FY2026/9 Q2

Earnings Report

FCE Inc.
May 20, 2026
Tokyo Stock Exchange Standard
Securities Code: 9564

Company Overview

Company Name	FCE Inc.	Securities Code: 9564
Established	April 21, 2017	Group established February 19, 2004
NO. of employees	300 employees	*as of April 1, 2026 （Includes 10 new graduates in 2026）

Purpose

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

Mission

Proactiveness × Productivity

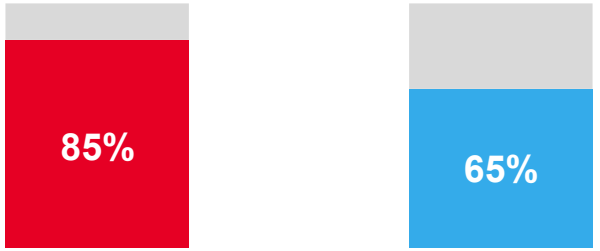
Maximize Human Capital

Main Business (Business segment)



Revenue composition

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



Stock ratio
（continuously profitable business）

SaaS-type business
（Robo-pat AI・Smart Boarding）

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Executive Summary ①

FY2026/9 Q2 Results

Revenue

3,434 million yen（YoY +14.0%）

Ordinary Income

763 million yen（YoY +14.5%）

Topics

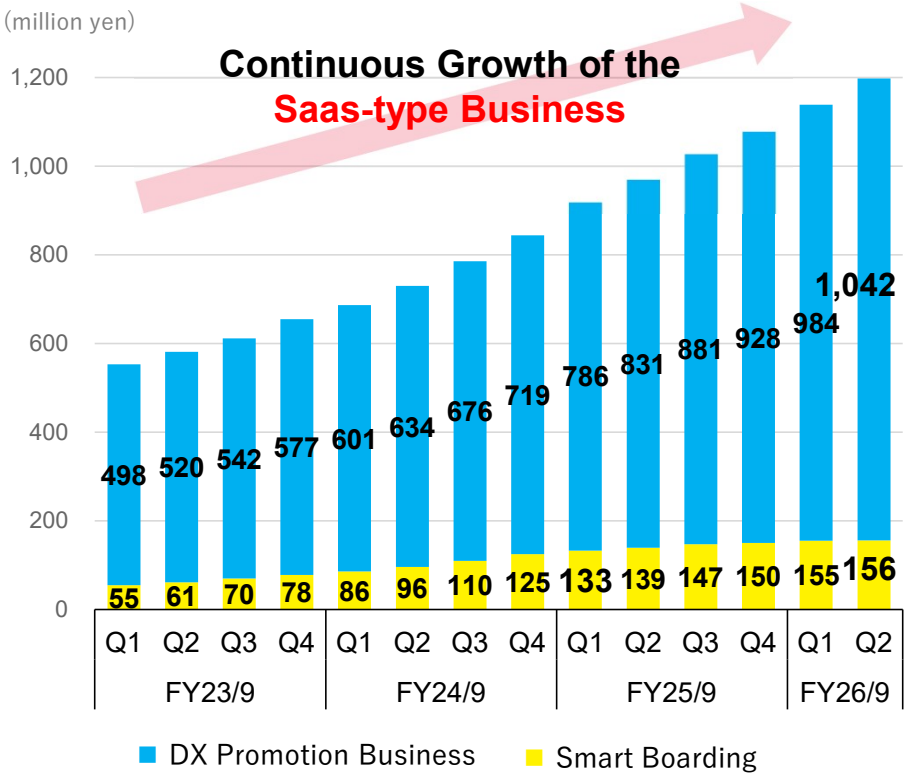
- Awarded Best Company in the women’s category in the "Best Companies to Work For" ranking
- Selected for “Motivation Company”
- 30th anniversary of the Japanese version of “7 Habits”; begun a celebratory campaign
- Preparations underway for “AI Risk Management Training” offering
- Launch of "AI Organizational Utilization Training and Consulting"

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Executive Summary ②

The SaaS-type Business, which provides the RPA-powered DX support SaaS[*1] "Robo-Pat DX" and the employee training SaaS "Smart Boarding", continues to grow steadily and remains the core driver of our company's revenue

Revenue Trends by Segment (Consolidated)



DX Promotion Business Revenue

▶ Revenue for the Quarter (FY26/9 Q2)

1,042 million yen

YoY +25.4%

▶ Highlights

✓Continued high growth rate due in part to early success of younger employees
✓ AI-powered features have improved user convenience, while churn rates have consistently remained in the 1% range
✓ The number of companies adopting the system has also continued to increase steadily, reaching 2,055 as of the end of March 2026
✓ The spread of generative AI is providing a tailwind for the market.

Smart Boarding Revenue

▶ Revenue for the Quarter (FY26/9 Q2)

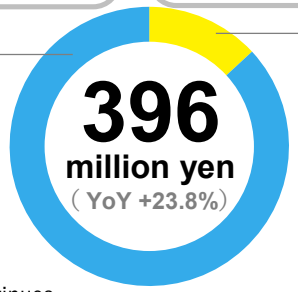
156 million yen

YoY +12.2%

▶ Highlights

✓ Smart Boarding continues to maintain a low churn rate
✓ Promoting the addition of new content and learning courses frequently requested by customers, along with feature enhancements such as AI role-play functionality
✓ Smart Boarding has seen an improvement in average revenue per user (ARPU) driven by a focus on direct sales

SaaS-type Business MRR[*2]



Robo-Pat AI
344 million yen

Smart Boarding
52 million yen

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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Unit: million yen (rounded down)

The Impact of AI Advancements on Our Business (Robo-Pat AI)

We believe that the evolution of AI is a tailwind for the RPA industry, particularly for “Robo-Pat AI.”

The “automation of routine PC operations,” which RPA excels at, and the “interpretation, summarization, and text generation of non-routine information,” which AI excels at, are complementary. We believe that combining the two will further expand the scope for improving productivity.



Tailwind for the RPA Business (Robo-Pat AI)

The number of companies adopting our solution continues to reach new highs. There are no signs of a slowdown.



Actively integrating AI both as a business initiative and as a functional capability

Gradually adding AI features such as **【AI Text Input Assistant】** and **【AI Advisor】.**



Enhanced convenience for proficient users of Robo-Pat AI

Expanding the scope of automation, reducing the workload, and improving the accuracy and speed of operations.

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Our Business Strategy in Light of Advances in AI

Through our experience in the AI agent business, we have come to firmly believe that to fully leverage AI, it is essential to provide “consulting” and “coaching” that are closely attuned to the needs of organizations and individuals.

To address this need, we integrate the latest technologies and insights to offer **“AI Training,” “AI Consulting,”** and **“AI Coaching”** designed to enhance organizational productivity through the effective use of AI.



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Agenda

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DX Promotion Business, New Business (AI Agent Business)

04 Business and Growth Strategy:
Education and Training Business

Appendix

Topics ①

Overall



Awarded Best Company in the women's category in the "Best Companies to Work For" ranking

We ranked 7th place in the "Best Companies to Work For" ranking (in the category of companies with 100 ~ 999 employees), as announced in February 2026.

Press release: https://prtimes.jp/main/html/rd/p/000000398.000029370.html

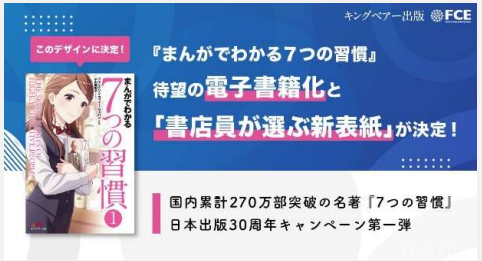


We have been selected as a "Motivation Company," a company with high employee engagement*

Note: Employee engagement: A metric that measures the degree of attachment to the company and passion for one's work

Press release: https://prtimes.jp/main/html/rd/p/000000393.000029370.html

Publishing Business





Launch of the 30th Anniversary Campaign for the Japanese Edition of "The 7 Habits" , and overseas expansion of the manga version is currently underway.

・Digital release of *The 7 Habits of Highly Effective People: The Manga Edition*

・Redesign of the print edition of *The 7 Habits of Highly Effective People: The Manga Edition*

・Special limited-time offer: *The 7 Habits of Highly Effective People: The Manga Edition* e-book for 777 yen (tax included) and the audiobook of *The 7 Habits of Highly Effective People* (original edition) for 1,777 yen (tax included)

Press release 1: https://prtimes.jp/main/html/rd/p/000000394.000029370.html

Press release 2: https://prtimes.jp/main/html/rd/p/000000402.000029370.html

Press release 3: https://prtimes.jp/main/html/rd/p/000000410.000029370.html

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Topics ②

Began Preparations for the “AI Risk Management Training” Offering

Background and Purpose of Development

Addressing concerns about the risks of AI use, we support companies in building systems that allow them to utilize AI safely and securely.
We aim to bridge the gap in AI literacy within the company and improve the AI literacy of all employees.

We offer a 4-hour program for all corporate clients, covering topics such as understanding AI characteristics and security risk countermeasures.

Future Deployment

Going beyond mere risk mitigation, we support practical digital transformation initiatives by combining secure IT tools such as “Robo-Pat AI” and “AI OMNI AGENT”

Press release:
https://contents.xj-storage.jp/xcontents/AS05165/cb3dc6af/b521/4482/98f8/5494e2e496df/140120260428512572.pdf

Launch of "AI Organizational Utilization Training and Consulting"

Background and Purpose of Development

We go beyond simply introducing AI tools; we provide end-to-end services including AI training, consulting on the use of generative AI, support for AI agent implementation, and ensuring successful adoption through Smart Boarding.

