Results Briefing Materials
3Q FY2026

October 14, 2026

S-Pool, Inc.

Prime Section, Tokyo Stock Exchange (2471)

Contents

1. Transition to the New Management Structure

2. 3Q FY2026 Performance Results

3. 3Q FY2026 Overview by Business Segment

4. FY2026 Performance Forecasts

5. Dividend Plan and Policy

© 2026 S-Pool, Inc.

1.

Transition to the New Management Structure

© 2026 S-Pool, Inc.

Transition to the New Management Structure

Transitioning to a new management structure and accelerating “selection and concentration” in the Special Needs Employment Services area

December 2025

Change of President and Representative Director
New management structure led by new President Shirakawa

September 18, 2026

Announced Chairman Urakami’s resignation and the policy to transition to a structure with a single Representative Director

January 14, 2027 (scheduled)

Announcement of the new Medium-Term Management Plan together with the FY2026 financial results

Background

Since the change of President in December 2025, the review of the growth strategy and business portfolio has been promoted under the new structure.

As the future growth direction and focus areas centered on Special Needs Employment Services were being defined, Chairman Urakami expressed his intention to entrust future management to the new structure and is scheduled to resign as Representative Director.

Future management structure

The Company plans to transition to a structure with President Giichi Shirakawa as the sole Representative Director.

We will promote the priority allocation of management resources to the Special Needs Employment Services area while optimizing the business portfolio across the Group.

Under the new Medium-Term Management Plan, we aim to achieve sustainable growth and enhance corporate value.

© 2026 S-Pool, Inc.

2.

3Q FY2026 Performance Results

© 2026 S-Pool, Inc.

Performance Highlights

Consolidated results

Revenue	Operating profit	Profit*
19,118 million yen	1,068 million yen	551 million yen
YoY +1.2%	YoY (20.3)%	YoY (27.1)%

- Revenue increased due to the growth of Special Needs Employment Services and Wide-area Administrative BPO Services offsetting a decline in sales of the Human Resource Solutions Segment.
- Profit at each level exceeded the plan despite a decrease in operating profit due to a pullback in Environmental Management Support Services and the impact of lower revenue in temporary staffing services.

Business Solutions Segment	**Revenue** **12,542 million yen** **YoY +7.5%**	[Special Needs Employment Services] Corporate recruitment activities remained active against the backdrop of the increase in the statutory employment rate. Equipment sales also progressed steadily in line with the plan. [Wide-area Administrative BPO Services] Spot work including measures against price hikes continued to contribute, achieving a significant increase in revenue. [Environmental Management Support Services] Revenue and profits decreased due to factors including a pullback from carbon credit sales in the previous fiscal year.
Human Resource Solutions Segment	**Revenue** **6,672 million yen** **YoY (8.5)%**	[Call center] Signs of a recovery in demand for temporary staffing emerged, halting the downward trend in sales. With an increase in spot projects, including public-sector projects, also contributing, sales increased slightly for the second consecutive quarter. [Sales support] Kitting services for tablet devices and other equipment performed solidly, exceeding the plan.

* Profit attributable to owners of parent

© 2026 S-Pool, Inc.

Consolidated Results (YoY change)

- **Revenue increased year on year due to an increase in management revenue in Special Needs Employment Services and growth in spot work in Wide-area Administrative BPO Services offsetting a decline in revenue of the Human Resource Solutions Segment.**
- **Operating profit decreased year on year due to lower profits in Environmental Management Support Services and the Human Resource Solutions Segment, despite higher profits in Wide-area Administrative BPO Services. Operating profit came in above the plan.**

(Unit: million yen)	FY2026 3Q	FY2025 3Q	YoY	YoY (%)
Revenue	**19,118**	**18,895**	+223	+1.2%
Gross profit	**6,914**	**6,708**	+205	+3.1%
Gross profit margin (%)	36.2%	35.5%	-	+0.7 pt
Selling and administrative expenses	**5,861**	**5,459**	+401	+7.4%
Selling and administrative expenses/net sales (%)	30.7%	28.9%	-	+1.8 pt
Operating profit	**1,068**	**1,341**	-272	-20.3%
Operating profit margin (%)	5.6%	7.1%	-	-1.5 pt
Profit before tax	**773**	**1,124**	-351	-31.2%
Profit attributable to owners of parent	**551**	**756**	-204	-27.1%

© 2026 S-Pool, Inc.

Results by Segment (YoY change)

- **In the Business Solutions Segment, revenue increased, driven by Special Needs Employment Services and Wide-area Administrative BPO Services. Operating profit increased slightly, as higher profit in Wide-area Administrative BPO Services offset the decrease in profit of Environmental Management Support Services.**
- **In the Human Resource Solutions Segment, revenue and profits decreased; however, both revenue and operating profit exceeded the plan.**
- **Adjustments increased temporarily by approximately 140 million yen due to the payment of a special bonus.**

(Unit: million yen)		FY2026 3Q	FY2025 3Q	YoY	YoY (%)
Revenue	Business Solutions Segment	**12,542**	11,663	+878	+7.5%
	Human Resource Solutions Segment	**6,672**	7,296	-623	-8.5%
	Adjustments	(96)	(64)	-	-
	Total	**19,118**	18,895	+223	+1.2%
Operating profit	Business Solutions Segment	**2,279**	2,230	+49	+2.2%
	Human Resource Solutions Segment	**476**	600	-123	-20.6%
	Adjustments	(1,687)	(1,489)	-	-
	Total	**1,068**	1,341	-272	-20.3%
Operating profit margin	Business Solutions Segment	**18.2%**	19.1%	-	-0.9 pt
	Human Resource Solutions Segment	**7.1%**	8.2%	-	-1.1 pt
	Total	**5.6%**	7.1%	-	-1.5 pt

Business Solutions Segment

Special Needs Employment Services
Wide-area Administrative BPO Services
Environmental Management Support Services, etc.

