November 10, 2025

Consolidated Financial Results for the Nine Months Ended September 30, 2025 (Under Japanese GAAP)

Company name: ISB CORPORATION
Listing: Tokyo Stock Exchange
Securities code: 9702
URL: https://www.isb.co.jp/
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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 nine months ended September 30, 2025 (from January 1, 2025 to September 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	
Nine months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2025	27,719	10.7	1,720	(20.1)	1,742	(20.5)	946	(38.9)
September 30, 2024	25,038	4.0	2,153	2.8	2,192	2.3	1,550	24.9

Note: Comprehensive income For the nine months ended September 30, 2025: ¥1,008 million [(36.0)%]
For the nine months ended September 30, 2024: ¥1,574 million [17.0%]

	Basic earnings per share	Diluted earnings per share
Nine months ended	Yen	Yen
September 30, 2025	82.69	-
September 30, 2024	135.69	-

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
September 30, 2025	20,552	13,930	67.8
December 31, 2024	19,800	13,504	68.2

Reference: Equity
As of September 30, 2025: ¥13,930 million
As of December 31, 2024: ¥13,504 million

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 December 31, 2024	-	0.00	-	54.00	54.00
Fiscal year ending December 31, 2025	-	0.00	-		
Fiscal year ending December 31, 2025 (Forecast)				55.00	55.00

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

3. Forecast of consolidated financial results for the fiscal year ending December 31, 2025 (from January 1, 2025 to December 31, 2025)

(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 December 31, 2025	36,900	8.7	2,660	(5.0)	2,750	(4.9)	1,690	(16.9)	147.73

Note: Revisions to the earnings forecasts most recently announced: None

* **Notes**

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

(2) Adoption of accounting treatment specific to the preparation of quarterly consolidated financial statements: None

(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 September 30, 2025	11,463,141 shares
As of December 31, 2024	11,437,521 shares

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

As of September 30, 2025	149 shares
As of December 31, 2024	149 shares

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

Nine months ended September 30, 2025	11,452,012 shares
Nine months ended September 30, 2024	11,428,779 shares

* Review of the Japanese-language originals of the attached consolidated quarterly financial statements by certified public accountants or an audit firm:None

* Proper use of earnings forecasts, and other special matters
Forward-looking statements, such as earnings forecasts, contained in this material are based on information available to the Company and certain assumptions that the Company deems reasonable, and actual results may differ due to various factors.

For the conditions on which earnings forecasts are based and precautions to be taken when using earnings forecasts, see "1. Summary of Operating Results, etc. (3) Explanation of Forward-Looking Information such as Consolidated Earnings Forecasts."

Quarterly consolidated balance sheet

(Millions of yen)

	As of December 31, 2024	As of September 30, 2025
Assets		
Current assets		
Cash and deposits	8,975	8,458
Notes and accounts receivable - trade, and contract assets	6,078	6,013
Prepaid expenses	195	314
Merchandise	921	1,097
Work in process	0	10
Supplies	0	0
Other	90	74
Allowance for doubtful accounts	(4)	(4)
Total current assets	16,257	15,964
Non-current assets		
Property, plant and equipment		
Buildings and structures	608	1,240
Accumulated depreciation and impairment	(259)	(173)
Buildings and structures, net	349	1,067
Land	354	354
Other	1,090	1,060
Accumulated depreciation and impairment	(760)	(513)
Other, net	330	547
Total property, plant and equipment	1,033	1,969
Intangible assets		
Goodwill	625	532
Other	98	93
Total intangible assets	724	625
Investments and other assets		
Investment securities	545	695
Long-term prepaid expenses	9	15
Guarantee deposits	816	760
Deferred tax assets	348	462
Other	65	59
Allowance for doubtful accounts	(0)	(0)
Total investments and other assets	1,784	1,992
Total non-current assets	3,543	4,587
Total assets	19,800	20,552

(Millions of yen)

