[Securities code: 9651]

JAPAN PROCESS DEVELOPMENT CO.,LTD.

Year ended May 31, 2026

Financial Results Briefing

July 17, 2026

Japan Process Development Co., Ltd.

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Topics

Operating results

- ✓ Net sales and operating income both reached the highest levels since listing. Revenue and income also increased for the 5th consecutive year.
- ✓ ROE improved to 10.0% (an increase of 1.8pt when excluding extraordinary income from previous fiscal year)
- ✓ Certified as a core partner of JR East Information Systems Company (JEIS)

Giving back to shareholders

- ✓ Following the dividend policy, the interim dividend per share is ¥29, the year-end dividend is ¥39 and extraordinary dividend of ¥8 due to gain on sale of investment securities, resulting in an annual dividend of ¥76 per share, which is an increase of ¥14 compared to the previous year, an increase for the 7th consecutive year

Giving back to employees

- ✓ Increased salaries for all employees by an average of approximately 3.7% for the 4th consecutive year
- ✓ Total amount of earnings-linked bonuses reach record high for the 9th consecutive year
- ✓ Average annual salary in 2025 of ¥8.85 million, an increase for the 9th consecutive year

Donating for social contribution purposes

- ✓ Donated a total of ¥10.9 million to 3 entities as one part of CSR initiatives
  - Ranzan Gakuen, a carehouse for emotionally disturbed children
  - NPO Reach Alternatives
  - National Institute of Technology (KOSEN), Ibaraki College

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1.1 Consolidated Performance for Year Ended May 31, 2026

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- Net sales were ¥12.119 billion (an increase of 15.7% year-on-year) and operating income was ¥1.509 billion (an increase of 31.8% year-on-year)
- Operating income increased due to improved productivity and the curbing of growth in SG&A expenses
- Ordinary income was boosted by the increase in operating income despite a decline in the surrender value of insurance (¥84 million)
- In regard to current net income, gain on sale of investment securities (¥841 million) declined year-on-year

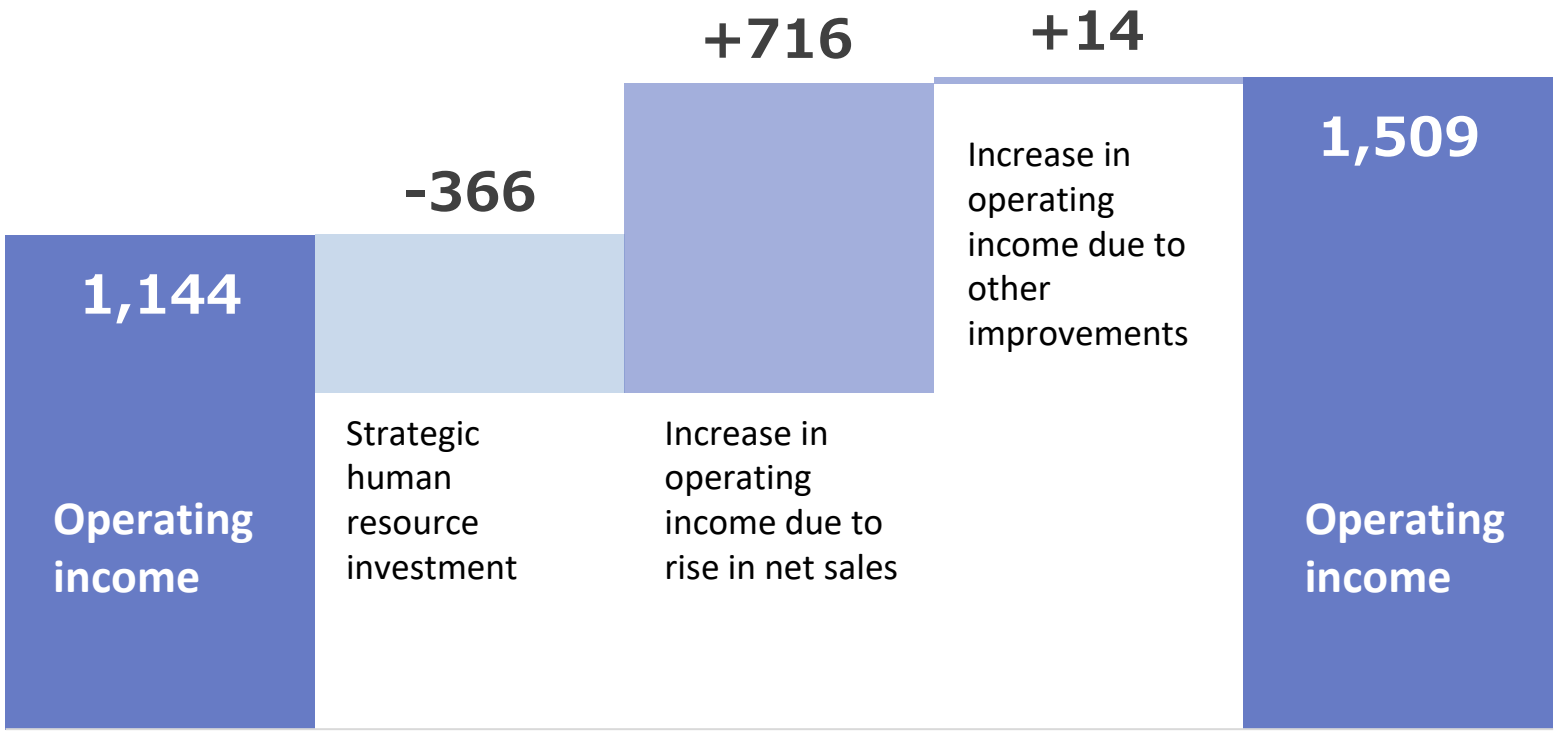
(Unit: Millions of yen)	Actual	YoY change		Sales composition ratio (YoY change)		Full-year performance forecast	Progress toward performance forecast
Net sales	12,119	+1,646	+15.7%	—		11,500	105.4%
Gross profit	2,710	+425	+18.6%	22.4%	(+0.6pt)	—	—
SG&A expenses	1,201	+61	+5.4%	9.9%	(-1.0pt)	—	—
Operating income	1,509	+364	+31.8%	12.5%	(+1.5pt)	1,260	119.8%
Ordinary income	1,525	+243	+19.0%	12.6%	(+0.3pt)	1,285	118.7%
Current net income	1,138	-339	-23.0%	9.4%	(-4.7pt)	945	120.5%

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1.2 Factors behind Change in Consolidated Operating Income for Year Ended May 31, 2026

- [Strategic human resource investment] Increased wages, strengthened recruitment, and expanded training, as planned
- [Increase in operating income due to rise in net sales] Expanded scope of business and improved productivity due to AI-driven development
- [Increase in operating income due to other improvements] Reduced consumable and outsourcing costs, etc.

