3763 Tokyo Stock Exchange Prime Market

Pro-Ship Incorporated

Financial Results for the Fiscal Year Ended March31, 2026

Pro-Ship Incorporated

Financial Results for the Fiscal Year Ended March31, 2026

01 | About the Pro-Ship Group

Corporate Culture Model

Vision

Providing the world's best fixed asset management solutions

Mission (〜FY2028)

Solving Japan’s Lease Accounting Challenges with Pro-Ship’s Speciality

Growth Strategies • Priority Measures

Philosophy

Speciality for Customer

Contributing to customers and society with a high level of domain expertise.

Doing work that only we can do.

We develop our strongest specialties as professionals in specific areas of information systems and services in the global market. We contribute to the improvement of the corporate strength and competitiveness of more customers, participate in the spread and development of a global advanced information society, and fulfill our corporate social responsibility. As an organization, we have high levels of transparency, rules, and governance, and our activities are always based on thorough fundamentals, be creative, be self-reliant, be quick, and contribute to the self-realization of participants.

Vision / Purpose

Providing
the world's best fixed asset management solutions

Enhance the value and utilization of assets, unleashing the potential capabilities of companies.

Our aim is not merely to achieve the No. 1 market share, but to provide unparalleled value. Connecting the historical data, accounting, and tax data of assets in the fixed asset ledger with the "actual assets" in factories and stores. This links "Finance" and the "Field/Operations," visualizing management issues that were previously unseen. This not only streamlines the operations of the accounting department but also supports decision-making in the field and improves the quality of management itself. We are evolving beyond the framework of an accounting system into a "Management Platform" that opens up the future of companies through asset management. We, Proship, will challenge ourselves to create new value based on physical assets.

Our Mission (～FY2028)

Solving Japan’s Lease Accounting Challenges with Pro-Ship’s Speciality

Targeting & Market Share

Specialist products and services for enterprises or listed companies.

Market Share among **Nikkei 225**

110 out of 225 companies

Targeting & Market Share

Specialist products and services for enterprises or listed companies.

Market share among top-selling companies in each industry **Over 50%**

Number of ProPlus adoptions among top-selling companies in each industry

Industry	Companies using ProPlus
Construction	5 of 10 companies
Foods	8 of 10 companies
Textiles & Apparel	6 of 10 companies
Chemicals	4 of 10 companies
Pharmaceutical	3 of 10 companies
Oil & Coal Products	3 of 5 companies
Rubber Products	4 of 10 companies
Glass & Ceramics Products	3 of 10 companies
Iron & Steel	4 of 10 companies
Nonferrous Metals	6 of 10 companies
Metal Products	3 of 10 companies
Machinery	3 of 10 companies

Industry	Companies using ProPlus
Electric Appliances	5 of 10 companies
Transportation Equipment	6 of 10 companies
Precision Instruments	4 of 10 companies
Retail Trade	6 of 10 companies
Banks	3 of 5 companies
Securities & Commodity Futures	2 of 5 companies
Insurance	3 of 5 companies
Real Estate	7 of 10 companies
Marine Transportation	3 of 5 companies
Warehousing & Harbor Transportation Services	8 of 10 companies
Communications	6 of 10 companies
Electric Power & Gas	3 of 10 companies

Targeting & Market Share

Specialist products and services for enterprises or listed companies.

Corporate groups using the ProPlus series

Over 5,500

ProPlus is used in all **33** of the industries designated by the stock exchange.

Used by leading companies in every industry

Retail/Wholesale
- STARBUCKS
- MOS BURGER
- FOOD & LIFE COMPANIES
- ライフ
- みんなの食卓でありたい 松屋
- Takashimaya
- KFC
- Pizza Hut
- J. FRONT RETAILING
- KOMERI ビッグハート
- 珈琲所 コメダ珈琲店
- ADASTRIA
- 三菱商事

Real Estate/Construction
- さあ、街から未来をかえよう 三井不動産 MITSUI FUDOSAN
- 三菱地所
- 大東建託
- HULIC
- SHIMIZU CORPORATION 清水建設
- 関電工
- 人がつくる。人でつくる。 戸田建設
- TAKENAKA
- 長谷工 コーポレーション
- 四電工

Steel/Non-metals
- KOBELCO
- RYOBI 「くらしごこち」がテーマです。
- TOYO SEIKAN GROUP
- Fujikura
- 古河電工
- ヨドコウ
- ASAHI TEC 旭テック株式会社
- 株式会社アルファ

Electrical Equipment / Transportation Equipment / Others
- Canon
- EPSON EXCEED YOUR VISION
- TDK
- SanKen Power Electronics for Your Innovation
- SUBARU
- OKI Open up your dreams
- ISUZU
- YAMAHA Revs Your Heart
- AsahiKASEI
- YONEX
- MARUHAN
- DeNA
- CITIZEN

Food & Beverage / Pharmaceuticals / Chemicals
- おいしさを笑顔に KIRIN
- SAPPORO
- NISSIN HOLDINGS
- ニチレイ
- AJINOMOTO.
- 亀田製菓株式会社
- Nipponham Group
- NIPPN 日本製粉
- 紀文
- なによりも患者さんのために 沢井製薬株式会社
- NSG GROUP

Machinery/Textiles
- 熱・水・環境のベストパートナー MIURA
- Sodick
- EBARA
- Shinkawa
- KOIKE
- NISSHINBO
- TOYOBO
- あらゆる空間に、イノベーションを。 SUMINOE株式会社
- GUNZE
- KURABO

Products in the ProPlus series

■Fixed Asset Management Solution
The leading fixed asset management solution for enterprises in Japan. We have been specializing these solutions for long time.

■Lease Asset Management Solution
Improves efficiency of lease asset management and covers various aspects from contracts to generating accounting information.

■CIP Accounts Subsystem
Improves the efficiency of complicated work of construction in progress accounts. Links seamlessly with our fixed asset solution.

■Physical Checking Subsystem
Enables total management of physical checking of assets from planning to execution.

■Lease/Rental Contract Management System
Offers efficient lease contract management for retail businesses and other multi-location operations.

■Land Information Management Subsystem
This subsystem helps managing land information, utilized by industries such as railway companies that manage a significant amount of land.

■Construction Settlement Solution : Smart
Uses OCR and AI technology to efficiently process large volumes of invoices generated from construction activities, significantly streamlining accounting data input.

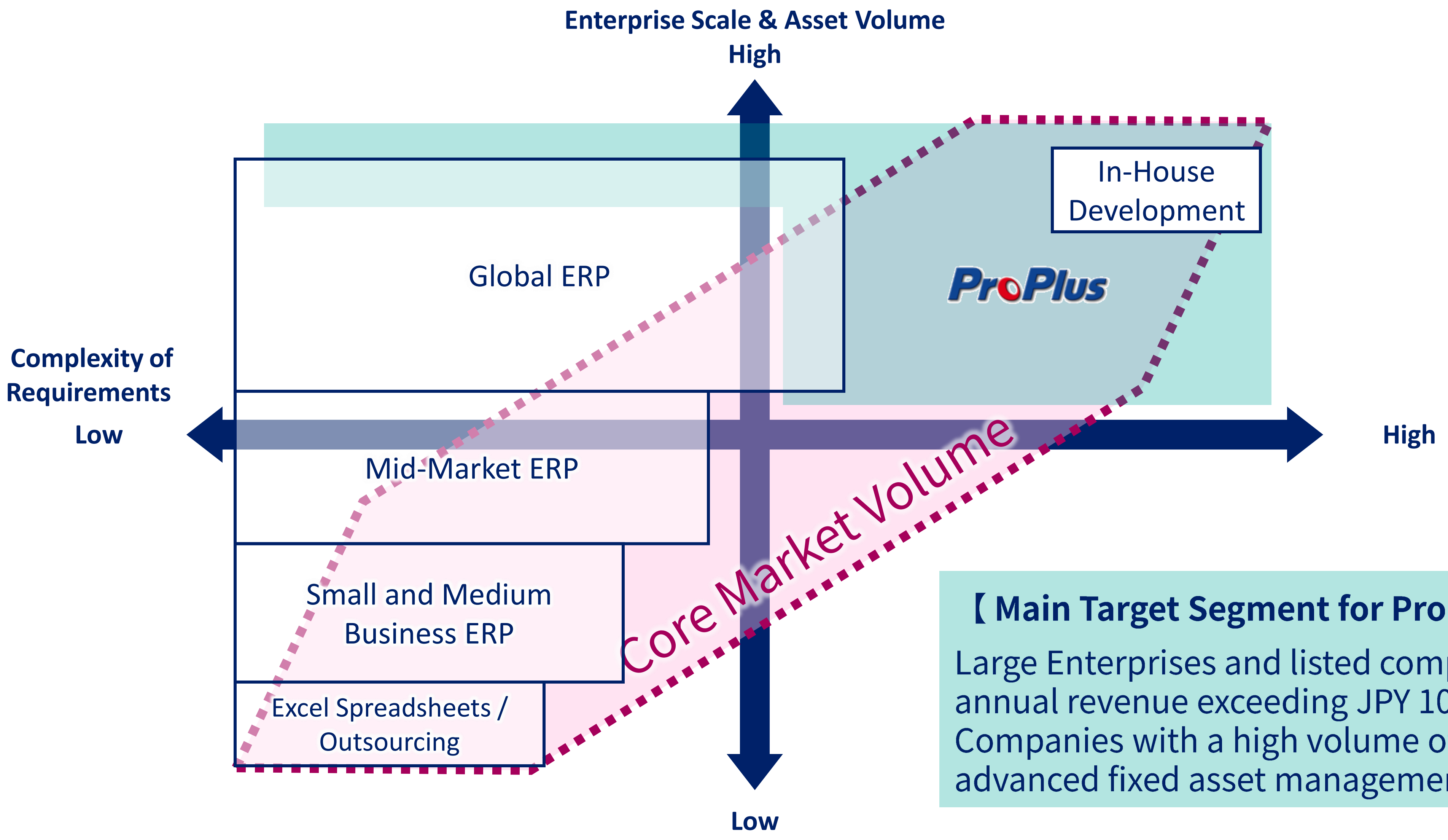
■Asset Inventory Management Solution (SaaS)
This provides efficient fixed asset inventory using mobile devices and cloud technology.

