Directors
(Policy Decision & Supervision)

↓

Sustainability Committee (Chair: President)
(Target setting, progress monitoring, and overall sustainability governance)

↓

Group Working Groups
(Human Capital WG, AI Governance WG)

[Environment] Environmental Impact Reduction & Climate Change Response

Maintaining a CDP "B" score and disclosing information aligned with TCFD recommendations.
Conducting operations in renewable-powered buildings at key locations.

CDP Discloser 2025

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

[Social] Social Responsibility & Respect for Human Rights

Human Rights Due Diligence (Risk assessment and remediation)
Collaborating with suppliers on human rights and environmental initiatives based on our Responsible Procurement Policy

[Governance] Rigorous Governance and Risk Management

AI Governance Controls (Operation of the "AI Ethics Policy" and "User Guidelines")
Appropriate Operation of Compliance and Whistleblowing Systems
Full Accountability as a Listed Company and Highly Transparent Information Disclosure

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Human Capital Management

■ People are the Group’s greatest asset. Strengthening four key domains linked to our business strategy to maximize human capital value and build a highly profitable organization.

Talent Development

- Defining ideal talent profiles: Visualizing talent development plans
- Developing next-generation leaders: Launching the ”PCI Management Academy”

Developing autonomous talent and supporting career development

Engagement

- Visualization & Continuous Improvement of Organizational Culture: Regular Surveys and Action Plans
- Cultivation of a Respectful Culture & Harassment Prevention: Company-wide ”Respect Training”

Continuously improving the workplace environment and enhancing job satisfaction

Human Capital Management

- Certification as a ”Health & Productivity Management Outstanding Organization (Large Enterprise Category)“
- Maintaining and promoting health and improving health literacy: Formulating and implementing the ’Group Health and Productivity Management Policy’
- Supporting job security during illness/poor health and balancing medical treatment with work: Introducing GLTD and exploring wellness leave programs

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門

Maintenance of Physical & Mental Health and Creation of an Engaging Workplace

D&I and Diverse Workstyles

- Supporting the balance between work and family care: Launching a specialized external consultation desk
- Promoting the advancement of women and diverse talent: Exploring the introduction of women’s health support services

Fostering a culture that embraces diverse perspectives and values

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About the New PCI Solutions (Our Second Foundation)

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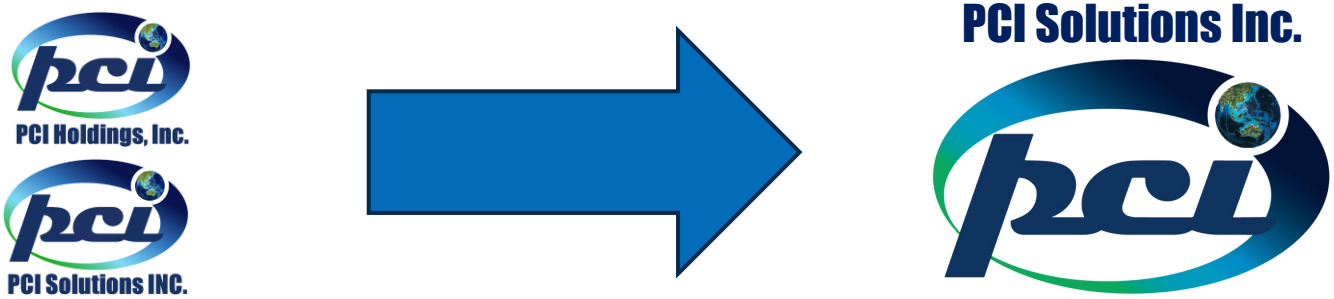
Merger and Integration as the New PCI Solutions

On October 1, 2026, PCI Holdings, Inc. and PCI Solutions Inc. completed an intra-group merger, launching under the new company name PCI Solutions Inc.



Integration Objective: Maximizing Corporate Value by Aligning Management and Business Structures

①Establishing a Flat Governance Structure

・Transitioning to direct executive accountability for operations and earnings, thereby enhancing execution transparency and effectiveness

②Dramatically Accelerating Decision-Making

・Eliminating corporate duplication to directly link management with front lines, maximizing agility and business execution

③Redefining Ourselves as an ”IT Engineering Company”

・Establishing strong market presence and identity as an ”IT engineering company” by aligning corporate naming with our operating business

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Market Overview and Business Environment

Structural Changes in the IT Market

・Rapid Rise of Generative AI and Automation:

Substantial reduction in development hours due to automation of routine coding and testing

・Accelerated Shift toward In-House Development by Clients:

The spread of agile development, low-code, and AI tools accelerates the client shift toward in-house system development.