Contents of "AI Organizational Utilization Training and Consulting"

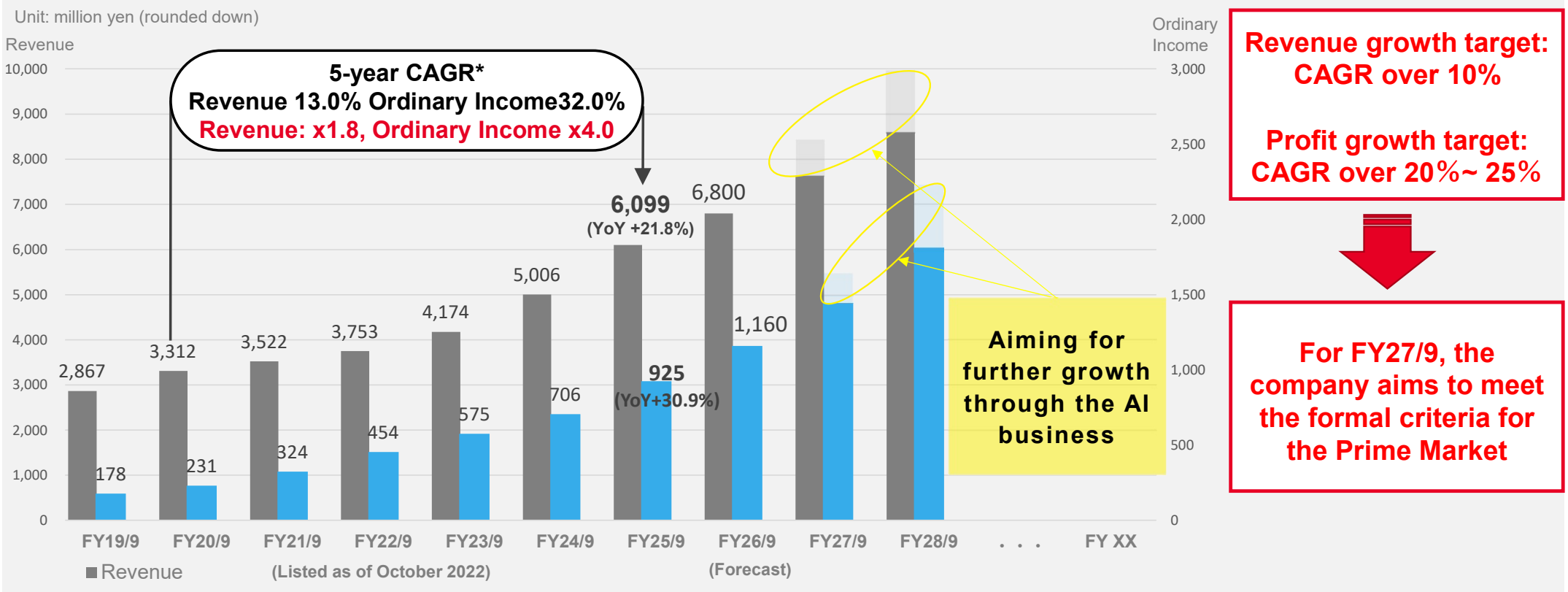
Step	Theme	Role
01	LEARN：Develop human resources who proactively utilize AI.	Training and Workshops
02	USE：Select the optimal AI tool and integrate it into your operations.	Consulting and implementation support
03	GROW： Make it a habit and establish it with Smart Boarding.	Support for continuous learning and retention

Press release:
https://contents.xj-storage.jp/xcontents/AS05165/d6d97354/c4e4/45d5/829c/4965a226398e/140120260513527712.pdf

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FCE's Business Policy (Figures)

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



Revenue growth target: CAGR over 10%

Profit growth target: CAGR over 20%~ 25%

For FY27/9, the company aims to meet the formal criteria for the Prime Market

Refer to the Materials for the full-year financial results briefing for the fiscal year ending September 2025, November 27, 2025.

＊CAGR： Compound Annual Growth Rate

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FCE's Business Policy (Figures)

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

FY26/9 (Oct 2025 ~ Sep 2026) → **FY27/9 (Oct 2026 ~ Sep 2027)** → **FY28/9 (Oct 2027 ~ Sep 2028)**

Ordinary Income
1.16 billion yen

Net Income
3.78 billion yen
(Net profit as of FY26/9: 840 million yen)
(Dividend as of Dec 2025: 160 million yen)

First Year of J-SOX Audit*

2.5 billion yen threshold met

5.0 billion yen threshold met

Formal Requirements (extract)

＜2.5 billion yen threshold＞
The total amount of consolidated ordinary income for the most recent two years must be 2.5 billion yen or more.

＜ 5.0 billion yen threshold ＞
The amount of consolidated net assets shall be 5 billion yen or more.

We have satisfied the below requirements:
- **Number of shareholders (over 800)**
- **Number of shares outstanding (in units of 20,000 or more)**
- **Percentage of shares outstanding (35% or more)**

※ First year of internal control audit by a certified public accountant

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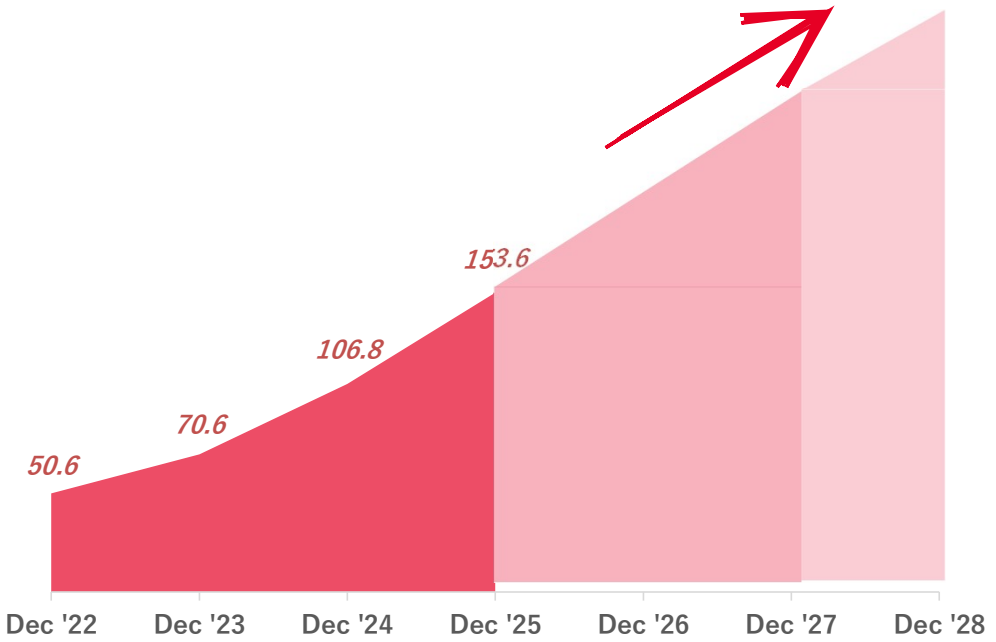
Measures for Achieving Management Focused on Capital Costs and Stock Prices: Future Policies

Aiming to increase market capitalization through improved ROE, reduced cost of capital, and higher expected growth rates

Maintaining Market Capitalization and Future Goals

We will strive to increase market capitalization based on the three perspectives outlined on the right, aiming to meet the Prime Market listing requirements by FY2027/12.

(unit: 100 million yen)



Note: The above figures are our estimates, and the range may vary depending on changes in assumptions (growth rates, discount rates, etc.).

Policy for Achieving Goals

Maximizing Corporate Value

01 Improving profitability

Achieve sales growth of 10% or more and recurring profit growth of 20-25% or more each fiscal period.

→ Improve profit margins and increase ROE

02 Reducing Shareholder Capital Costs

- Enhancing predictability of business and performance through IR disclosure
- Continuous improvement in stock liquidity and trading volume

→ Reducing shareholder-attributable risk and lowering capital costs

03 Increasing Expected Growth Rate

- Sustained growth of the DX Promotion Business
- Launching AI-related and new businesses

→ Investment in growth sectors elevates market expectations for growth rate

$$PBR = ROE \times PER \approx \frac{ROE}{Ke - g}$$

Ke：Cost of Equity　g：Expected Growth Rate

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DX Promotion Business, New Business (AI Agent Business)

04 Business and Growth Strategy:
Education and Training Business

Appendix

FY2026/9 Q2 | Earnings Overview

Revenue

Revenue for Q2 increased by 14.0% YoY due to an increase in revenue in the DX Promotion Business and the Education and Training Business

Ordinary Income

Ordinary income for Q2 increased by 14.5% YoY due to increased revenue in the Saas-type business.

