Note: This document is a translation of the original Japanese document and is only for reference purposes. In the event of any discrepancy between this translated document and the original Japanese document, the latter shall prevail.

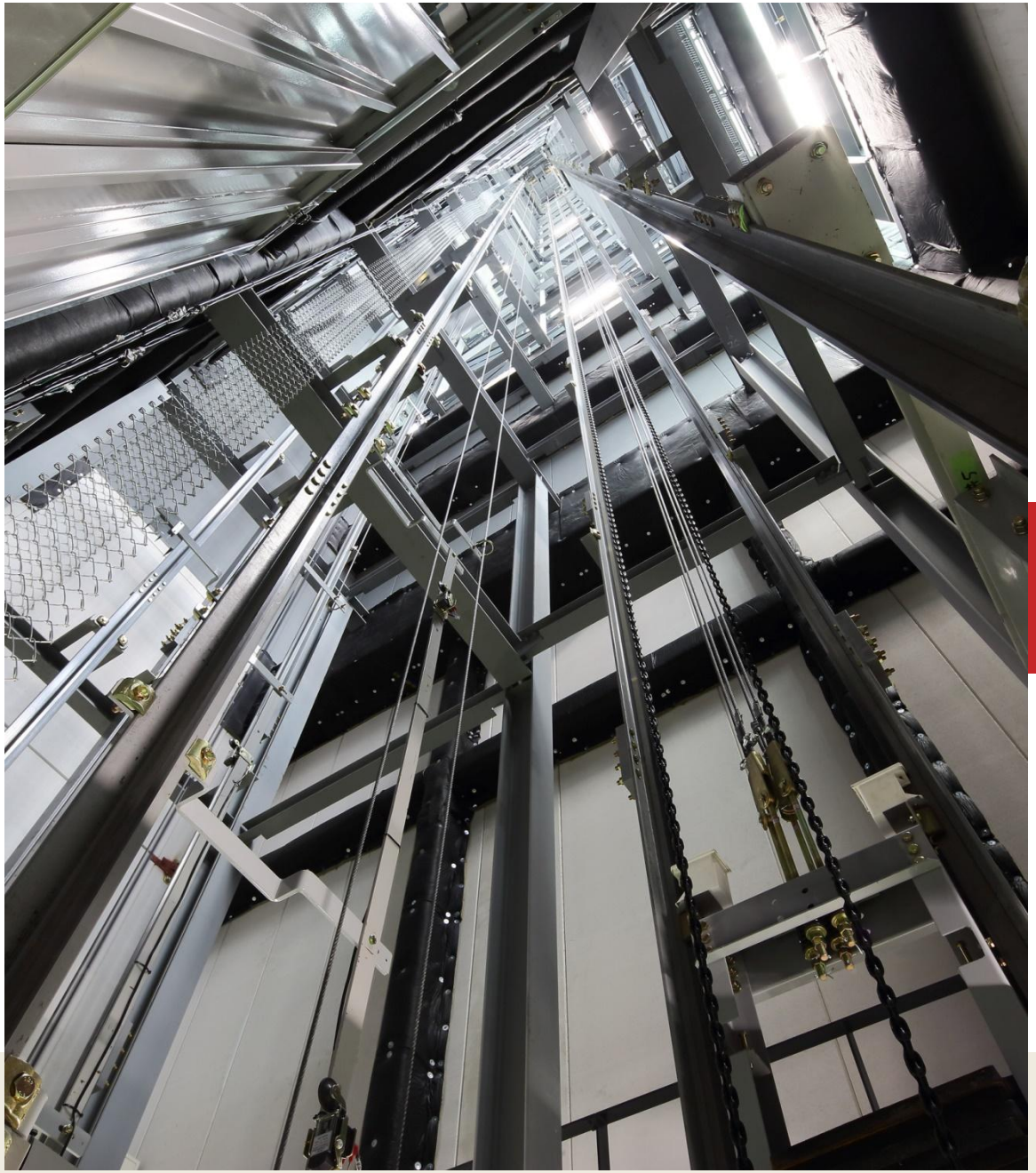


Second Quarter FY3/2027 Results Presentation

November 20, 2026

Japan Elevator Service Holdings Co., Ltd.

(TSE Prime Market: 6544)



FY3/2027 1H Summary

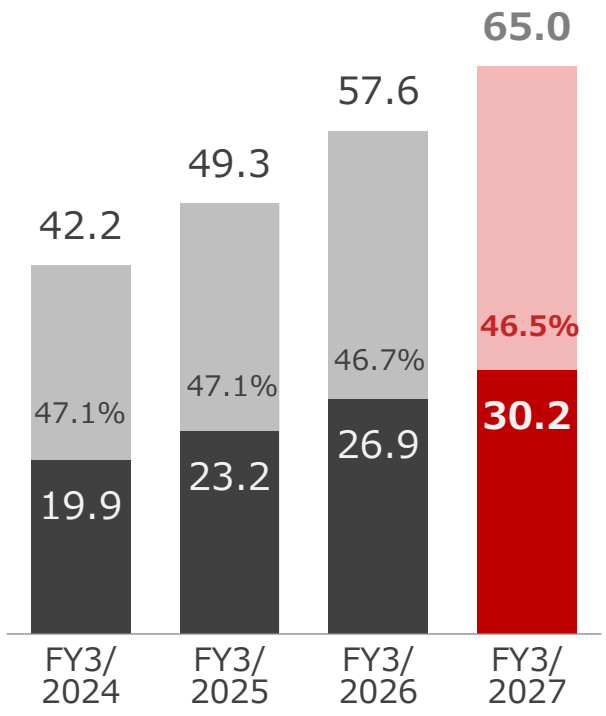
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Net sales and profits on track to achieve the full-year forecasts

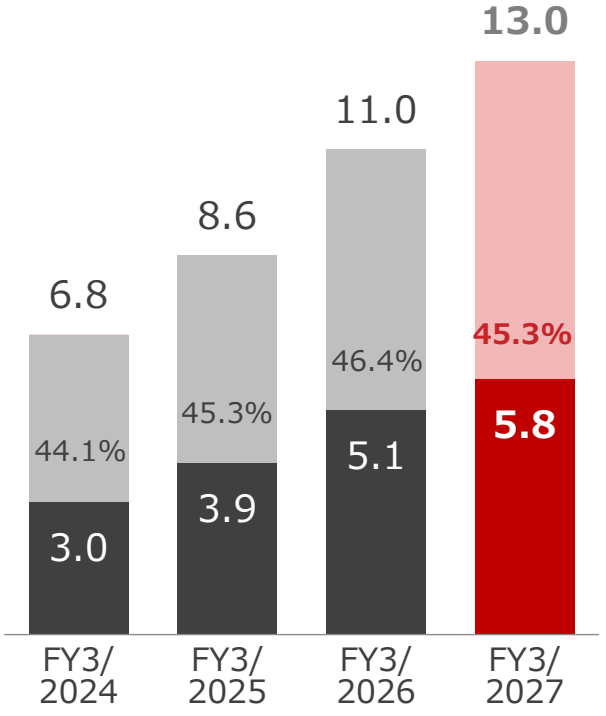
■ ■ 1H Actual
■ FY Actual ■ FY Forecast

(Unit: billion yen)

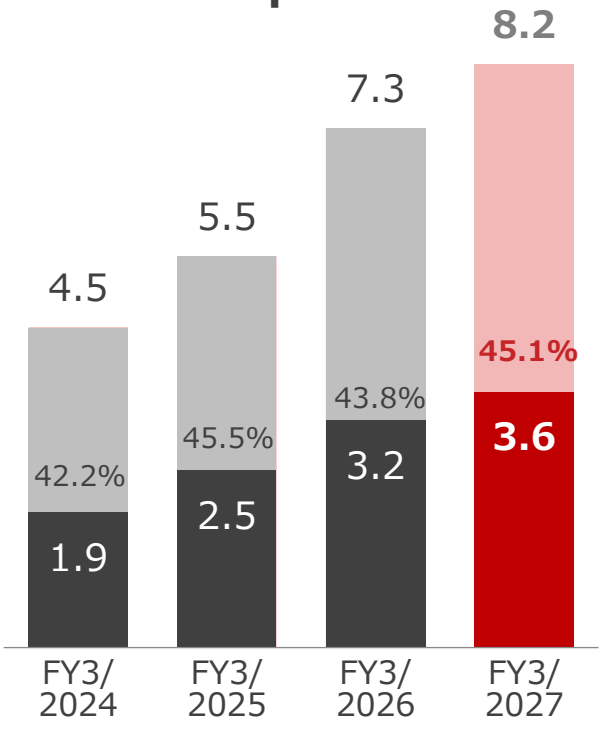
Net sales



Operating Profit



Net profit*



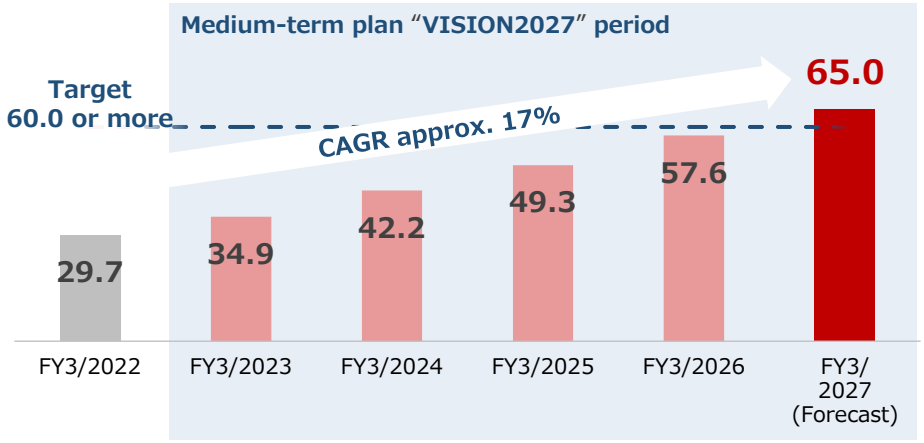
* Profit attributable to owners of parent (interim / full year)

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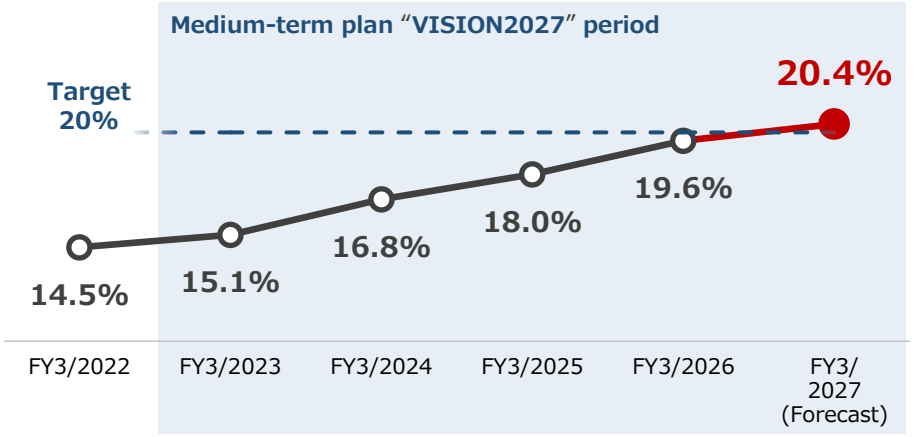
Medium-Term Plan “VISION2027” Expected to Be Achieved

- The targets of the medium-term plan “VISION2027”, net sales of “60.0 billion yen or more” and an operating profit margin (before goodwill amortization) of “20%”, are expected to be achieved.
- Sales growth and higher profitability significantly increased free cash flow, building a financial base that supports sustainable growth and enhanced shareholder returns.