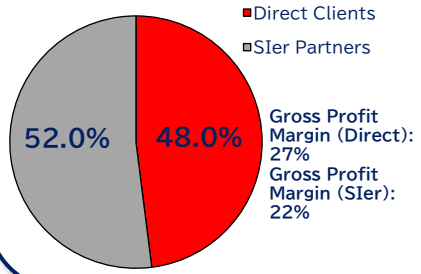
Structural Challenges

Structural limits of the conventional "man-month pricing" model (Unit Price × Working Hours × Headcount) due to reduced engineering hours driven by GenAI adoption

⇒ Urgent need to transform from a "company providing technical hours" into a "company driving business problem-solving and value creation for clients through IT"

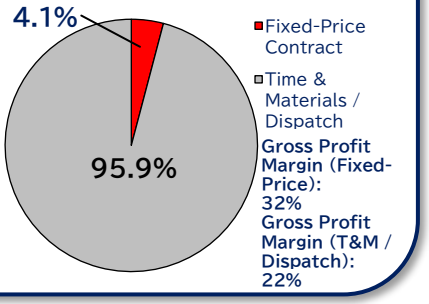
Our Business Structure

・Sales Breakdown by Commercial Channel



Sales Breakdown by Contract Type

*Excludes product sales, etc.



Transformation Approach of the "New" PSOL

① Driving Top-Line Growth (Revenue):
:Thoroughly leveraging the Restar channel and alliance channels

② Improving Profit Margins
:Shifting engineers to upstream consulting × expanding direct fixed-price contracts
:Reducing cost of sales by rolling out proprietary solutions and AI assets across projects

③ Human Resource Reallocation Supporting Execution
:Reviewing engineering organizational layers and small-scale projects
:Concentrating and reallocating ~250 engineers to upstream processes and AI business

* Pie chart figures are based on the non-consolidated FY3/26 results of the former PCI Solutions Inc.

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Shift to Value-Driven Problem Solving

As a partner guiding clients' businesses to success, we leverage IT as a means to commit to solving their challenges.

Conventional Business Model (Strengths & Structural Limits)

・Reliable development based on client specifications
⇒However, operations remain confined to passive, project-by-project responses
・Stable provision of highly skilled, high-quality engineers
⇒ Revenue structure heavily reliant on working hours and man-month unit pricing
・Robust track record across diverse industries and client bases
⇒Positioning concentrated primarily in downstream processes

Structural Reform & Strategic Talent Shift

①Review, streamline, and consolidate transaction structures and internal organization
: Withdrawing from and consolidating small-scale, passive on-site staffing projects
: Flattening organizational layers through efficiency enhancement
⇒Generating human resource capacity
②Phased talent reallocation:250 professionals
: Early reallocation of 200 engineers to AI-related businesses
: Phased shift of up to 50 engineers to upstream consulting and engineering

Evolution of the "New" PSOL (Target State)

・Proactive proposals and hands-on support starting from identifying clients' latent needs
・ Mastering IT as a means to directly commit to delivering client outcomes (problem-solving)
・ Accelerating the transition to high-margin solutions via "Proprietary Assets × Direct Contracts × Fixed-Price Engagements"

Three Key Strategic Initiatives to Realize the Vision

① Evolving and Deepening the SES Business
"On-Site Presence × Market Radar × AI" (200-Engineer AI Shift)
Uncovering latent client needs on-site to build reusable assets; drastically cutting man-hours via AI-driven development for horizontal rollout.

②Upstream Consulting Approach
"Business Design Dept. × Consulting" (Scaling to a 50-Person BD Team)
Partnering with consulting firms via the new BD Dept. to win large-scale, direct fixed-price contracts.

③Knowledge Accumulation & Assetization
"Restar PoC Validation × Standardized Assets"
Validating GenAI solutions via PoCs at parent Restar; packaging into standardized assets for widespread rollout to boost profitability.