■Solution for New Lease Accounting Standards
The first solution in the market for the upcoming changes in lease accounting standards of Japan. It calculates the accounting impact of the changes.

■ProPlus for Electric Power Company
Fixed asset management solution compliant with electricity business accounting regulations for the electricity industry.

■ProPlus+ (SaaS) Compliant with the New Lease Accounting Standards
Toral solution for new lease accounting standards.

“Best of Breed” : Unique Positioning



【 Main Target Segment for ProPlus 】

Large Enterprises and listed companies with annual revenue exceeding JPY 100 billion. Companies with a high volume of assets and advanced fixed asset management needs.

Requirements for Enterprise Fixed Asset Management Systems

01 | Depreciable Assets Tax & Other Tax Compliance

02 | Swift Adaptability to Regulatory Changes

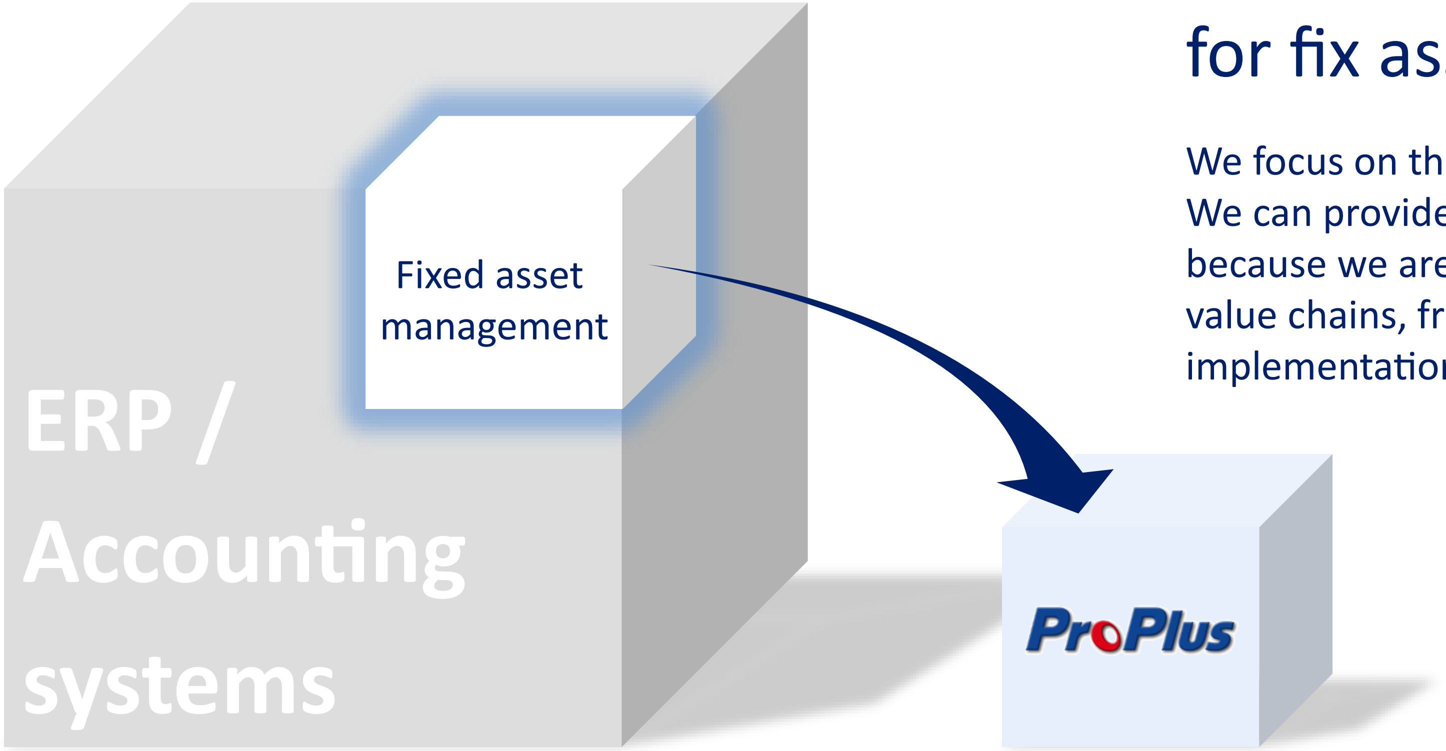
03 | Advanced Multi-GAAP/Multi-Book Accounting

04 | Time-Series Consistency in Depreciation Records

05 | Consistency with Physical Assets

06 | Support for High Volume of Assets

“Best of Breed” : Unique Positioning



Not ERP.
Not an accounting system.

Specialized solutions
for fix asset management.

We focus on the fixed asset management.
We can provide customers with high quality solution because we are experts and we cover all business value chains, from software development to system implementation, or providing support.

Be Hybrid 2028 - Medium Term Business Strategy

– Further Evolution of Our Business Model –

Ordinary Margin : Over 30% (throughout 5 years)

Ordinary Profit per Employee : Over 10 million yen (as of March 2029)

Net Sales CAGR : 17.1%

Ordinary Profit CAGR : 19.1%

Previous

-The conventional model.
-Developed the social infrastructure field.

~FY24

Stage 0

Social infrastructure
Existing model

Build

Building Hybrid Model

- Aggressive investment to build a hybrid model.
- Social infrastructure solutions as a core business
- Ordinary margin : over 30%

FY25-26

Stage 1

SaaS
Social infrastructure
Existing model

Expand

Supporting New Lease Accounting Compliance for 1100+ Companies

- Make the best contribution to the new lease accounting standard opportunity.
- Accelerate growth through hybrid model.
- Net sales : over ¥10b
- Ordinary margin : over 30%

FY27-28

Stage 2

SaaS
New lease standards (new customer)
New lease Standards (existing customer)
Social infrastructure
Existing model

Leap

Developing Next Growth Areas

- Active investment in overseas expansion and TEAM.
- New solution release every 1 or 2 years.
- ARR & annual maintenance fees : over ¥6b
- Sales ratio of non-ProPlusVer.6 : over 30%
- Net sales : over ¥15b
- Ordinary margin : over 30%

FY29～

Stage 3

TEAM
Global
SaaS
Social infrastructure
Existing model

02 | Consolidated Financial Results for FY 2026

Financial Highlights for FY2026 (ending March 31)

	FY2025/3	FY2026/3	YoY
Net sales	¥7,564m	¥8,374m	+ 10.7 %
Operating profit	¥2,309m	¥2,925m	+ 26.7 %
Ordinary profit	¥2,431m	¥3,074m	+ 26.4 %
Ordinary profit margin	(32.1%)	(36.7%)	–
Profit attributable to owners of the parent	¥1,930m	¥2,224m	+ 15.2 %

Financial Highlights for FY2026 (ending March 31)

As the second year under the medium term business strategy "Be Hybrid 2028,“ all main performance indicators exceeded the Previous Year. The impact of the new lease accounting standards is expected to contribute to earnings from the next fiscal year onward.

Net Sales

¥8,374m

+10.7 % YoY

Record High

Progress in version upgrades for existing customers

Advancement of large-scale projects in the infrastructure sector, positioned as part of our growth strategy

Experiencing accelerating demand and strong pipeline growth, driven by enterprise readiness for the upcoming new lease accounting standards.