Unit: million yen	FY2025/9		FY2026/9 1H				FY2026/9 Full Year	
	Q2 (Jan - Mar)	1H (cumulative)	Q2 (Jan - Mar)	1H (cumulative)	YoY (3 months)	YoY (6 months)	Full Year Forecast	Progress Rate
Revenue	1,637	3,012	1,846	3,434	+209 (+12.8%)	+421 (+14.0%)	6,800	50.5%
Operating Income	400	649	440	742	+40 (+10.1%)	+93 (+14.4%)	1,130	65.7%
Ordinary Income	410	666	451	763	+41 (+10.1%)	+96 (+14.5%)	1,160	65.8%
Net Income Attributable to Owners of the Parent	281	456	309	539	+28 (+10.1%)	+83 (+18.3%)	865	62.4%
EBITDA※	422	691	466	792	+44 (+10.5%)	+101 (+14.7%)	1,203	-
Ordinary Margin	25.1%	22.1%	24.5%	22.2%	△0.6%pts	+0.1%pts	17.1%	-

Unit: million yen (rounded down)

* EBITDA = Operating Income + Amortization (Depreciation + Amortization of Goodwill + Amortization of Guarantee Deposits + Amortization of Long-term Prepaid Expenses)

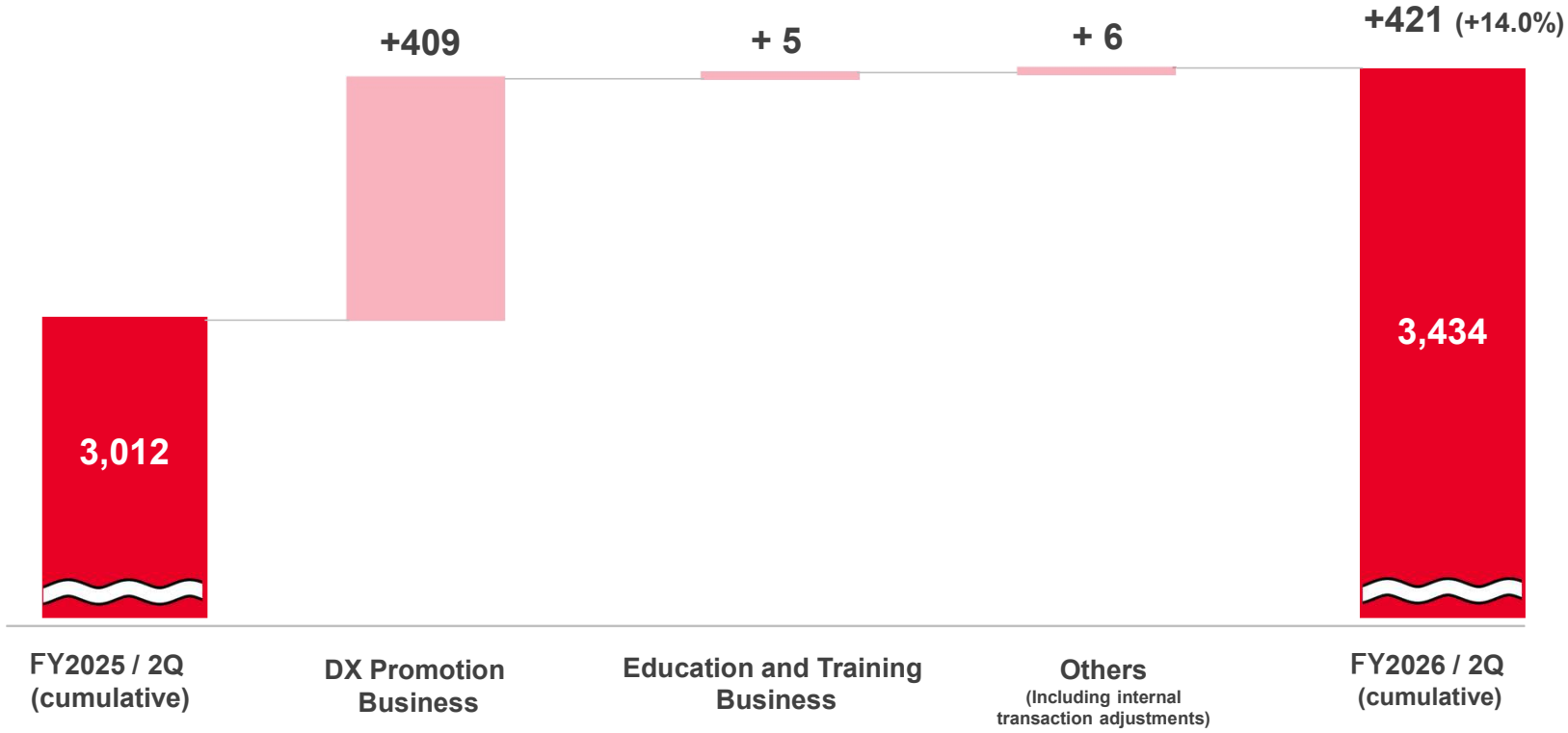
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FY2026/9 1H | Revenue

Achieved revenue growth through the DX Promotion Business (Robo-Pat AI).

Revenue from the Education and Training Business increased, despite a partial shift in the recognition of shipments of the Foresight Planner to the third quarter.

Unit: million yen



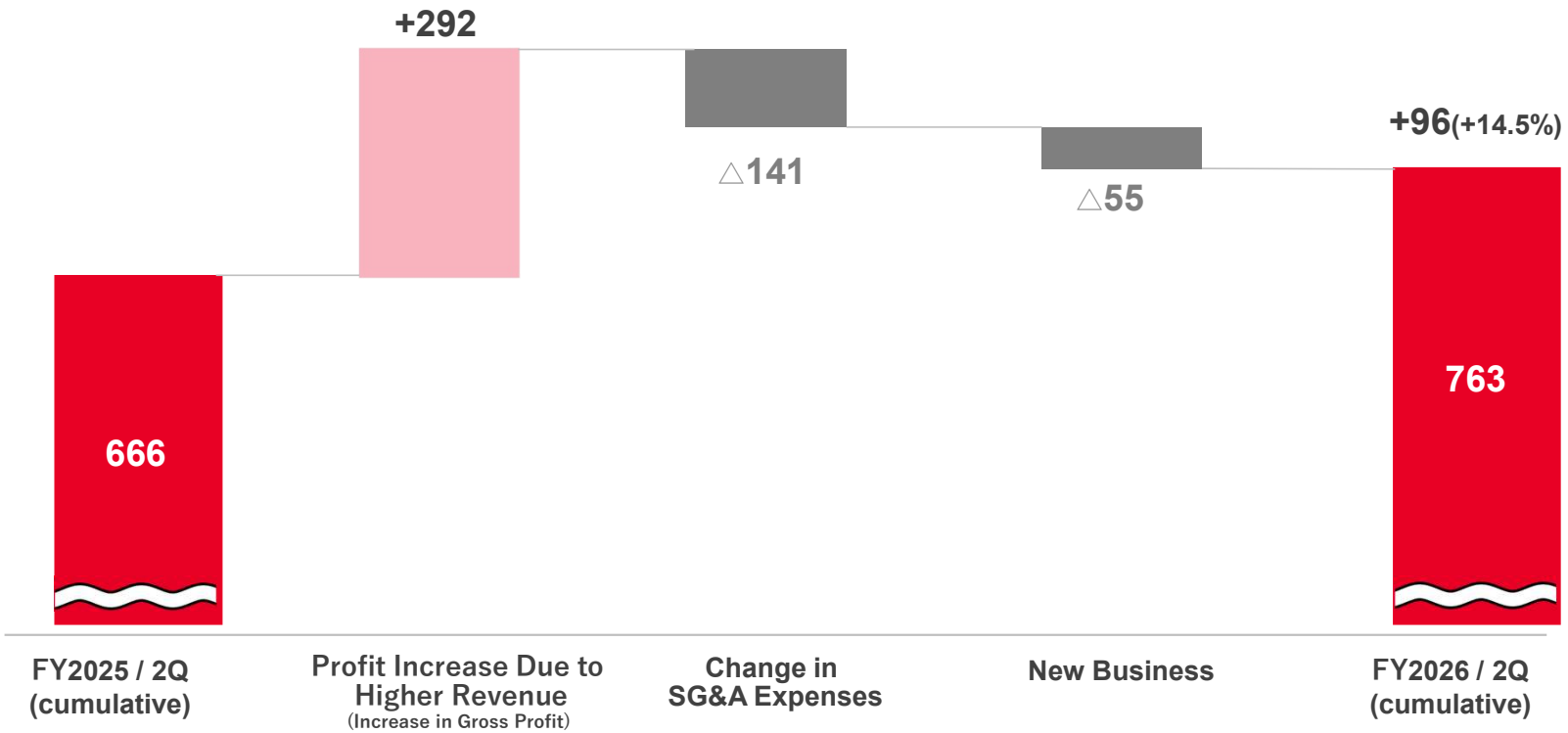
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FY2026/9 1H | Ordinary Income

Ordinary income increased mainly due to higher profits from increased revenues

The increase in SG&A expenses is primarily attributable to investments in new business ventures, an increase in personnel, and expenses related to advertising, sales promotions, and outsourcing fees.

Unit: million yen



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FY2026/9 Full Year | Seasonality and Levelling of Expenses

While there has traditionally been a seasonal pattern of concentrated spending in Q4 (July–September), this fiscal year we have brought forward recruitment efforts to secure top talent and made investments in new business initiatives from the start of the period, resulting in a more even distribution of expenses throughout the year.

<table>
<tr><th></th><th>Q1
(Oct – Dec)</th><th>Q2
(Jan – Mar)</th><th>Q3
(Apr – Jun)</th><th>Q4
(Jul - Sep)</th></tr>
<tr><td>~FY2025/9</td><td colspan="3">Regular personnel expenses, advertising, and other costs</td><td>Bringing forward hiring and increasing advertising spending in preparation for the next fiscal year (seasonality)</td></tr>
<tr><td>FY2026/9</td><td colspan="4">In addition to regular personnel expenses and advertising and promotion costs, we will implement measures such as recruiting and retaining top talent and investing in new business ventures on a quarterly basis.</td></tr>
</table>

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FY2026/9 Key Initiatives for the Second Half

We plan to continue driving growth in our existing businesses, with a focus on SaaS-based business.
For new businesses, we will continue to focus on the launch of our AI Agent business, which began in October 2025.

Existing Businesses

Robo-Pat AI

Enhancing Product Capabilities ①

Following the introduction of features such as 【AI Text Input Assistant】 and 【AI Advisor】, we are adding further AI capabilities to enable easier and faster business automation.

Enhancing Product Capabilities ②

Through integration with the new “Robo-Pat AI Agent Studio” series, we aim to expand the scope of business automation.

Smart Boarding

Creating synergies with our training programs

Providing training to client companies to increase ARPA* per company

Growth Investment (New Business)

AI OMNI AGENT

Early business launch

We will continue to invest and strengthen our marketing and sales activities with the goal of launching the business and generating profits.