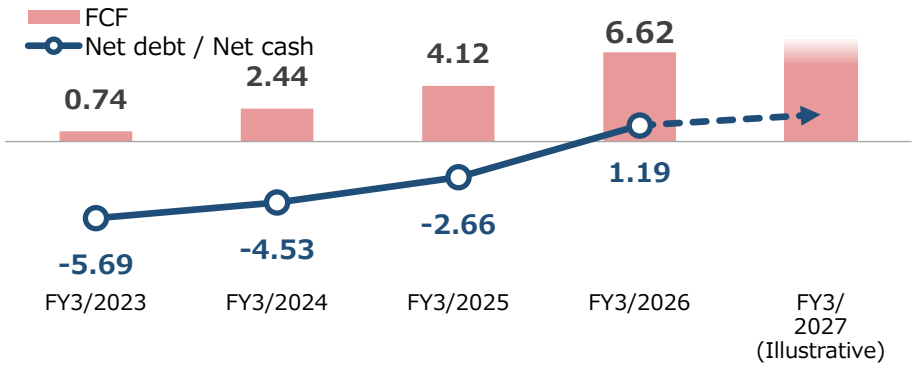
Net sales (billion yen) approx. 2.2x in 5 years



OPM before goodwill amortization (%) +5.9 pt in 5 years



Free cash flow and net cash (billion yen)



Growth investment

- Continue investing in service quality, incl. DX (Digital Transformation) and R&D
- Flexible M&A to capture growth opportunities
- Continue exploring strategic overseas investments

Shareholder returns

- Share profit growth with shareholders
- Further returns depending on growth investment needs

Next page: Special dividend for our 10th listing anniversary and VISION2027

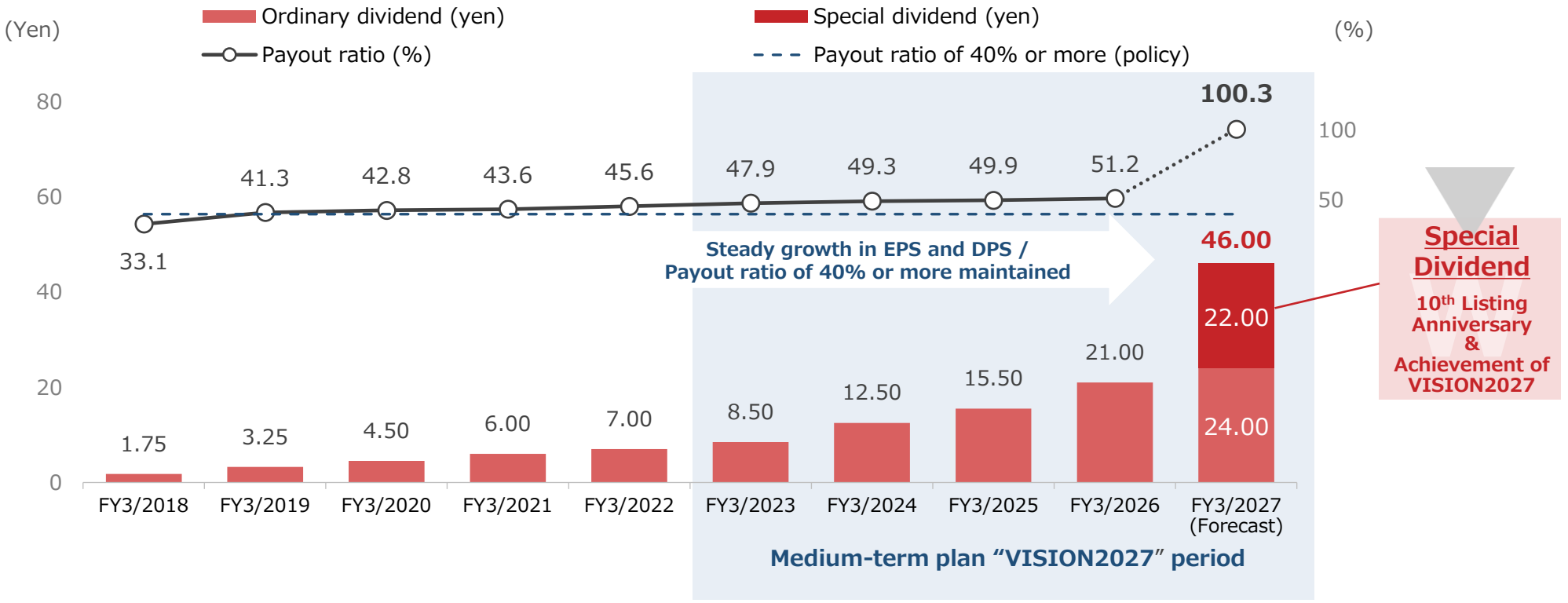
* FCF and net cash for FY3/2027 are for illustrative purposes. Net cash = cash and deposits − interest-bearing debt (negative figures indicate net debt)

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Shareholder Returns: Dividend Forecast

- Our shareholder return policy is to maintain a dividend payout ratio of 40% or more in principle, aiming for steady growth in earnings per share (EPS) and dividends per share (DPS).
- For FY3/2027, we plan an annual dividend of 46 yen per share (payout ratio of 100.3%), consisting of an ordinary dividend of 24 yen (payout ratio of 52.3%, up 3 yen YoY) and a special dividend of 22 yen commemorating our 10th listing anniversary and the expected achievement of the medium-term plan “VISION2027”.

Adjusted DPS* (Yen) and Dividend Payout Ratio (%)



*A 2-for-1 stock split was implemented on October 1, 2025. Figures are retroactively adjusted from FY3/2018.

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Maintenance & Repair

- Actively pursuing measures to re-accelerate net additions, such as more business matching (BM) alliances with financial institutions and stronger web promotion, including social media.
- In October 2026, acquired a minority equity stake in elevator leasing company Elevator Asset Co., Ltd. and formed a business alliance.
- Increased maintenance sales staff from Q4 of the previous fiscal year through Q1 of this fiscal year. As performance tends to improve from the second year, we will capture the growing number of sales opportunities as sales staff in training and developing sales staff become core sales staff, driving growth in net additions.

Expanding acquisition channels

Building/condo mgmt cos. | Asset managers | Tenders

Alliances | Existing clients | Promotion

Expanding BM alliances with financial institutions

65 ▸ 80 partners

March 2026 → September 2026

More referrals of building owners and companies through partner institutions' client bases

Strengthening web promotion

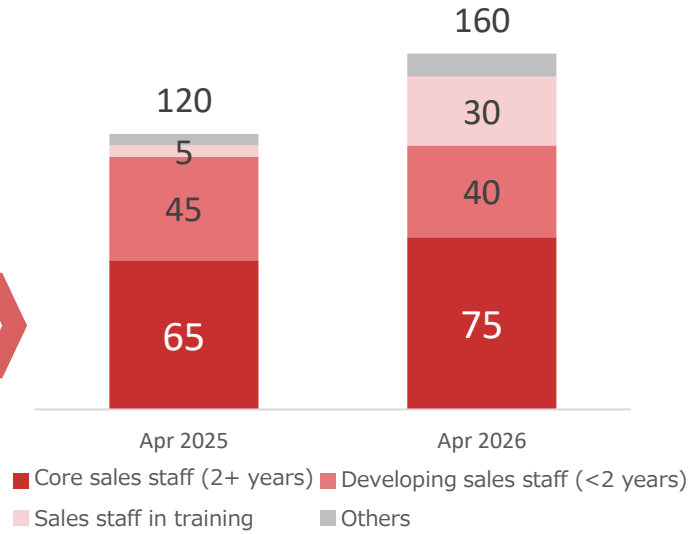
More inflow of customers who actively search are keen to switch providers

Business alliance with Elevator Asset

ELEVATOR ASSET

Acquired a minority equity stake in Elevator Asset, an elevator leasing company, and formed a business alliance

Strengthening our sales force

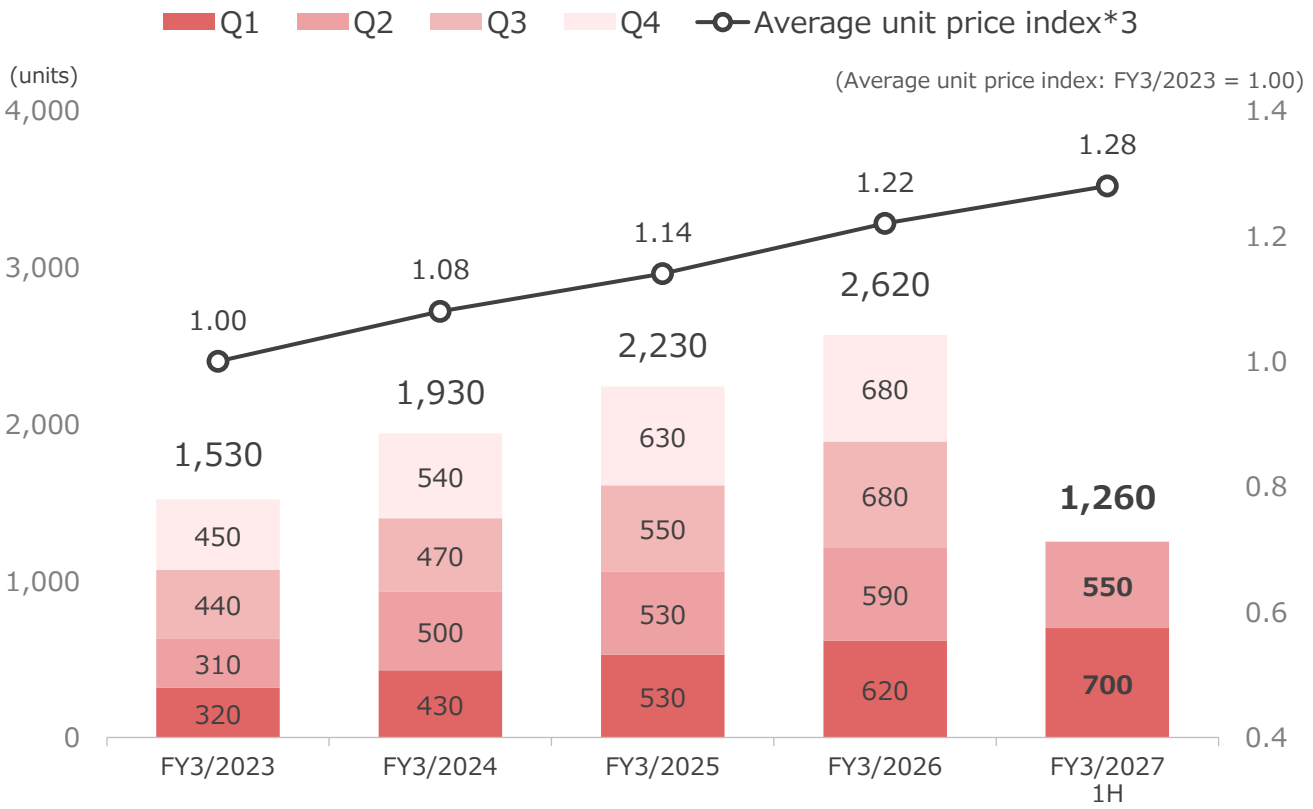


Expanding acquisition channels → **More sales opportunities** → **Contracts won by sales staff** → **Re-accelerating net additions**

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Modernization Services

- Q2 modernization completions were 550 units*1, down slightly YoY, but 1H completions totaled 1,260 units*2, a 1H record (FY3/2026 1H: 1,200 units).
- Amid growing requests to avoid work in extreme summer heat, completions are expected to stay weighted toward 2H going forward.
- New customers without a maintenance contract with us continue to account for approx. 60% of modernization customers, a structure that remains largely unchanged.



Modernization customer mix



New customers without a maintenance contract	Approx. **60%**
Existing maintenance customers	Approx. **40%**

Customers sign a maintenance contract with us after modernization, making it a key channel for net additions.
Approx. 60% of modernization customers continue to be new customers without a maintenance contract with us.