(Unit: Millions of yen)



Year ended May 31, 2025 → +364 change YoY (+31.8%) → Year ended May 31, 2026

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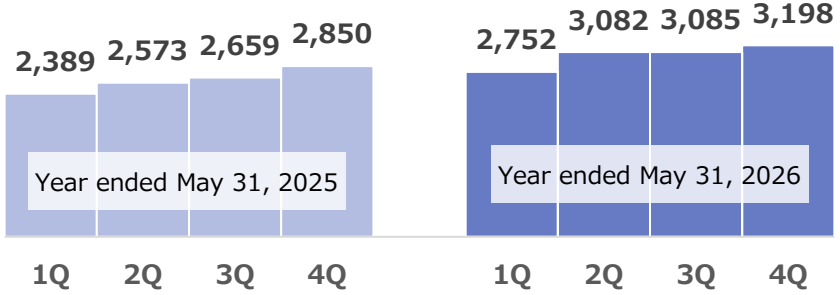
1.3 Quarterly Changes in the Year Ended May 31, 2026

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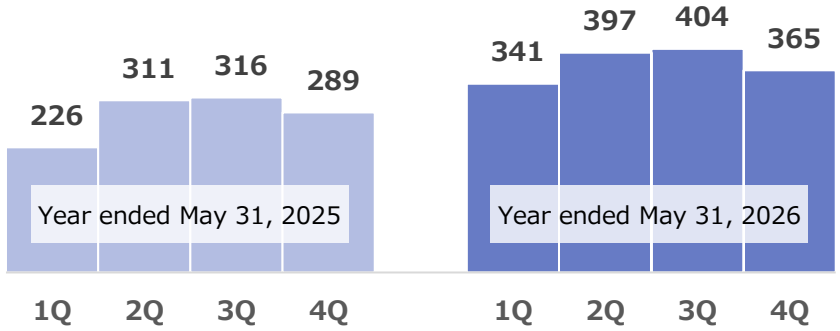
- Net sales grew steadily from the start to the end of the year
- Operating income and ordinary income increased due to steadily expanding net sales but increased personnel recruitment costs in 4Q were a burden
- In regard to the current net income, gain on sale of investment securities declined year-on-year but everything else steadily increased

(Unit: Millions of yen)

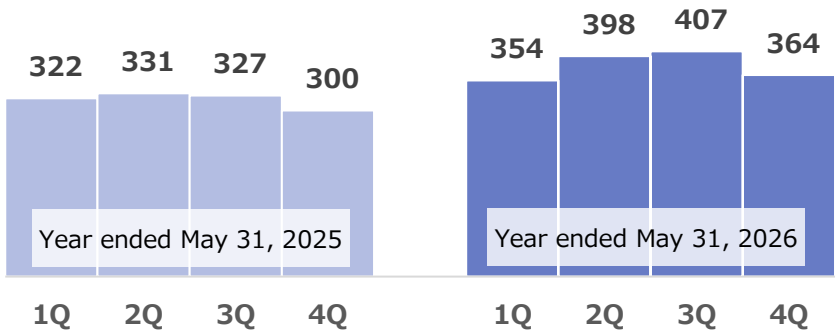
Net sales



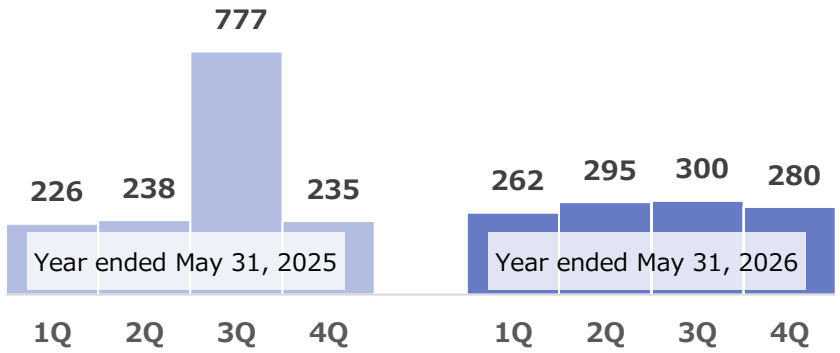
Operating income



Ordinary income



Current net income



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1.4 Net Sales by Business Segment in Year Ended May 31, 2026

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- Net sales increased in all business segments
- Net sales in the Automotive Systems segment were flat in the second half of the fiscal year due to factors such as cancellation of OEM EV development
- Semiconductor-related net sales remained robust for Embedded Systems

(Unit: Millions of yen)

	Actual	YoY change		Sales composition ratio (YoY change)	
Consolidated	12,119	+1,646	+15.7%	–	
Control Systems	1,945	+239	+14.0%	16.1%	(-0.2pt)
Automotive Systems	2,632	+224	+9.3%	21.7%	(-1.3pt)
Particular Information Systems	2,013	+220	+12.3%	16.6%	(-0.5pt)
Embedded Systems	1,838	+362	+24.6%	15.2%	(+1.1pt)
Industry & ICT Solutions	3,689	+599	+19.4%	30.4%	(+0.9pt)

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1.5 Income by Business Segment in Year Ended May 31, 2026

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- The Control Systems and Industry & ICT Solutions segments achieved steady profit growth
- Income from the Automotive Systems segment struggled due to a slump in the second half of the fiscal year
- Performance in the Particular Information Systems segment was steady upon consolidating the rapid system expansion seen in the previous year
- Embedded Systems was boosted by withdrawing from low-profit projects and an increase in the number of partner engineers

(Unit: Millions of yen)

	Actual	YoY change		Profit margin (YoY change)	
Consolidated	2,796	+431	+18.3%	23.1%	(+0.5pt)
Control Systems	487	+84	+20.9%	25.1%	(+1.4pt)
Automotive Systems	649	+47	+7.8%	24.7%	(-0.3pt)
Particular Information Systems	523	+27	+5.6%	26.0%	(-1.6pt)
Embedded Systems	371	+103	+38.9%	20.2%	(+2.1pt)
Industry & ICT Solutions	764	+168	+28.2%	20.7%	(+1.4pt)

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1.6 Segment Information (1) Control Systems

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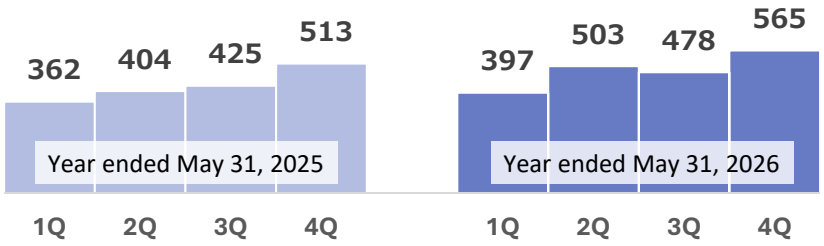
Topics

- [Energy] Power grids performed well with the expansion of development scale
- [Rail] ATOS is performing well both in terms of sales and profits due to major development projects started from the previous year
- [Rail] Conventional railway orders remained steady with orders for renewal projects received in the second half of the fiscal year
- [Rail] Bullet train orders decreased due to a gap in development projects