Human Resource Solutions Segment

Temporary Staffing Services
(Call Centers, Sales Support, etc.)

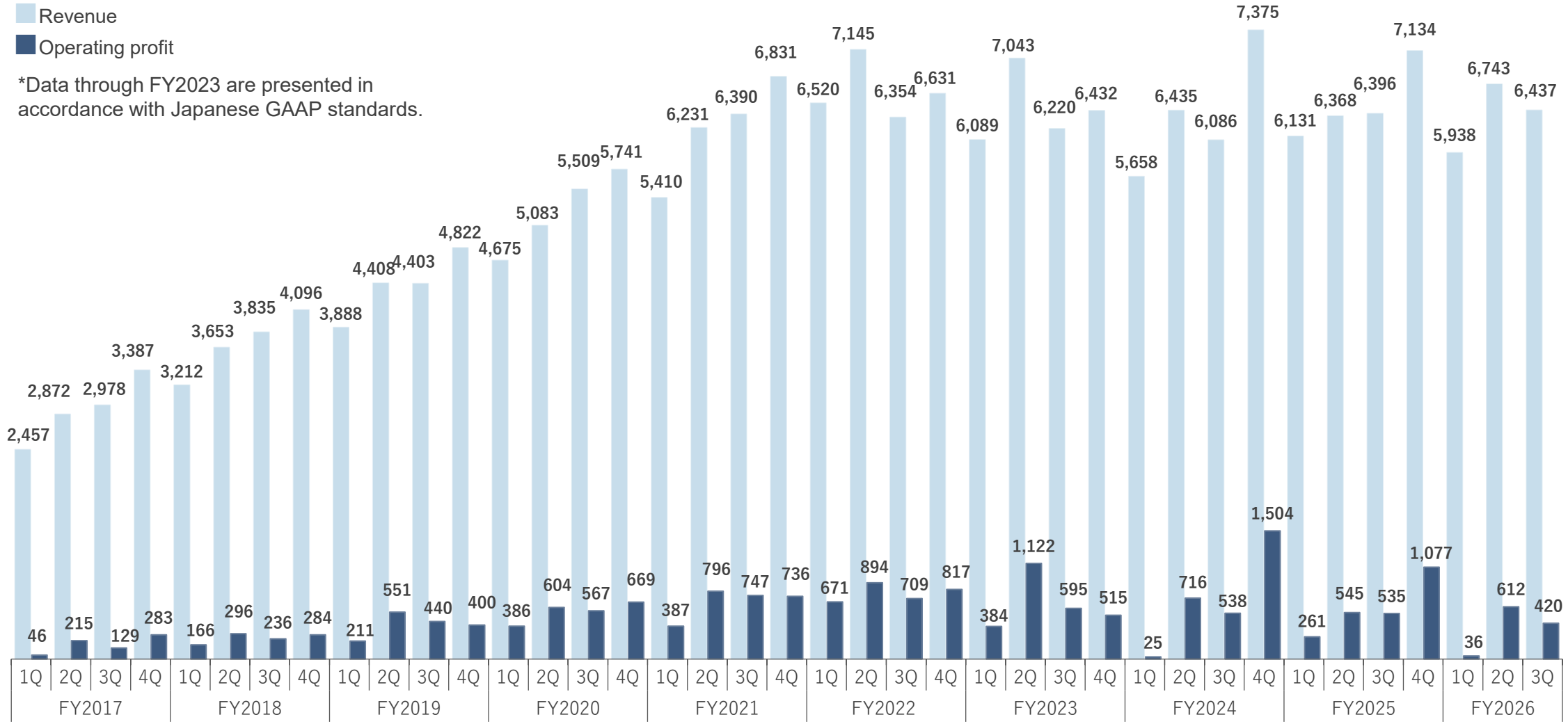
Adjustments

Mainly administrative costs, Groupwide IT expenses, etc.

© 2026 S-Pool, Inc.

Trends in Quarterly Business Performance

(Unit: million yen)



© 2026 S-Pool, Inc.

3.