「AI Training and Consulting」

Establishing AI Training

We provide training to corporations to help improve their employees' AI literacy

Rescle レジリエンス研修

Providing training to address business challenges

We will support sustainable corporate growth and enhancing human capital through programs designed to prevent productivity losses caused by mental health issues

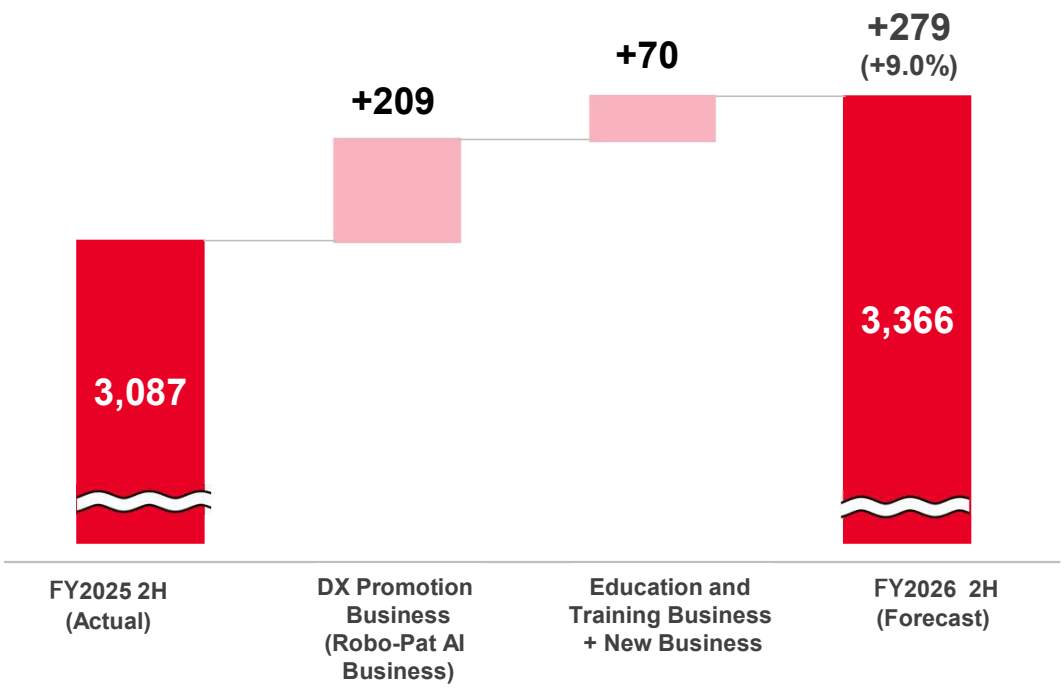
We will begin recruiting partner companies in 2026 to accelerate our expansion

Note: Average Revenue Per Account

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FY2026/9 2H | Revenue Forecast

Unit: million yen



Assumptions

●DX Promotion Business:
"Robo-Pat AI" will identify opportunities to improve productivity while expanding the market, thereby driving the acquisition of new clients and increasing usage among existing clients.

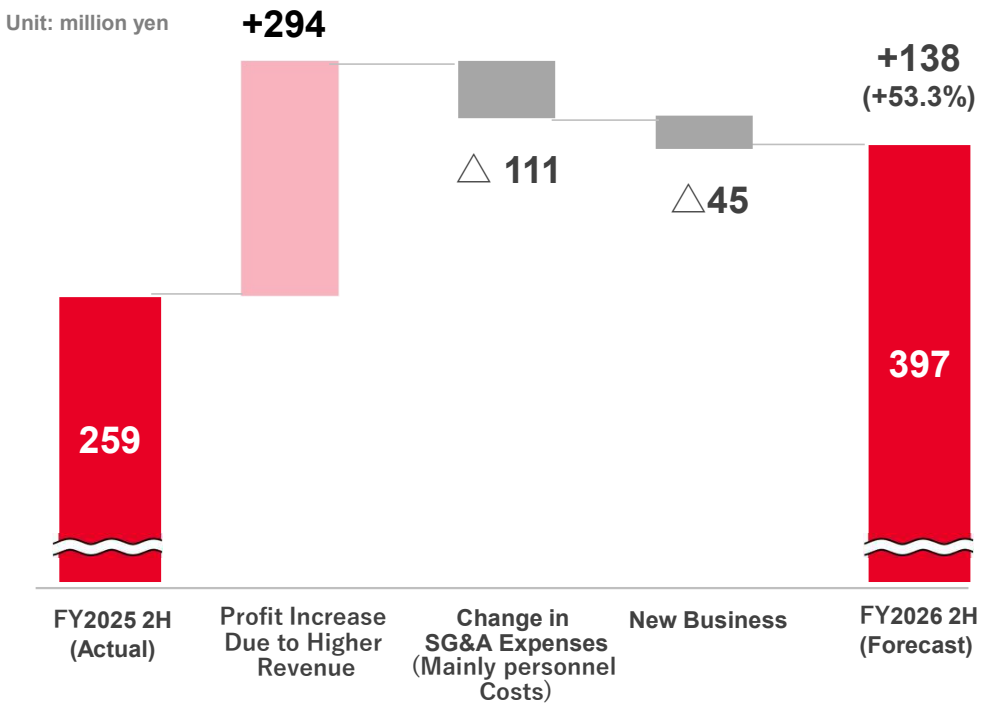
●Education and Training Business:
Focusing on the training business and leveraging our existing customer base, we will drive revenue growth by offering training services such as "Resilience Training®" and recruiting partner companies.

●New Business (AI Agent Business):
Revenue from "AI OMNI AGENT" is not yet included in the earnings forecast and will be reflected in the future based on the business's progress. We are currently conducting sales activities while securing paid trials and contracts, and driving Product-Market Fit (PMF).

(Overall)We will continue to monitor the situation in the third quarter to confirm the full-year revenue level.

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FY2026/9 2H | Ordinary Income Forecast



Assumptions

●Profit Increase Due to Higher Revenue:
We anticipate an increase in profits, primarily driven by the “Robo-Pat AI” business within our digital transformation (DX) initiatives.

●Changes in SG&A Expenses:
We expect an increase as we continue to actively recruit and invest in talent, as well as in advertising and promotion.

●Others:
We continue to anticipate investments in personnel expenses and advertising and promotion costs related to the “AI OMNI AGENT” business.

●Investment Strategy:
Trends through FY25/9:
After confirming the achievement of profit targets, investments will be concentrated in Q4 to drive growth in the following fiscal year (Q4-biased approach).

Trends for FY26/9:
Since necessary investments in areas such as talent acquisition, advertising, and new business, profit growth in the first half of the year was suppressed. However, profit growth in the second half is expected to reach 53.3% (leveling-off trend).

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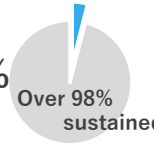
03 Business and Growth Strategy:
DX Promotion Business, New Business (AI Agent Business)

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Appendix

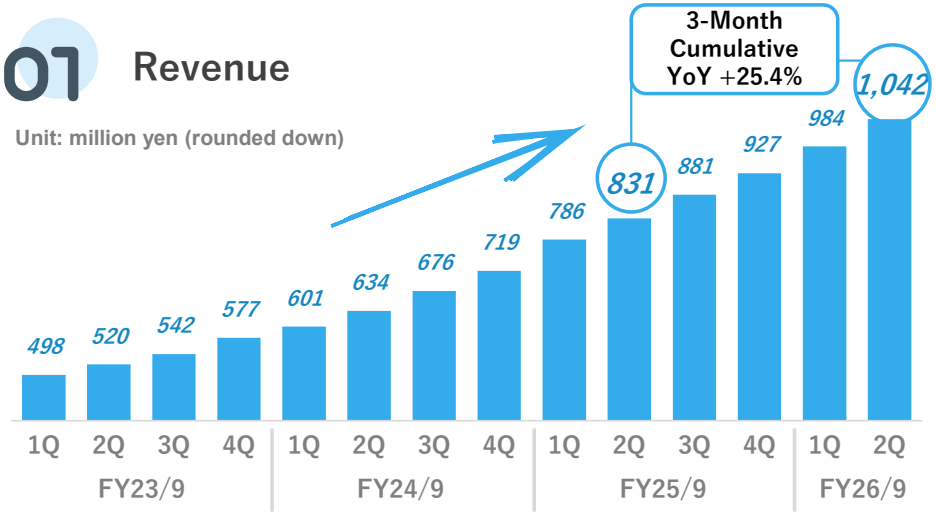
DX Promotion Business | Performance and Main KPI

Churn rate approx. 1%



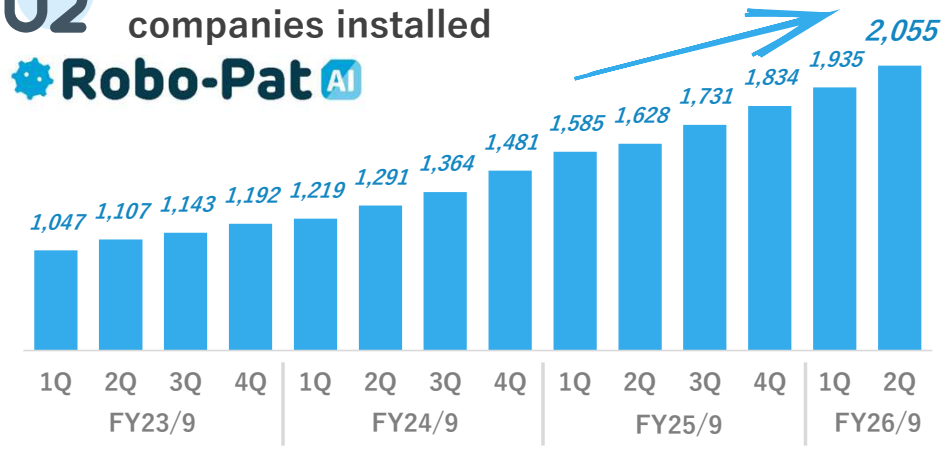
01 Revenue

Unit: million yen (rounded down)



