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August 8, 2025

## Consolidated Financial Results for the Three Months Ended June 30, 2025 (Under Japanese GAAP)

Company name: NCD Co., Ltd.  
Listing: Tokyo Stock Exchange  
Securities code: 4783  
URL: <https://www.ncd.co.jp/>  
Representative: Osamu Shimojo, President and Representative Director  
Inquiries: Yusuke Kato, Director and Senior Managing Executive Officer  
TEL: +81-3-5437-1021  
Scheduled date to commence dividend payments: —  
Preparation of supplementary material on financial results: Yes  
Holding of financial results briefing: None

(Yen amounts are rounded down to millions, unless otherwise noted.)

### 1. Consolidated financial results for the three months ended June 30, 2025 (from April 1, 2025 to June 30, 2025)

#### (1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%
Three months ended June 30, 2025	7,291	3.7	370	(24.2)	378	(25.7)	230	(29.3)
Three months ended June 30, 2024	7,033	21.8	489	93.4	508	96.6	326	95.8

Note: Comprehensive income      Three months ended June 30, 2025      115 million yen [(66.1)%]  
Three months ended June 30, 2024      340 million yen [82.3%]

	Basic earnings per share	Diluted earnings per share
	yen	yen
Three months ended June 30, 2025	28.20	—
Three months ended June 30, 2024	39.91	—

#### (2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
	Millions of Yen	Millions of Yen	%
As of June 30, 2025	15,823	7,666	48.0
As of March 31, 2025	16,095	7,854	48.4

Reference: Equity  
As of June 30, 2025      7,595 million yen  
As of March 31, 2025      7,785 million yen

### 2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	yen	yen	yen	yen	yen
Fiscal year ended March 31, 2025	—	33.00	—	37.00	70.00
Fiscal year ending March 31, 2026	—				
Fiscal year ending March 31, 2026 (Forecast)		60.00	—	60.00	120.00

Note: Revisions to the forecast of cash dividends most recently announced: None

### 3. Forecast of Consolidated Financial Results for the Fiscal Year Ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	yen
Fiscal year ending March 31, 2026	32,000	6.3	3,000	6.8	3,000	5.2	1,950	2.3	238.38

Note: Revisions to the forecast of consolidated financial results most recently announced: None

#### \* Notes

(1) Changes in scope of consolidation during the period: None

(2) Application of accounting specific to the preparation of quarterly consolidated financial statements: Yes

Note: For details, please refer to “Quarterly Consolidated Financial Statements and Major Notes, (3) Notes to Quarterly Consolidated Financial Statements (Application of accounting specific to preparation of quarterly consolidated financial statements) on page 8 of the Attachments.

(3) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: None

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(4) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of June 30, 2025	8,800,000 shares
As of March 31, 2025	8,800,000 shares

(ii) Number of treasury shares at the end of the period

As of June 30, 2025	619,838 shares
As of March 31, 2025	619,838 shares

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Three months ended June 30, 2025	8,180,162 shares
Three months ended June 30, 2024	8,180,229 shares

\* Quarterly review of attached consolidated financial statements conducted by certified public accountants or an audit corporation: Yes (Voluntary)

\* Appropriate use of earnings forecasts, and other special matters

The forward-looking statements, such as the financial forecast, provided in this material are based on information currently available to the Company and certain assumptions that the Company believes are reasonable, and are not intended as a guarantee that the Company will achieve the same. In addition, actual results, including financial performance, may significantly differ due to various factors.

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## 1. Qualitative Information on Financial Results for the Quarter under Review

### (1) Explanation of Operating Results

During the first three months of the fiscal year under review (April 1, 2025, to June 30, 2025), the Japanese economy showed signs of a moderate recovery with the employment and income environment improving. On the other hand, the outlook remains uncertain due to the impact of rising prices, exchange rate fluctuations, and US trade policies.

In the information services industry, to which the Group belongs, IT investment has remained solid, with the increased application of generative AI also being advanced. Furthermore, there is a trend towards cloud migration and the opening up of legacy systems. On the other hand, the Group anticipates increased personnel costs due to rising external staffing expenses and wage hikes to secure talent. In this environment, the Group will continue to respond flexibly to diversifying customer needs by focusing on human resource development through means such as encouraging the acquisition of cloud-related certifications and implementing generative AI training, further enhancing mid-career recruitment of work-ready personnel, utilizing near-shore operations, and creating synergies with a subsidiary. In addition, the Group will continue to expand the existing client base and acquire new clients by promoting IT full outsourcing and other measures, which provide comprehensive support for the IT lifecycles of the clients.