[Value Creation] Thoroughly leveraging sales channels × Strategic talent shift of 250 professionals ⇒Simultaneously achieving top-line revenue expansion and high gross profit margins

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①SES Evolution: On-Site Presence × Radar × AI

Penetrating deeply through "on-site presence," capturing issues via "market radar," and accelerating solutions through "AI utilization"

[Transition to a High-Profitability Structure]
(Reallocating man-hours saved via AI into "upstream processes & improvement proposals" ⇒ Shifting from quasi-mandate (T&M) to fixed-price & turnkey contracts)

Capturing High-Value-Added Domains

Dramatically Improving Development Productivity

"On-Site Presence"
(Trust Relationships)

Deep business understanding (including thorough knowledge of on-site rules and tacit knowledge) and robust trust
⇒Directly identifying "real frontline issues" that never surface in written specifications or negotiations

×

"Radar"
(Issue Sensing)

Ownership mindset as IT professionals and problem-framing capability
⇒Preemptively identifying latent challenges that clients themselves are unaware of, passing them to company-wide teams

×

"AI"
(Accelerating Development)

Leveraging AI-driven development tools and fostering "AI-enabled system engineers"
⇒Dramatically improving development productivity and transforming solution processes into "company-wide shared assets (DB)"

"3-Step Cycle Model" Transforming Insights into Company-Wide Assets

Step 1: [Company-Wide Knowledge Aggregation]
Aggregating brought-back frontline issues and solution processes into a centralized database

Step 2: [Standardization & Productization]
Elevating individual know-how into reusable, organization-wide assets

Step 3: [Rapid Horizontal Rollout]
Rapidly scaling solutions via AI to other clients facing similar challenges

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②Upstream Approach: Expanding Direct, Large-Scale Projects

Executing an upstream approach via "Business Design Dept. (Newly Established)" × "Co-Creation with Consulting Firms," driving top-line expansion and higher profit margins through end-to-end support from upstream consulting to system building and operations

Business Design Dept. (Newly Established)

Mission: Designing clients' "businesses"
Plan to add 10 staff next fiscal year
$¥Rightarrow$ Phased expansion to a 50-person team over the medium term

- Direct approach to client executive management : Leveraging the Restar client base and executive-level sales
- Embodying modern technology requirements : Architecture design and feasibility studies (PoC)

Alliance & Joint Proposals

Upstream IT & DX Strategy Consulting Firms

- Enterprise-wide IT grand design / DX roadmap
- Overall design of Business Process Re-engineering (BPR)

Project Referral (System Building)

PCI Engineering Division (Delivery Teams)

- Mission-critical & enterprise system development
  :Core system modernization / Web & cloud architecture
- Data platform construction
  :Company-wide data integration on the cloud and real-time visualization
- Generative AI / LLM & cutting-edge technology implementation
  :Field deployment of domain-specific AI agents, RAG, and AI-driven development tools
- Maintenance, operations & data management
  : Establishing recurring revenue streams through maintenance, data management, and operational BPO

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③Knowledge & Assetization: Establishing GenAI AX* & DX Solutions

Providing hands-on support for operational efficiency and earnings growth—from building foundations such as AI governance and education to data structuring, AI implementation, and operations

Establishing validation results at Restar Corporation as a model case, elevating them into assets for external rollout as a "Hands-On AI Adoption Support Model"

Step 1: Implementing Hands-On Support at Restar Corporation

("Customer Zero" Strategy Leveraging Group Synergies) Establishing practical solutions through early AI and platform deployment at a specialized trading company

- Our engineers participate closely in Restar's DX promotion organization as hands-on PMOs
- Jointly identifying frontline business challenges, prioritizing by implementation difficulty and value creation
- Driving end-to-end execution for priority issues, from foundation setup to AI implementation and operations

[Foundation Support] Building Security Governance & Literacy Foundations

Company-wide assessment, AI governance, management, and training

[Execution Support] Digitalization, Platform Construction & AI Implementation

Digitalization / data structuring / platform construction / use-case ideation support / development & operations

Step 2: Knowledge Accumulation & Assetization

- Elevating validated PoCs into versatile, commercial solutions
- Creating integrated packages combining "Foundation (Governance/Training) × Execution Support (Data/Implementation)"
- Establishing "Standard Specifications & Implementation Guidelines"