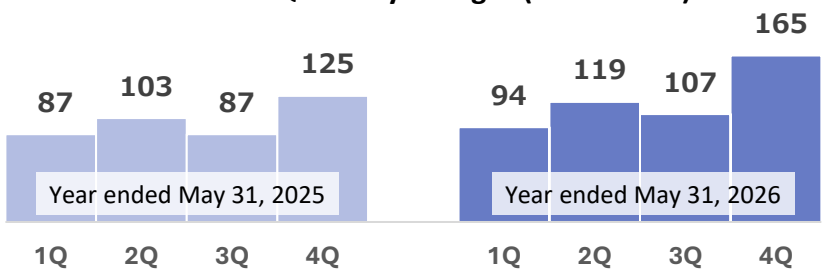
(Unit: Millions of yen)

		Year ended May 31, 2025	Year ended May 31, 2026	Change	
Control Systems	Net sales	1,705	1,945	+239	+14.0%
	Income (profit margin)	403 (23.6%)	487 (25.1%)	+84 (+1.4pt)	+20.9%

Quarterly changes (net sales)



Quarterly changes (net income)



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1.6 Segment Information (2) Automotive Systems

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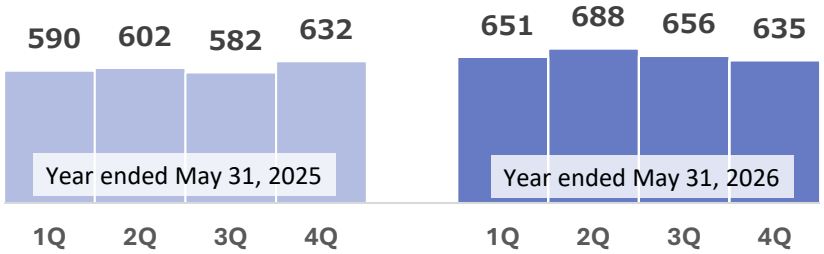
Topics

- [CASE] Net sales for AD/ADAS remained steady due to the acquisition of new projects with batch orders of multiple vehicle models and expanded scope of projects
- [CASE] Onboard information related business performed well, including receiving new contracts
- [CASE] Electrification-related business saw a decrease due to a reduction in development scale

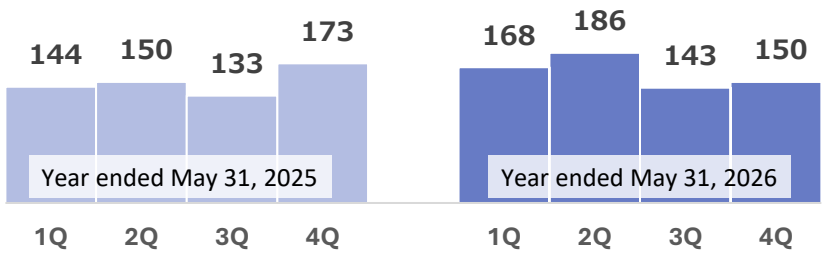
(Unit: Millions of yen)

		Year ended May 31, 2025	Year ended May 31, 2026	Change	
Automotive Systems	Net sales	2,407	2,632	+224	+9.3%
	Income (profit margin)	602 (25.0%)	649 (24.7%)	+47 (-0.3pt)	+7.8%

Quarterly changes (net sales)



Quarterly changes (net income)



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1.6 Segment Information (3) Particular Information Systems

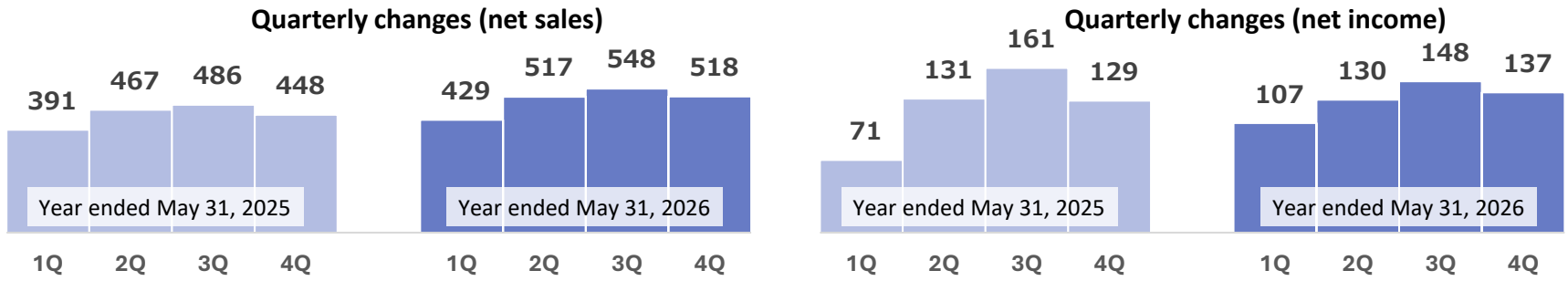
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Topics

- [Crisis management] Crisis management-related business expanded its systems due to increased development volume and performed well
- [Aerospace] Aerospace-related business remained steady due to receiving new contracts
- [Image recognition/identification] Both sales and profits related to satellite imagery-related business saw a decrease due to the completion of some development

(Unit: Millions of yen)

		Year ended May 31, 2025	Year ended May 31, 2026	Change	
Particular Information Systems	Net sales	1,793	2,013	+220	+12.3%
	Income (profit margin)	495 (27.6%)	523 (26.0%)	+27 (-1.6pt)	+5.6%



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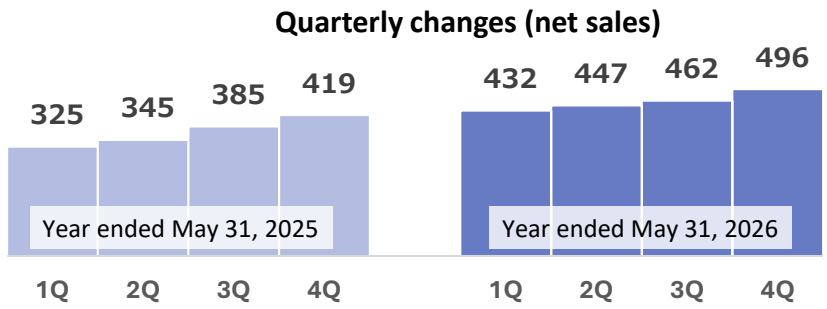
1.6 Segment Information (4) Embedded Systems

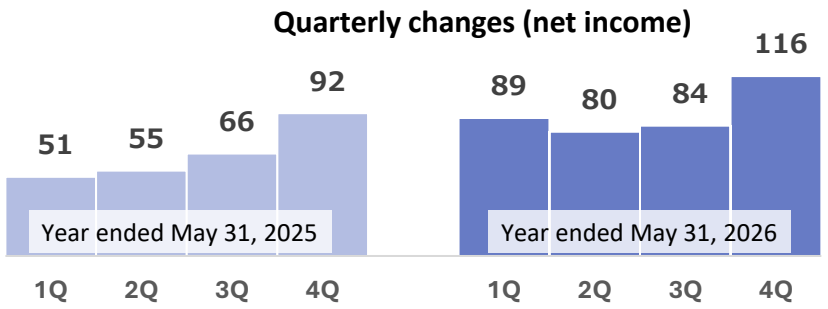
Topics

- [Storage] Storage expanded its systems and performed well against the backdrop of the semiconductor market recovery trend
- [IoT construction equipment] IoT construction equipment-related business performed well, receiving new contracts and having increased development volume in existing projects