Ordinary Profit

¥3,074m

+26.4 % YoY

Record High

Cost of sales reduction

- **Streamlining the implementation process**
- **Improvement in productivity per employee backed by investment in human resources.**
- **Achieved through company-wide quality control enhancement**

Ordinary Profit per Employee

¥1,083m

+28.0 % YoY

Achieved Mid-Term Plan Targets 3 Years Early

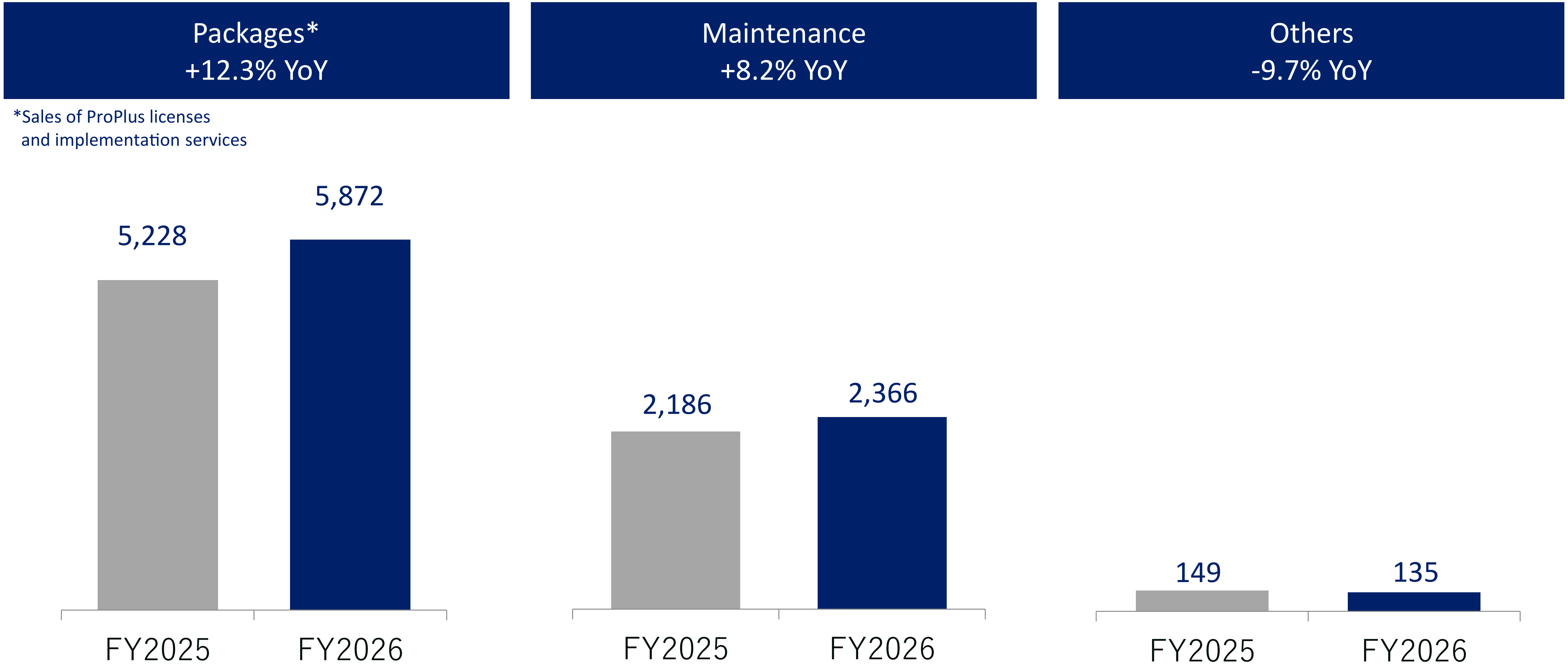
Drive Profitable Growth
Achieved an improvement in productivity per employee under the policy of "regaining and enhancing earning power" in the medium term business strategy "Be Hybrid 2028.“

Breakdown of Net Sales

Package: 12.3% increase due to larger project size and higher project density per employee.

Maintenance: 7.2% increase due to the growth in new users and other factors.

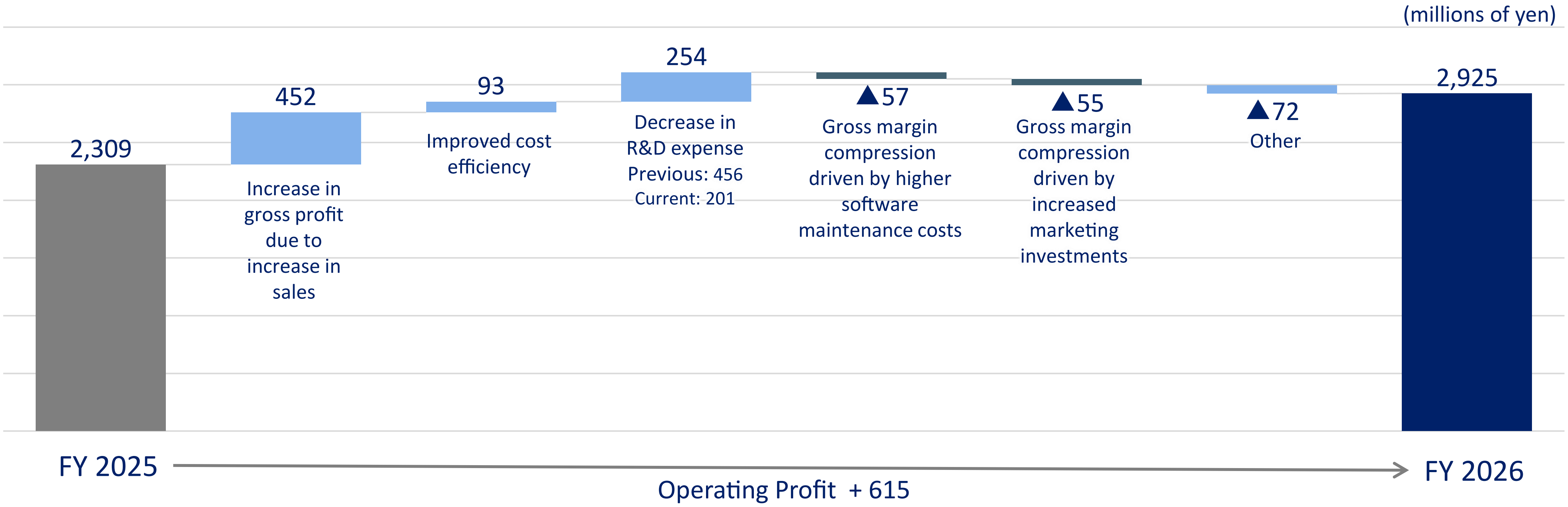
(Millions of yen)



Contributing Factors of Increase in Operating Profit

Operating profit increased by ¥615 million year on year.
The following factors contributed to this result:

- Increase in gross profit due to higher sales : +¥452 million YoY
- Improved cost efficiency : +¥93 million YoY
- Increase in operating profit due to decrease in R&D : +¥254 million YoY
- Gross margin compression driven by higher software maintenance costs : -¥57 million YoY
- Gross margin compression driven by increased marketing investments : -¥55 million YoY



Orders Received and Order Backlog

Package: Both orders received and order backlog increased year-on-year, driven by increased project capacity through talent development and resource scaling.

Maintenance: Orders received and order backlog increased year on year due to larger project size and an increase in new users.

FY2026				
Item	Orders received	YoY	Order backlog	YoY
Package	¥6,238m	+ 3.3%	¥3,500m	+ 10.8 %
Maintenance	¥2,656m	+ 21.1%	¥3,018m	+ 10.6 %
Other	¥143m	- 12.0%	¥70m	+ 14.3 %
Total amount	¥9,038m	+ 7.7%	¥6,589m	+ 10.8 %

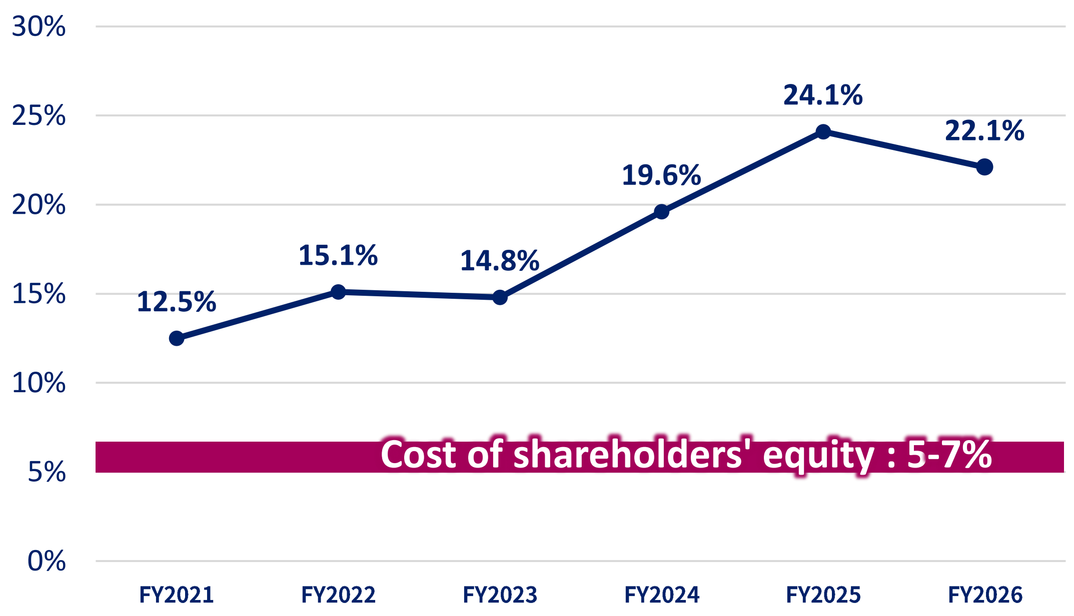
03 | Action to Implement Management that is Conscious of Cost of Capital and Stock Price