3Q FY2026 Overview by Business Segment

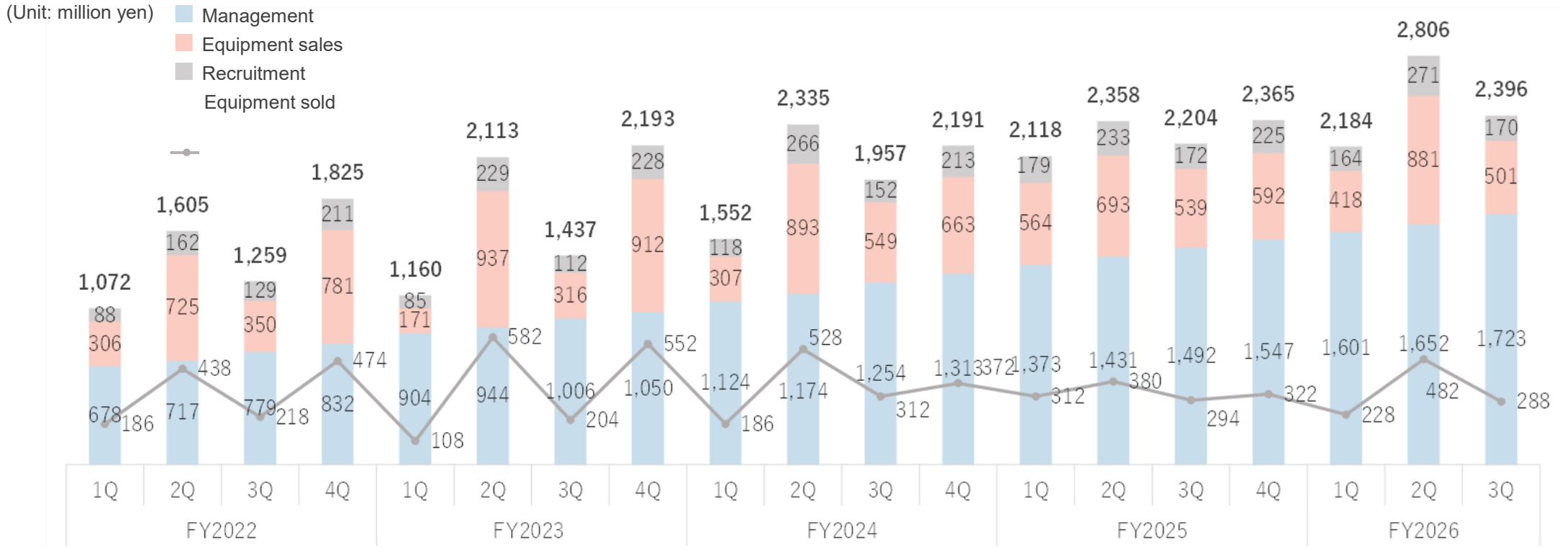
© 2026 S-Pool, Inc.

Special Needs Employment Services / Business Solutions Segment

Revenue 7,386 million yen / YoY +10.6%

[Equipment sales] 3Q: 288 sections (Planned: 250-300 sections) Cumulative 3Q: 998 sections
[Customers] 763 companies (QoQ +13 companies)
[Number of farms] 63 farms (40 outdoor, 23 indoor) [Sections managed] 10,711 sections [Number of employees] 5,356 persons / retention rate: 92%

- **Corporate recruitment activities remained active against the backdrop of the increase in the statutory employment rate. Equipment sales progressed steadily in line with the plan.**
- **In 3Q, opened one indoor farm in Osaka Prefecture.**
- **Promoting the development of new services other than farm-based services to broaden work options tailored to the characteristics of persons with disabilities.**



© 2026 S-Pool, Inc.

Our Future Direction in Light of the JEAP Business Guidelines

Supporting improvement in the “quality” of employment of persons with disabilities, driven by both the growth of individuals and proactive employment by companies

Key points of the guidelines	Our direction
	* Includes some items still under consideration
Employment “quality” and vocational growth	Supporting the demonstration of abilities, growth, and career development based on work status and changes in individuals, while developing work environments that consider physical and mental health and job satisfaction
Clarification of roles and responsibilities and continuous involvement of user companies	Toward stable employment, development, and expansion of job opportunities based on individuals’ aptitudes and strengths, strengthening collaboration with user companies
A “partner” supporting proactive employment by user companies	Through the provision of know-how on employment management and human resource development, as well as training and consultation, supporting improvement of user companies’ practical capabilities in employment management and human resource development
Structure and expertise of support providers	Developing operational and information management structures in line with the guidelines, and promoting the continuous development of specialist personnel and the improvement of service quality

* JEAP: Japan Business Association for Employment Accelerator of Persons with Disabilities. The guidelines were published in October 2026 and are scheduled to take effect in April 2027.

Supporting individuals’ active participation and proactive employment by companies through high-quality support

© 2026 S-Pool, Inc.

Specific Initiatives to Improve Employment “Quality”

Putting “broadening work options” and “growth support” into concrete action through the development of a new employment model and joint research with a university

① Broadening work options

New employment model “Work Happiness C’Raft”

- Developing new job areas, such as confectionery and coffee production, based on the support know-how gained through farm operations
- Developing a work environment where employees can continue to work with peace of mind through a team-based structure and support from specialist staff
- Designing assigned tasks from multiple processes according to individuals’ characteristics and strengths, leading to a step-by-step expansion of roles and growth
- Using the confectionery and other products made as gifts, novelties, etc., to create a link between work output and corporate activities

December 2026: Pilot launch in Nagoya
▶ From March 2027: Nationwide rollout

② Supporting growth and career development

Commenced joint research with the Ritsumeikan Trust

- Using behavior analysis to examine how the way “supporters,” such as managers and workplaces, engage affects the expansion of what persons with disabilities “can do”
- In the initial survey, organized a “good workplace environment” into four elements based on on-site interviews
- Going forward, will advance on-site observation and behavior analysis to consider how to build reproducible workplaces that lead to the demonstration of abilities and career development
- Scientifically verifying on-site practical knowledge to create a workplace-building framework that anyone can use

October 2026: Announcement of the overall initiative
▶ September 2027: Compilation of research results

Expanding opportunities to demonstrate abilities and grow through ways of working tailored to diverse characteristics