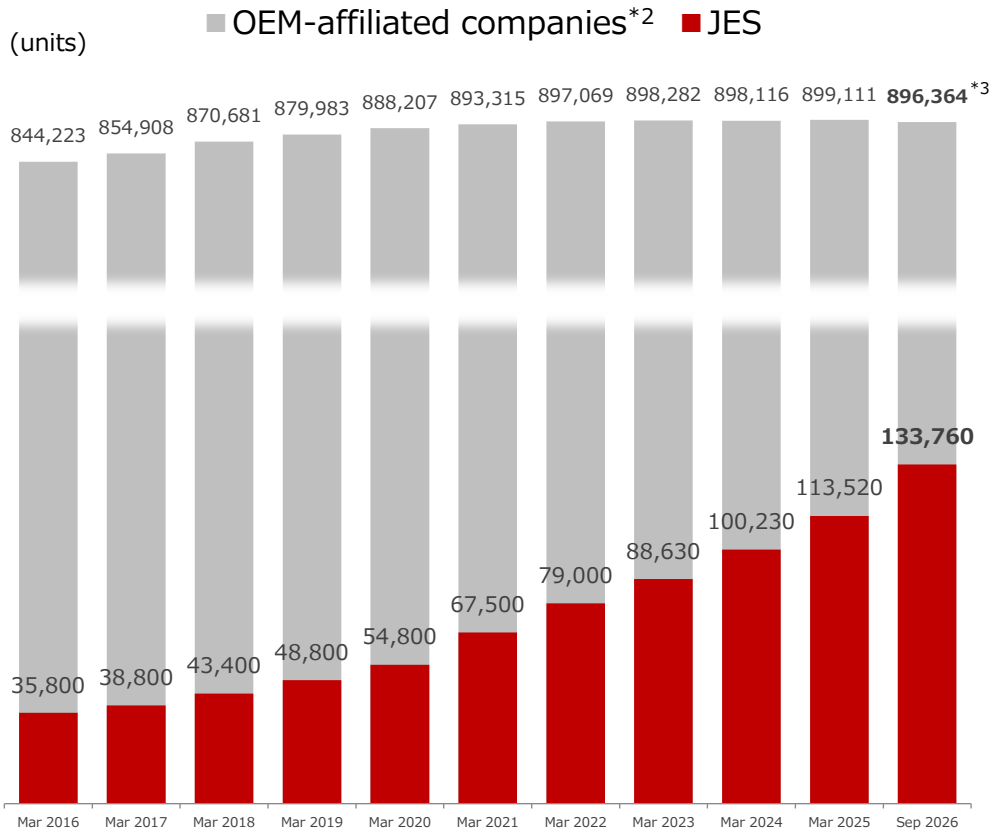
*1 Includes 2 new installations. A total of 3 new installations were completed in 1H
*2 Quarterly completions are rounded to the nearest ten at each quarterly results announcement; therefore, the sum of the quarters may not match the full-year or 1H totals
*3 Average unit price index = average unit price for each period ÷ average unit price for FY3/2023 (rounded to two decimal places). FY3/2027 is the 1H actual

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The Elevator Maintenance Market in Japan and Our Room for Growth

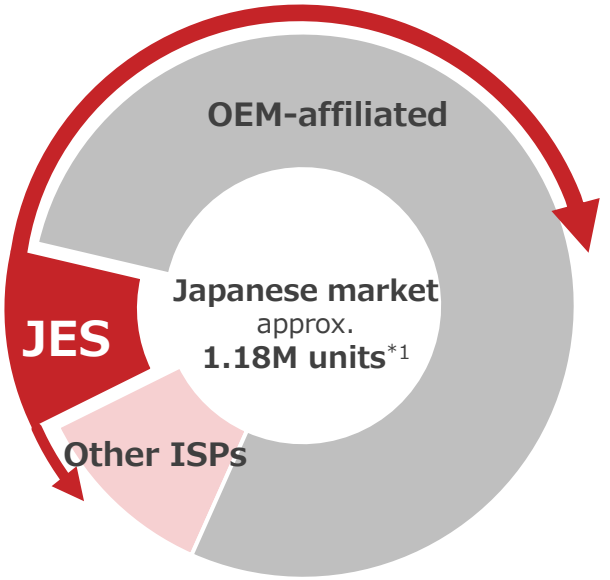
- Units maintained by OEM-affiliated companies fell YoY, even including new installations.
- We estimate that a total of approx. 1.18 million units*1 are maintained in Japan by OEM-affiliated companies and ISPs, including JES.
- Our share is approx. 11.3%*1. As the only company offering OEM-level "quality" at ISP "fair prices," we will continue to steadily expand our share.

Units Maintained by OEM Affiliates and JES



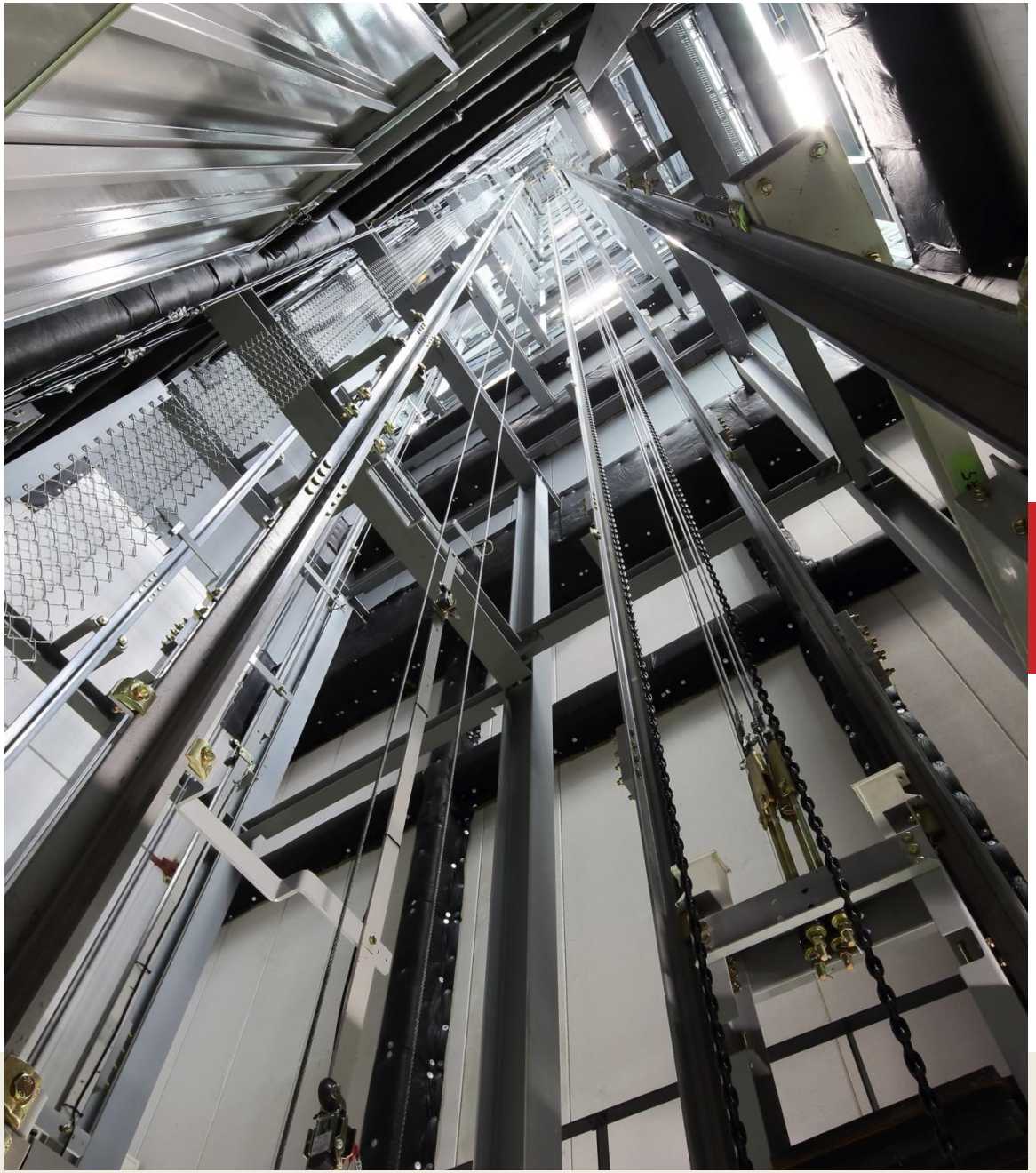
*1 Our estimate
*2 Source: Japan Elevator Association, "Report on the Survey of Elevators Installed, etc. in FY3/2025"
*3 As of March 31, 2026

With an eye on the U.S. and European markets, where ISPs hold over 50% share, we aim to further expand our share in Japan



Top priority on organic growth through switches from OEM-affiliated companies.
Small and mid-sized M&A of ISPs to be executed flexibly as opportunities arise.

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FY3/2027 1H Results Overview

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On track at the halfway point against the full-year consolidated forecasts

- Net sales rose 12.3% YoY on higher sales in Maintenance & Repair and Modernization, a solid 46.5% of the full-year forecast.
- The operating profit margin was 19.5% (up 0.4 percentage points YoY), supported by higher modernization unit prices and appropriate cost control.
- The operating profit margin before goodwill amortization was 20.0%, on par with the medium-term plan target.

(millions of yen, %)

	6 months ended September 2025		6 months ended September 2026		YoY		Full-year forecast	
	Results	% of net sales	Results	% of net sales	Change	% Change	Amount	Progress rate
Net sales	26,912	100.0	30,224	100.0	3,312	12.3	65,000	46.5
Operating profit	5,131	19.1	5,892	19.5	761	14.8	13,000	45.3
Ordinary profit	5,139	19.1	5,871	19.4	732	14.3	13,000	45.2
Interim profit attributable to owners of parent	3,291	12.2	3,699	12.2	407	12.4	8,200	45.1
(Depreciation)	724	2.7	866	2.9	142	19.6	1,800	48.1
(Amortization of goodwill)	134	0.5	138	0.5	4	3.4	277	49.8
OP before amortization	5,265	19.6	6,031	20.0	766	14.6	13,277	45.4
Earnings per share (yen)	18.48	--	20.70	--	2.22	12.0	45.87	45.1

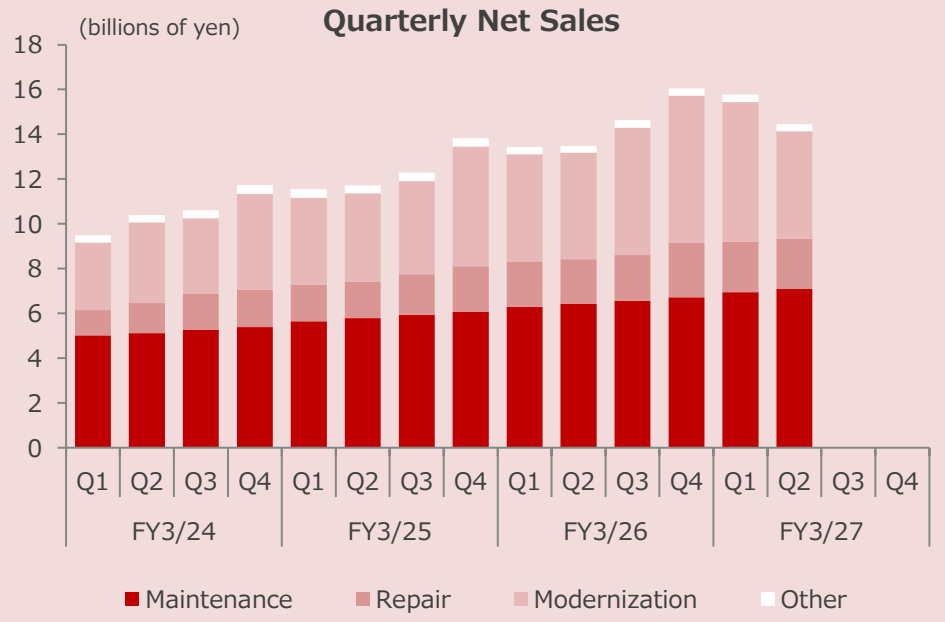
* A 2-for-1 stock split was implemented on October 1, 2025. Earnings per share is calculated assuming that the stock split was conducted at the beginning of the previous fiscal year.