(Unit: Millions of yen)

		Year ended May 31, 2025	Year ended May 31, 2026	Change	
Embedded Systems	Net sales	1,476	1,838	+362	+24.6%
	Income (profit margin)	267 (18.1%)	371 (20.2%)	+103 (+2.1pt)	+38.9%





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1.6 Segment Information (5) Industry & ICT Solutions

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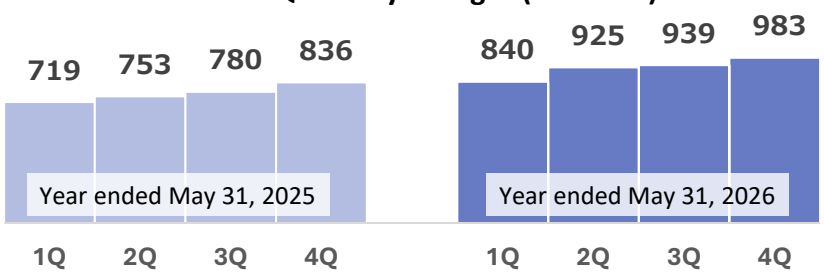
Topics

- [Cloud] Cloud systems saw increased orders for government-focused development, with both sales and profits performing well
- [Cloud] System architecture performed well due to an expanded system for projects launched in the previous year
- [Cloud] Net sales and income both decreased for IoT cloud systems because some development concluded
- [Social infrastructure] The system for railroad station equipment expanded due to renewal project orders and support for thin clients

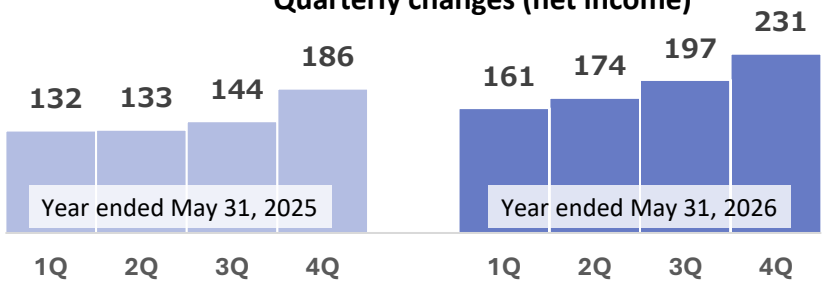
(Unit: Millions of yen)

		Year ended May 31, 2025	Year ended May 31, 2026	Change	
Industry & ICT Solutions	Net sales	3,089	3,689	+599	+19.4%
	Income (profit margin)	596 (19.3%)	764 (20.7%)	+168 (+1.4pt)	+28.2%

Quarterly changes (net sales)



Quarterly changes (net income)



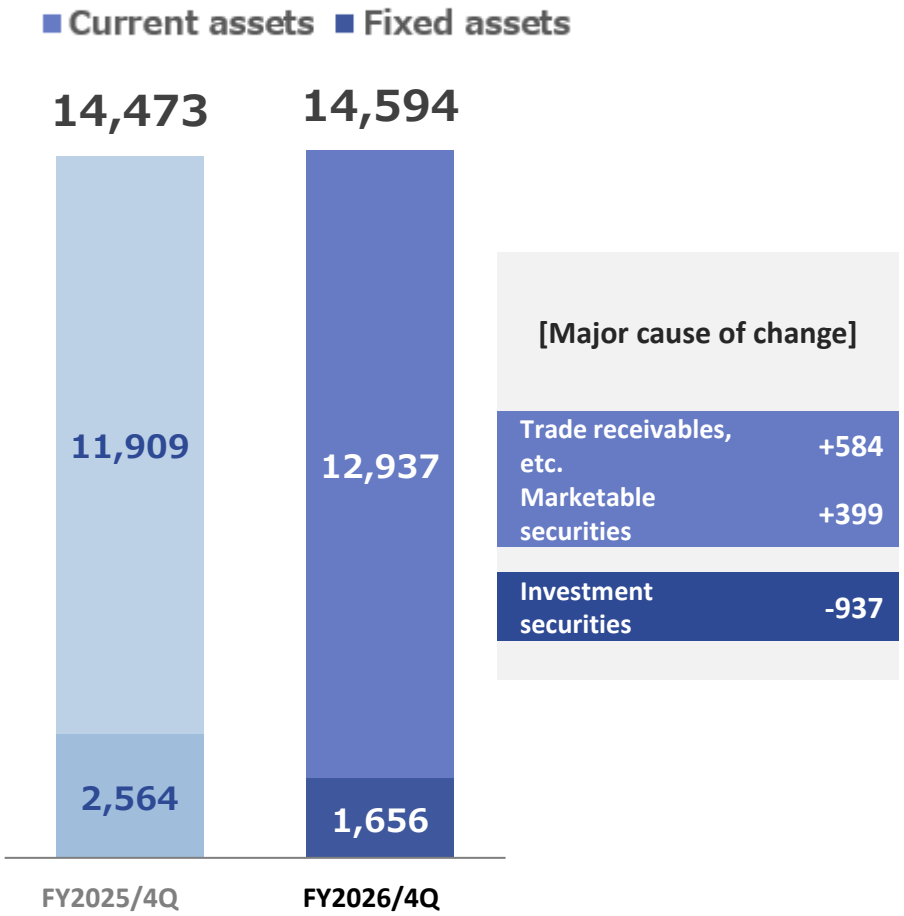
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1.7 Consolidated Financial Position

(Unit: Millions of yen)