Current Situation of Capital Costs and Return on Capital - ROE

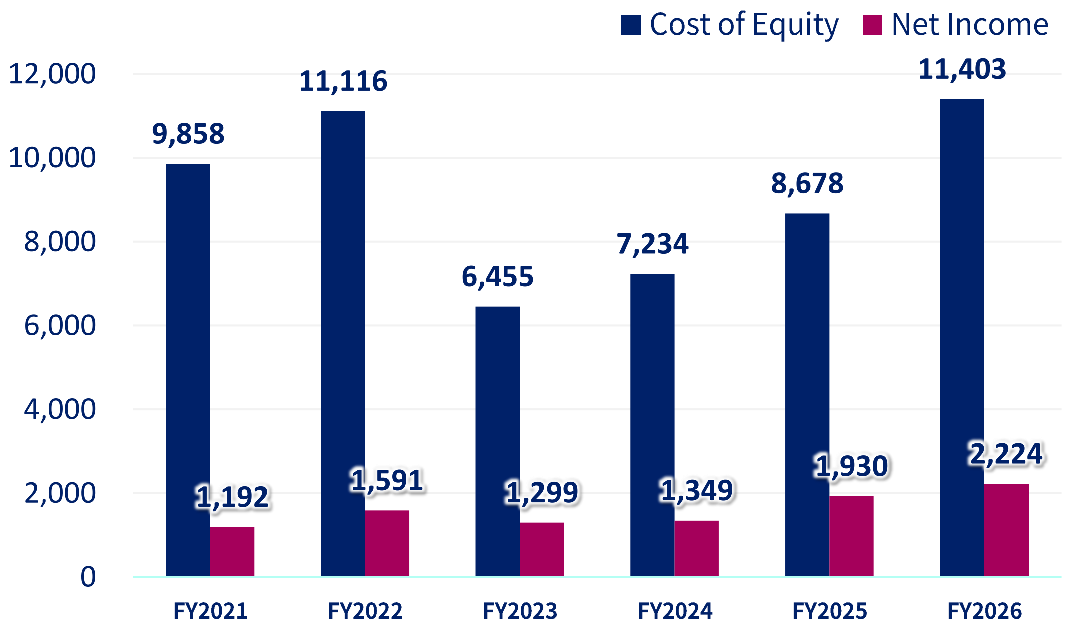
- Shareholders' equity expanded in FY2026, driven by retained earnings growth, capital stock increases from stock option exercises, and treasury share reductions following our capital and business alliance.
- As a result of the above, although ROE declined year-on-year as forecasted, capital efficiency remains at a high level.

*Cost of equity: Calculated using CAPM (risk-free rate + (β × market risk premium))

ROE and Cost of Equity (%)



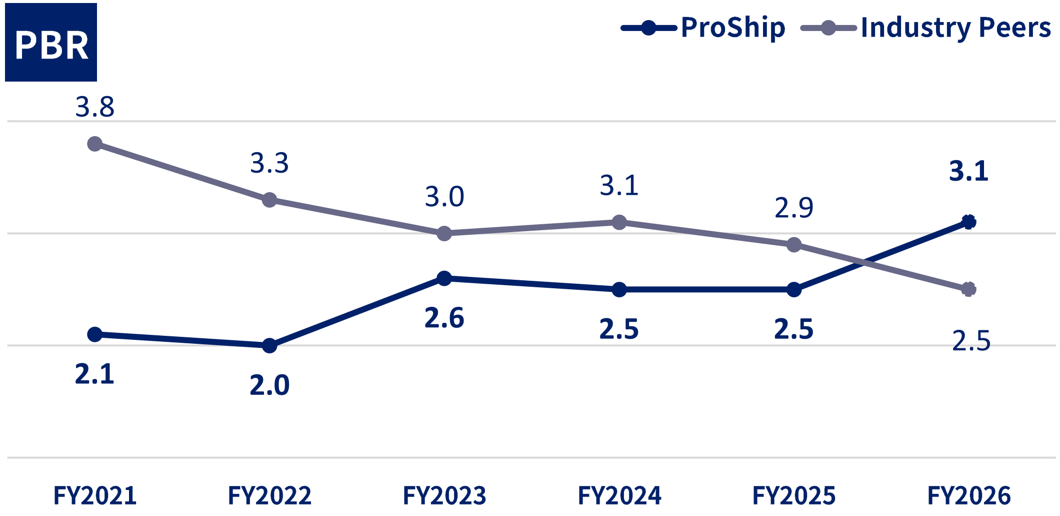
Cost of Equity and Net Income (Millions of JPY)

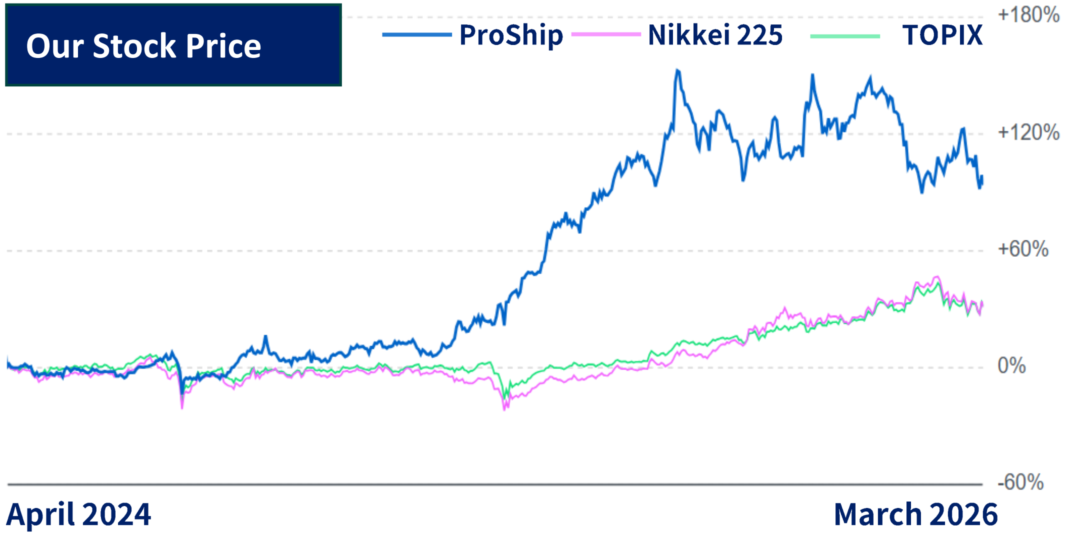


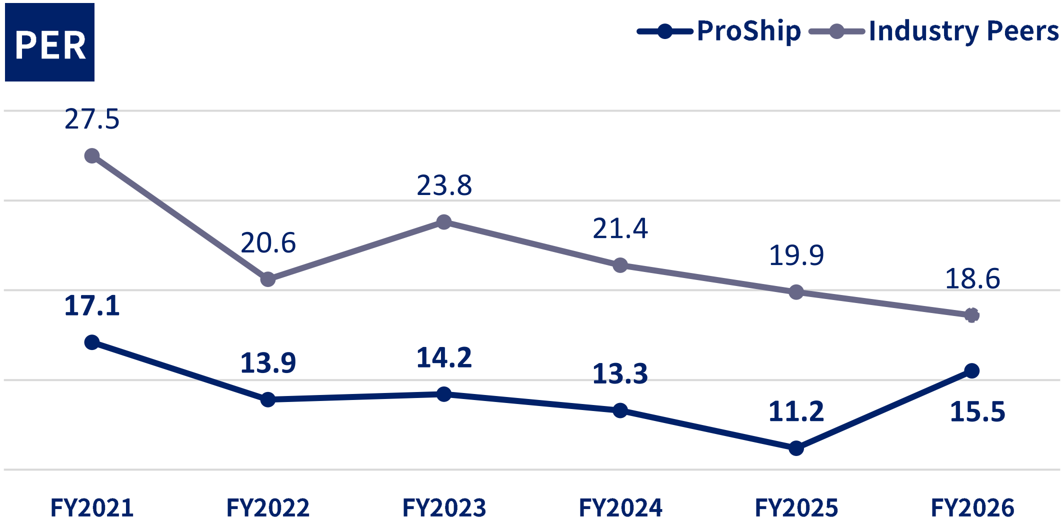
Current Situation of Capital Costs and Return on Capital - PBR / PER

Price-to-Book Ratio (PBR) expanded beyond industry peers, driven by a higher PER and sustained ROE.
PER improved on back of stock price momentum, though remains below industry peer levels.

*The level of industry peers : Refers to the adjusted figures of PBR and PER of our assumed industry peers, excluding significant non-recurring factors.