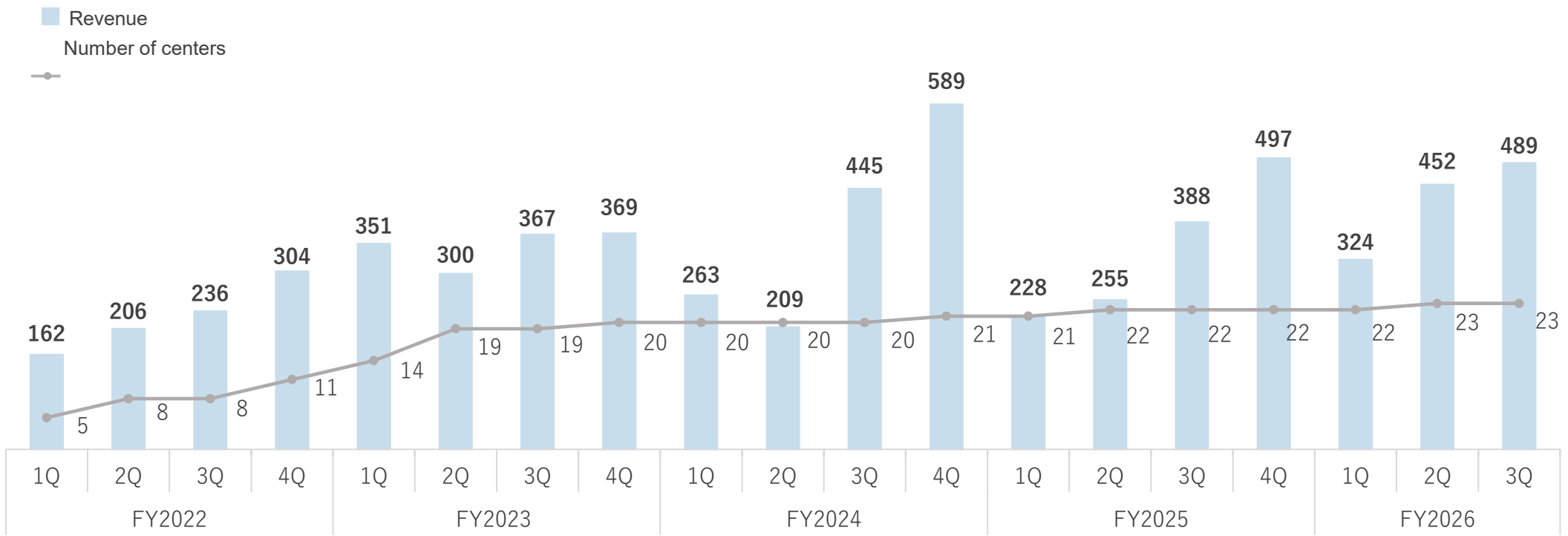
© 2026 S-Pool, Inc.

Wide-area Administrative BPO Services / Business Solutions Segment

Revenue 1,265 million yen / YoY +45.2%

- Although spot work related to measures against price hikes and other factors passed its peak, sales significantly exceeded the same period of the previous fiscal year.
- In core operations, sales activities were strengthened, focusing on AI-utilized inquiry desk operations.
- Received an order for joint operation management services for public ride-sharing and other services from seven cities and two towns in Shizuoka Prefecture. Promoting the creation of a wide-area BPO model in the regional transportation field.

(Unit: million yen)



© 2026 S-Pool, Inc.

Environmental Management Support Services / Business Solutions Segment

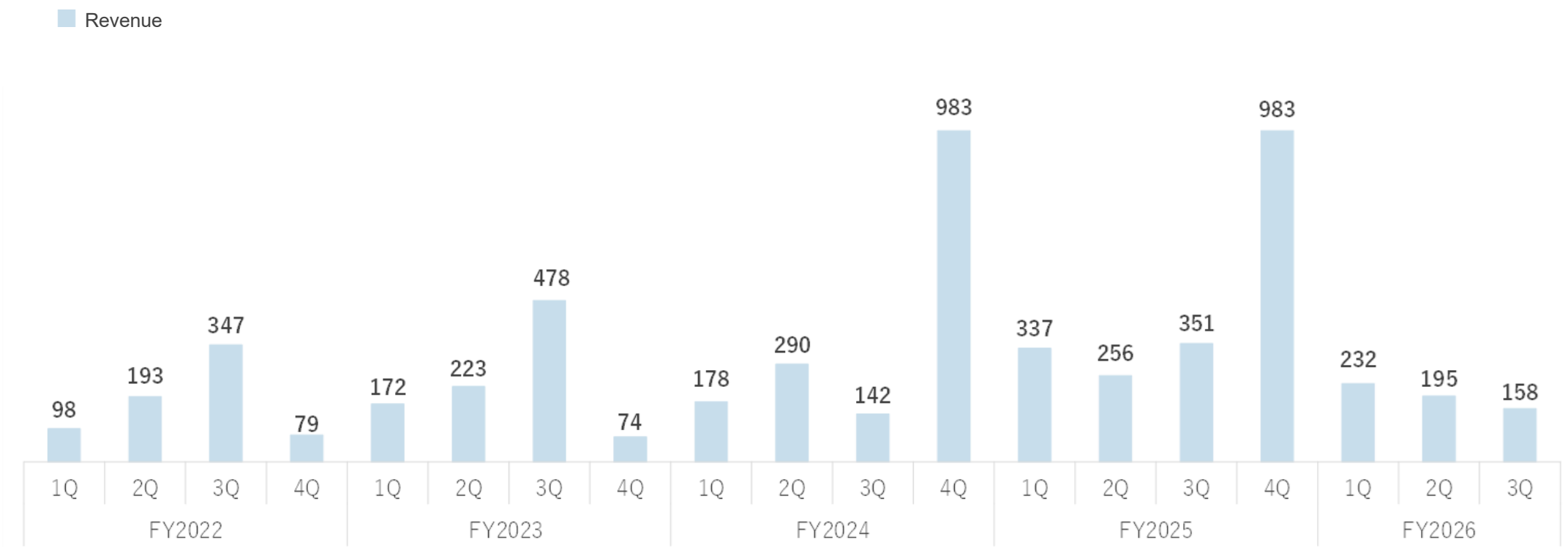
Revenue 587 million yen / YoY (37.9)%

[Corporate sales] 483 million yen (YoY (39.3)%) [Local government sales] 103 million yen (YoY (30.1)%)

- **Both sales and profits significantly fell below the same period of the previous fiscal year due to factors including a pullback of carbon credit sales in the previous fiscal year.**
- **In 4Q, the peak demand period, sales of consulting projects are expected to grow, while orders for some projects fell short of expectations.**
- **We aim to build up earnings through spot sales of carbon credits.**

(Unit: million yen)

* As amounts of less than one million yen are rounded down, the sum of the quarterly figures may not match the cumulative figure.