	As of December 31, 2024	As of September 30, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	2,296	2,162
Contract liabilities	171	143
Short-term borrowings	120	120
Accounts payable - other	1,453	826
Accrued expenses	195	408
Income taxes payable	524	561
Accrued consumption taxes	383	333
Provision for bonuses	28	754
Provision for bonuses for directors (and other officers)	89	49
Provision for loss on orders received	-	258
Other	418	180
Asset retirement obligations	103	-
Total current liabilities	5,785	5,798
Non-current liabilities		
Retirement benefit liability	274	285
Provision for retirement benefits for directors (and other officers)	71	81
Asset retirement obligations	145	438
Other	19	17
Total non-current liabilities	510	822
Total liabilities	6,296	6,621
Net assets		
Shareholders' equity		
Share capital	2,392	2,410
Capital surplus	2,996	3,014
Retained earnings	7,787	8,117
Treasury shares	(0)	(0)
Total shareholders' equity	13,176	13,541
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	202	303
Foreign currency translation adjustment	124	85
Total accumulated other comprehensive income	327	389
Total net assets	13,504	13,930
Total liabilities and net assets	19,800	20,552

Quarterly consolidated statement of income

(Millions of yen)

	Nine months ended September 30, 2024	Nine months ended September 30, 2025
Net sales	25,038	27,719
Cost of sales	18,932	21,284
Gross profit	6,106	6,435
Selling, general and administrative expenses	3,952	4,714
Operating profit	2,153	1,720
Non-operating income		
Interest income	10	13
Compensation income	22	-
Dividend income	25	14
Dividend income of insurance	-	0
Other	13	9
Total non-operating income	71	37
Non-operating expenses		
Interest expenses	0	1
Loss on sale of non-current assets	8	-
Loss on sale of notes receivable - trade	1	0
Settlement payments	6	-
Foreign exchange losses	14	5
Other	1	8
Total non-operating expenses	32	15
Ordinary profit	2,192	1,742
Profit before income taxes	2,192	1,742
Income taxes - current	672	956
Income taxes - deferred	(30)	(160)
Total income taxes	642	796
Profit	1,550	946
Profit attributable to owners of parent	1,550	946

Quarterly consolidated statement of comprehensive income

(Millions of yen)

	Nine months ended September 30, 2024	Nine months ended September 30, 2025
Profit	1,550	946
Other comprehensive income		
Valuation difference on available-for-sale securities	22	100
Foreign currency translation adjustment	1	(38)
Total other comprehensive income	23	61
Comprehensive income	1,574	1,008
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,574	1,008

(Notes on segment information, etc.)

Segment Information

I. The nine months of the previous fiscal year (January 1, 2024 to September 30, 2024)

1. Information on sales and the amount of profit or loss for each reported segment

(Millions of yen)

	Reportable segments		Adjustment amount (Note)	Total
	Information service business	Security system		
Sales				
Revenues from external customers	21,329	3,708	-	25,038
Transactions with other segments	94	132	(226)	-
Total	21,423	3,841	(226)	25,038
Segment Profit	1,602	524	26	2,153

Note: Segment profit is adjusted to operating income in the quarterly consolidated statements of income.

2. Information on impairment losses or goodwill on fixed assets by reporting segment

(Significant impairment loss on fixed assets)

Not applicable.

(Significant fluctuations in the amount of goodwill)

Not applicable.

(Significant Negative Goodwill Accrual)

Not applicable.

II. The nine months of the current fiscal year (January 1, 2025 to September 30, 2025)

1. Information on sales and the amount of profit or loss for each reported segment

(Millions of yen)

	Reportable segments		Adjustment amount (Note)	Total
	Information service business	Security system		
Sales				
Revenues from external customers	23,384	4,335	-	27,719
Transactions with other segments	92	37	(129)	-
Total	23,476	4,373	(129)	27,719
Segment Profit	1,017	674	28	1,720

Note: Segment profit is adjusted to operating income in the quarterly consolidated statements of income.

2. Information on impairment losses or goodwill on fixed assets by reporting segment

(Significant impairment loss on fixed assets)

Not applicable.

(Significant fluctuations in the amount of goodwill)

Not applicable.

(Significant Negative Goodwill Accrual)

Not applicable.