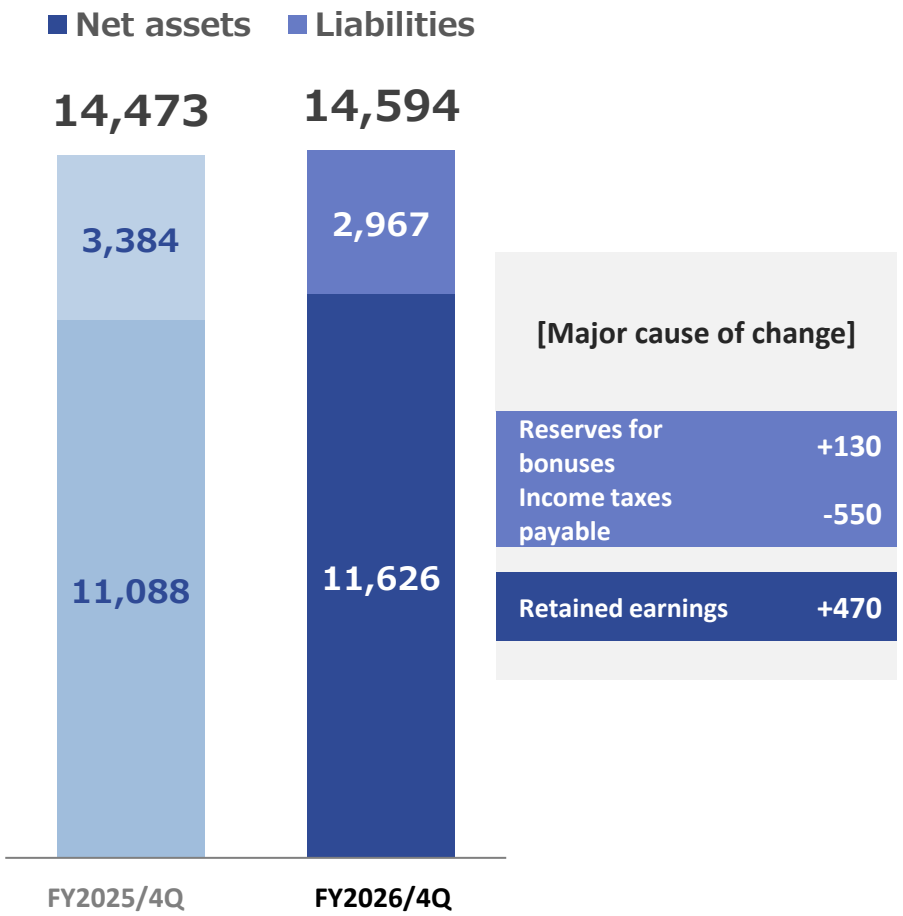
Assets

Total assets ¥14.5billion (+¥0.12 billion)



Liabilities and net assets

Capital-to-assets ratio 79.7%



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1.8 Consolidated Financial Statements (Other)

	Year ended May 31, 2025	Year ended May 31, 2026
Net assets per share	¥1,145.82	¥1,199.28
Current net income per share	¥152.76	¥117.51
Capital-to-assets ratio	76.6%	79.7%
Treasury shares	967,350 shares	950,585 shares
No. of employees	729	780

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1.9 Consolidated Cash Flows

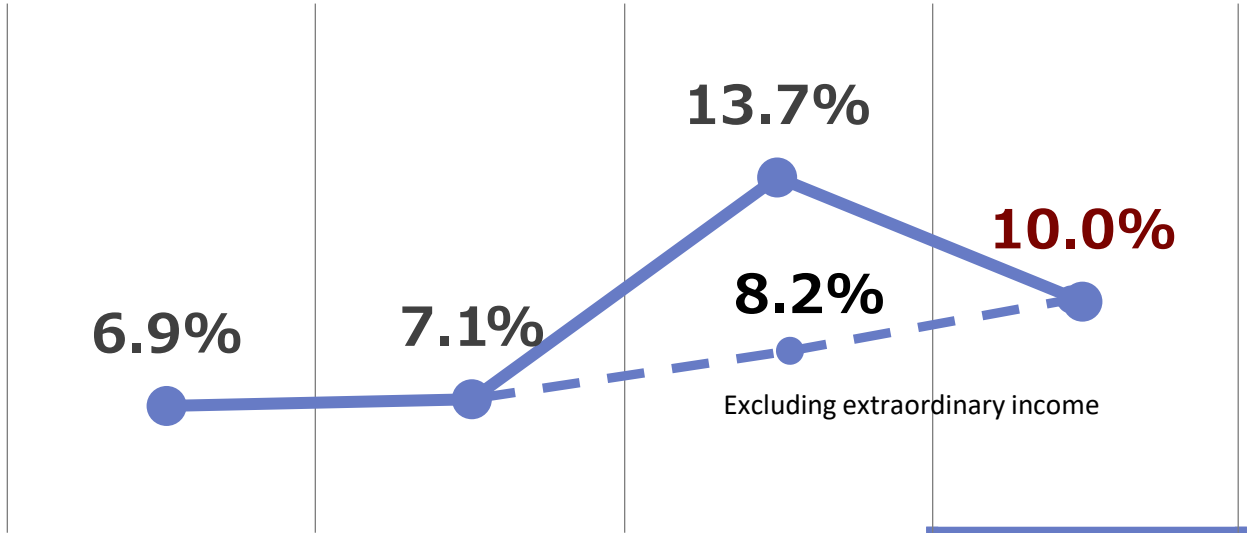
(Unit: Millions of yen)	Year ended May 31, 2026	Major cause
Cash and cash equivalents balance at start of year	5,664	
CF from operating activities	191	• Increase in cash due to increase in current net income before tax adjustments
CF from investing activities	425	• Increase in cash due to redemption of securities
CF from financial activities	-665	• Decrease in cash due to increased payment of dividend
Cash and cash equivalents year-end balance	5,642	

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1.10 Return on Equity (ROE)

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■ ROE was 10.0%, an improvement of 1.8pt when excluding extraordinary income



	Year ended May 31, 2023	Year ended May 31, 2024	Year ended May 31, 2025	Year ended May 31, 2026
Current net income per share (¥)	70.70	75.56	152.76	117.51
Net assets per share (¥)	1,043.28	1,081.14	1,145.82	1,199.28
Current net income (million yen)	682	730	1,478	1,138
Net assets (million yen)	10,077	10,456	11,088	11,626

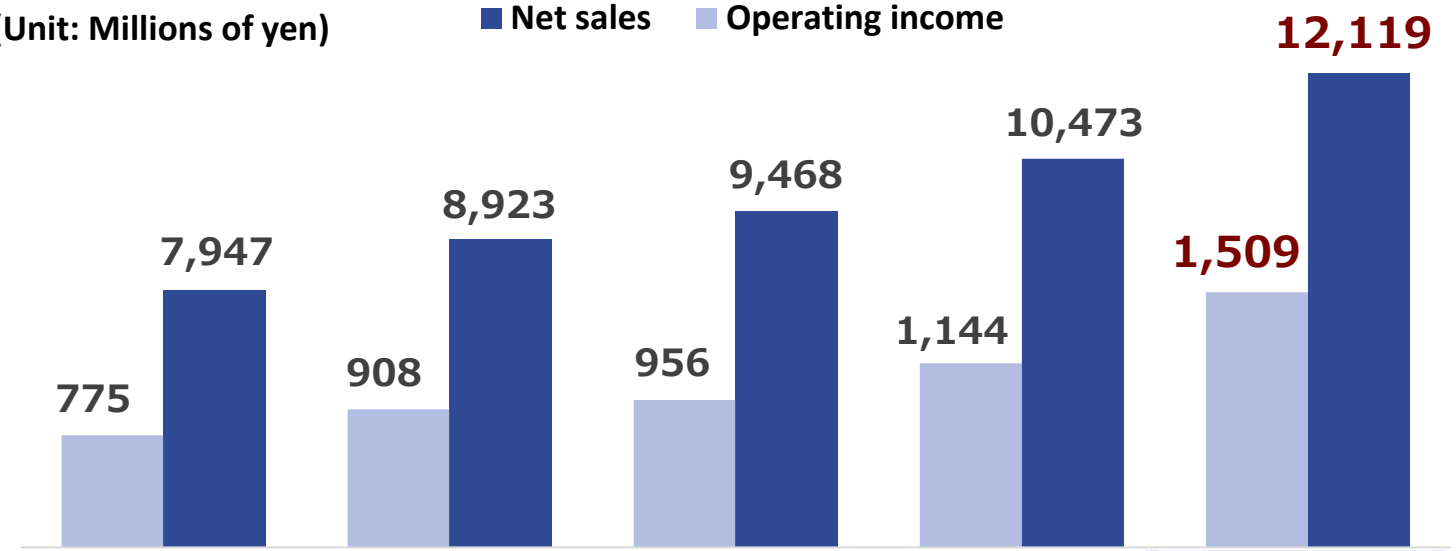
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1.11 Consolidated Net Sales and Operating Income

