May 2026

FCE Inc.

(TSE Standard:9564)

■Company Overview

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

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

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

As of now, the percentage of sales for our DX Promotion Business exceeds 50% of our total sales. In addition, approximately 85% of overall sales are composed of recurring revenue streams, thereby increasing the stability of our operations.

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）

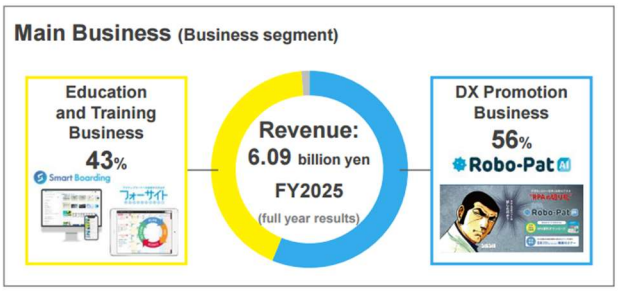
Purpose

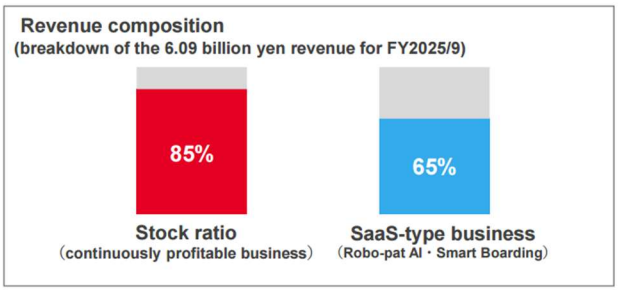
To create a world in which everyone can approach and solve challenges with all their might

Mission

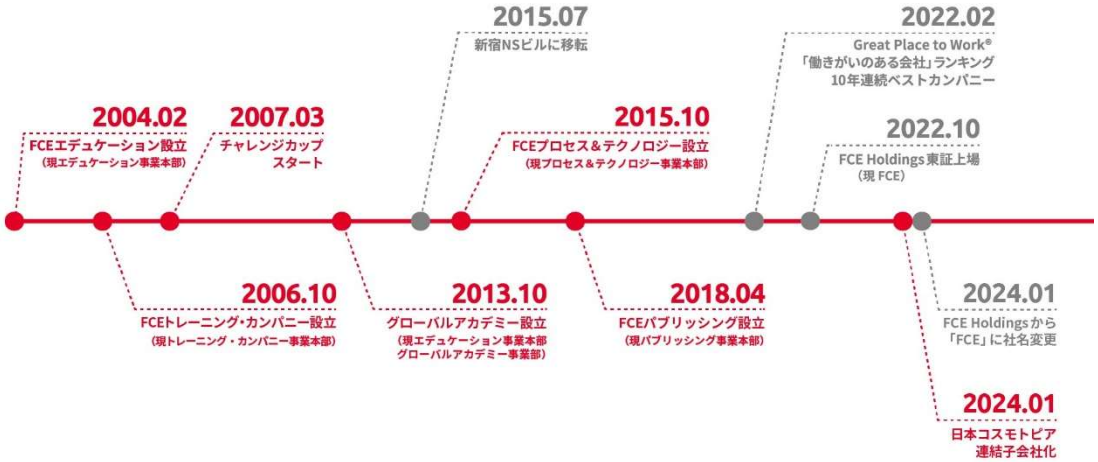
Proactiveness × Productivity

Maximize Human Capital





■Company History



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

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

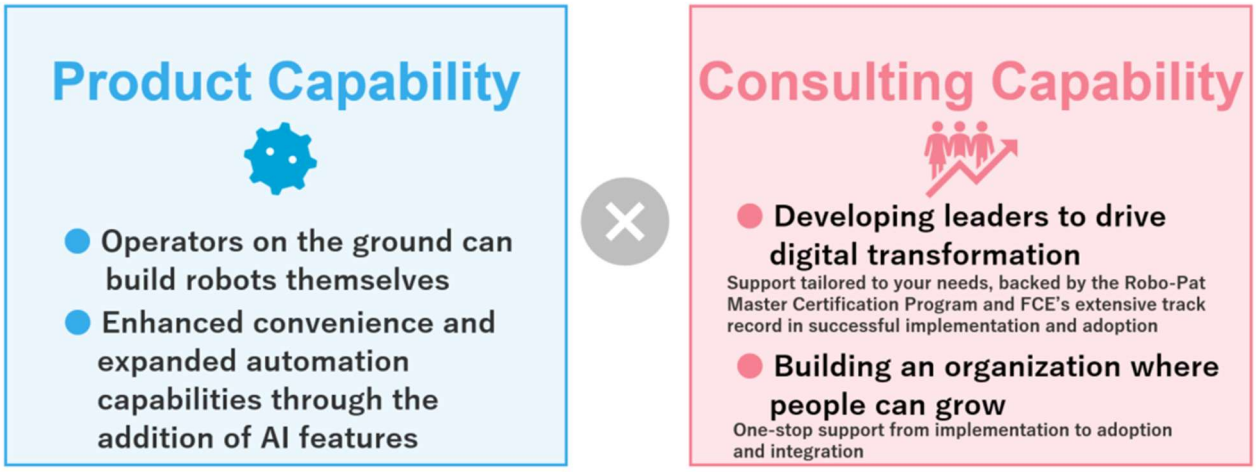
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■Main Business