Step 3: Scaling External Sales (Expansion to Other Clients)

- Rapid deployment to other clients by combining hands-on PMO services with standardized assets
- Establishing an "asset-based revenue model" generating high margins and recurring revenue

*AX:Activity Transformation (Drastic redesign of daily operational activities driven by AI and data utilization)

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Shareholder Returns

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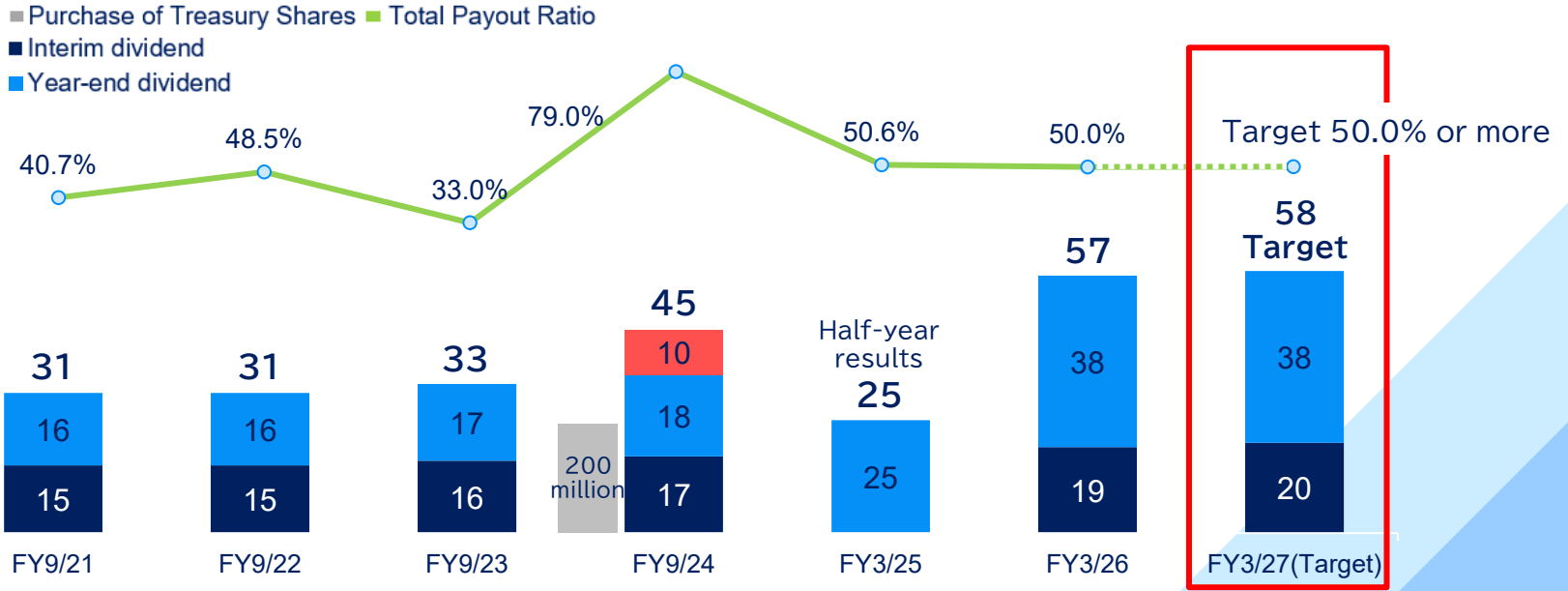
Shareholder Returns

- Shareholder Return Policy: Aiming for a total payout ratio of 50% or more, combining stable, continuous dividends with flexible share buybacks.
- FY3/27 Dividend Forecast: 58 yen per annum(Interim: 20 yen / Year-end: 38 yen)

Note: Considering flexible share buybacks and/or cancellations of treasury stock as appropriate.



※Due to the irregular six-month fiscal year ending March 2025, no interim dividend will be paid.

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Company Profile

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PCI Solutions

Corporate Philosophy

We pursue the happiness of all our employees through customer satisfaction, and contribution to the development of society.