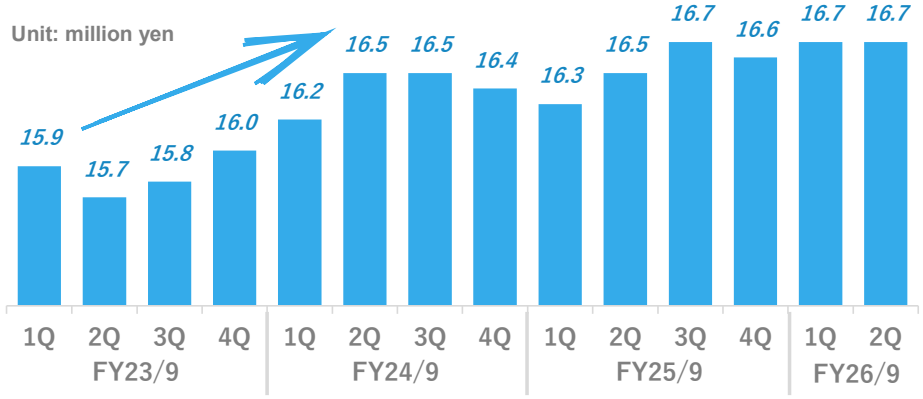
02 Number of companies installed

Robo-Pat AI

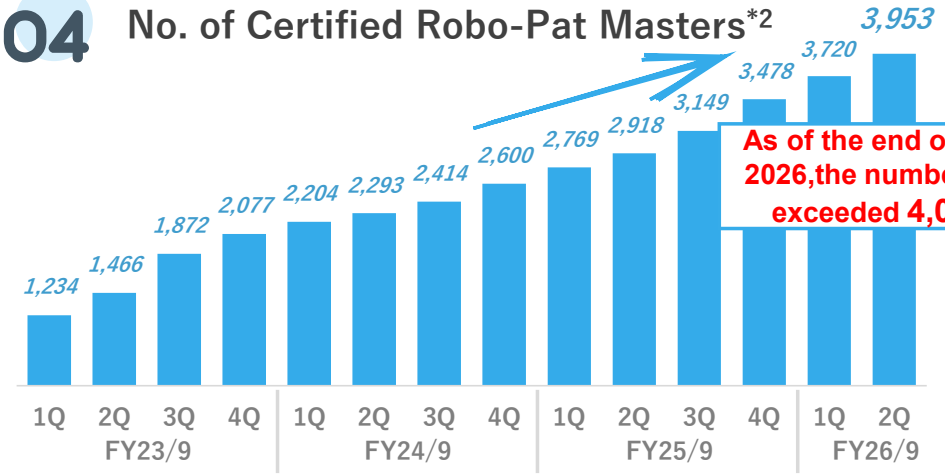


03 ARPU (※1)

Unit: million yen



04 No. of Certified Robo-Pat Masters*2



As of the end of April 2026,the number has exceeded 4,000.

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Note 1: ARPU（Average Revenue Per User） Average amount of sales per installed company as of the end of the Second quarter of the fiscal year ending September 30, 2026.
Note 2: Certified personnel promoting “DX” within client companies using “RPA Robo-Pat DX”

DX Promotion Business | “Robo-Pat AI”

*Name changed from "RPA Robo-Pat DX" on March 2, 2026

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

Robo-Pat AI

Profit structure of Robo-Pat AI

Revenue: Number of companies installed × Average unit price (monthly fee)

Cost: License fees to development partners + Sales fee to sales agencies

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

License types / fee structure

Full functionality version

Robot operation scenarios can be created and registered for actual operation

120,000 yen/month *excluding tax

Selective functionality version

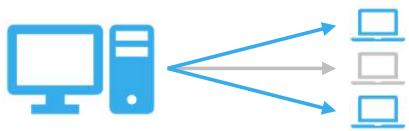
Scenarios for the full-featured version license can be run on a separate PC.

40,000 yen/month *excluding tax

\+ Installation support consultation — Free

Floating license

Floating licenses can be shared by multiple PCs, so they can be used at remote locations. It also contributes to cost reduction.



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Characteristics of the RPA “Robo-Pat DX”

With our “product capability” and “consulting capability,” we provide one-stop support from implementation to full adoption

Product Capability

- Operators on the ground can build robots themselves
- Enhanced convenience and expanded automation capabilities through the addition of AI features

×

Consulting Capability

- **Developing leaders to drive digital transformation**

Support tailored to your needs, backed by the Robo-Pat Master Certification Program and FCE’s extensive track record in successful implementation and adoption

- **Building an organization where people can grow**

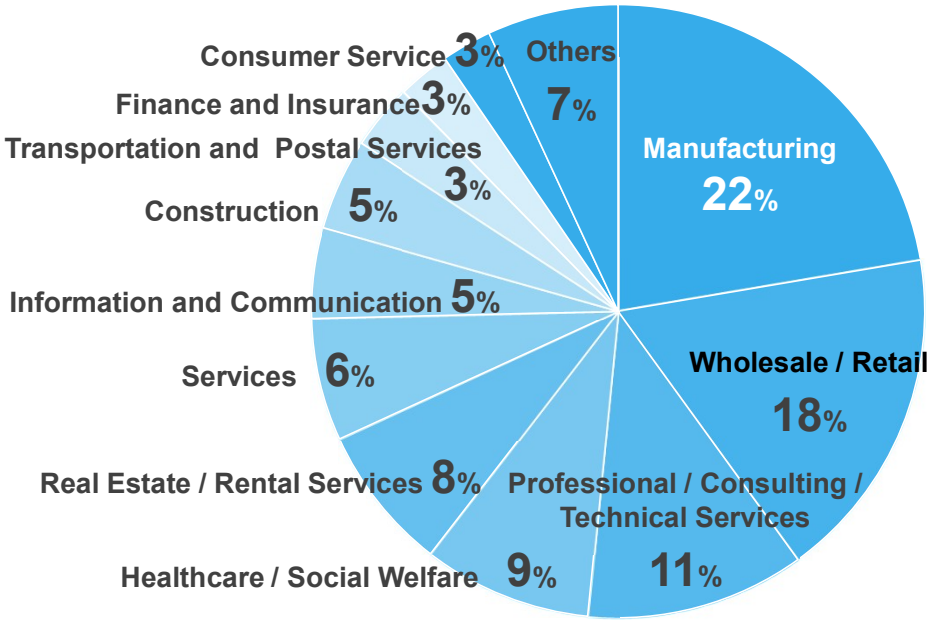
One-stop support from implementation to adoption and integration

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“Robo-Pat AI” Implementation Status

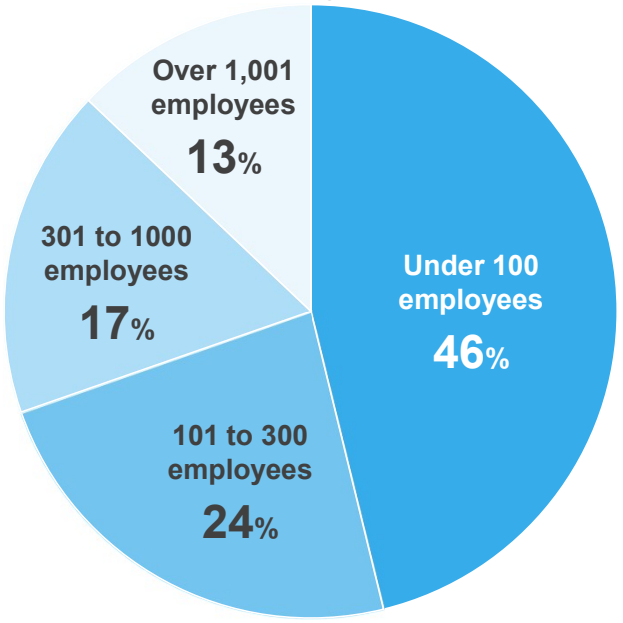
Used by a wide range of companies, regardless of IT literacy, industry, or size

Percentage of companies adopting Robo-Pat AI by industry



Widespread adoption across various sectors and industries

Percentage of companies adopting Robo-Pat AI by company size



Suitable for companies of all sizes
(70% of which have fewer than 300 employees)

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Progress of Future DX Promotion Business Expansion Strategy

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

Case studies of partnerships that solve industry challenges and support the creation of a supportive environment:

Robo-Pat AI × ひらめきを笑顔に PURPOSE

"Cloud AZ Tower", a cloud-based system for LP gas providers (used by approximately 1,200 companies)

Partnership via 「AZRPA」



×

Partnerships *extract

Banks

Kagoshima Bank (Regional Banks)

Platforms

E-Store (E-commerce site construction platform)

Companies

Link and Motivation (Capital and business alliance)

Open (Business partnership)

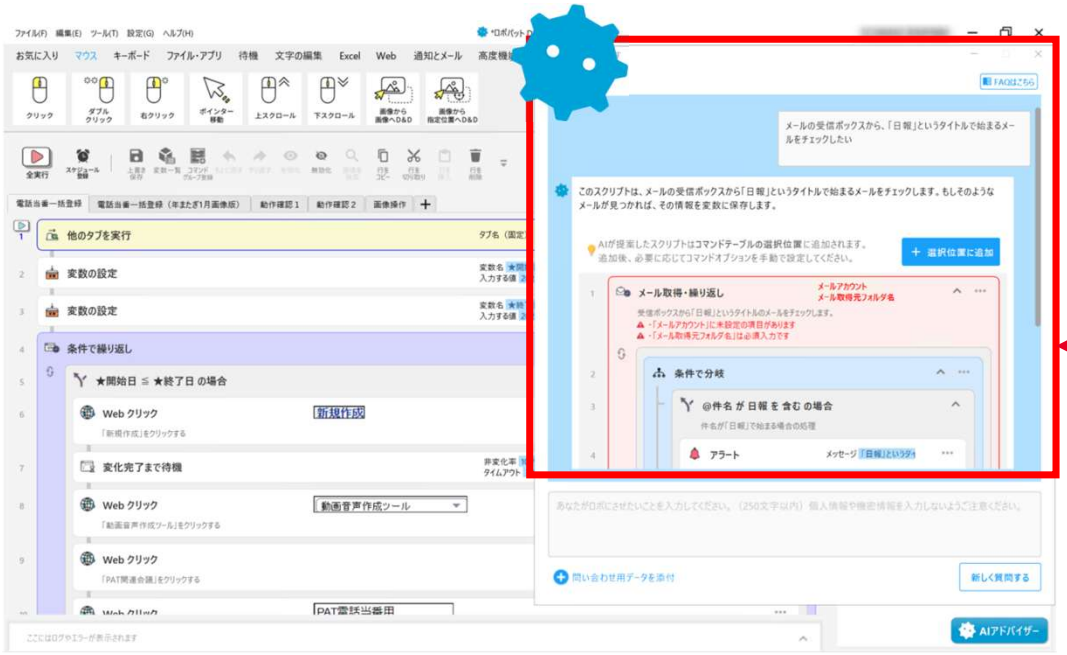
Distributing information on the Robo-Pat AI through various channels