In the bicycle-parking industry, bicycle parking lot use has remained steady. Steady demand is expected from client companies and municipalities for new bicycle parking facilities associated with urban redevelopment, the unattended bicycle parking lots due to labor shortages, and the replacement of aging equipment. The Group is striving for steady order acquisition, leveraging its strengths such as the ECOPOOL monthly bicycle parking management system (which addresses labor shortages), consulting capabilities cultivated through extensive experience, and high-quality service. Moreover, with the aim of enhancing profitability in recent years, the Group has been establishing a robust financial foundation by implementing various strategies such as revising bicycle parking lot usage fees, promoting initiatives aligned with municipal strategies, internalizing outsourced operations, and reducing costs through the utilization of IT. Moving forward, the Group intends to further accelerate efficient bicycle parking operation through data-driven strategies, specifically by implementing flexible fee adjustments based on established pricing models and rationally deploying parking facilities through the analysis and utilization of bicycle parking data.

For the first three months of the fiscal year under review, net sales saw only a small increase due to factors including the completion of large projects in the IT-related businesses (System Development Business and Support and Service Business) and the disappearance of revenue-increasing effects resulting from making Japan Computer Service Inc. into a subsidiary. On the other hand, in the Parking System Business, bicycle parking lot usage remained steady, resulting in increased revenue. On the profit side, while the Company implemented price revisions in both businesses, profit decreased year on year due to factors including delays in taking on projects at subsidiaries in the IT-related business, one-off costs in the Parking System Business, and continued investments in further promoting human capital management and new service development in the final year of its company-wide Medium-Term Management Plan, “Vision 2026.”

As a result, net sales for the first three months of the fiscal year under review were 7,291 million yen (up 3.7% year on year), operating profit was 370 million yen (down 24.2% year on year), ordinary profit was 378 million yen (down 25.7% year on year), and net profit attributable to owners of parent was 230 million yen (down 29.3% year on year).

Results by segment for the first three months of the fiscal year under review are as follows.

#### System Development Business

Although the Company saw steady progress in areas such as expanding application maintenance for an insurance company, introducing a cloud-based workflow system for a finance company, and winning application maintenance for a construction company, net sales was flat year on year. This was due to the completion of large projects in the previous period and the Company’s strategic withdrawal from some customers. On the profit side, while the effects of price negotiations with customers are materializing, costs increased due to employee wage increases and the Company’s appropriate response to labor cost transfer requests from subcontractors, resulting in a year-on-year profit decrease. As a result, net sales were 3,034 million yen (up 1.8% year on year) and segment profit was 388 million yen (down 2.8% year on year).

#### Support and Service Business

A year-on-year increase in revenue was achieved by securing projects such as PC security operations for a manufacturing company, a support desk for a retailing company, and network construction for an insurance company. On the profit side, similar to the System Development Business, profit decreased due to increased personnel costs, a rise in external staffing expenses, and delays in taking on projects at subsidiaries. As a result, net sales were 2,330 million yen (up 4.2% year on year) and segment profit was 176 million yen (down 7.3% year on year).

#### Parking System Business

Due to multiple redevelopment projects, equipment sales remained at the same level as the previous year, when a large project was secured. Additionally, revenue from bicycle parking lot usage remained steady. On the profit side, although the profitability of self-operated parking lots has improved from fee revisions, a year-on-year profit decrease was recorded. This was due to costs for network line changes following the end of a telecom provider's service, new banknote support, and investments in next-generation parking lot development. As a result, net sales were 1,917 million yen (up 5.9% year on year) and segment profit was 392 million yen (down 5.4% year on year).

## (2) Explanation of Financial Position

Assets at the end of the first quarter under review decreased 272 million yen from the end of the previous fiscal year to 15,823 million yen. The decrease was mainly due to notes receivable – trade, accounts receivable – trade, and contract assets of 582 million yen. On the other hand, the main items of increase were cash and deposits of 241 million yen. Liabilities decreased 84 million yen from the end of the previous fiscal year to 8,156 million yen. The decrease was mainly due to provision for bonuses of 808 million yen, income taxes payable of 483 million yen, and account payable – trade of 125 million yen. On the other hand, the main items of increase were retirement benefit liability of 211 million yen. Net assets decreased 187 million yen from the end of the previous fiscal year to 7,666 million yen, and the equity ratio decreased from 48.4% at the end of the previous fiscal year to 48.0%.