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Net Sales by Business Line

Both Maintenance & Repair and Modernization on track against the forecast

- Maintenance & Repair sales rose 10.6% YoY, a progress rate of 49.0% against the full-year forecast.
- Modernization sales rose 15.8% YoY, driven by more completed units from continued proposals for elevators whose parts supply has been discontinued, as well as higher unit prices.
- Modernization sales are expected to be weighted toward 2H, as construction was avoided during the summer heat.

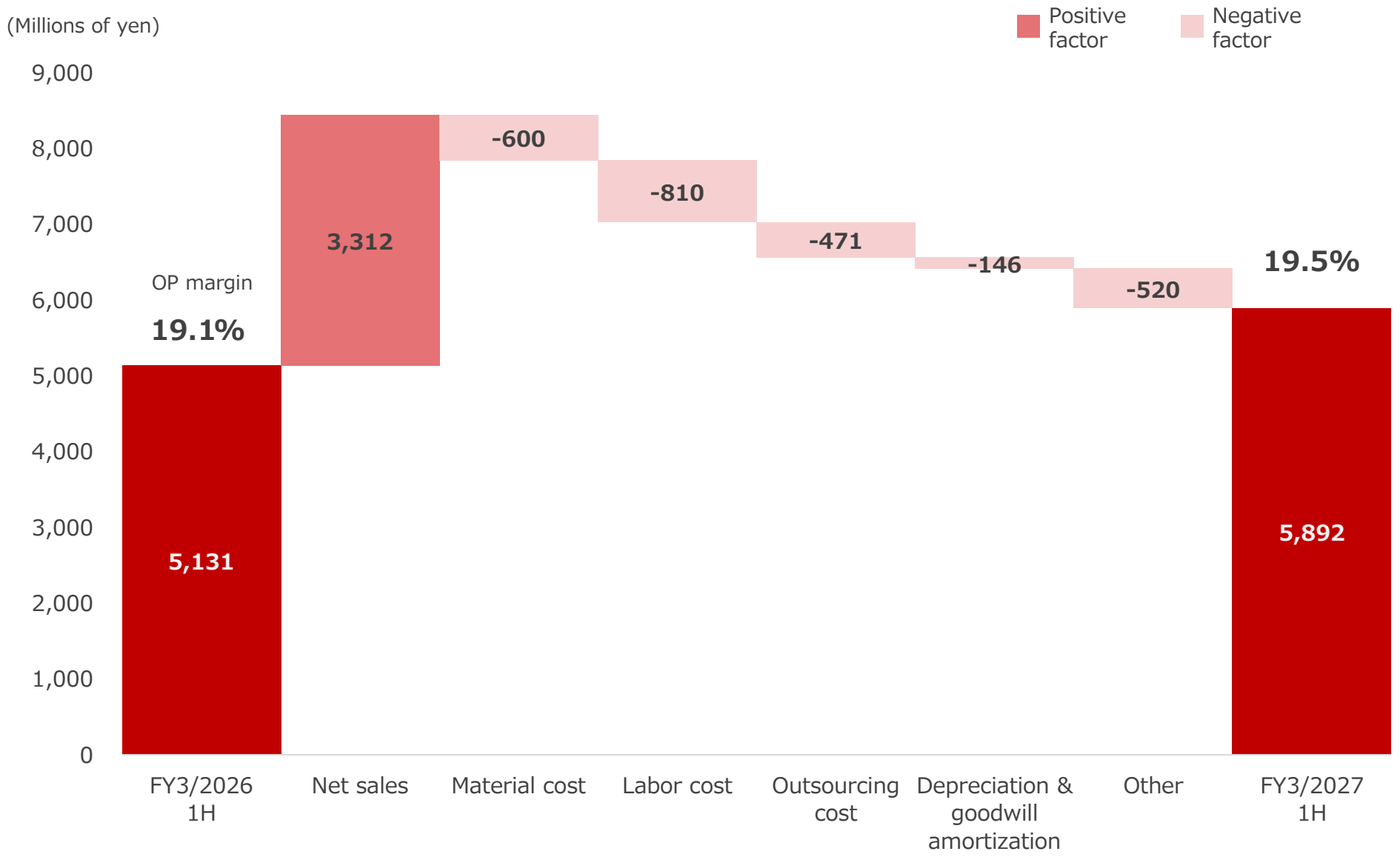


(millions of yen, %)

	6 months ended September 2025		6 months ended September 2026		YoY		Full-year forecast	
	Net sales	% of total	Net sales	% of total	Change	% Change	Amount	Progress rate
Maintenance & Repair	16,737	62.2	18,518	61.3	1,781	10.6	37,800	49.0
Modernization	9,544	35.5	11,049	36.6	1,504	15.8	25,900	42.7
Other	630	2.3	657	2.2	26	4.2	1,300	50.5
Total	26,912	100.0	30,224	100.0	3,312	12.3	65,000	46.5

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Factors for YoY Change in Operating Profit



Note: Figures are rounded down to the nearest million yen; therefore, the sum of the factors may not equal the change in operating profit.

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Consolidated Balance Sheet & Cash Flows

- While we paid dividends and income taxes and repaid long-term borrowings, short-term borrowings increased, mainly to ensure funding flexibility and strengthen strategic relationships with partner financial institutions. As dividends paid exceeded free cash flow, we are temporarily in a net debt position, but expect to return to net cash by the fiscal year-end.

(millions of yen)

	As of March 2026	As of September 2026	Change
Cash and deposits	4,171	3,352	- 819
Property, plant and equipment	11,997	12,051	+ 54
Intangible assets	4,240	4,058	- 181
Borrowings	2,982	3,396	+ 414
Net assets	24,994	24,966	- 28
Total assets	40,126	39,543	- 582

	6 months ended September 2025	6 months ended September 2026	Change
Cash flows from operating activities	+ 4,147	+ 3,999	- 148
Depreciation	+ 724	+ 866	+ 142
Amortization of goodwill	+ 134	+ 138	+ 4
Cash flows from investing activities	- 1,024	- 1,434	- 409
Purchase of property, plant and equipment	- 576	- 564	+ 11
Free cash flow	+ 3,122	+ 2,565	- 557
Cash flows from financing activities	- 2,837	- 3,422	- 585
Increase (decrease) in borrowings	- 6	+ 415	+ 421
Dividends paid	- 2,760	- 3,754	- 993
Net increase (decrease) in cash and cash equivalents	+ 273	- 851	- 1,125

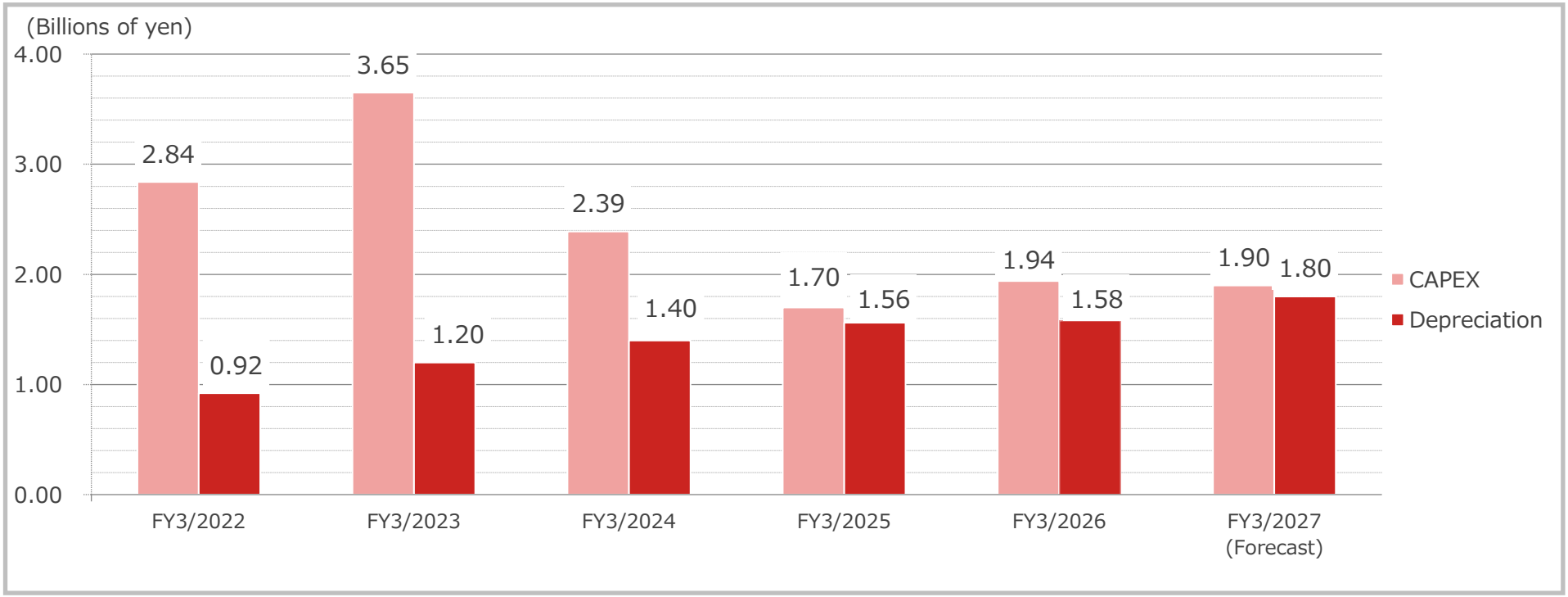
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Capital Expenditures and Depreciation Forecasts

(Billions of yen)

	FY3/2026 (Actual)	FY3/2027 (Forecast)	Items
Capital Expenditure	1.94	1.90	Investments related to PRIME, a remote inspection service, etc.
Depreciation	1.58	1.80	

Capital Expenditures and Depreciation

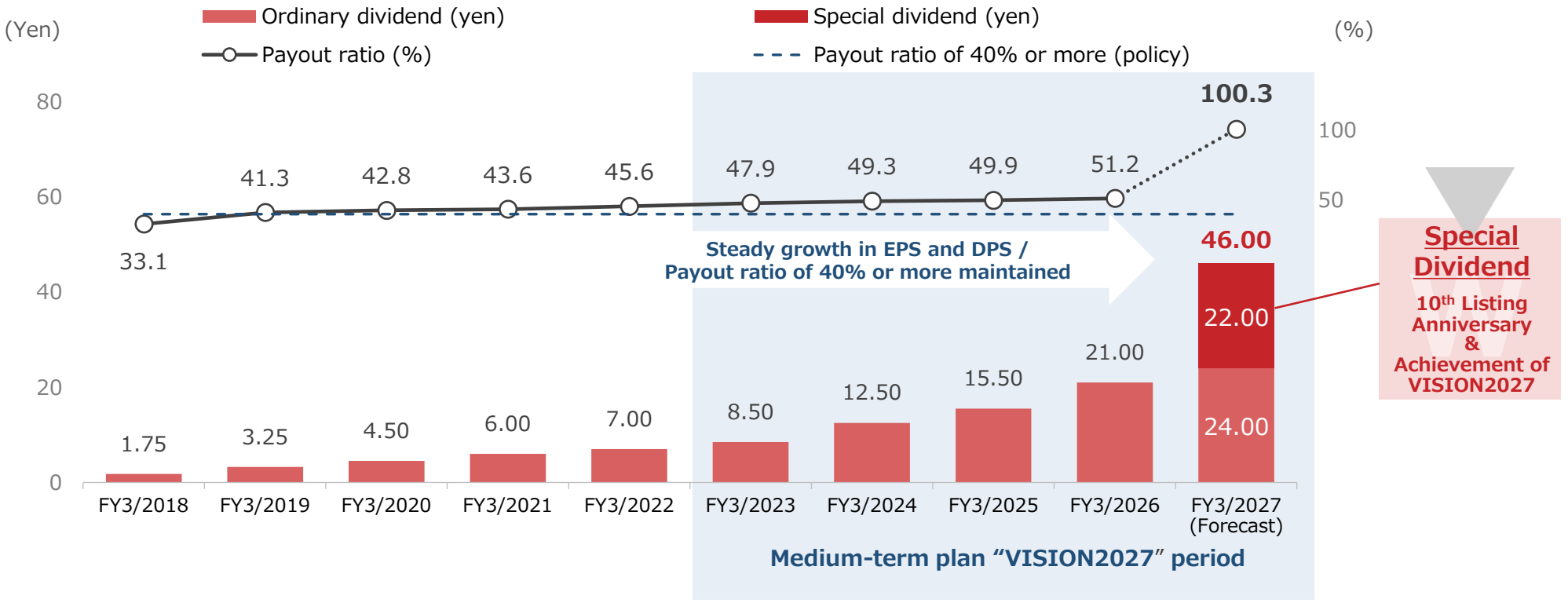


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Shareholder Returns: Dividend Forecast (Reprise)