© 2026 S-Pool, Inc.

Other Services / Business Solutions Segment

Logistics Outsourcing Services

Revenue **932** million yen

YoY (6.2)%

- The closure of the Shinagawa Center and its integration into the Nagareyama Logistics Center were completed.
- The Nagareyama Logistics Center maintained a high utilization rate and transitioned to an operational structure capable of securing stable profits.
- To expand sales, we are promoting initiatives to expand handling capacity, including collaboration with partner warehouses.

Employment Support Services

Revenue **597** million yen

YoY (6.2)%

- We have decided to withdraw from the health checkup agency service in light of its profitability. We are taking steps toward a smooth withdrawal, including responding to customers.
- From 4Q onward, we will focus on employment support operations. We will strengthen proposals for comprehensive RPO services, including AI interviews, in addition to expanding referral services.

Sales Promotion Support Services

Revenue **1,109** million yen

YoY +5.6%

- Amid growing needs for face-to-face promotion, inquiries increased, mainly from major customers.
- Multiple trial introductions (PoC) are planned with new and existing customers. We will proceed with verification toward full-scale rollout.
- Discussions with major customers on projects for the next fiscal year also progressed. We will build the foundation for further business expansion in the next fiscal year.

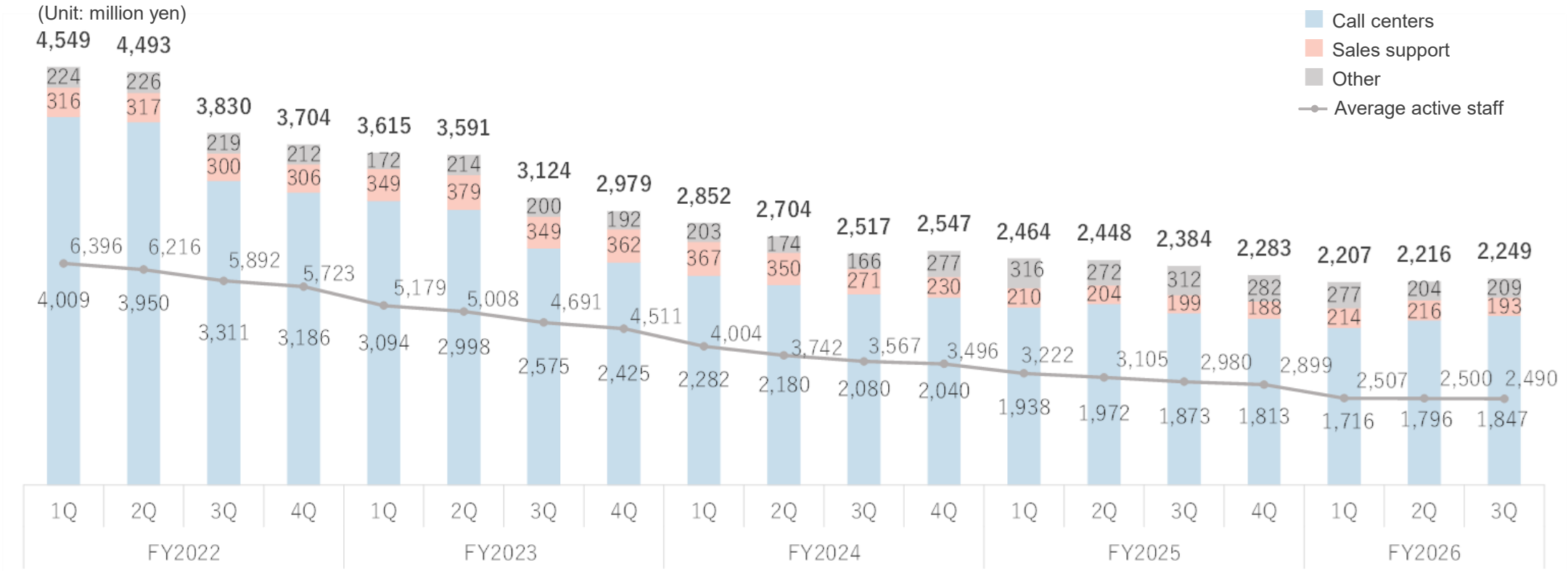
© 2026 S-Pool, Inc.

Human Resource Outsourcing Services / Human Resource Solutions Segment

Revenue 6,672 million yen / YoY (8.5)%

[Call center business] 5,361 million yen (YoY (7.3)%) [Sales support business] 624 million yen (YoY +1.8%)

- **In the call center business, sales increased for the second consecutive quarter, supported by an increase in spot projects, including public-sector projects.**
- **In the sales support business, kitting services for tablet devices and other equipment performed solidly, securing a level above the plan.**



© 2026 S-Pool, Inc.

4.