Action to Implement Management that is Conscious of Cost of Capital and Stock Price

Decomposition of factors to improve PBR (= ROE x PER)

PBR Improvement

- **Maintain and Improve ROE**: $\frac{\text{Net income}}{\text{Shareholders' Equity}}$
- **Improve PER**: $\frac{\text{Share price}}{\text{Earnings per share}}$

Objectives	Issues
Increased Profitability	(1) Reclaim and enhance earning power (2) Expand sales
Optimal capital structure	(1) Invest in future earning power (2) Proactively return profits to shareholders
Increase in expected growth rate	(1) Increase the publication on growth strategies (2) Promote engagement with the market (3) Promote sustainability management

Action to Implement Management that is Conscious of Cost of Capital and Stock Price

Maintain and improve ROE - Increased profitability

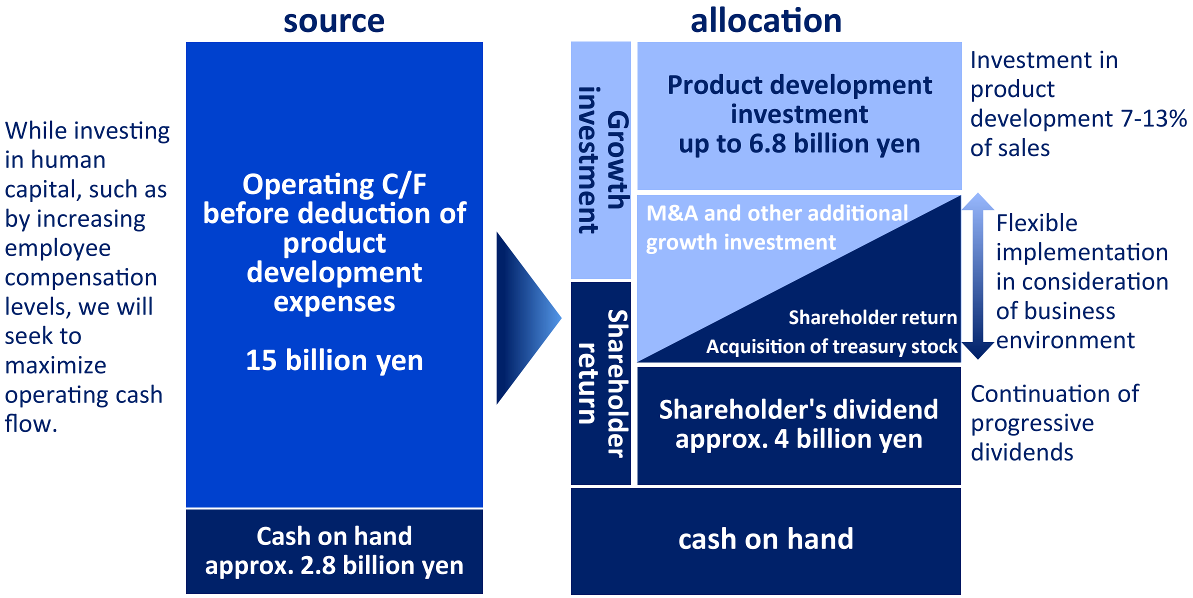
Issues	Specific Goals and Initiatives	FY 2026 Performance
(1) Reclaim and enhance earning power	• Building a Hybrid Model (Conventional one-time purchase license business model + SaaS subscription business model) • Expansion of recurring revenue • Maintaining an ordinary profit margin of over 30% • Ordinary profit per employee of over 10 million yen (FY3/2029)	• Established a hybrid model combining the "Package Model," which responds to the unique needs of large enterprises, and the "SaaS Model," which features fast implementation and scalability. • Maintenance revenue is increasing steadily, rising by +7.2% in FY 2025 and +8.2% in FY 2026.. • Ordinary profit margin outperformed targets, expanding from 32.1% in FY2025 to 36.7% in FY2026. • Ordinary profit per employee reached 10.83 million yen in FY 2026, achieving the target three years ahead of schedule.
(2) Expand sales scale	• Expanding results in growth areas such as social infrastructure industry, new lease accounting standard • Average annual growth rate of sales: over 15%(FY3/2025 - FY3/2029)	• Achieved full go-live for the second major enterprise deal in our strategic social infrastructure solution (electric power, gas, and railways). • Net sales growth rate progressed favorably, at +11.0% for the FY 2025, and +10.7% for the FY 2026. (Target was 10% during this period.)

Action to Implement Management that is Conscious of Cost of Capital and Stock Price

Maintain and improve ROE – Optimal capital structure(1)

Issues	Specific Goals and Initiatives	FY 2026 Performance
(1) Invest in future earning power	• Continuous investment in strengthening products that are the source of revenue • Investment in inorganic growth, such as M&A and business partnerships	• Continued active investment in product development, allocating ¥0.87B in FY2025 (11.5% of net sales) and ¥1.06B in FY2026 (12.6% of net sales) to product innovation. • Executed strategic capital and business alliance with Fast Accounting Co., Ltd., while actively progressing additional inorganic growth initiatives.

Cash Allocation (FY3/2025-FY3/2029)



(Billions of JPY)

		FY2025	FY2026	Cumulative	5-Year Plan	Progress Rate
source	cash on hand	2.83	3.46	―	―	―
	Operating Cash Flow (Pre-R&D)	2.05	3.14	4.40	15.00	34.6%
allocation	Product development investment	- 0.87	- 1.06	- 1.87	- 6.80	28.4%
	Shareholder's dividend	- 0.61	- 0.93	- 1.54	- 4.00	34.8%

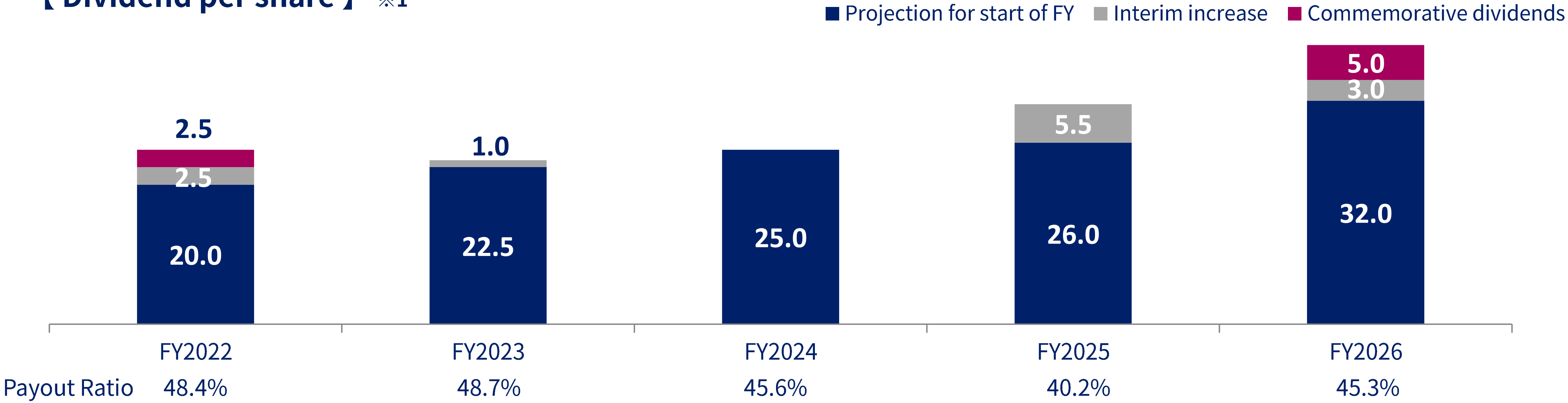
*Operating C/F before deduction of product development investment
= Operating CF + (R&D expenses + product repair and maintenance expenses)
*Product development investment
= R&D expenses + product repair and maintenance expenses + intangible assets

Action to Implement Management that is Conscious of Cost of Capital and Stock Price

Maintain and improve ROE – Optimal capital structure(2)

Issues	Specific Goals and Initiatives	FY 2026 Performance
(2) Proactively return profits to shareholders	**・Continued implementation of progressive dividends※2** **Opportunistic and flexible share buybacks**	Implemented a 3-yen interim dividend increase and a 5-yen commemorative dividend marking 5,500 company adoptions

【 Dividend per share 】 ※1



※１ ：: The Company implemented a 2-for-1 stock split of its common stock effective October 1, 2025. Figures are calculated on the assumption that the stock split was conducted at the beginning of the fiscal year ended March 31, 2022.
※２ ： Defined as maintaining or raising dividend payouts without dividend cuts under normal business conditions.

Action to Implement Management that is Conscious of Cost of Capital and Stock Price

Improve PER - Increase in expected growth rate

Issues	Specific Goals and Initiatives	FY 2026 Performance
(1) Increase the publication on growth strategies	**- Publication of medium/long-term goals and plans for achieving them** **- Enhancement of information disclosure**	- Publication of Medium-Term Business Strategy "Be Hybrid 2028" - Released Financial Results Presentation Video on Official Website
(2) Promote engagement with the market	**- Strengthen communication with shareholders and investors**	- Significantly increased IR meeting frequency (FY2024: 11; FY2025: 24; FY2026: 59). - Improved the frequency of information dissemination*(FY2024: 8 times, FY2025: 21, FY2026 18). *We strive to increase awareness among potential investors and resolve information asymmetry through proactive dissemination via news releases, primarily using PRTimes.
(3) Promote sustainability management	**- Promotion of human capital management** **- Environmentally Sustainable Operations** **- Contribution to the community** **- Strengthening Corporate Governance**	- Establishment of Employee Stock Ownership Plan - Continued Implementation of Restricted Stock Compensation Plan for All Employees - Opened New Office in Saga City, Saga Prefecture and Commenced Operations - Appointment of One Female Outside Director

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04 | Medium Term Business Strategy "Be Hybrid 2028"

Be Hybrid 2028 - Medium Term Business Strategy

– Further Evolution of Our Business Model –

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Ordinary Profit per Employee : Over 10 million yen (as of March 2029)

Net Sales CAGR : 17.1%

Ordinary Profit CAGR : 19.1%

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-The conventional model.
-Developed the social infrastructure field.