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Example of partnership contract press release: https://contents.xj-storage.jp/xcontents/AS05165/a45b3a0c/393d/4ced/80ba/c84067228966/140120260326589391.pdf

Enhanced Features for “Robo-Pat AI” ～AI Advisor～

We make it easier and faster for our customers to automate their business processes.
The second installment of our “AI Features,” 【 AI Advisor 】 was released in March 2026.
Even first-time users will be able to create robots smoothly, making it easier to drive digital transformation on the front lines.



✓ **Provide tips**

Simply describe what you want to do, and we’ll provide the best script suggestion. Even beginners can quickly implement complex automation tasks.

✓ **Summarize scripts**

Streamline administrative tasks by visualizing script operations. Summaries and flowcharts provide immediate support for analyzing existing scripts and understanding their status.

✓ **Explain errors**

Explanation of common errors that may occur when running the script.

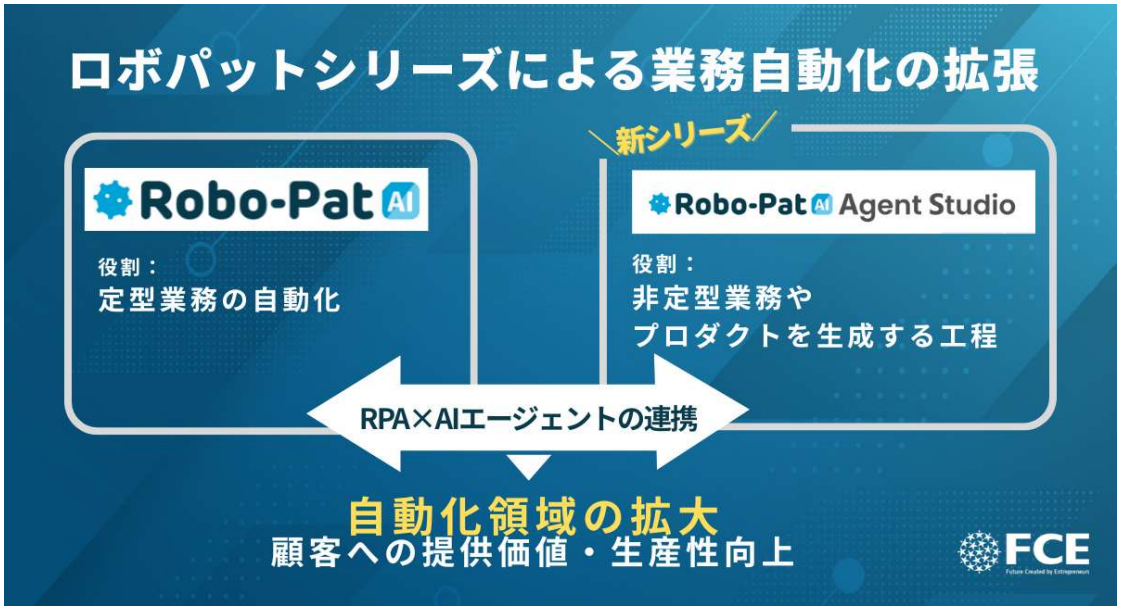
Press release ① “AI Option” : https://contents.xj-storage.jp/xcontents/AS05165/4da0aec5/243c/4fcd/8663/172f22f4c8a3/140120250418518365.pdf
Press release ② “First release” : https://contents.xj-storage.jp/xcontents/AS05165/3fa1f8e8/9f87/4645/a2b9/60b58736fc97/140120250820544582.pdf
Press release ③ “Second release” : https://contents.xj-storage.jp/xcontents/AS05165/2d12d555/5b76/46a7/93ca/6c91cfdb819c/140120260302572826.pdf

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New Series: “Robo-Pat AI Agent Studio”

Robo-Pat AI Agent Studio

FCE products developed in collaboration with PKSHA Technology (TSE Prime: 3993)
By integrating RPA with AI agents, we expand the scope of business automation and contribute to increased productivity.

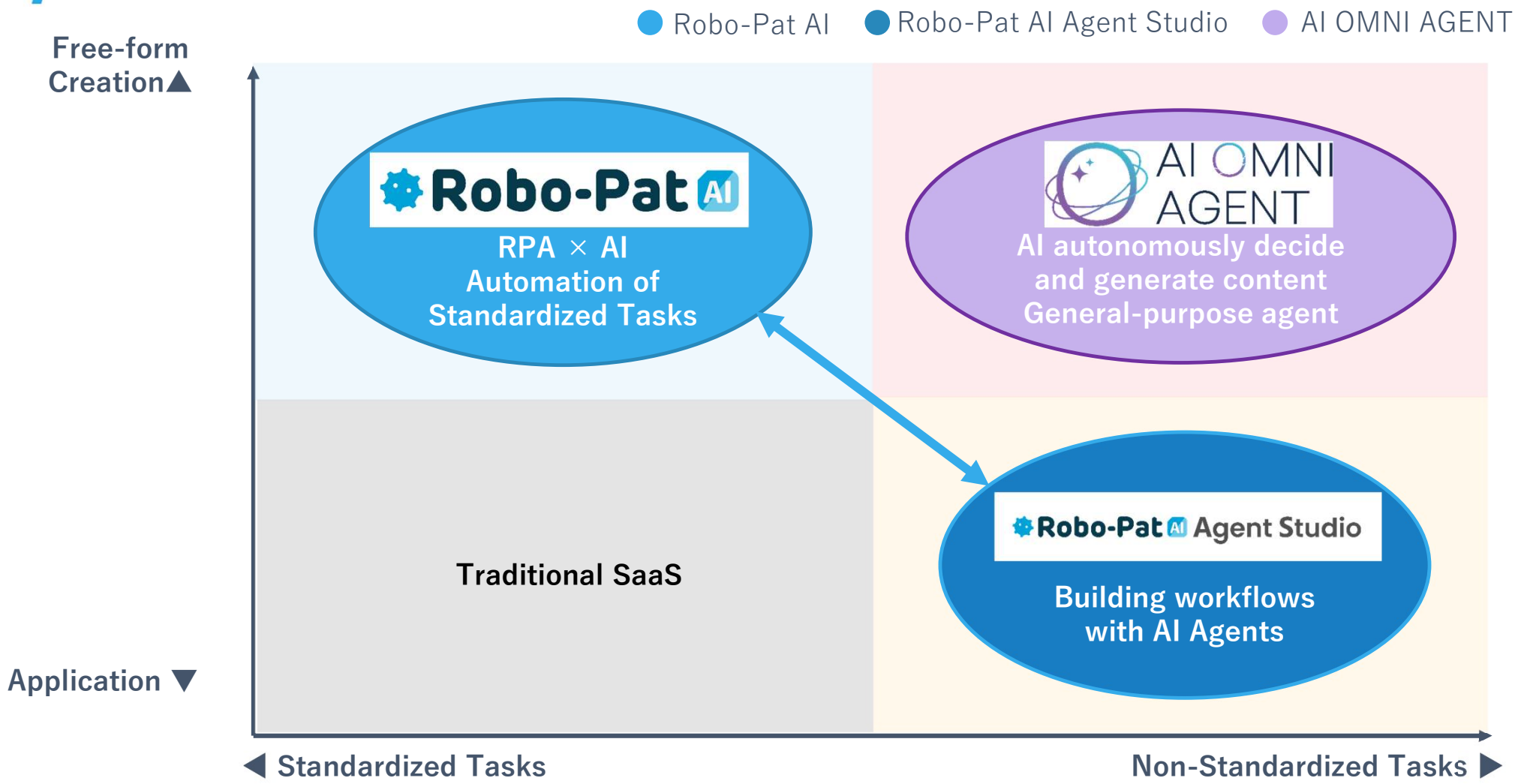


- ☑ With “Robo-Pat AI Agent Studio” alone, you can create and run AI agents. Frontline department members can use AI agents to automate their own workflows.
- ☑ By integrating with “Robo-Pat AI,” the synergistic effects of AI agents and RPA will expand the scope of business automation.

Press release “Robo-Pat AI Agent Studio”： https://contents.xj-storage.jp/xcontents/AS05165/16c1d938/5fc2/4799/bb28/eca3aaa80b4f/140120260313581094.pdf

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DX Promotion Business | Positioning Map for the 3 Products



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New Business | “AI OMNI AGENT”

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

AI OMNI AGENT Revenue Structure

Revenue

Initial Costs

Number of Companies Installed × **Average Unit Price** (monthly)

−

Cost

License Fee to Development Partners

Note: Average fee (monthly) = weighted average of each plan

Types of Licenses / Monthly Fee Structure

Standard Plan

- Unlimited use of official templates

Initial Cost **400,000** yen

+

117,000 yen/month

License fee: **1,100** yen/person

Premium Plan

- Unlimited use of official templates
- Unlimited creation of original agents

Initial Cost **500,000** yen

+

180,000 yen/month

License fee: **1,500** yen/person

+

Free



Implementation Support Consulting

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Note: LLM = Large Language Models, like ChatGPT, Claude, Gemini, etc.