1. DX Promotion Business

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

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



2. Education and Training Business

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



Installed across approx.
350,000 people / **1,200** schools

The Foresight Handbook was developed to improve the ability to reflect and to cultivate the PDCA cycle by writing daily.
Started as paper media and achieved top share in the industry in FY23.
Released an app version from 2023. Both as a paper format and an app format are available.



Platform for building an employee training system

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

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

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■Highlights of FY25/9 Q2 Business Results

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%	-

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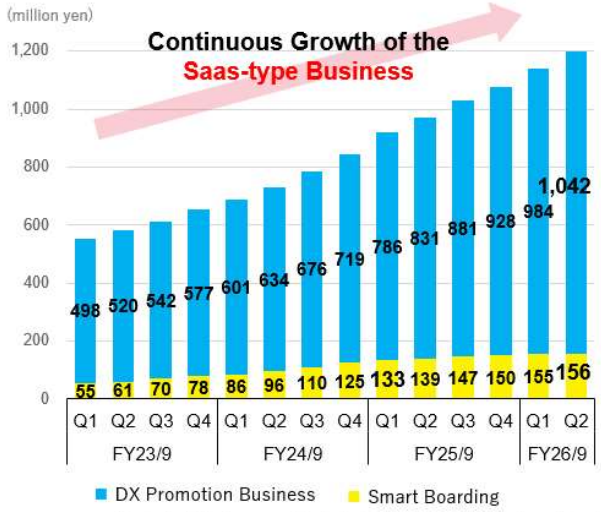
Unit: million yen (rounded down)

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

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

The SaaS-type Business, which provides the RPA-powered DX support SaaS[*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]



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

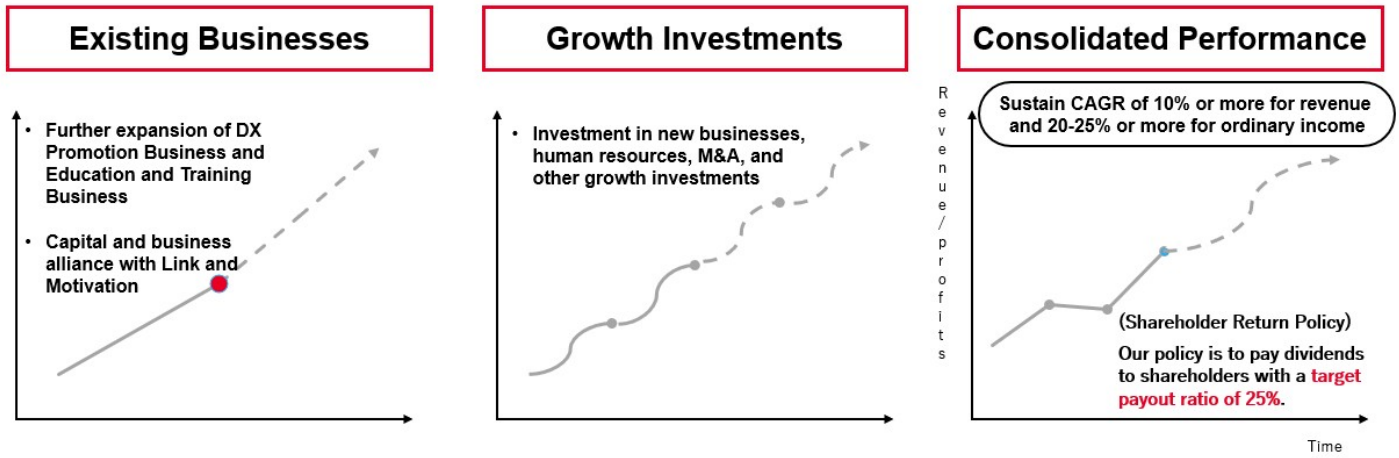
Unit: million yen (rounded down)

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■FCE's Business Policy

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

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



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.

■FCE's Business Policy(Focus areas for the Second Half of the Fiscal Year ending September 2026)

For our existing businesses, we will continue to grow our SaaS-based "Robo-Pat AI" and "Smart Boarding", focusing on these two services.

In both businesses, we will strengthen our product appeal by incorporating AI functions and AI content, which have seen a rapid increase in demand recently.

For new businesses, we will focus on launching our AI agent business which began in October 2025 and AI training/consulting services.