## 2. Quarterly Consolidated Financial Statements and Major Notes

### (1) Quarterly Consolidated Balance Sheet

(Thousands of yen)

	As of March 31, 2025	As of June 30, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	7,567,225	7,808,877
Notes and accounts receivable - trade, and contract assets	4,095,865	3,513,479
Merchandise and finished goods	160,077	160,759
Work in process	157,549	178,930
Other	605,559	616,842
Total current assets	12,586,277	12,278,889
Non-current assets		
Property, plant and equipment	1,293,059	1,254,562
Intangible assets		
Goodwill	73,164	62,712
Other	197,519	199,258
Total intangible assets	270,684	261,971
Investments and other assets	1,945,785	2,028,199
Total non-current assets	3,509,528	3,544,733
Total assets	16,095,806	15,823,622
<b>Liabilities</b>		
Current liabilities		
Accounts payable - trade	1,069,642	943,740
Short-term borrowings	799,868	700,000
Income taxes payable	657,014	173,591
Provision for bonuses	1,256,183	447,626
Provision for loss on orders received	1,869	14
Asset retirement obligations	2,313	968
Other	1,954,528	3,207,601
Total current liabilities	5,741,420	5,473,542
Non-current liabilities		
Provision for retirement benefits for directors (and other officers)	185,001	189,136
Provision for share-based payments	132,600	147,092
Retirement benefit liability	1,416,756	1,628,693
Asset retirement obligations	332,769	332,348
Other	433,221	385,965
Total non-current liabilities	2,500,348	2,683,236
Total liabilities	8,241,768	8,156,778

(Thousands of yen)

	As of March 31, 2025	As of June 30, 2025
Net assets		
Shareholders' equity		
Share capital	438,750	438,750
Capital surplus	1,019,556	1,019,556
Retained earnings	6,365,152	6,293,196
Treasury shares	(229,315)	(229,315)
Total shareholders' equity	7,594,142	7,522,186
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	117,949	137,084
Foreign currency translation adjustment	8,255	5,031
Remeasurements of defined benefit plans	65,346	(69,191)
Total accumulated other comprehensive income	191,551	72,924
Non-controlling interests	68,343	71,732
Total net assets	7,854,038	7,666,843
Total liabilities and net assets	16,095,806	15,823,622

## (2) Quarterly Consolidated Statement of Income and Quarterly Consolidated Statement of Comprehensive Income

### Quarterly Consolidated Statement of Income

Three months ended June 30

	(Thousands of yen)	
	Three months ended June 30, 2024	Three months ended June 30, 2025
Net sales	7,033,361	7,291,129
Cost of sales	5,544,690	5,808,932
Gross profit	1,488,670	1,482,196
Selling, general and administrative expenses	999,504	1,111,207
Operating profit	489,166	370,989
Non-operating income		
Interest income	880	590
Dividend income	3,693	4,940
Rent income from building	4,226	3,180
Other	18,048	4,317
Total non-operating income	26,848	13,027
Non-operating expenses		
Interest expenses	5,769	5,738
Other	1,726	219
Total non-operating expenses	7,496	5,958
Ordinary profit	508,518	378,059
Profit before income taxes	508,518	378,059
Income taxes	180,173	143,960
Profit	328,344	234,099
Profit attributable to non-controlling interests	1,825	3,389
Profit attributable to owners of parent	326,518	230,709



## Quarterly Consolidated Statement of Comprehensive Income

Three months ended June 30

(Thousands of yen)

	Three months ended June 30, 2024	Three months ended June 30, 2025
Profit	328,344	234,099
Other comprehensive income		
Valuation difference on available-for-sale securities	14,301	19,134
Foreign currency translation adjustment	2,269	(3,224)
Remeasurements of defined benefit plans, net of tax	(3,964)	(134,537)
Total other comprehensive income	12,606	(118,627)
Comprehensive income	340,951	115,471
(Breakdown)		
Comprehensive income attributable to owners of parent	339,125	112,082
Comprehensive income attributable to non-controlling interests	1,825	3,389

### (3) Notes to Quarterly Consolidated Financial Statements

(Notes on Assumptions for Going Concerns)

Not applicable.

(Notes on Significant Changes in the Amount of Shareholders' Equity)

Not applicable.