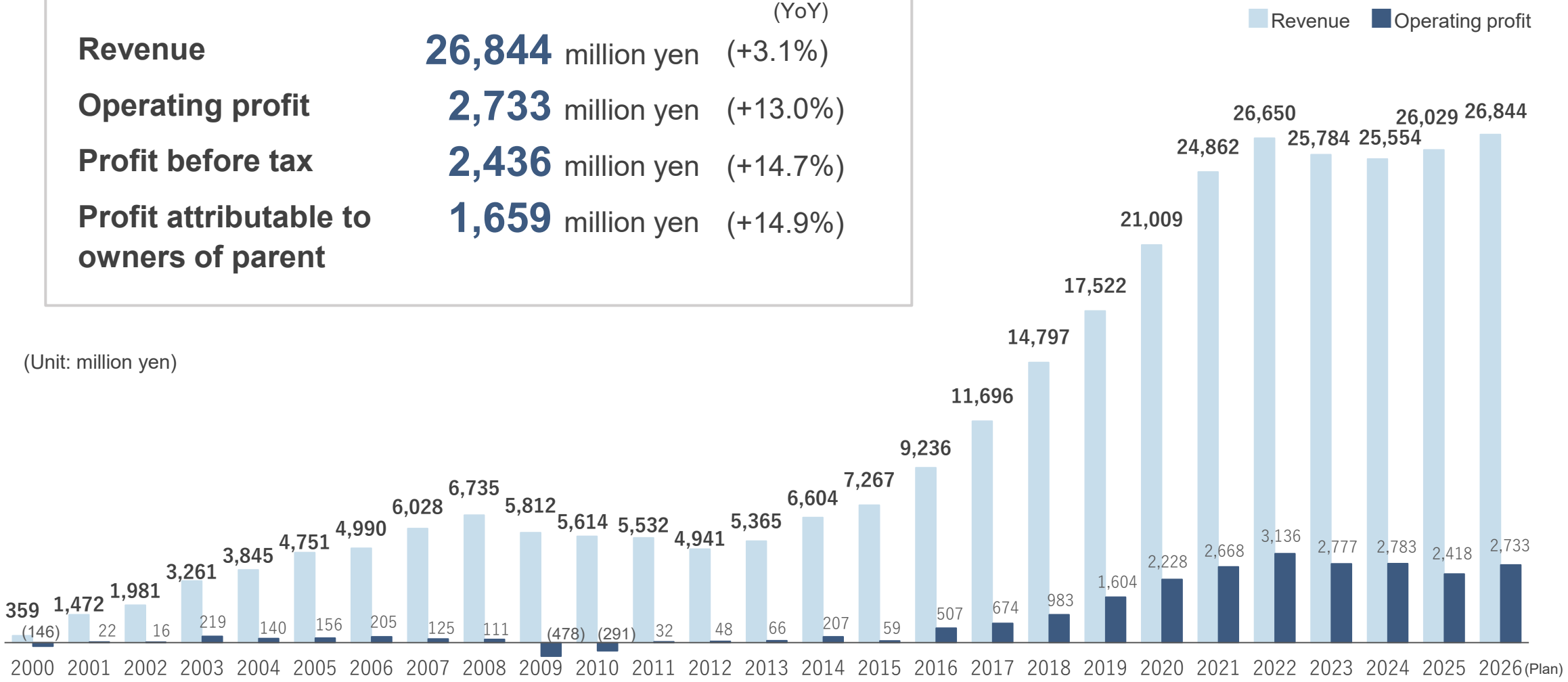
FY2026 Performance Forecasts

© 2026 S-Pool, Inc.

FY2026 Performance Forecasts

- **We aim to accelerate growth in FY2027 and subsequent years, while positioning FY2026 as a year for strengthening the business foundation toward regrowth.**

		(YoY)
Revenue	**26,844** million yen	(+3.1%)
Operating profit	**2,733** million yen	(+13.0%)
Profit before tax	**2,436** million yen	(+14.7%)
Profit attributable to owners of parent	**1,659** million yen	(+14.9%)



© 2026 S-Pool, Inc.

FY2026 Performance Forecasts (Details)

- **We will steadily develop the foundation toward regrowth during FY2026.**

(Unit: million yen)	FY2026 planned	FY2025 results	YoY	YoY (%)
Revenue	**26,844**	26,029	+814	+3.1%
Gross profit	**10,324**	9,735	+588	+6.0%
Gross profit margin (%)	38.5%	37.4%	-	+1.1 pt
Selling and administrative expenses	**7,591**	7,252	+338	+4.7%
Selling and administrative expenses/net sales (%)	28.3%	27.9%	-	+0.4 pt
Operating profit	**2,733**	2,418	+314	+13.0%
Operating profit margin (%)	10.2%	9.3%	-	+0.9 pt
Profit before tax	**2,436**	2,123	+312	+14.7%
Profit attributable to owners of parent	**1,659**	1,444	+214	+14.9%

© 2026 S-Pool, Inc.

FY2026 Performance Forecasts by Segment

- **The Business Solutions Segment plans to increase both revenue and profits focusing mainly on Special Needs Employment Services.**
- **The Human Resource Solutions Segment aims to increase revenue compared with 1H and achieve a firm shift to a recovery trend.**

(Unit: million yen)		FY2026 planned	FY2025 results	YoY	YoY (%)
Revenue	Business Solutions Segment	**18,124**	16,554	+1,569	+9.5%
	Human Resource Solutions Segment	**8,900**	9,579	-679	-7.1%
	Adjustments	(180)	(104)	-	-
	Total	**26,844**	26,029	+814	+3.1%
Operating profit	Business Solutions Segment	**4,295**	3,585	+709	+19.8%
	Human Resource Solutions Segment	**690**	822	-132	-16.1%
	Adjustments	(2,252)	(1,989)	-	-
	Total	**2,733**	2,418	+314	+13.0%
Operating profit margin	Business Solutions Segment	**23.7%**	21.7%	-	+2.0 pt
	Human Resource Solutions Segment	**7.8%**	8.6%	-	-0.8 pt
	Total	**10.2%**	9.3%	-	+0.9 pt

Business Solutions Segment

Special Needs Employment Services
Wide-area Administrative BPO Services
Environmental Management Support Services, etc.