Features of the “AI OMNI AGENT”

“Easy” AI agents provided by consulting firms

4 Reasons to Choose the AI OMNI AGNET



Easy to Build

With OMNI, anyone can easily create agents using natural language.



High Precision

Industry-leading 82.7% reading accuracy enables precise understanding of Japanese documents



Security

Exceptional security system that leaves no records on the AI side allows for worry-free business use



Support to Delivers Results

Based on extensive implementation experience, we provide broad support ranging from employee training to organizational culture development

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“AI OMNI AGENT” Progress

Marketing



- **Regular Seminars**
- **Trade Show Exhibitions**

We host **seminars on how to utilize AI agents** to boost organizational performance

Initial Visit / Proposal



- **Identifying productivity improvement needs**
- **Providing “100 Best Practices” tailored to specific industries**

Proposing “Robo-Pat AI” as a means of improving productivity beyond AI agents

Paid Trial

A consultant will work with you to create an agent that you can actually use in your work

Proposing “Robo-Pat AI”
as a means of improving productivity beyond AI agents

Contract

Consulting support (Implementation and adoption support)

Proposing “Robo-Pat AI”
as a means of improving productivity beyond AI agents

Robo-Pat AI

RPA × AI
Automation of Standardized Tasks

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Agenda

01 FY2026/9 Q2 (January - March) Topics

02 FY2026/9 1H Financial Result and 2H Forecasts

03 Business and Growth Strategy:
DX Promotion Business, New Business (AI Agent Business)

04 Business and Growth Strategy:
Education and Training Business

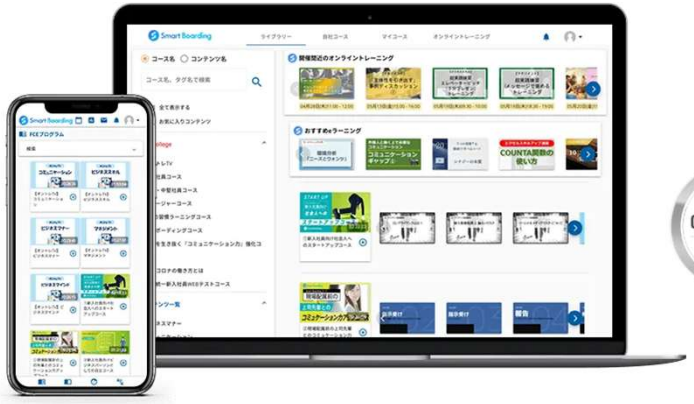
Appendix

Training Business | Overview

To help companies achieve their desired state, we provide a flat-rate online training system along with training and consulting services.

Flat-Rate Online Training System

Smart Boarding





No. of accounts over 120,000

No.1 Online Employee Training Programs HR Wants to Implement

Churn rate around 1%※

Training / Consulting

7つの習慣® 研修 Business Ownership

7つの習慣 × Self Coaching

New Employee Training Change

In-house training (made-to-order training) / consulting



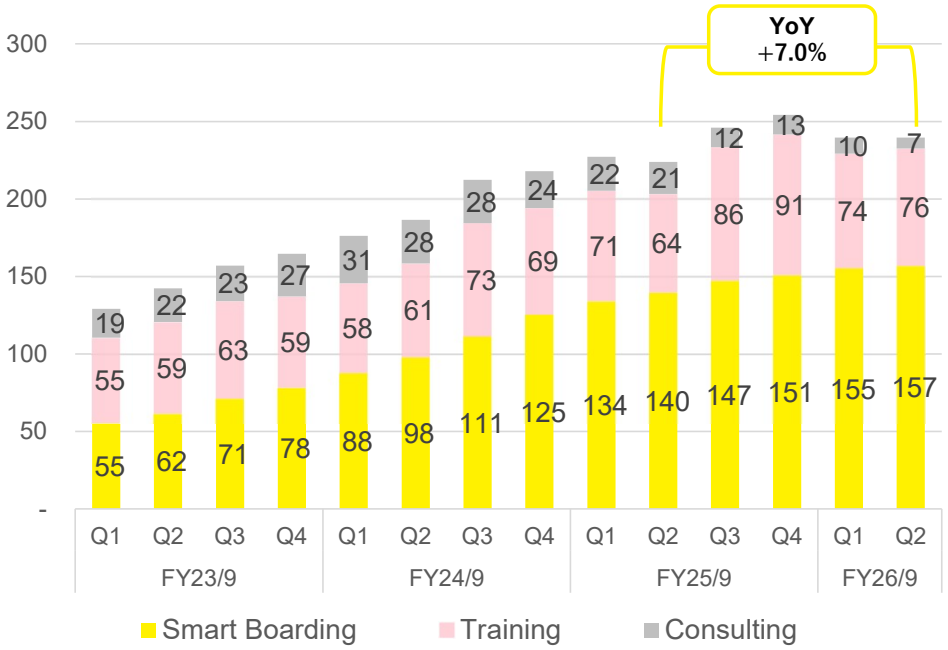
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※ Note: Refers to the average annual churn rate in direct sales

Training Business Financial Results and Future Policies

- **The Smart Boarding business has shifted its strategy to enhance ARPA* per company by pursuing synergies with the training business**
- **We will also focus on providing new training content to address management challenges.**

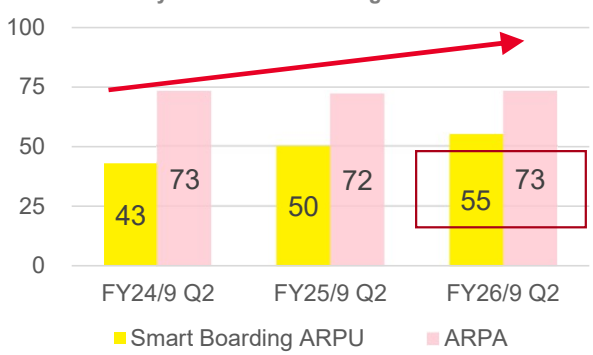
Training Business Revenue Trends
Unit: million yen



▶ARPA Enhancement

We propose training programs for talent development and organizational building to companies that have adopted Smart Boarding, aiming to enhance ARPA per company.

Unit: thousand yen *12-month average trends



▶ Focusing on providing new training content

Keisuke Honda has been appointed as an ambassador for “Rescle®,” a corporate resilience training program that builds mental resilience.
We are now recruiting sales partner companies to expand our distribution channels.



Press release: https://prtimes.jp/main/html/rd/p/000000376.000029370.html

Note: Average Revenue Per Account

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Training Business Topics

Smart Boarding to feature “AI Role Playing Function”

We will further enhance the output-focused environment designed to boost practical skills. We provide a talent development and organizational development framework that translates behavioral changes in individuals and organizations into tangible results.

3 Values of the AI Role Playing Function



Practice can be repeated as many times as needed

Practice anytime you have a free moment. Repeated practice helps solidify your skills.



Seamless integration

Move straight from watching the learning content to putting it into practice. Maximize your learning efficiency by integrating input and output.



Objective, real-time feedback

AI-powered instant feedback visualizes “what went well” and “areas for improvement.”

Press release: https://contents.xj-storage.jp/xcontents/AS05165/c5e89a25/04e5/4e37/b18b/df2603d50e11/140120260511521807.pdf

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Education Business | Overview

	For Schools	For Tutoring Schools	For Educational Institutes
Subject Learning	みんなの学習クラブ®	わくわく文庫 / Selfee 自立学習 / wonder code	ウェブで授業研究 Find! アクティブラーナー / FCEプロンプトゲート academic
Non-cognitive Skills	アクティブラーナーの資質を引き出す フォーサイト ふりかえり力向上手帳	第1の習慣 × Self Coaching by 7つの習慣J	アクティブラーナー育成授業 7つの習慣J®

“Foresight Communication Notebook” for Lower Elementary School Students



Available from February 5, 2026
(350 yen per book per year, including tax)

「Selfee」

Renewed to a cloud service

Five New Schools Selected to Implement “The 7 Habits J”

It has been decided that the program will be newly introduced at five private middle and high schools nationwide starting in FY2026.**Annual sales of approximately 40 million yen are expected on an annualized basis starting in 2026.**

Strategies and Initiatives

- ✓ System Integration
- ✓ Sales Partner

Alliance Partner

Integration with external services

STUDYLAB! 株式会社スタディラボ
roku you
okke
ネコゴロ

In addition to our own services and sales infrastructure, we will increase our market penetration in the school and tutoring school sectors through collaboration with external services and sales partners.

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Education Business Topics

New Implementation of “The 7 Habits J” as of April 2026











Against the backdrop of the need for school reform amid a declining birthrate, the program has been recognized for its ability to translate its proven track record and philosophy in character education into concrete action. As a result, it has been decided that the program will be newly introduced at five private middle and high schools nationwide starting in FY2026. **From 2026 onward, the program is expected to generate approximately 40 million yen in annual revenue.**

“Selfee,” a self-directed learning support system, has been renewed as a cloud-based service



It has evolved into a learning platform ideal for classroom management, seamlessly integrating in-class learning at tutoring schools and classrooms nationwide with home study, and allowing administrators to monitor each student’s progress with the click of a button.

Press release: https://prtimes.jp/main/html/rd/p/000000060.000030999.html

“Everyone's Learning Club” to be implemented in a major municipality!

みんなの学習クラブ®

A total of 151 schools have decided to adopt the program starting in April 2026. The hybrid curriculum, which combines worksheets and videos, supports students’ independent learning and academic improvement.