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- The growth rate for the year ended May 31, 2026 greatly exceeded the annual average growth rate of the previous Medium-Term Business Plan, and growth is accelerating further

(Unit: Millions of yen)



	Year ended May 31, 2022	Year ended May 31, 2023	Year ended May 31, 2024	Year ended May 31, 2025	Year ended May 31, 2026
Net sales	7,947	8,923	9,468	10,473	12,119
Operating income	775	908	956	1,144	1,509
Operating profit margin	9.8%	10.2%	10.1%	10.9%	12.5%
Net sales growth rate	Previous Medium-Term Business Plan annual average growth rate 7.4%			10.6%	15.7%
Operating income growth rate	Previous Medium-Term Business Plan annual average growth rate 10.9%			19.7%	31.8%

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2.1 The 7th Medium-Term Business Plan (1)

JAPAN PROCESS DEVELOPMENT CO.,LTD.

In the 7th Medium-Term Business Plan (fiscal Year ended May 31, 2025 to fiscal year ending May 31, 2027), we aim to achieve growth beyond that of the previous Medium-Term Plan by enhancing productivity through continued human resource development and by increasing orders for new design projects and large-scale projects. In conjunction with this, we will set targets for management efficiency and promote capital policies, etc.

■ Medium-Term Management Targets (KPIs)

	Year ending May 31, 2027 Management Targets		Year ended May 31, 2024 Actual	Growth rate
Business revenue	Consolidated net sales	¥12 billion or more	¥9.46 billion	+26.8%
	Consolidated operating income	¥1.2 billion or more	¥0.95 billion	+25.5%
Management efficiency	ROE	8% or more	7.1%	+0.9pt
Shareholder returns	Progressive dividend policy		Increase in dividends over 5 consecutive years	–

■ Dividend Policy

From the fiscal Year ended May 31, 2025, we have changed our target to “continue to pay stable dividends and strive to achieve a consolidated payout ratio of 66%.”

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2.1 The 7th Medium-Term Business Plan (2)

JAPAN PROCESS DEVELOPMENT CO.,LTD.

Business Activities

Basic Policies

Improve the level of T-SES and expand our fields of focus

1. Increase the number of human resources capable of new designs

2. Improve estimating and management capabilities

1. **We will increase productivity through human resource training and improve the total level of T-SES, and expand the scope of our business by increasing the number of orders for large-scale projects and new design projects.**
2. **We will increase the number of engineers by strengthening hiring and expanding our business partners.**
3. **By improving productivity and increasing the number of engineers, we aim to achieve consolidated net sales of at least ¥12 billion.**

Businesses of Focus, Fields of Focus

Focus on the digital transformation (DX) of social infrastructure

Our vision for the DX of social infrastructure is to convert to advanced systems that are maintainable, scalable, and equipped with cybersecurity.
We are contributing to the transformation of social infrastructure into “secure” and “smart” platforms, and will focus on developing new systems equipped with the latest technologies such as IoT, cloud computing, and AI.

In the current Medium-Term Business Plan, we will focus on expanding scope in the areas of AD/ADAS for Automotive Systems, cloud systems such as government cloud, and aerospace and crisis management for Particular Information Systems.

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2.2 Progress of the 7th Medium-Term Business Plan (1)

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Medium-Term Management Targets (KPIs)

- [Business Revenue] Growth in consolidated net sales **reached the target** and growth in consolidated operating income **greatly exceeded expectations**
- [Management Efficiency] ROE **improved 2.9pt** over two years
- [Shareholder Return] Progressive dividend policy led to **increased dividend for 7th consecutive year**

	Year ending May 31, 2027 Management Targets		Year ended May 31, 2026 Actual (Year ended May 31, 2024)	Progress toward management target
Business revenue	Consolidated net sales	¥12 billion or more	¥12.11 billion (¥9.46 billion)	101.0%
	Consolidated operating income	¥1.2 billion or more	¥1.50 billion (¥0.95 billion)	125.8%
Management efficiency	ROE	8% or more	10.0% (7.1%)	–
Shareholder returns	Progressive dividend policy		Increase in dividends over 7 consecutive years	–

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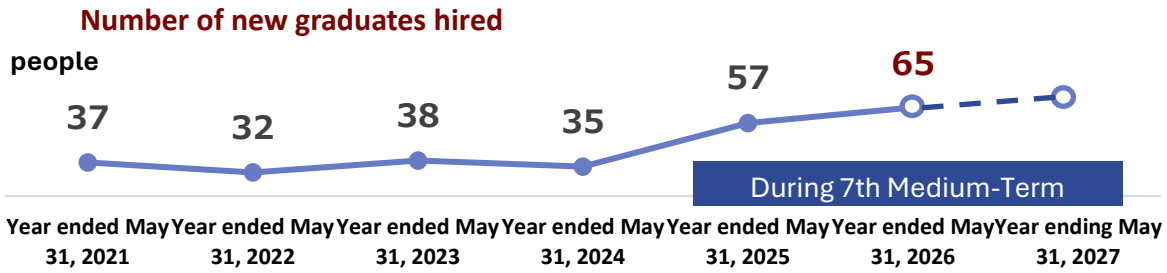
2.2 Progress of the 7th Medium-Term Business Plan (2)

Human resources development

- ✓ We have continued to develop highly skilled engineers who can design new products according to the characteristics of each business, and to improve the level of next-generation general-purpose technology
- ✓ We have expanded education to improve management capabilities and expanded the scope of education to include younger employees
- ✓ We rolled out technical exchange sessions across the company to spread knowledge regarding AI-driven development (such as that using GitHub Copilot)

Securing engineers

- ✓ In the year ended May 31, 2026, we secured **12** mid-career hires and **65** new graduate hires
- ✓ Investment in human resources and other measures have kept the turnover rate at about 3%, and we are steadily securing engineers



Businesses of Focus, Fields of Focus

- ✓ For social Infrastructure DX, focused on orders for AI development projects and IoT development projects
- ✓ Net sales for businesses of focus and fields of focus were **+35.0**% and gross profit was **+40.2**% over two years
  - ➢ For AD/ADAS for Automotive Systems, received orders from Denso in addition to Astemo
  - ➢ In cloud systems, focus on orders for government cloud and user company development projects
  - ➢ In the crisis management field for the Particular Information Systems segment, expanded scale of business by securing engineers

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3.1 Consolidated Business Performance Forecast for Year Ending May 31, 2027

JAPAN PROCESS DEVELOPMENT CO.,LTD.