(Application of Accounting Specific to Preparation of Quarterly Consolidated Financial Statements)

Calculation of Tax Expense

For tax expense, the Company reasonably estimates the effective tax rate after tax effect accounting is applied to profit before income taxes for the consolidated fiscal year including the first quarter of the fiscal year under review, and calculates the tax expense by multiplying quarterly profit before income taxes or quarterly loss before income taxes by the estimated effective tax rate.

However, if the calculation of tax expense using the estimated effective tax rate leads to significantly irrational results, the statutory effective tax rate is used.

(Notes on Segment Information, etc.)

(Segment Information)

Three months ended June 30, 2024

Information on the amount of net sales, and profit or loss, and information on the reclassification of revenues

(Thousands of yen)

	Reportable segments				Other (Note) 1	Total	Adjustment (Note) 2	Amount recorded on Quarterly Consolidated Statement of Income (Note) 3
	System Development Business	Support and Service Business	Parking System Business	Total				
Net sales								
Revenue from contracts with customers	2,981,860	2,236,501	1,806,505	7,024,867	4,458	7,029,325	—	7,029,325
Other revenue	—	—	4,035	4,035	—	4,035	—	4,035
Sales to external customers	2,981,860	2,236,501	1,810,540	7,028,903	4,458	7,033,361	—	7,033,361
Intersegment sales and transfers	1,717	—	—	1,717	—	1,717	(1,717)	—
Total	2,983,577	2,236,501	1,810,540	7,030,620	4,458	7,035,078	(1,717)	7,033,361
Segment profit (loss)	399,296	190,030	414,713	1,004,040	2,404	1,006,444	(517,278)	489,166

(Notes) 1. "Other" is a business segment not included in the reportable segments.

2. Adjustments to segment loss of 517,278 thousand yen include corporate expenses not allocated to each segment, and general and administrative expenses related to the parent company.

3. Segment profit (loss) has been adjusted in accordance with operating profit in the quarterly statement of income.

Three months ended June 30, 2025

Information on the amount of net sales, and profit or loss, and information on the reclassification of revenues

(Thousands of yen)

	Reportable segments				Other (Note) 1	Total	Adjustment (Note) 2	Amount recorded on Quarterly Consolidated Statement of Income (Note) 3
	System Development Business	Support and Service Business	Parking System Business	Total				
Net sales								
Revenue from contracts with customers	3,034,744	2,330,306	1,916,049	7,281,100	8,809	7,289,909	—	7,289,909
Other revenue	—	—	1,219	1,219	—	1,219	—	1,219
Sales to external customers	3,034,744	2,330,306	1,917,269	7,282,319	8,809	7,291,129	—	7,291,129
Intersegment sales and transfers	2,735	264	—	2,999	—	2,999	(2,999)	—
Total	3,037,479	2,330,570	1,917,269	7,285,319	8,809	7,294,128	(2,999)	7,291,129
Segment profit (loss)	388,158	176,192	392,129	956,480	1,692	985,173	(587,183)	370,989

(Notes) 1. "Other" is a business segment not included in the reportable segments.

2. Adjustments to segment loss of 587,183 thousand yen include corporate expenses not allocated to each segment, and general and administrative expenses related to the parent company.

3. Segment profit (loss) has been adjusted in accordance with operating profit in the quarterly statement of income.

(Notes on Consolidated Statement of Cash Flows)

The Company has not prepared Quarterly Consolidated Statements of Cash Flows for the three months ended June 30, 2025.

Depreciation (including amortization of intangible fixed assets excluding goodwill) and amortization of goodwill for the three months ended June 30, 2024 and 2025 are as follows:

	Three months ended June 30, 2024	Three months ended June 30, 2025
Depreciation	92,219 thousand yen	102,317 thousand yen
Amortization of goodwill	10,452 thousand yen	10,452 thousand yen

(For Translation Purposes only)

## Independent Auditor's Interim Review Report on Quarterly Consolidated Financial Statements

August 8, 2025

To the Board of Directors  
NCD Co., Ltd.

Crowe Toyo & Co.  
Tokyo office

Shigeki Tsujimura, CPA  
Designated Partner,  
Engagement Partner

Kiyofumi Miyake, CPA  
Designated Partner,  
Engagement Partner

### **Auditor's Conclusion**

We have reviewed the accompanying quarterly consolidated financial statements of NCD Co., Ltd. and its consolidated subsidiaries (the "Group"), which comprise the quarterly consolidated balance sheet as of June 30, 2025, the quarterly consolidated statements of income, and comprehensive income, and the related notes included in the "attachment" of Financial Results.