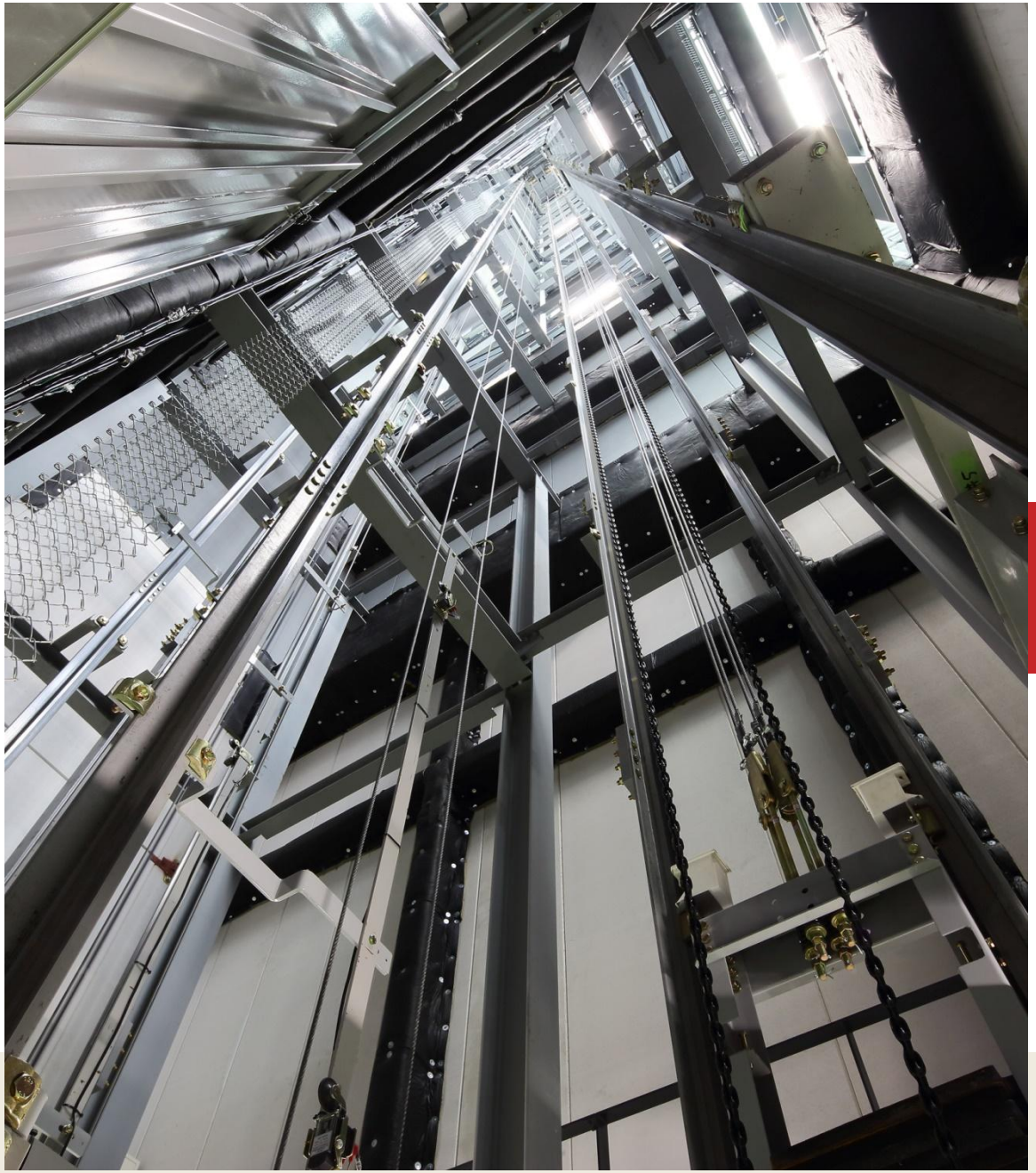
- Our shareholder return policy is to maintain a dividend payout ratio of 40% or more in principle, aiming for steady growth in earnings per share (EPS) and dividends per share (DPS).
- For FY3/2027, we plan an annual dividend of 46 yen per share (payout ratio of 100.3%), consisting of an ordinary dividend of 24 yen (payout ratio of 52.3%, up 3 yen YoY) and a special dividend of 22 yen commemorating our 10th listing anniversary and the expected achievement of the medium-term plan “VISION2027”.

Adjusted DPS* (Yen) and Dividend Payout Ratio (%)



*A 2-for-1 stock split was implemented on October 1, 2025. Figures are retroactively adjusted from FY3/2018.

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Medium-Term Plan: VISION2027

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Medium-Term Plan: VISION2027

■ Basic Strategy

- As a company qualified for the TSE Prime Market, we aim to achieve sustainable growth and increase corporate value, adapting to changes in the social environment, by addressing not only business growth but also social and global environmental issues from a medium- to long-term perspective.

■ Growth Strategy

- Grow maintenance and repair services sales driven by expanded domestic market share (organic & M&A).
- Tap demand for modernization through increase in number of elevators under contract.

  => **Net sales of 60.0 billion yen or more**

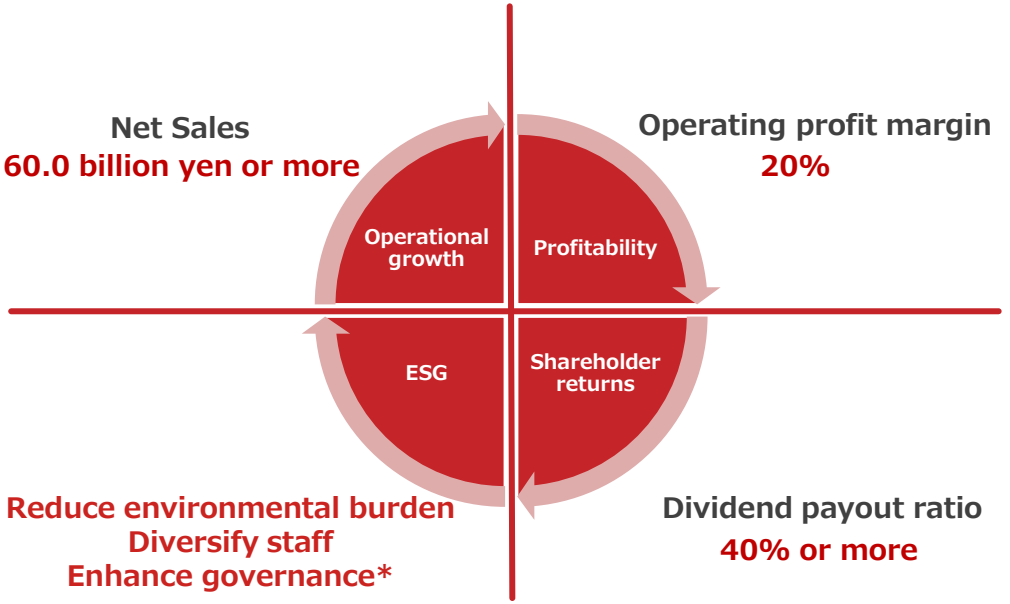
- Improve profitability by enhancing business productivity and operational efficiency through human resource development and the use of digital technology.

  => **Operating margin of 20%** (before amortization)

* Link to our Sustainability site: https://www.jes24.co.jp/en/sustainability.html

■ Key Indicators

Raise corporate value through growth, prosper together with all stakeholders



- Growth and profitability metrics to be met by FY3/2027
- OP Margin excludes goodwill amortization

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Reconciliation of 60 billion yen in Net Sales and Operating Margin of 20% with Growing Maintenance Contracts

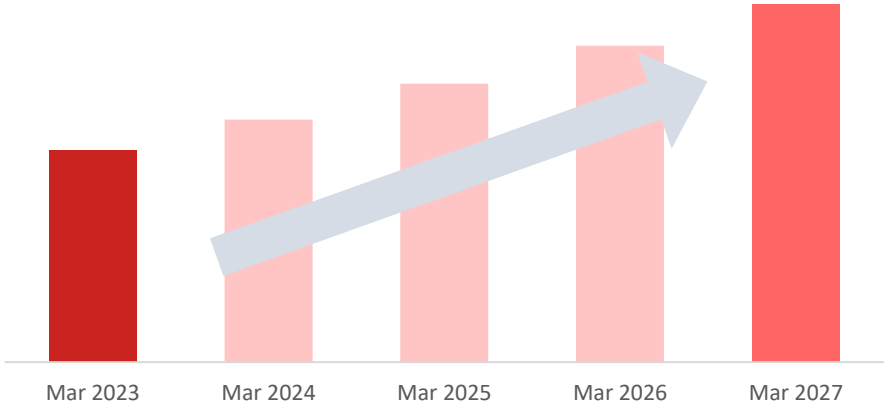
1. Achieve net sales of 60 billion yen by expanding the market and increasing share in Japan

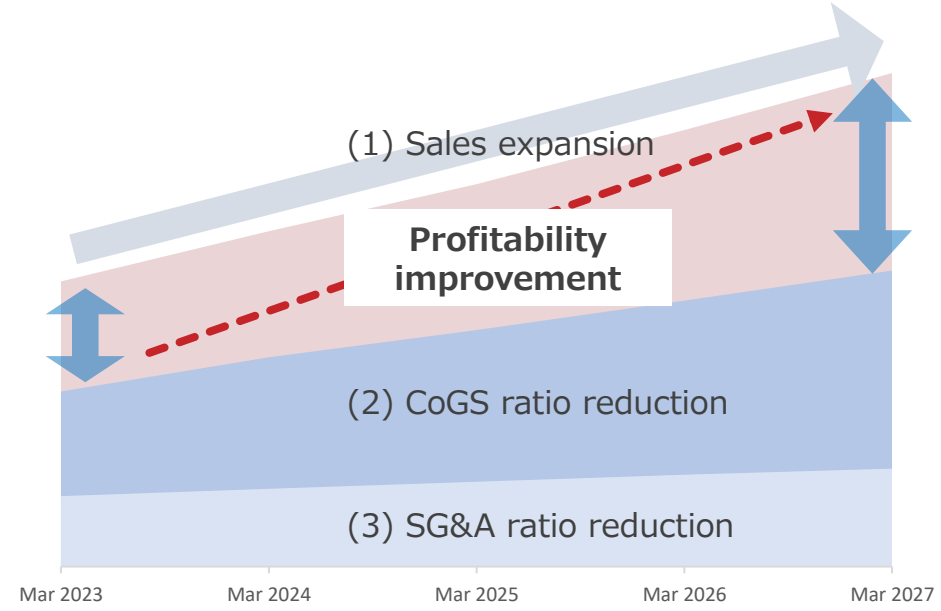
- As of September 30, 2026, our domestic maintenance market share was approximately 11% (our estimate)
- There is ample room to expand market share, especially in newly penetrated areas, by leveraging our high-quality, reasonably priced services, and we will expand our maintenance sales system and personnel to capture new customers
- Sales expansion by capturing modernization demand due to increase in number of units