~FY24

Stage 0

Social infrastructure

Existing model

Build

Building Hybrid Model

- Aggressive investment to build a hybrid model.
- Social infrastructure solutions as a core business
- Ordinary margin : over 30%

FY25-26

Stage 1

SaaS

Social infrastructure

Existing model

Expand

Supporting New Lease Accounting Compliance for 1100+ Companies

- Make the best contribution to the new lease accounting standard opportunity.
- Accelerate growth through hybrid model.
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FY27-28

Stage 2

SaaS

New lease standards (new customer)

New lease Standards (existing customer)

Social infrastructure

Existing model

Leap

Developing Next Growth Areas

- Active investment in overseas expansion and TEAM.
- New solution release every 1 or 2 years.
- ARR & annual maintenance fees : over ¥6b
- Sales ratio of non-ProPlusVer.6 : over 30%
- Net sales : over ¥15b
- Ordinary margin : over 30%

FY29～

Stage 3

TEAM

Global

SaaS

Social infrastructure

Existing model

Be Hybrid 2028 Year 2 (Building Phase)

Reclaim and Enhance Earning Power 01

Disciplined Investment in Future Profitability 02

- Further Evolution of the Business Model -

Building a Hybrid Model 03

Strategic Focus Area 04

Be Hybrid 2028 Year 2 (Building Phase)

Reclaim and Enhance Earning Power 01

Disciplined Investment in Future Profitability 02

- Further Evolution of the Business Model -
Building a Hybrid Model 03

Strategic Focus Area 04

Reclaim and Enhance Earning Power

		FY2024	→ FY2025	→ FY2026	→ FY2029
Growth	Net Sales	¥6.8 b	YoY +11.0% ¥7.5 b	YoY +10.7% **¥8.3 b**	Average annual growth rate of net sales 17.1% ¥15.0 b
	Ordinary Profit	¥1.8 b	YoY +29.5% ¥2.4 b	YoY +26.4% **¥3.0 b**	Average annual growth rate of ordinary profit 19.1% ¥4.5 b
Profitability	Ordinary Profit Margin	27.6 %	32.1 %	**36.7 %**	Throughout all FY 2025-2029 Over 30 % After the hybrid model is built, the standard will be pushed to 35-40%.
	Ordinary Profit per Employee	¥7.53 m	¥8.46 m	Achieved Targets 3 Years Early **¥10.83 m**	Over ¥10 m

Note: Headcount for each fiscal year is calculated as (Beginning Headcount + Ending Headcount) ÷ 2.
Note: Ending headcount includes employees retiring as of March 31.
Note: Headcount scope includes regular employees, contract employees, directors, Audit & Supervisory Committee members, and internal auditors.
Note: Contract employees, Audit & Supervisory Committee members, and internal auditors are counted as 0.5 per person.

Be Hybrid 2028 Year 2 (Building Phase)

Reclaim and Enhance Earning Power
01

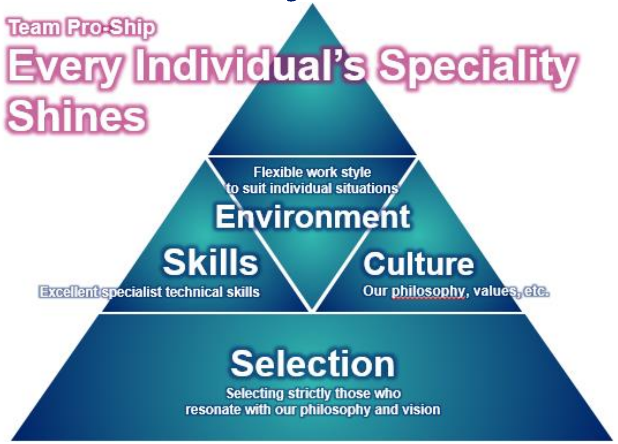
Disciplined Investment in Future Profitability
02

- Further Evolution of the Business Model -
Building a Hybrid Model
03

Strategic Focus Area
04

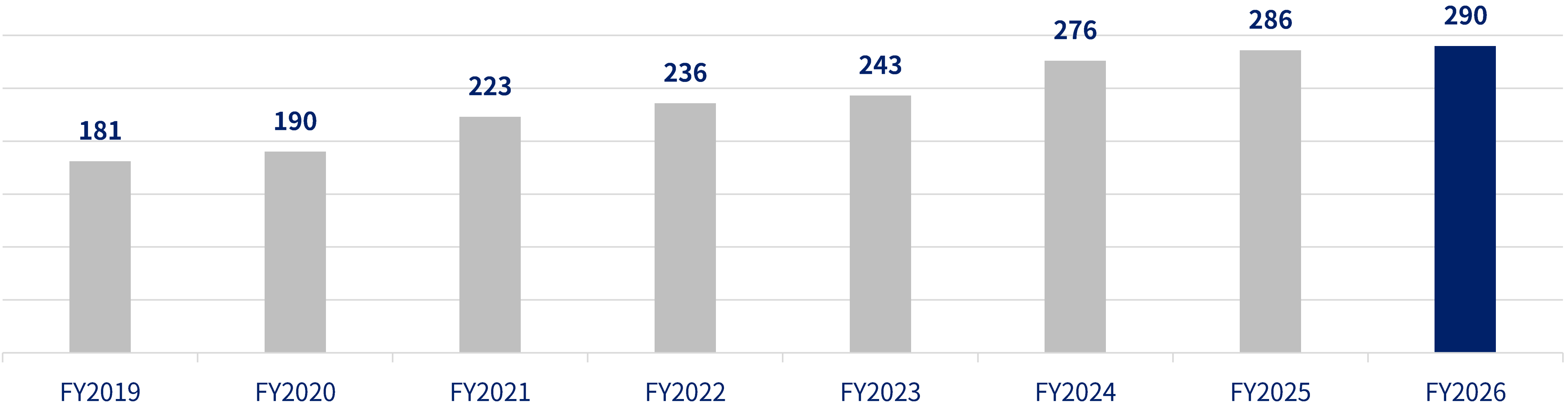
Disciplined Investment in Future Profitability

Disciplined Investment in Future Profitability: Products and People



Metrics	Target	Result
Employee Retention	Over 92.0 %	88.1 %
Profit Growth > Headcount Growth	✓	✓
Participation Rate in Employee Stock Ownership Plan (ESOP)	Over 50 %	70.6 %
Restricted Stock Compensation Plan for All Employees	Ongoing	Ongoing
Female Ratio in New Graduate Hires	Over 30.0 %	54.5 %
Cross-Industry Talent Recruitment Ratio	Over 10.0 %	5.8 %
Annual Hours Dedicated to Talent Upskilling	Over 5.0 %	4.3 %
Annual Employee Health Screening Rate	100 %	100 %
Male Employees Taking Paternal Leave	100 %	100 %

Number of Employees

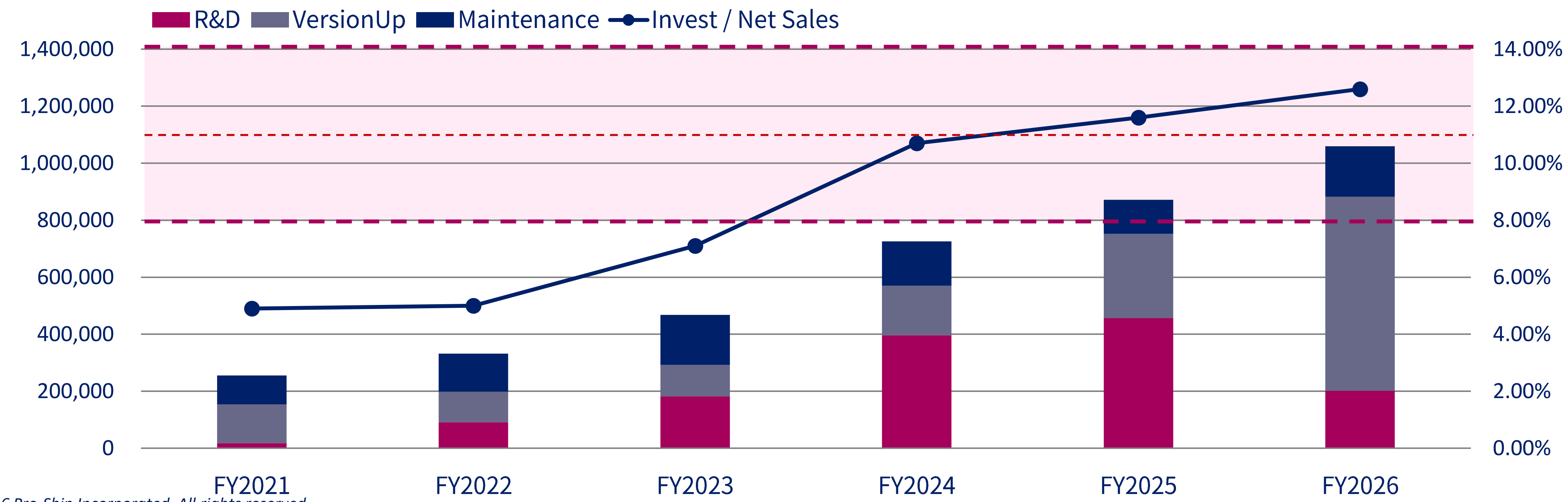


Disciplined Investment in Future Profitability

Disciplined Investment in Future Profitability: Products and People

The Company invests 7% to 13% of net sales in product development and R&D, with at least one-third allocated specifically to R&D.Through continuous investment, we aim to maintain pricing power by adapting to emerging technologies such as AI, enhancing product functionality advantages, and strengthening market competitiveness.

Ahead of our full-scale SaaS commercialization in FY2027, FY2026 SaaS investments were reclassified from "R&D" to “VersionUp" following initial product release. While this reclassification reduced reported R&D expenditures, our aggressive investment strategy for the full-scale launch remains fully intact. Concurrently, we continued strategic investments in existing product upgrades to ensure enterprise readiness for the upcoming new lease accounting standards.