The meaning of PCI
Positively, Change, Innovate

Corporate Name	PCI Solutions Inc.	**Capital**	2,091 million yen
Established	April 2005	**Net sales (Consolidated)**	26,835 million yen (FY3/2026 results)
Listing	Tokyo Stock Exchange Standard Market (Securities code: 3918)	**Operating profit (Consolidated)**	1,558 million yen (FY3/2026 results)
Location	1-21-19 Toranomon, Minato-ku, Tokyo, 105-0001	**No. of employees (Consolidated)**	1,473 (As of June 30, 2026)
Representatives	Atsushi Watanabe, President	**Major Group Companies**	SORD CORPORATION PRIVATECH Inc. (Made an equity-method affiliate as of June 30, 2026)

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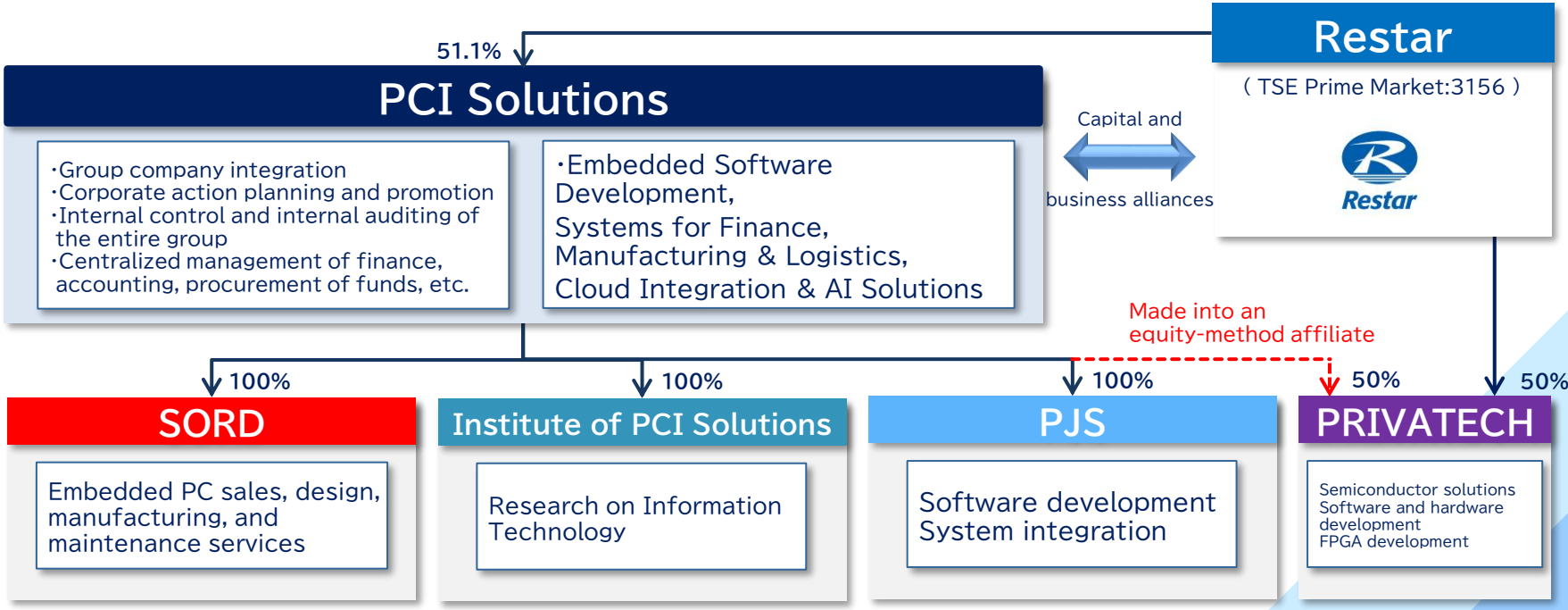
PCI Solutions Group Structure

- PCI Holdings, Inc. merged with PCI Solutions Inc., with PCI Holdings surviving the merger. Following the integration, the company changed its trade name to PCI Solutions Inc. (effective October 1, 2026).