2. Improve operating profit margins through higher productivity

- Increase contribution from high margin maintenance sales
  Improve margins in newly expanded areas with low market share by increasing the number of maintenance contracts
- Reduction in CoGS ratio
  Despite our continued effort to increase the number of technical personnel, costs should be under control since we are hiring new graduates and training them
  Improve the number of units managed by technical personnel
  Curbing material costs by utilizing refurbished products
- Reduction in SG&A ratio
  Reduce administrative costs by optimizing staffing and utilizing IT systems

Increased number of maintenance contracts should improve profit step by step and lead to operating profit margin of 20%

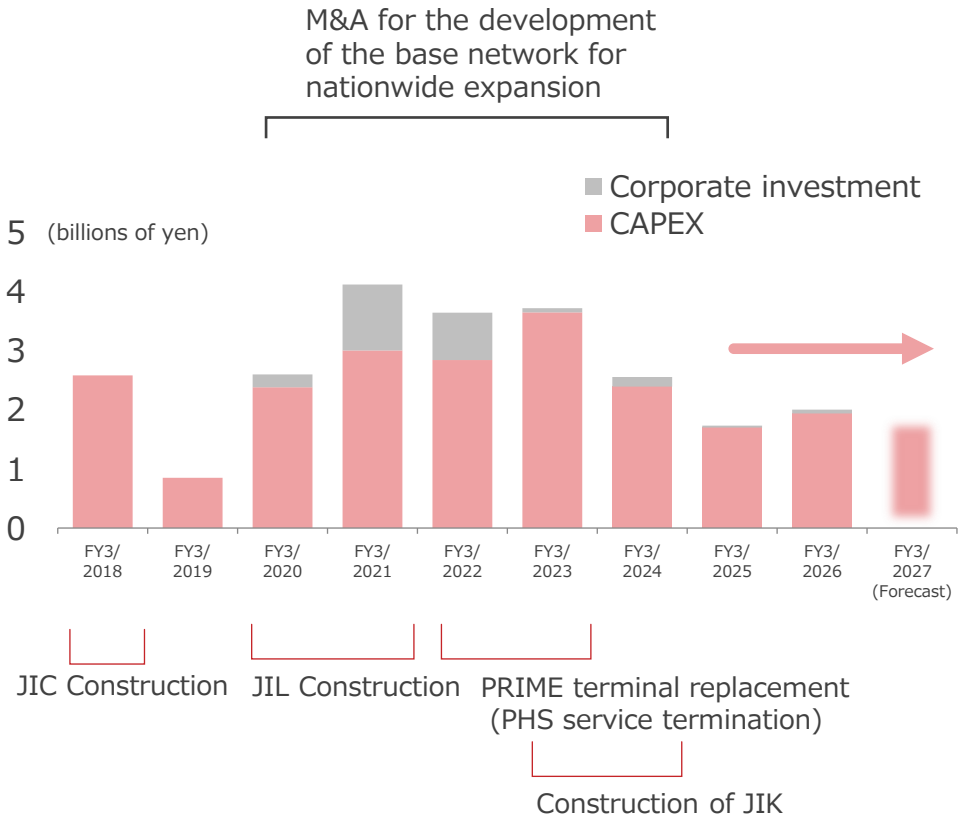




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Domestic M&A and Capital Expenditures have Peaked, Positive FCF Trend Expected

Investment trends



- Capital expenditures peaked in FY3/2023, and after the completion of the JIK in FY3/2024, CAPEX shall be limited to installation of PRIME terminal as contract increases, system investments and R&D.
- M&A for the development of the base network for nationwide expansion is almost completed. Going forward, small-scale investments are expected to focus on expanding market share in specific regions and business succession issues.

EBITDA and free cash flow expected to trend upward in parallel going forward

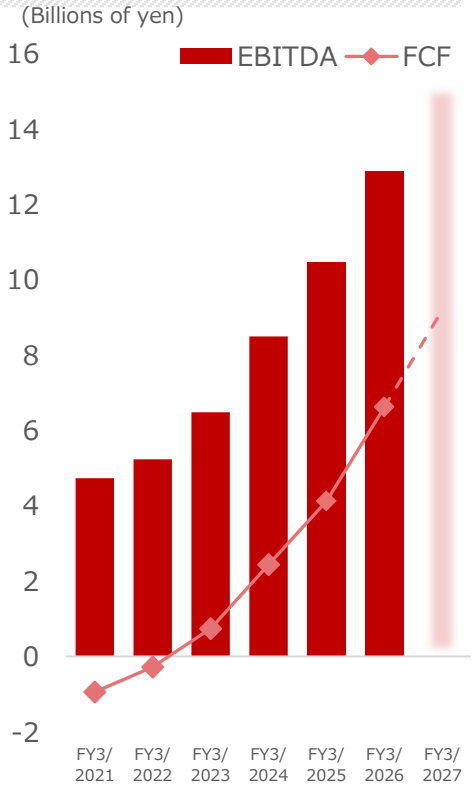
(Note) Corporate investment represents capital spending for the acquisition of subsidiaries.

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Sharing free cash flow with stakeholders for sustainable growth

- Capital investment peaked in FY3/2023 and then began to decline
- Free cash flow should be on an upward trend due to business expansion as number of maintenance contracts increases and improve profitability

EBITDA and FCF



Cash flow management

Shareholder returns

Dividend payout ratio 40% or more
Sharing profit growth with shareholders

- Payout ratio of 40%+ maintained throughout the plan period
- FY3/2027 DPS (forecast): 46 yen (24 yen ordinary + 22 yen special); payout ratio 100.3%
- Sharing profit growth with shareholders through shareholder returns
- Net cash-based financial management

Investment in inorganic growth

Continue domestic M&A
Prepare for full-scale expansion overseas

- Continue bolt-on acquisition in Japan taking advantage of share expansion and succession issues
- Recognize current overseas business as a period of know-how accumulation
- Enhance risk tolerance through domestic business expansion and prepare for full-scale expansion in the future

Investment in continuing business

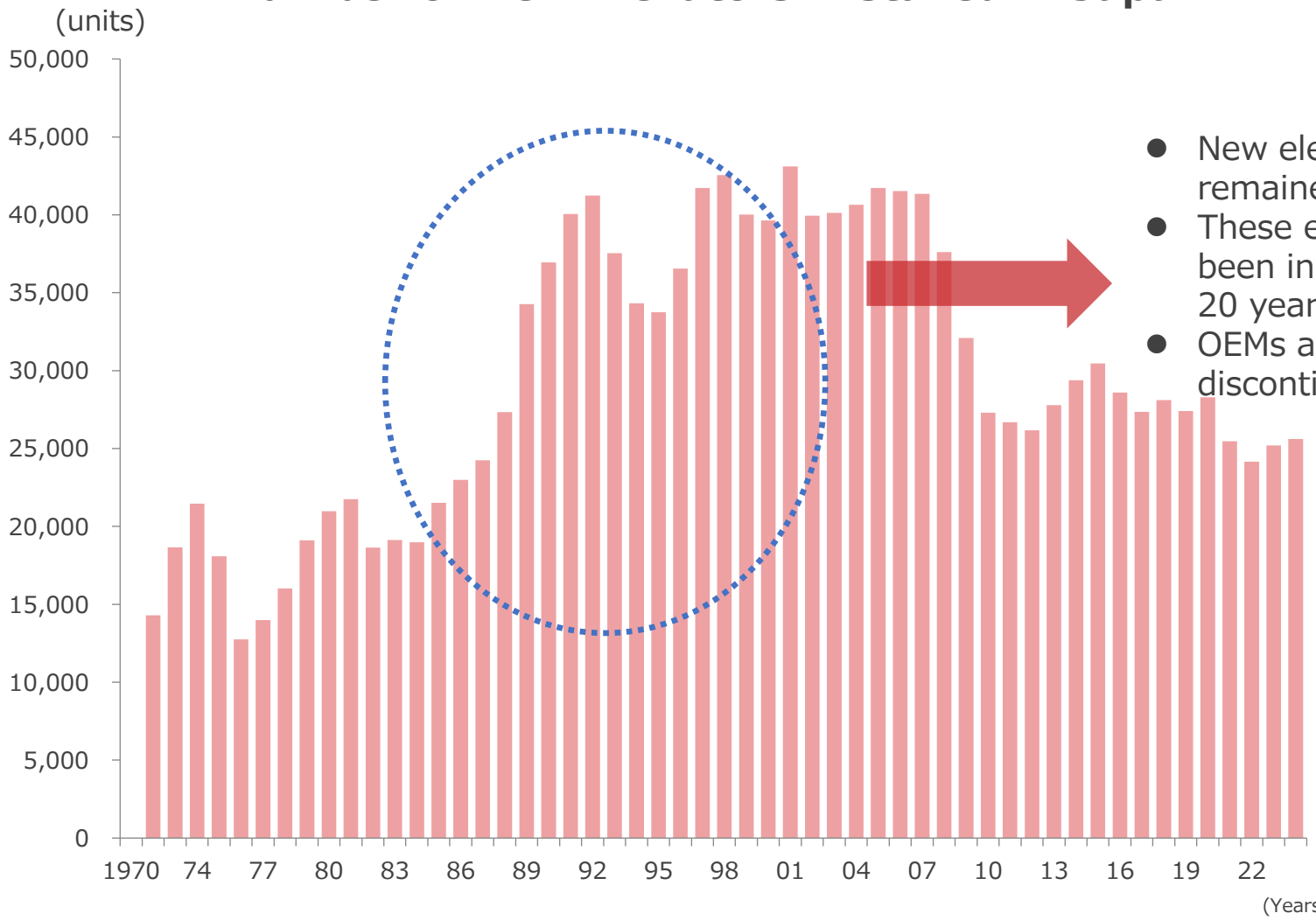
Investment in human resources, digital promotion, R&D, etc.

- Continue to invest in improving service quality, the source of our competitive edge
- Characteristically, profitability should improve along with top-line growth
- Accelerate investment in human resources once OP margin exceeds 20%

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Growing Demand for Modernization

Number of New Elevators Installed in Japan



- New elevator installations remained at high levels
- These elevators have now been in operation for over 20 years
- OEMs are gradually discontinuing parts supply

(Source) Compiled by Japan Elevator Service Holdings Co., Ltd. from various issues of Elevator Journal, published by Japan Elevator Association.

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Corporate Data

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Company Name	Japan Elevator Service Holdings Co., Ltd.
Established	October 3, 1994
Listed Market	TSE Prime Market (securities code: 6544); transferred on April 4, 2022
Headquarters	Tokyo Tatemono Nihonbashi Bldg. 5F, 1-3-13 Nihonbashi, Chuo-ku, Tokyo 103-0027
Representative	Katsushi Ishida, President and Representative Director CEO (born March 25, 1966)
Number of Employees	2,425 (as of September 30, 2026, consolidated basis)
Capital	2,506 million yen (as of March 31, 2026)
Consolidated Net Sales	57,601 million yen (FY3/2026)

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Safety Above Anything Else.

Safety is our lifeblood above anything else
We are committed to monitoring 24 hours a day, 365 days a year

No Cutting Corners.