- Net sales of ¥13.38 billion (¥1.261 billion increase year-on-year)
- Operating income of ¥1.665 billion (¥0.156 billion increase year-on-year)

(Unit: Millions of yen)	Year ended May 31, 2026 Actual	Year ending May 31, 2027 Expected	Change (percent change)
Net sales	12,119	13,380	+1,261 (+10.4%)
Operating income (profit margin)	1,509 12.5%	1,665 12.4%	+156 (+10.3%)
Ordinary income (profit margin)	1,525 12.6%	1,685 12.6%	+160 (+10.5%)
Current net income (profit margin)	1,138 9.4%	1,235 9.2%	+97 (+8.5%)

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3.2 Full-Year Forecast for Year Ending May 31, 2027 (1)

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■ Control Systems ↗ (Major Client: Hitachi)

- [Energy] Power grid performance expected to remain flat, but system expansion will be achieved in the field of power plant and substation monitoring
- [Rail] Orders expected to continue to expand for ATOS
- [Rail] Conventional trains expected to see more renewal projects launched, with orders exceeding the previous year
- [Rail] Bullet trains expected to perform well from the first half of the fiscal year, and work expected to increase further in the second half of the fiscal year

■ Automotive Systems → (Major Clients: Astemo, Denso, Aisin)

- [CASE] The outlook for AD/ADAS (BSW) is not good due to the OEM slump
- [CASE] AD/ADAS (image sensors) remain flat this fiscal year
- [CASE] Orders expected to decrease for onboard information systems, and the key will be to achieve orders for large projects in the second half of the fiscal year
- [CASE] The outlook for BMS development is not good due to the OEM slump
- [Other] Promote collaboration on BSW integration with SCSK

■ Particular Information Systems ↗ (Major Clients: Hitachi, NEC)

- [Aerospace] Expand systems due to large amount of work
- [Crisis management] Maintain current systems
- [Image recognition/identification] Satellite imagery-related orders expected to greatly increase

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3.2 Full-Year Forecast for Year Ending May 31, 2027 (2)

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■ **Embedded Systems ↗ (Major Clients: Kioxia, Komatsu)**

- [Storage] Strong performance in semiconductor market, and increasing orders for storage device development
- [Storage] Shift to development of next-generation SSD
- [IoT construction equipment] Development scope will be maintained for this fiscal year

■ **Industry & ICT Solutions (Major Clients: Toshiba, NEC, Hitachi, Sony)**

- [Cloud] Large cloud system development projects peaked in the first half of the fiscal year and the second half of the fiscal year will be a challenge
- [Cloud] System architecture expected to downsize in Q1 but recover from Q2
- [Cloud] IoT cloud work expected to decrease due to the impact of development freezes
- [Social infrastructure] Railroad station equipment development expected to expand from the second half of the fiscal year
- [Social infrastructure] System expansion expected to occur in development for government
- [Other] Promote collaboration on GX project with SCSK

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3.3 Giving Back to Shareholders

Acquisition of treasury shares

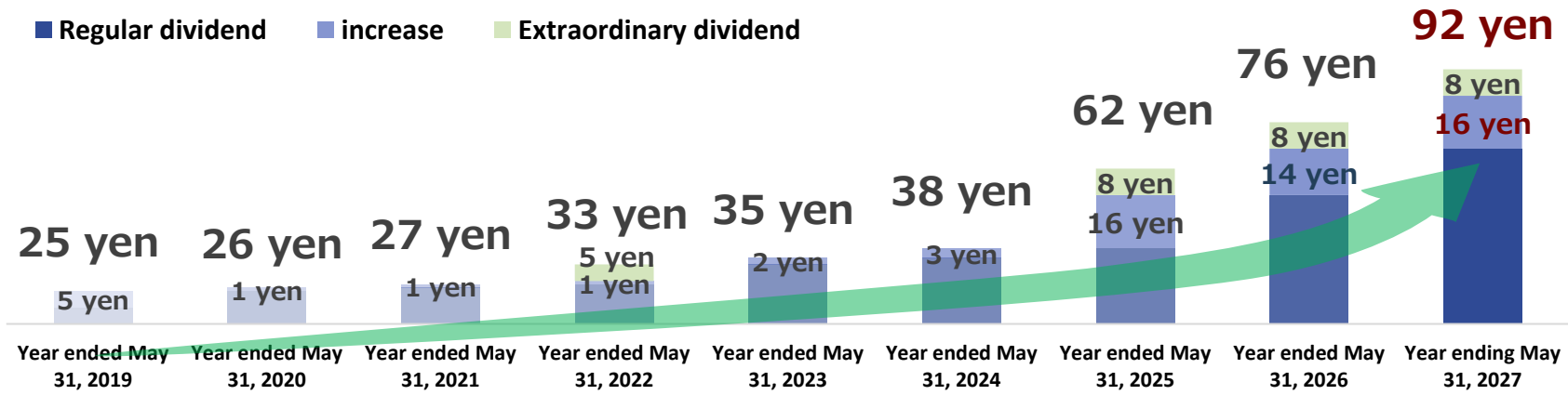
As detailed in our "Notice of Completion of Share Buyback and End of Share Buyback Program conducted via off-market purchase of treasury stock (ToSTNeT-3)" released on July 8, 2026, we purchased **883,000** treasury shares.
We plan to cancel the acquired shares in fiscal year 2026.

Dividend Policy

From the Year ended May 31, 2025, we have changed our dividend policy to “continue to pay stable dividends and strive to achieve a consolidated payout ratio of **66%**.” The extraordinary income due to gain on sale of investment securities in the year ended May 31, 2025 will be returned to shareholders as extraordinary dividends of ¥8 each year, from the year ended May 31, 2025 to the year ending May 31, 2029.

Dividend Forecast

The annual dividend for the year ended May 31, 2026 was **¥76** per share, **an increase for the 7th consecutive year.**
We forecast the annual dividend for the year ending May 31, 2027 to be **¥92** per share (interim dividend: ¥42, year-end dividend: ¥42, extraordinary dividend: ¥8), an increase of **¥16** per share.