Human Resource Solutions Segment

Temporary Staffing Services
(Call Centers, Sales Support, etc.)

Adjustments

Mainly administrative costs, Groupwide IT expenses, etc.

© 2026 S-Pool, Inc.

5.

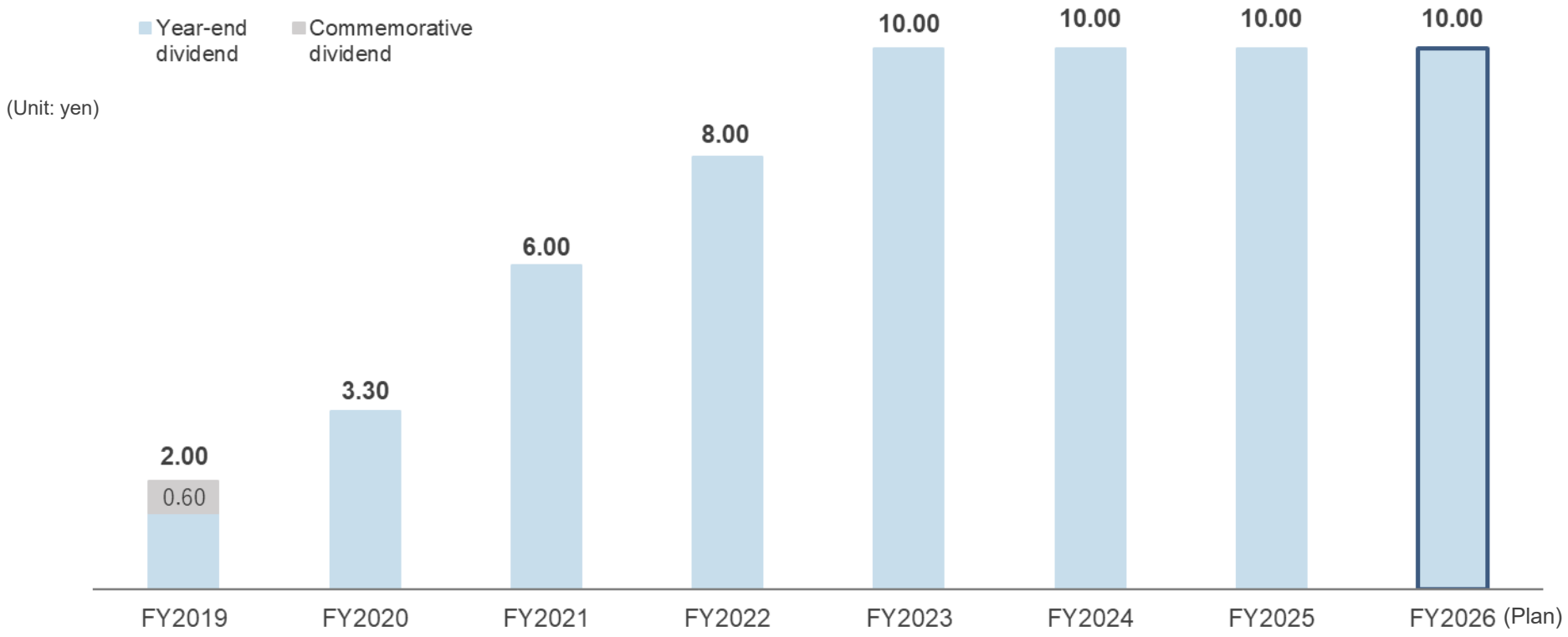
Dividend Plan and Policy

© 2026 S-Pool, Inc.

Dividend Policy / Dividend Plan

- **FY2026 dividend of 10 yen planned (Consolidated payout ratio of 47.2%)**

Dividend plan



Dividend policy

Consolidated payout ratio of 30% or higher

(Even if earnings decrease, dividends will not be reduced to levels at which the consolidated payout ratio exceeds 60% on a single-year basis.)

© 2026 S-Pool, Inc.

S-Pool, Inc.

Contact Corporate Planning Department E-mail kouhou@spool.co.jp

Forecasts of business results and other forward-looking statements contained in this document are based on information available to the Company at the time of release. Actual results may vary due to various factors. No promise or guarantee is provided regarding future figures or measures.

© 2026 S-Pool, Inc.

Company Overview

Name	S-Pool, Inc.
Origin of name	‘Pool’ (combination) of Solutions / Systems / Staff / Sustainability
Head office	Akihabara Dai Building, 1-18-13 Sotokanda, Chiyoda-ku, Tokyo, Japan
Capital	372,200,000 yen
Established	December 1, 1999
Representative	Sohei Urakami, Chairman of the Board and Representative Director / Giichi Shirakawa, President and Representative Director
Directors	Director: Hideaki Sato (CPA) Director: Naoshi Arai Outside Director: Toru Akaura Outside Director: Nao Miyazawa (attorney) Outside Director: Kazuhiko Nakai (CPA)
Listed exchange	Prime Section, Tokyo Stock Exchange (Securities Code: 2471)
Number of employees	1,301 persons (consolidated, as of end of August 2026)
Number of facilities	103 facilities nationwide (as of end of September 2026)



© 2026 S-Pool, Inc.