We do not cut corners, precisely because our work goes unseen, and we strive for safe operation

Building on Trust.

Building relationships of trust with many customers, based on our position as a maintenance specialist independent of any manufacturer and the strengths it brings

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Competitiveness is underpinned by an unrivaled accumulation of tangible and intangible assets

The only company that combines the **"quality"** of OEMs with the **"fair prices"** of ISPs

R&D as % of net sales:
1.4%
(average since FY3/2017)

Total construction cost of JIC/JIL/JIK:
6.4B yen

Software assets:
2.0B yen*

PRIME japan elevator service

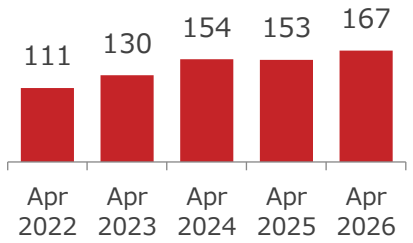


jaRp

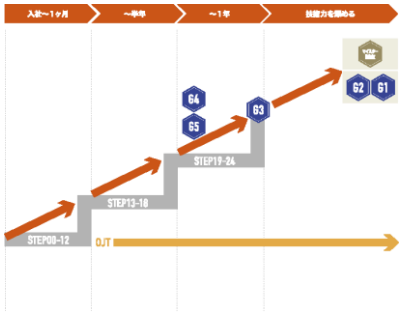
LiftSPOT

Quick Renewal

New Graduate Hires
(persons)



STEP24



No. of Qualified Elevator Inspectors:
Approx. **700***

Technical personnel:
1,555*

Total employees
2,425*

* As of September 30, 2026



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Organic & Inorganic Expansion

Jan 2017
(At the time of listing)

38,000 elevators served
64 offices
934 employees



Japan Elevator Service Holdings
- Japan Elevator Service Hokkaido
- Japan Elevator Service Jyosai
- Japan Elevator Service Jyonan
- Japan Elevator Service Kanagawa
- Japan Elevator Service Tokai
- Japan Elevator Parts

[Organic Expansion]

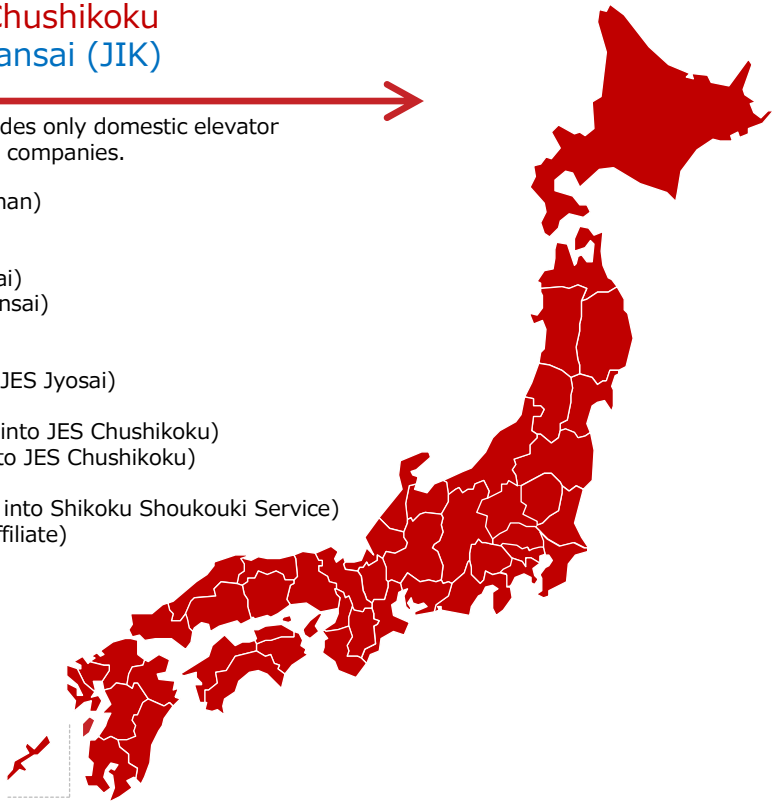
May 2017	Japan Elevator Service Kansai
Oct 2017	JES Innovation Center (JIC)
Apr 2019	Japan Elevator Service Kyushu
Oct 2020	JES Innovation Center Lab (JIL)
Apr 2022	Japan Elevator Service Chushikoku
Mar 2024	JES Innovation Center Kansai (JIK)

[Expansion through M&A] * The list includes only domestic elevator maintenance companies.

1 Apr 2020	Seiko Elevator (merged into JES Jyonan)
2 Aug 2020	NS Elevator
3 Oct 2020	Miyoshi Elevator
4 Oct 2020	Cosmo Japan (merged into JES Jyosai)
5 Nov 2020	Kansai Elevator (merged into JES Kansai)
6 Nov 2020	Nagano Elevator
7 Jan 2021	Tokyo Elevator
8 May 2021	Toyota Facility Service (merged into JES Jyosai)
9 Jul 2021	Ehime Elevator Service
10 Aug 2021	Shikoku Shoukouki Service (merged into JES Chushikoku)
11 Oct 2021	Shikoku Elevator Service (merged into JES Chushikoku)
12 Jan 2022	Kanto Elevator System
13 Oct 2022	Ikuta Building Maintenance (merged into Shikoku Shoukouki Service)
14 Mar 2023	Hokuriku Shisetsu (equity-method affiliate)
15 Sep 2023	Emic (merged into JES Hokkaido)
16 Feb 2024	Eledoc Okinawa
17 Oct 2024	Showa Yusoki Tohoku (renamed JES Tohoku in Jul 2025)
18 Jan 2026	Naka Elevator

Sep 2026
(Present)

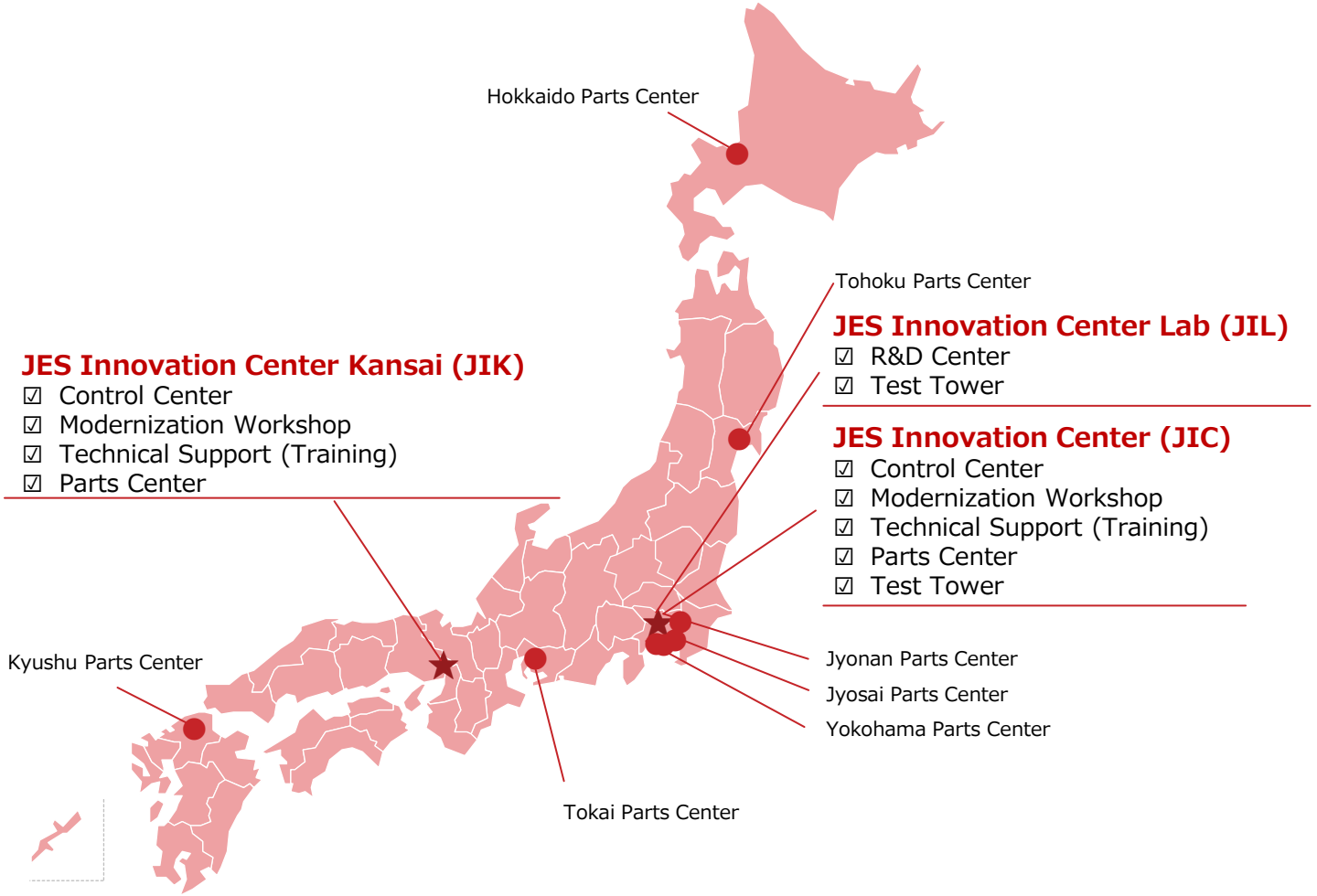
133,760 elevators served
158 offices
2,425 employees



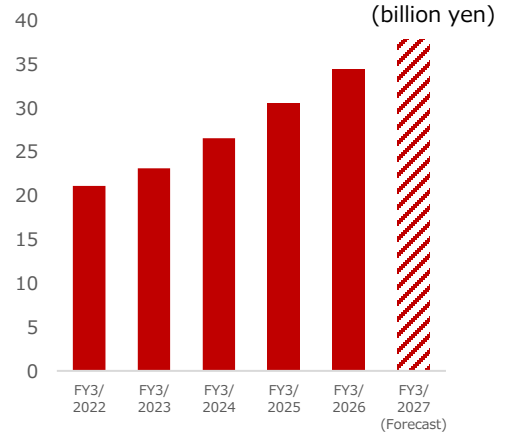
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JES Innovation Centers

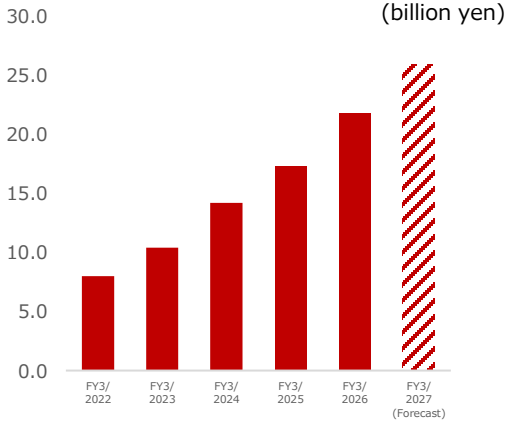
- Capable of rapid troubleshooting nationwide with 9 parts centers, including JIC and JIK
- Capable of meeting strong modernization demand nationwide
- R&D center with test towers (the only ISP to have its own), redundant control centers, and a large-scale training system



Maintenance & Repair Net Sales



Modernization Net Sales



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Our Business: (1) Maintenance & Repair

Maintenance Services



① Legal inspection stipulated in the Building Standards Act
② Periodic inspection (cleaning, oiling, adjustment, replenishment and replacement of consumables, etc.)
③ Monitoring services (remote monitoring and/or remote inspections including checks for abnormalities and defects)
④ Emergency response

Repair Services

Replacement and repair of deteriorated parts based on our reasonable judgment in light of inspection results

Full Maintenance (FM) Contracts

Parts, Oil, Grease (POG) Contracts

Maintenance Services

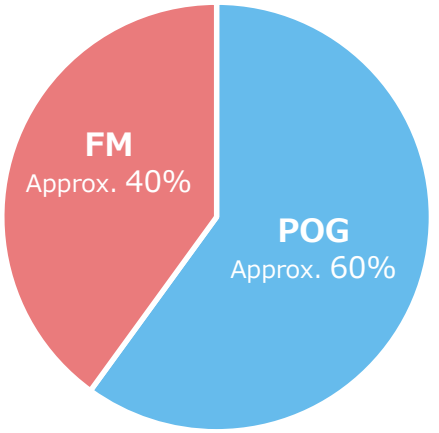
Inspection

① Legal inspection
② Periodic inspection
③ Monitoring services
④ Emergency response

Repair Services

Repair work

FM / POG contracts mix



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Our Business: (1) Maintenance & Repair
PRIME Remote Inspection Service

What is PRIME?