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Contents

1 Consolidated Financial Results for Year Ended May 31, 2026

2 Initiatives Related to the Medium-Term Business Plan

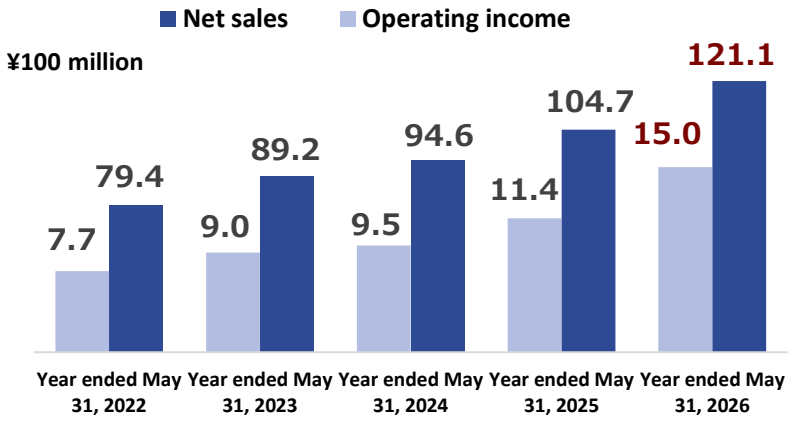
3 Forecast for Year Ending May 31, 2027

4 Appendix

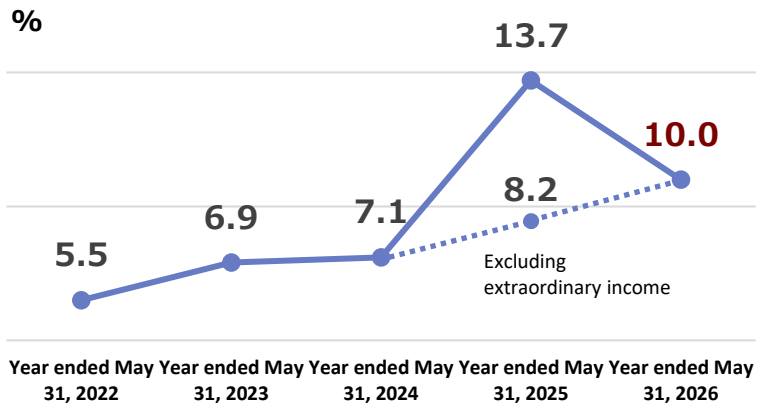
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4.1 Data (5 years)

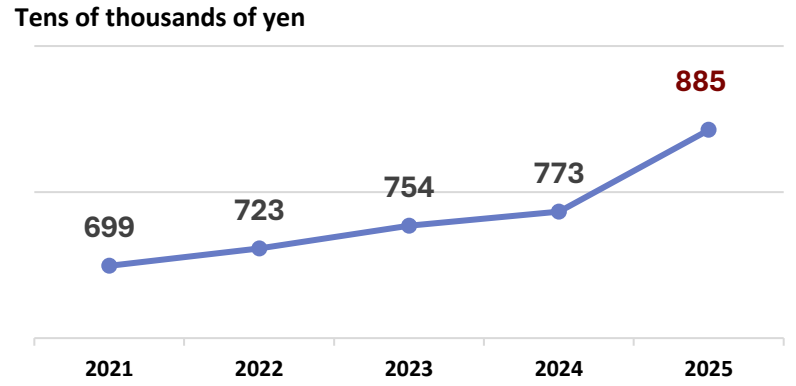
Consolidated net sales and operating income



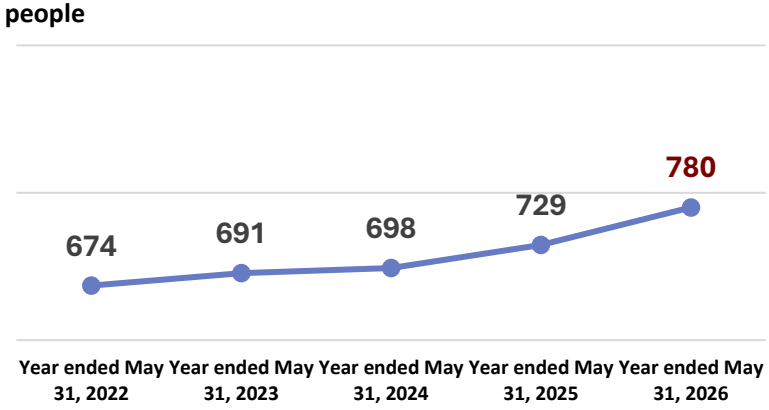
ROE



Average annual salary



No. of employees



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4.2 T-SES

T-SES (Total Software Engineering Services)

To guide clients (or end-users) in making decisions on specifications and undertake everything consistently until completion after such decisions are made, in accordance with the knowledge JPD itself has.



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4.3 Explanation of Terms

AD/ADAS

Auto Driving is a general term for functions and technologies that aim to reach a destination based solely on the vehicle's judgment.
Advanced Driving Assistance System (ADAS) is a general term for functions and technologies that support the driver's driving operations.

ATOS

The Autonomous decentralized Transport Operation control System (ATOS) is an autonomous decentralized train traffic control system installed by East Japan Railway Company on its lines in the Tokyo metropolitan area.

BMS

Battery Management System (BMS) is a control device for safely and efficiently using secondary cells such as lithium-ion batteries.

BSW

Basic Software (BSW) is a standard software module that provides essential services to run upper-layer software functions.

IoT

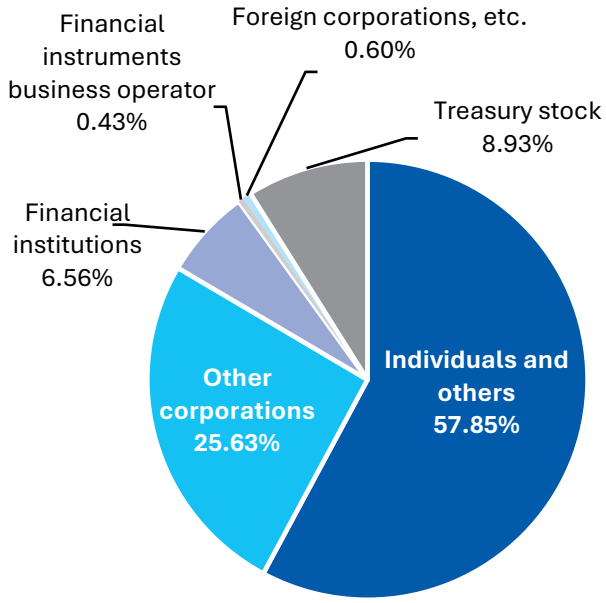
Internet of Things (IoT) is a system in which various things that were not previously connected to the Internet are connected to servers and cloud services through a network and exchange information with each other.

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4.4 Company Overview

Company name	Japan Process Development Co., Ltd. (JPD)
Date established	June 1967
Representative	Satoshi Azuma, President and Representative Director
Head office	Gate City Osaki West Tower 22F 1-11-1,Osaki, Shinagawa-ku, Tokyo, 141-0032, Japan TEL: +81-3-4531-2111 / FAX: +81-3-4531-2110
Offices	Hitachi City, Ibaraki Prefecture, Hitachinaka City, Ibaraki Prefecture, Kawasaki City, Kanagawa Prefecture, Yokohama City, Kanagawa Prefecture
Exchange listed	Tokyo Securities Exchange Standard Market / 9651
Number of issued and outstanding shares	9,694,435 shares (as of May 31, 2026) (excluding 950,585 treasury shares)
Total number of shareholders	4,938 (As of May 31, 2026)
Affiliated company	IPD Dalian Engineering Limited (IPD Dalian)

Status of shares	Distribution by ownership



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In Closing

Japan Process Development utilizes software

to contribute to safety, security, comfort, and convenience

in the social infrastructure field

Disclaimer

This material contains “Forward-looking statements” based on current forecasts and assumptions.

Japan Process Development Co., Ltd. does not guarantee the results as forecast as they are subject to risks and uncertainties that could cause actual results and earnings to differ from these statements.

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