Disciplined Investment in Future Profitability

SaaS is Dead, Long Live SaaS

Tailwinds for Achieving the World's Best Fixed Asset Management Solution

The traditional SaaS landscape has reached an inflection point, bifurcating into software replaced by AI versus software enhanced by AI. The deciding factor lies in business model defensibility—domain expertise and deep integration across data, regulatory mandates, and enterprise workflows—which creates an unassailable competitive moat. Far from being a threat, this paradigm shift represents a powerful tailwind for Pro-Ship.

1. The Accuracy Moat: Mission-Critical System of Record (SoR)

In accounting and taxation—where zero variance is tolerated—ProPlus stands as the mission-critical System of Record for 5,500+ enterprises. While AI relies on probabilistic inference, an enterprise SoR demands absolute, deterministic accuracy. Leveraging decades of domain mastery and regulatory logic, ProPlus guarantees data integrity, continuity, and unyielding accountability.

2. The Authenticity Moat: Proprietary Ground-Truth Data

ProPlus powers enterprise intelligence with absolute asset ground truth—the exact data AI requires to generate meaningful insights.Generic AI leverages public and secondary data, but lacks access to company-specific, primary operational data. Through our end-to-end R&D, sales, implementation, and ongoing customer support, Pro-Ship captures this irreplaceable operational truth—creating a moat that no standalone AI or competitor can match. model spanning

3. The Domain Expertise Moat: Unrivaled Speciality

Had this vertical been easy to disrupt, legacy competitors would have done so long ago. Fixed asset management demands real-time regulatory agility across intricate webs of statutory tax, financial, and managerial accounting. This structural complexity forms an insurmountable moat against generic AI models. Our deep domain knowledge, proven best practices, and an elite enterprise customer community constitute Pro-Ship's durable competitive advantage.

Our Perspective: At present, we believe that Pro-Ship—armed with comprehensive data, deep customer relationships, and hands-on operational insights in this domain—is uniquely positioned to build the next-generation AI that will revolutionize ProPlus. Beyond competitive moats, the ultimate winners in the SaaS landscape will be defined by relentless dynamic capabilities. We refuse to settle. By harnessing AI and other technology accelerators as catalysts, Pro-Ship remains fully committed to delivering the world’s best fixed asset management solution.

Be Hybrid 2028 Year 2 (Building Phase)

Reclaim and Enhance Earning Power 01

Disciplined Investment in Future Profitability 02

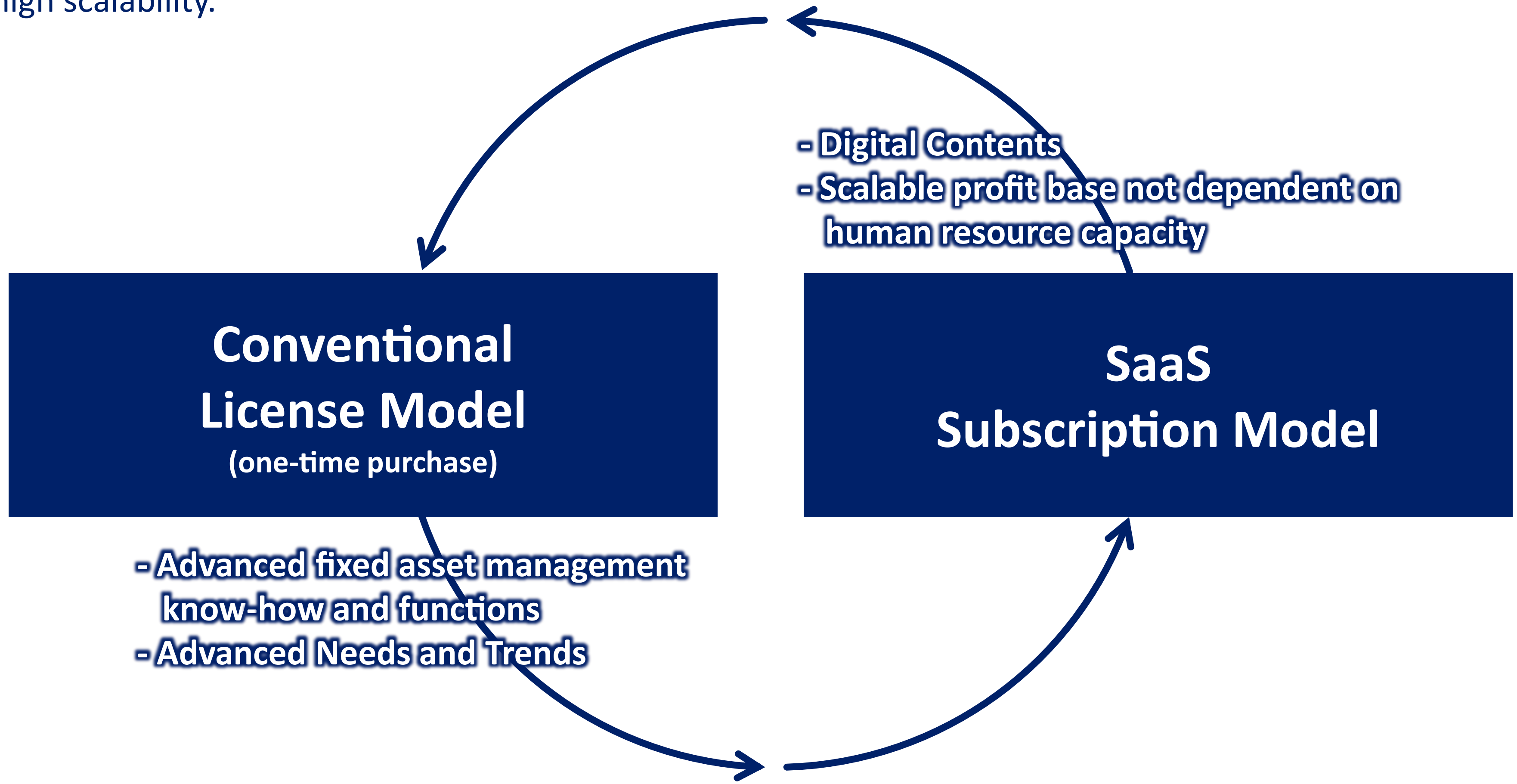
- Further Evolution of the Business Model -

Building a Hybrid Model 03

Strategic Focus Area 04

Hybrid Model

During the two-year "Building Phase" of our "Be Hybrid 2028" strategic roadmap, we established a next-generation business model, elevating our traditional "Best-of-Breed" architecture.
We are launching the full-scale rollout of our "Hybrid Model"—a dual-engine strategy combining an "Enterprise On-Premises/Package Model" tailored for complex enterprise requirements with a "SaaS Model" built for rapid deployment and high scalability.



Be Hybrid 2028 Year 2 (Building Phase)

Reclaim and Enhance
Earning Power
01

Disciplined Investment
in Future Profitability
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- Further Evolution of the Business Model -
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03

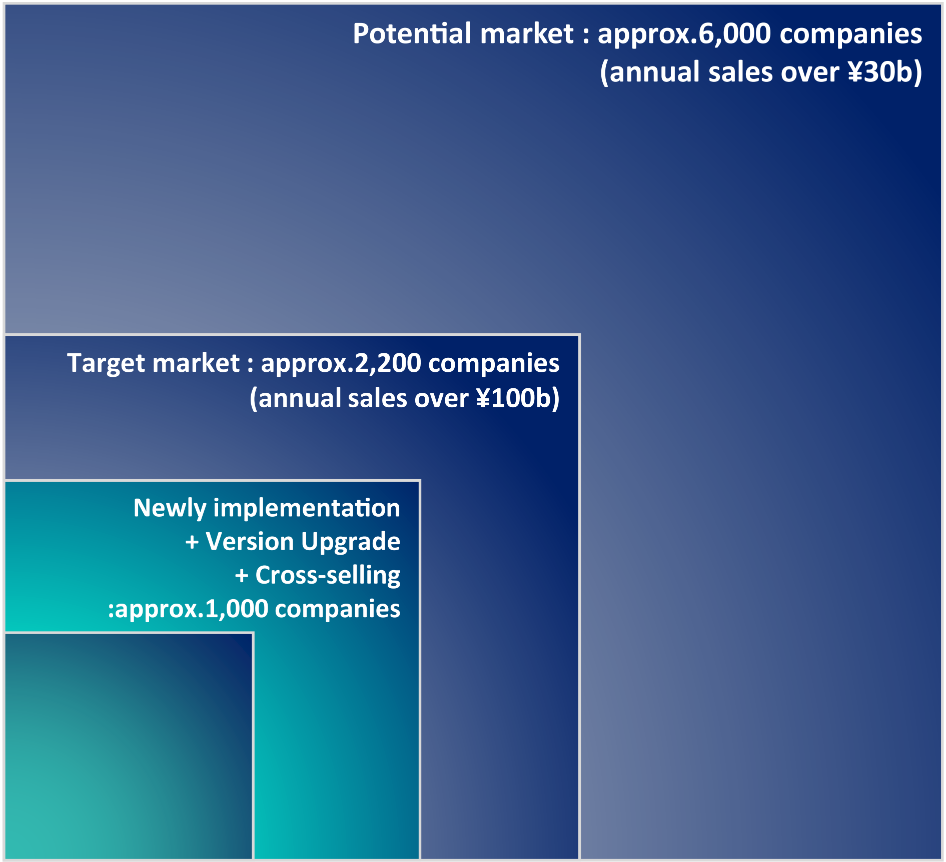
Strategic Focus Area
04

Strategic Focus Area

Solving Enterprise Challenges in New Lease Accounting Compliance through Pro-Ship's Domain Speciality !