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Operating Companies and Description

		PCI Solutions	SORD	PRIVATECH
		・Software engineering company that provides technical capabilities for any industry or field ・Particularly strong in embedded systems development	・The first PC manufacturer in Japan ・50 years in business and highly reliable technology ・Embedded PC manufacturer	・System engineering company with strengths in semiconductor design and testing technologies ・Testing house located near the Tokyo metropolitan area
Engineering Business	IT services meeting customer requirements and specifications across a wide range of industries	- Embedded software development (Manufacturers: mainly for automotive, telecommunications, information appliances, etc.) - Enterprise software development (System integrators: mainly for finance, distribution, manufacturing, government, etc.)	- Kitting services (System integrators and manufacturers: mainly for medical, retail, etc.) - Call center services (Manufacturers: PC help desk, etc.)	Made an equity-method affiliate as of June 30, 2026
Product / Device Business	Design, development, and sales of hardware products and devices for specific industries	—	- Development of embedded computers (Manufacturers: for medical equipment, printing machines, etc.) - Computer development for edge computing (System integrators: for medical, retail, etc.)	- Design and testing of semiconductors (For semiconductor manufacturers) - LSI turnkey service (For electronic device manufacturers)
ICT Solutions Business	Problem solving through consulting and services that utilize ICT in a wide range of fields	- Solutions using AI - Cloud service Integration	—	- ODM services (IoT solutions) - SI services (Solutions using AI)

Mutual collaboration by topic and by project

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Executive Structure and Office Locations

Position	Name	Career, etc.
President & Representative Director	Atsushi Watanabe	Executive Officer, General Manager of Cloud Business Division, CSK Company, SCSK Corporation Senior Executive Officer, Officer in Charge of DX Business Promotion, SCSK Corporation Senior Managing Executive Officer, SCSK Corporation President and Representative Director, SCSK ServiceWare Corporation Executive Officer in Charge of IT & SIer Business, Restar Corporation
Senior Managing Director	Kensaku Morishita	Division Manager, Integrated Product Strategy Division, Fujitsu Ltd. Executive Officer & Division Manager, Fujitsu Marketing Ltd. President & Representative Director, Fujitsu Coworco Ltd.
Director	Yoshiaki Numata	Executive Officer, PCI Solutions, Inc. Director & Executive Officer, PCI Solutions, Inc. President & Representative Director, PCI Solutions, Inc.
Director	Naohiro Iguchi	General Manager, Corporate Planning Office, Profit Cube Inc. Director & General Manager PCI Holdings, INC.
Director	Kazuya Sugizono	General Manager, Finance & Accounting Office, Profit Cube Inc. Executive Officer & General Manager, Finance & Accounting PCI Holdings, INC.
Outside Director	Yuji Sakakura	Nissho Iwai Corporation (now Sojitz Corporation)General Manager, Financial Markets Department GCA Corporation (now Houlihan Lokey, Inc.)Director and CFO (Chief Financial Officer) SWCC SHOWA HOLDINGS CO., LTD. (now SWCC Corporation)June 2020 - Present: Outside Director, Audit and Supervisory Committee Member Outside Director (Full-time Member of A&S Committee) , PCI Holdings, INC.
Outside Director (Full-time Member of A&S Committee)	Hiroyuki Nakamura	Managing Director, Advanced Technology & Management Japan, Ltd President & Representative Director, ATM Japan Business Services, Ltd. Full-time Auditor, SocioFuture Ltd Outside Director, PCI Holdings, INC.
Outside Director (Member of A&S Committee)	Shinnosuke Maki	Representative, Maki Shinnosuke Certified Public Accountant Office President & Representative Director, MSPG Consulting Outside Auditor, EM Systems Co. Ltd. Auditor, Kagoshima Professional Sports Project
Outside Director (Member of A&S Committee)	Yasufumi Sakurai	Partner, Harumi Partners Law Firm Outside Director (Member of A&S Committee), TriIs Inc. Representative, Org. for Promotion of Sports & Compliance Education
Outside Director (Member of A&S Committee)	Hiroyuki Okayama	Managing Executive Officer, Nippon Steel & Sumikin Bussan Corporation (currently NIPPON STEEL TRADING CORPORATION) Managing Executive Officer, NIPPON STEEL TRADING CORPORATION Advisor, NIPPON STEEL TRADING CORPORATION



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Group Strategy and IR Section, PCI Solutions Inc.

URL:https://www.pci-sol.com/contact/form02/?type=ir

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