List of Group Member Companies

S-POOL (Business holding company and new business development)

S-Pool, Inc.

S-Pool Human Solutions, Inc.
Temporary Staffing and Human Resource Outsourcing Services

S-Pool Plus, Inc.
Special Needs Employment Services

S-Pool Glocal, Inc.
Wide-area Administrative BPO Services

S-Pool Blue Dot Green, Inc.
Sustainability Management Support Services

S-Pool Logistics, Inc.
Logistics Outsourcing Services

S-Pool Sales Support, Inc.
Sales Promotion Support Services

S-Pool Link, Inc.
Employment Support Services

S-Pool Bridge, Inc.
Professional Human Resource Utilisation Services

CyberCrew inc.
Cyber Security Support System

© 2026 S-Pool, Inc.

Group Network (103 Facilities Nationwide)

S-Pool, Inc.
[Group head office] Akihabara

S-Pool Blue Dot Green, Inc.
[Head Office] Akihabara

S-Pool Bridge, Inc.
[Head Office] Akihabara

S-Pool Logistics, Inc.
[Head Office] Akihabara

1 distribution centers

Nagareyama

S-Pool Sales Support, Inc.
[Head Office] Akihabara

4 branches

Sapporo, Nagoya, Osaka, Fukuoka

S-Pool Link, Inc.
[Head Office] Akihabara

5 BPO centers

Kitami, Hirosaki, Komatsushima, Nichinan, Saito

S-Pool Plus, Inc.
[Head Office] Akihabara

63 farms

Kanto **44** (Tokyo 6, Chiba 18, Saitama 13, Kanagawa 7)
Tokai **10** (Aichi 10)
Kansai **9** (Osaka 9)

S-Pool Glocal, Inc.
[Head Office] Akihabara

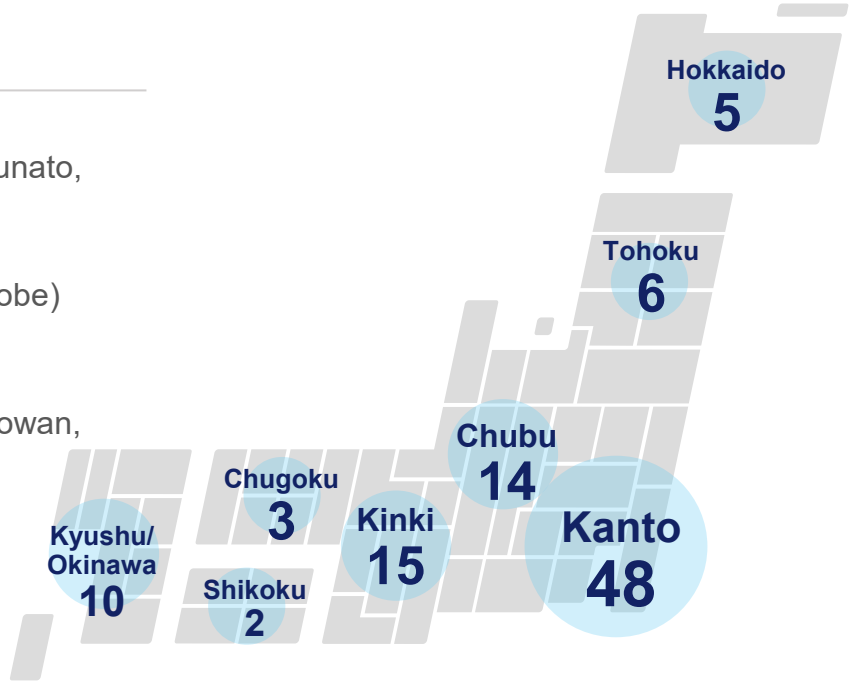
23 BPO centers

Hokkaido **2** (Kitami, Sapporo)
Tohoku **5** (Mutsu, Hirosaki, Daisen, Ofunato, Minamisoma)
Chubu **3** (Kahoku, Komatsu, Uozu)
Kinki **4** (Nagahama, Shima, Tanabe, Kobe)
Chugoku **3** (Hamada, Iwakuni, Ube)
Shikoku **1** (Mitoyo)
Kyushu **5** (Iizuka, Nakatsu, Takeo, Ginowan, Tsushima)

S-Pool Human Solutions, Inc.
[Head Office] Akihabara

7 branches

Sapporo, Sendai, Shinjuku
Nagoya, Osaka, Fukuoka, Naha



※as of end of September 2026

© 2026 S-Pool, Inc.

Business Segments

Business Solutions Segment

16.5 billion yen Revenue

63.3% Composition ratio

Special Needs Employment Services 9.04 billion yen
- Operating rental farms for use by companies
- Employment support services (referrals for persons with disabilities)

Environmental Management Support Services 1.92 billion yen
- CO_2 emissions calculation, environmental disclosure support
- Decarbonization support for local government

Wide-area Administrative BPO Services 1.36 billion yen
- Operating shared BPO centers
- Online counter business



Human Resource Solutions Segment

9.5 billion yen Revenue

36.7% Composition ratio

Human Resources Outsourcing Services
- Temporary staffing/referral services
  - Sales and marketing staff (e.g., smartphones, home electronics)
  - Office staff (call centers, offices)
  - Construction engineers (construction managing engineers, CAD operators)
- Outsourcing service
  - Call centers, office centers

*Revenue and segment ratio are based on FY2025 results.

© 2026 S-Pool, Inc.