Strategic Focus Area		FY2026 (Result)	FY2027 (Plan)
New Lease Accounting	**Existing Customer**	As corporate policy reviews did not progress as anticipated, actions remained limited to preliminary preparations, such as system version upgrades in anticipation of the new lease accounting standards.	Demand for new lease accounting compliance is hitting full momentum. FY2027 net sales target set at ¥4.0B–¥5.0B.
	New Customer	Phase 1 selective deployments completed on schedule, fully validating solution readiness ahead of the Spring 2027.	Initiated full-scale market rollout focused on new logo acquisition, targeting 500+ large enterprises (annual revenue >¥100B) by FY2028-end.
Social Infrastructure		The second implementation project successfully went live. Secured the contract for the third implementation project.	Leveraging the adoption of new lease accounting standards as an entry point into target enterprises, the Company expects to acquire 3 to 6 target companies in FY 2027.

Business Opportunities (New Lease Accounting)



ProShip Future Support Project – New Lease Accounting Mission 1100

This project introduces a Cause-Related Marketing framework, directly linking our business operations to social contribution. Beyond addressing financial challenges and strengthening global competitiveness for our clients, the initiative is designed to create lasting societal value. Our flagship "ProPlus" series carries a quarter-century track record of navigating complex lease accounting requirements. It stands as Japan's premier solution, capable of supporting global consolidated management. As a market leader serving more than 5,500 corporate groups—including roughly one in two major enterprises in Japan—Pro-Ship recognizes its social responsibility to meet this inevitable compliance demand with an unwavering support framework. Through this initiative, pursuing our core philosophy of "Specialty for Customer" naturally translates into meaningful social action, fostering a virtuous cycle that consistently delivers true societal value.

Project Name	ProShip Future Support Project – New Lease Accounting Misson 1100
Time	Through December 31, 2027
Objective	Solving Accounting Challenges for 1,100 Companies Under New Lease Standards
Action	Pledging 10,000 yen per new contract* toward a target donation of 11 million yen
Donation Recipient	The Japanese Red Cross Society
Timing of Donation	Scheduled for March 2028

*Projects for complying with new lease accounting standards at our core target companies (annual revenue of ¥100 billion or more).

After the Adoption of the New Lease Accounting Standard

Continuous and Sustainable Growth After New Lease Accounting Compliance.

- Leverage the expanded recurring revenue (Maintenance Fees / Usage Fees) gained from New Lease Accounting opportunities as our core revenue base.
- Address the cross-selling demand for fixed assets, etc., among SaaS users previously limited to lease-only offerings.
- Fully resume initiatives that had been de-prioritized: new client acquisition, the TEAM Concept, and global expansion.

	Before New Lease Accounting Compliance	After New Lease Accounting Compliance	
Complete	New Lease Accounting compliance for existing users	—	The special demand from New Lease Accounting compliance will dissipate.
Keep	Solution for Social Infrastructure Industry	Solution for Social Infrastructure Industry	Business expansion in growth areas will continue to be promoted.
	New Lease Accounting compliance for new users	SaaS Usage Fees	Subscription revenue will continue even after New Lease Accounting compliance.
Increase	Maintenance Contracts (Ver.6)	Maintenance Contracts (Ver.6)	Maintenance fees are expected to increase due to New Lease Accounting compliance.
	—	Cross-selling of Fixed Assets, etc., for SaaS users	Launch of cross-selling to SaaS users who were limited to lease implementation only.
	—	New acquisition due to ERP maintenance expiration	Full-scale resumption of new client acquisition, which had been de-prioritized.
	—	TEAM Concept / Overseas Expansion	Plans to resume initiatives in growth areas that had been de-prioritized.

05 | Forecast of Consolidated Results for FY 2027

Forecast of results for FY2027 (ending March 31)

	FY2026/3	FY2027/3	YoY
Net sales	¥8,374 m	**¥10,000** m	+ 19.4 %
Operating profit	¥2,925 m	**¥3,250** m	+ 11.1 %
Ordinary profit	¥3,074 m	**¥3,350** m	+ 9.0 %
Ordinary profit margin	(36.7 %)	(**33.5** %)	–
Profit attributable to owners of the parent	¥2,224 m	**¥2,350** m	+ 5.7 %

Forecast of results for FY2027 (ending March 31)

Accelerating New Lease Accounting Compliance Demand !
Medium Term Business Strategy "Be Hybrid 2028" Advances from "Building Phase" to "Expansion Phase"

Net sales

¥10,000m

+19.2 % YoY

Record High

New Lease Accounting Compliance for Existing Customers
Uncompromising assurance for ProPlus customers(Target revenue: ¥4B–¥5B)
Full-Scale SaaS Commercialization
Driving new logo acquisition via lease compliance SaaS "ProPlus+" (Target revenue: ¥1B–¥2B)
Penetrating Social Infrastructure Enterprises.
Acquiring new customers triggered by new lease accounting standards (3 or more companies)

Ordinary profit

¥3,350m

+9.0 % YoY

Record High

Temporary Decline in Productivity
Temporary decline in productivity during the initial response to New Lease Accounting Standards

Free Version Upgrades
Concentration of service requests anticipated from users with free upgrade options under maintenance contracts

Profit attributable to owners of the parent

¥2,350m

+5.7 % YoY

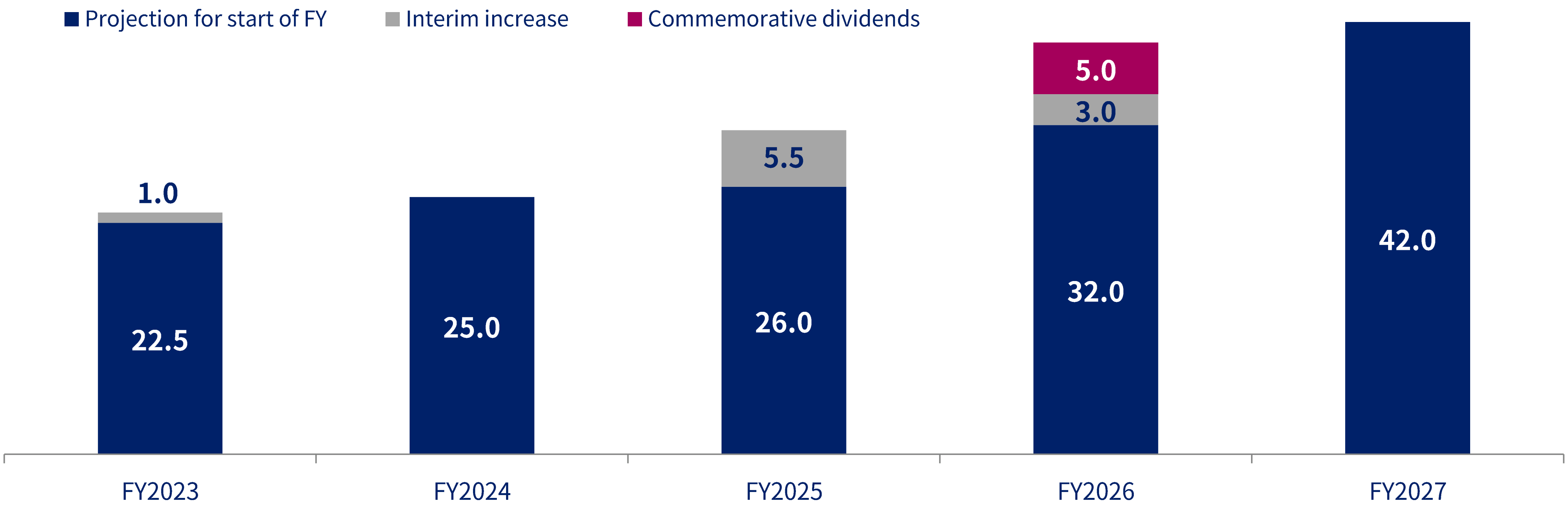
Record High

Three Consecutive Years of Record High Profits
Targeting our 3rd consecutive year of record-breaking profitability, driven by entering the "Expansion Phase" of "Be Hybrid 2028" and the full-scale implementation of response measures for the new lease accounting standards.

Forecast of results for FY2027 (ending March 31)

Dividend Policy (*2)

The Company's policy is to actively return profits to shareholders by continually implementing progressive dividends(*3), while promoting upfront investments for sustainable growth and striving to improve profitability and capital efficiency.



Payout Ratio	48.7%	45.6%	40.2%	45.3%	46.0%

*1: Calculations assume a two-for-one stock split of common shares, effective October 1, 2025, was carried out at the beginning of the fiscal year ended March 2022.

*2: A dividend policy that, in principle, does not reduce dividends, but maintains or increases dividends.

*3: The forecasted dividend payout ratio for the FY2027 is calculated based on the number of shares outstanding as of the end of March 2026.

Speciality for Customer

3763 Tokyo Stock Exchange Prime Market

Pro-Ship Incorporated

Financial Results for the Fiscal Year Ended March31, 2026