Based on our review, nothing has come to our attention that causes us to believe that the accompanying quarterly consolidated financial statements are not prepared, in all material respects, the consolidated financial position of the Group at June 30, 2025, and the consolidated results of their operations in accordance with Article 4 (1) of Standards for Preparation of Quarterly Financial Statements of the Tokyo Stock Exchange, Inc. and accounting principles generally accepted in Japan for quarterly financial statements, applying the provisions for reduced disclosures as set forth in Article 4, Paragraph 2 of the Standards.

### **Basis for Auditor's Conclusion**

We conducted our review in accordance with review standards for interim financial statements generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Review of the Quarterly Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our review of the financial statements in Japan, including provisions applicable to audits of financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that we have obtained evidence to provide a basis for our conclusion.

### **Management's and the Audit & Supervisory Committee's Responsibilities for the Quarterly Consolidated Financial Statements**

Management is responsible for the preparation of these quarterly consolidated financial statements in accordance with Article 4 (1) of Standards for Preparation of Quarterly Financial Statements of the Tokyo Stock Exchange, Inc. and accounting principles generally accepted in Japan for quarterly financial statements, applying the provisions for reduced disclosures as set forth in Article 4, Paragraph 2 of the Standards, and for designing and operating such internal control as management determines is necessary to enable the preparation of quarterly consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the quarterly consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern and disclosing, as required by Article 4 (1) of Standards for Preparation of Quarterly Financial Statements of the Tokyo Stock Exchange, Inc. and accounting principles generally accepted in Japan for quarterly financial statements, applying the provisions for reduced disclosures as set forth in Article 4, Paragraph 2 of the Standards, matters related to going concern.

The Audit & Supervisory Committee is responsible for overseeing the duties of directors in designing and operating the Group's financial reporting process.

## **Auditor's Responsibilities for the Review of the Quarterly Consolidated Financial Statements**

Our objective is to issue an auditor's interim review report that includes our conclusion from an independent standpoint.

As part of a review in accordance with review standards for interim financial statements generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the interim review. We also:

- Make inquiries, primarily of management and persons responsible for financial and accounting matters, and apply analytical and other interim review procedures. A review is substantially less in scope than an audit conducted in accordance with auditing standards generally accepted in Japan.

- If we determine that a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern, then we conclude, based on the evidence obtained, on whether anything has come to our attention that causes us to believe that the quarterly consolidated financial statements are not prepared in accordance with Article 4 (1) of Standards for Preparation of Quarterly Financial Statements of the Tokyo Stock Exchange, Inc. and accounting principles generally accepted in Japan for quarterly financial statements, applying the provisions for reduced disclosures as set forth in Article 4, Paragraph 2 of the Standards. Additionally, if we conclude that a material uncertainty exists, we are required to draw attention in our auditor's interim review report to the related disclosures in the quarterly consolidated financial statements or, if such disclosures are inadequate, to express a qualified conclusion or adverse conclusion. Our conclusions are based on the evidence obtained up to the date of our auditor's interim review report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate whether anything has come to our attention that causes us to believe that the quarterly consolidated financial statements are not prepared in accordance with Article 4 (1) of Standards for Preparation of Quarterly Financial Statements of the Tokyo Stock Exchange, Inc. and accounting principles generally accepted in Japan for quarterly financial statements, applying the provisions for reduced disclosures as set forth in Article 4, Paragraph 2 of the Standards.

- Obtain evidence regarding the financial information of the entities or business activities within the Group as a basis for expressing a conclusion on the quarterly consolidated financial statements. We are responsible for the direction, supervision and review of the quarterly consolidated financial statements. We remain solely responsible for our conclusion.

We communicate with the Audit & Supervisory Committee regarding, among other matters, the planned scope and timing of the interim review and significant review findings.

We also provide the Audit & Supervisory Committee with a statement that we have complied with the ethical requirements regarding independence that are relevant to our review of the financial statements in Japan and communicate with them all relationships, other matters that may reasonably be thought to bear on our independence, and where applicable, measures taken to eliminate inhibiting factors or apply safeguards to reduce them to an acceptable level.

## **Interest required to be disclosed by the Certified Public Accountants Act of Japan**

Our firm and its designated engagement partners do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

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### Notes:

1. The original copy of the above Independent Auditor's Interim Review Report is in the custody of the Company (a company that discloses quarterly financial results).
2. The XBRL data and HTML data are not included in the scope of Interim Review