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Appendix

FCE is an

Entrepreneur Firm

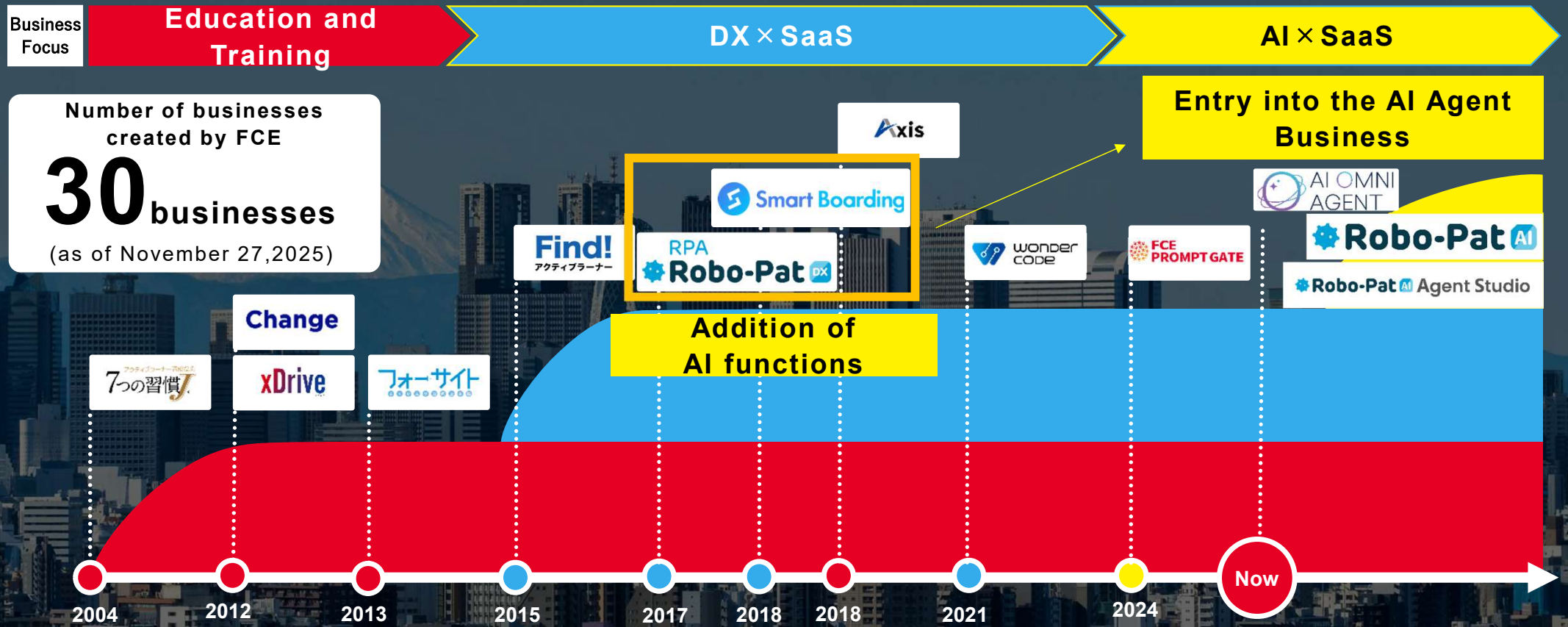
Each and every one of us will continue to be an entity that creates a world in which everyone can approach and solve challenges with all their might with an “entrepreneurial mindset”

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

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Our History as an Entrepreneur Firm

FCE started out in the education and training business in 2004, adapting to changes in the business environment as times changed.
We have expanded our business by continuously launching new businesses.



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Refer to the FY24/9 Full Year Earnings Report published on November 26, 2024 (updated on November 27, 2025 in the FY25/9 Full Year Earnings Report)

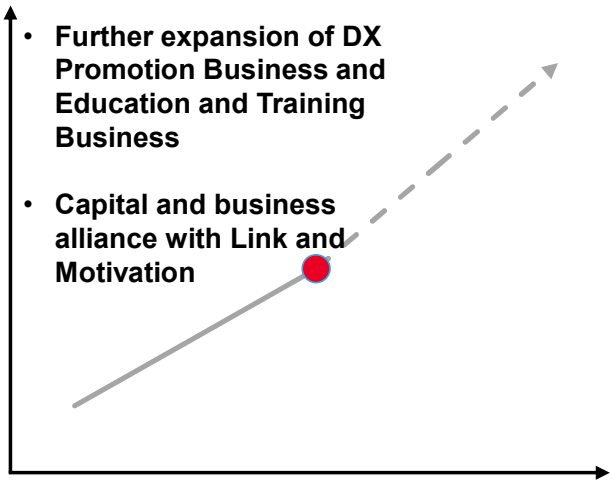
FCE's Business Policy

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

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

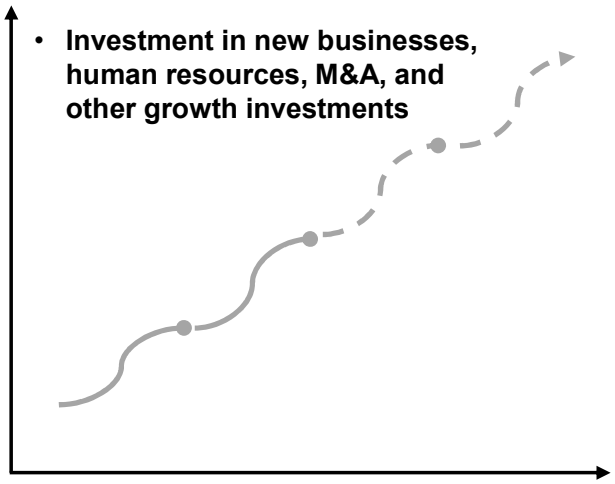
Existing Businesses

- **Further expansion of DX Promotion Business and Education and Training Business**
- **Capital and business alliance with Link and Motivation**



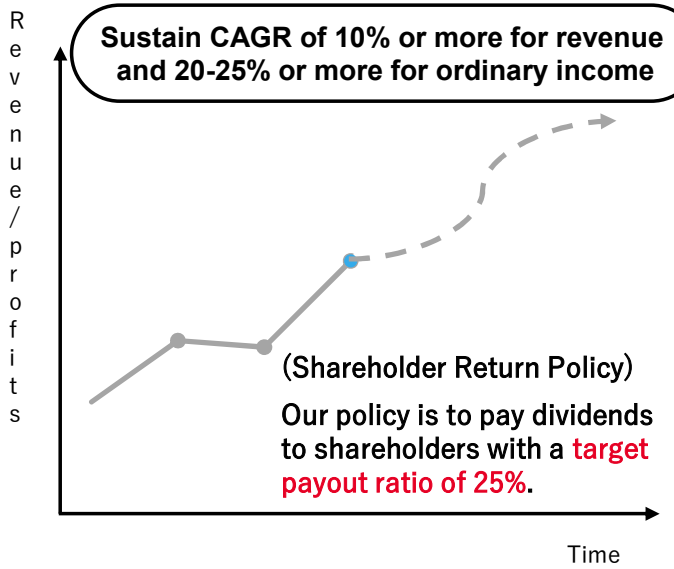
Growth Investments

- **Investment in new businesses, human resources, M&A, and other growth investments**



Consolidated Performance

Sustain CAGR of 10% or more for revenue and 20-25% or more for ordinary income



Note: Link and Motivation Inc. (Listed on the Tokyo Stock Exchange Prime Market, Securities Code: 2170)
This is a company that provides corporate transformation consulting and cloud services through motivation engineering, motivation management business (support for training, systems, and culture change), entry management business (recruitment support), and venture incubation.

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FCE's Business Policy (Talent Acquisition and Development)

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

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

■ Hiring

- **10 new graduates (graduating in March 2026)**

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

- **Mid-career hires**

  Recruiting human resources in each business division due to business expansion

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



■ Development

Growth concept: "10 years of growth in 3 years"

Offers many development programs and environments

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



© 2026 FCE Inc. Refer to the Financial Results Briefing for the Fiscal Year Ended September 2024, (November 26, 2024), which was updated on May 20, 2026 in the FY26/9 Q2 Earnings Report.

Balance Sheet Overview

Unit: million yen	End of September 2025	End of December 2025	End of March 2026	Change (YoY)
Cash and deposits	3,175	2,803	2,803	-371
Other current assets	761	797	1,014	+252
Total current assets	3,936	3,600	3,817	-118
Total fixed assets	1,790	1,853	1,918	+127
Total assets	5,727	5,453	5,735	+8
Total liabilities	1,928	1,572	1,516	-411
Shareholder's Equity	3,896	3,967	4,277	+381
Other net assets	-97	-85	-59	+38
Net assets	3,799	3,881	4,218	+419
Total liabilities and net assets	5,727	5,453	5,735	+8
Equity ratio	66.3%	71.2%	73.5%	+7.2% pts

Cash and cash equivalents decreased by 371 million yen due to bonus payments and accounts payable, etc.

Accounts receivable: +212 million yen
Increase due to sales of FS handbooks and educational materials in conjunction with the start of the new school year

Software: +63 million yen
Long-term prepaid expenses: +30 million yen, etc.

Provision for bonuses: −¥215 million
Contract liabilities: −¥188 million, etc.

Net income: +374 million yen
Unrealized gains on other securities: +38 million yen, etc.

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* unit: million yen (rounded down) *as of March 31, 2026

External Evaluation of “Robo-Pat AI”





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

Review site “ITreview”

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

BOXIL SaaS AWARD 2025,

for the recognition of the most highly rated SaaS:

Ranked No.1
in the BOXIL SaaS Section RPA Category

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

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Refer to the Financial Results Briefing for the Fiscal Year Ended September 2022 (November 24, 2022), which was updated on August 12, 2025 as the Financial Results Briefing for the Fiscal Year Ended September 2025

IR information

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

ir@fce-hd.co.jp

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

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

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

https://x.com/fce_ir

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Forward-Looking Statements

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

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

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

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

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