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

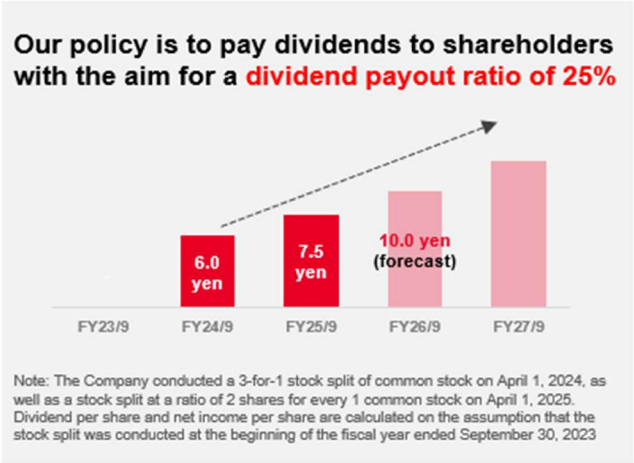
© 2026 FCE Inc. Note: Average Revenue Per Account

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■Shareholder Returns Policy

●Dividend Policy

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



●Shareholder Benefits and Dividends

Shareholder benefits with a record date of September 30, 2025 included a digital gift® worth 1,000 yen for shareholders holding 100 or more shares. (The 2026 target will be disclosed once it is determined.)

As for dividends, we plan to pay a dividend of 7.5 yen per share at the end of the fiscal year ended September 2025. For the fiscal year ending September 2026, we plan to increase the dividend by 2.5 yen to 10 yen per share.

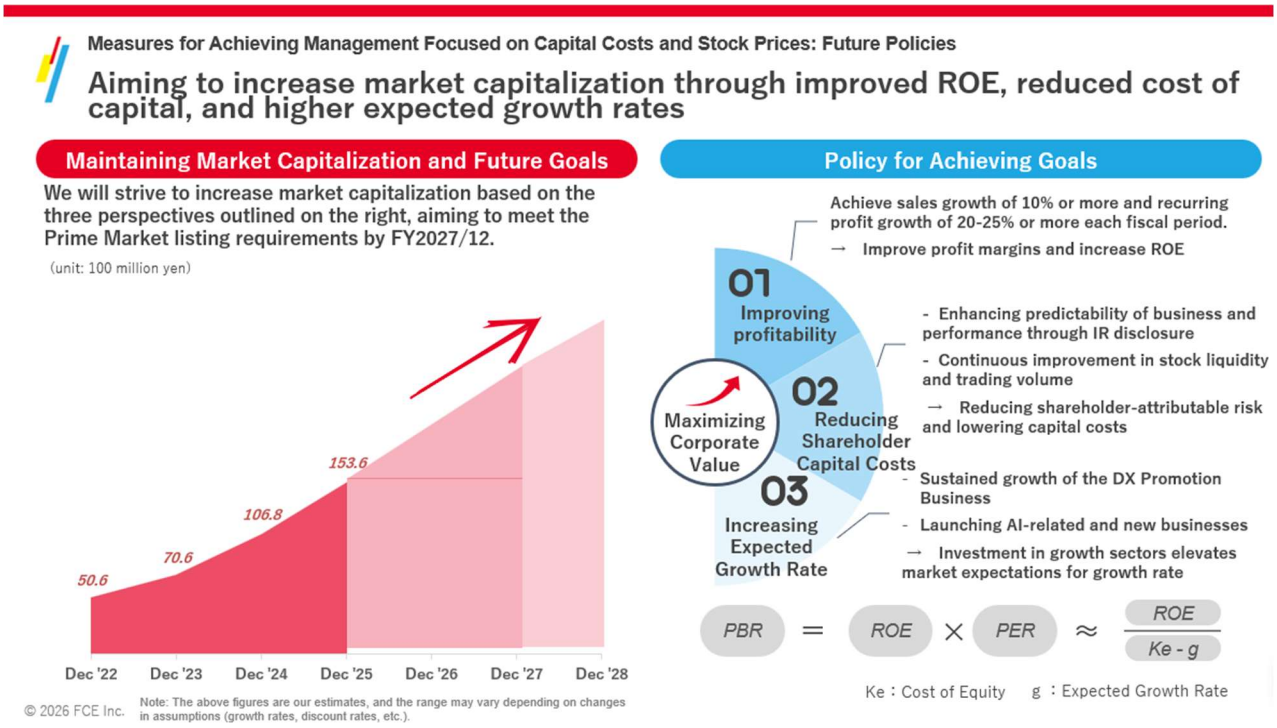
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■Measures to achieve management that takes capital costs and stock prices into consideration (Updated) (Disclosed February 12, 2026)

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

Please refer to the disclosure document for further details.

https://contents.xj-storage.jp/xcontents/AS05165/4701fd0d/a499/473e/9a9c/dd7630686f65/140120260212556107.pdf



FCE GROUP

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