- In Japan, OEMs began rolling out systems in the early 2000s that connect customers' elevators to their control centers via communication lines for 24/7 remote monitoring and inspection.
- In 2016, the Ministry of Land, Infrastructure, Transport and Tourism formulated the "Guidelines for the Proper Maintenance of Elevators," recognizing remote inspection as a valid maintenance method.
- In 2007, the Company developed the proprietary technology and registered patents for the core technology of "PRIME," becoming the only ISP able to offer the same peace of mind as OEMs.





The Control Centers and Parts Centers operate 24/7, ready to respond to breakdowns and entrapments at any time.



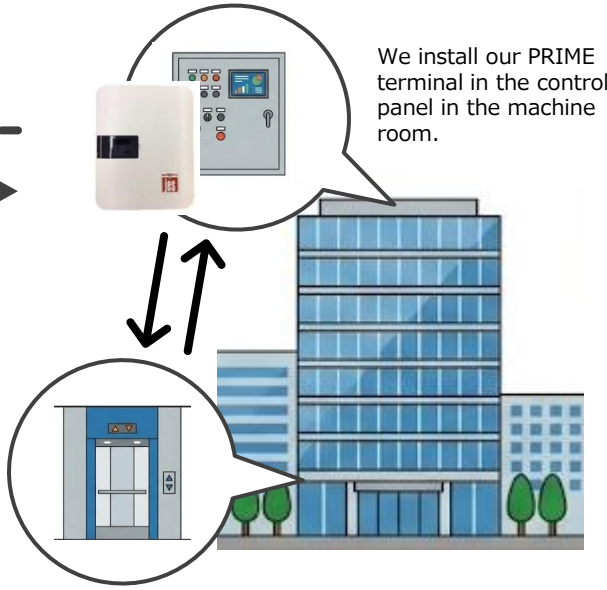


Remote Monitoring

Based on signals from PRIME, we continuously monitor for start-up failures, door malfunctions, safety circuit activation, power supply abnormalities, etc., detecting signs of faults early. If passengers are trapped, the control center can speak with them directly via intercom for a prompt response.

By sending signals to PRIME, we run automatic diagnostic operations remotely, checking the status of control equipment, door opening/closing, door switches, safety switches, etc., and generate a report. This reduces manual inspections and elevator downtime.

Remote Inspection



We install our PRIME terminal in the control panel in the machine room.

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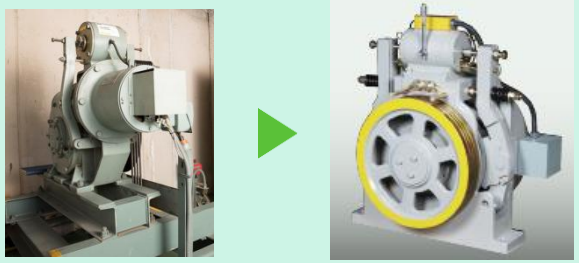
Our Business: (2) Modernization

Modernization Services



- The statutory useful life of an elevator for depreciation is 17 years, while the planned service life under the life cycle cost assessment index of the Building and Equipment Long-life Cycle Association (BELCA) is 30 years.
- For some models, OEMs discontinue parts supply, so modernization is carried out after 20–25 years to ensure continued safe and reliable operation.
- Elevators are taken out of service for about one week to replace major components such as control panels and hoist machines.

Hoist Machine: Improved safety by replacing fatigued machines



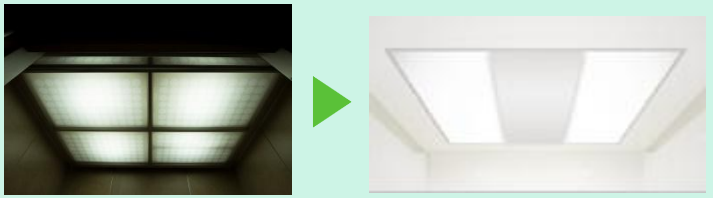
Control Panel: Energy savings and better ride comfort



Operation Panel: A cleaner look



Lighting: Brighter, longer-lasting, lower cost



Safer

Eliminate steps
Wheelchair-ready
Enhanced earthquake protection
Seismic retrofitting

Ecological

Inverter control
Operation panel indicators
・Digital display
・LCD display

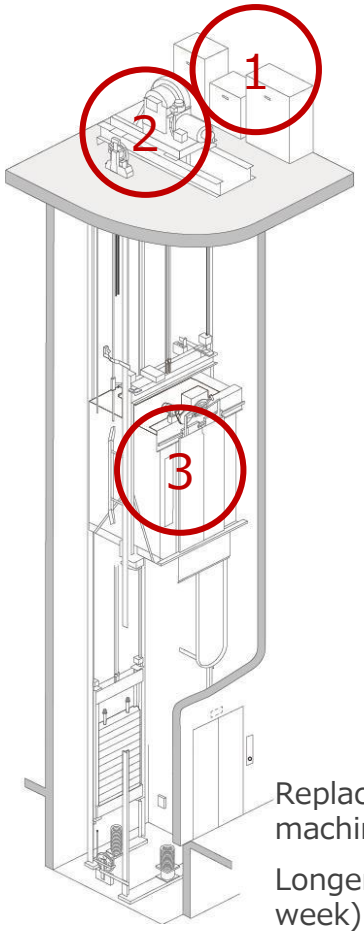
Stylish

LED ceiling lighting / Aesthetic upgrades for walls and doors

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Quick Renewal enables flexible modernization reflecting customer needs

Standard modernization

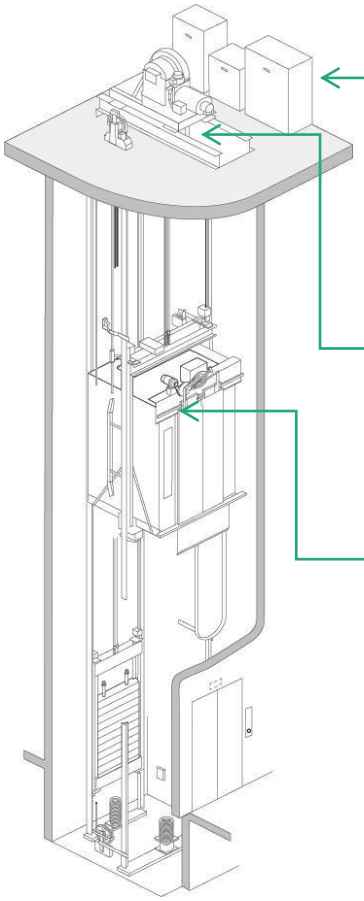


Replace (1) control panel, (2) hoist machine, and (3) electrical system

Longer construction time (about one week) and higher costs

Quick Renewal

Major components are replaced in stages, significantly reducing construction time and costs



Phase 1 Replace control panel only (Compatible with 16 models)

Construction period: 1 day

Phase 2 Replace hoist machine only

Construction period: 2 days

Phase 3 Replace car and landing equipment

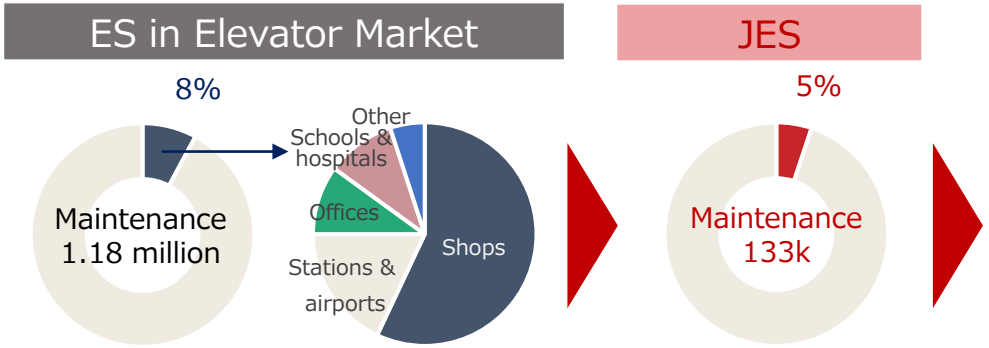
Construction period: 3 days

Save Time **Save Costs** **Environmentally Friendly**

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Our Business: (2) Modernization – Escalators

- Escalators (ES) account for approx. 5% of units under maintenance and are expected to grow as our maintenance contracts increase.
- Developing technicians specialized in escalators and building a dedicated organization to improve service quality.
- Since FY3/2026, modernization has been available for almost all models.

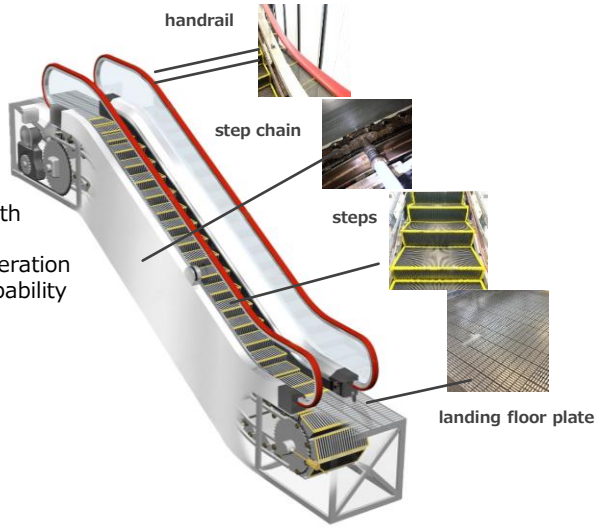




<Control Panel>
- Energy savings with inverter controls
- Variable speed operation
- ECO operation capability



<Gear Reducer>
- Low noise
- Low vibration



Training Escalator Experts

Strengthening our escalator technology. As the number of escalators under our management is expected to increase, we will set up a dedicated organization and train escalator experts.

ES Group **Experts**

Improving service quality

Strengthening our structure for a growing number of units

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Our Business: (2) Modernization – New Elevators

- Against the backdrop of labor shortages at construction sites, rising material costs and longer lead times, more customers are asking us to handle new elevator installations.
- Leveraging the experience and technical expertise gained through modernization, we meet these needs by installing JES-quality elevators, contributing to the growth of maintenance contracts.

- Residential, passenger (offices, commercial) and bed elevators (hospitals, welfare facilities)
- Capacity: 6–15 persons
- Wide range of design and functional options
- Comprehensive disaster, safety and security features
- Maintained after installation through JES's nationwide network

Purpose	 **Residential**	 **Office**	 **Commercial**	 **Hospitals & welfare**
Functionality options	Accessibility (handrails, wheelchair operating panels, mirrors); disaster response (earthquake, power outage, fire and flood operation); safety & security (unintended car movement protection, multi-beam door sensors, safety sensors, LiftSPOT, security cameras), etc.			
Design options	Car, landing door, frame and ceiling designs; lighting; operating panel designs; button variations, etc.			
Maintenance	Full maintenance (FM) or Parts, Oil, Grease (POG) contracts			

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Our Business: (3) Other Services

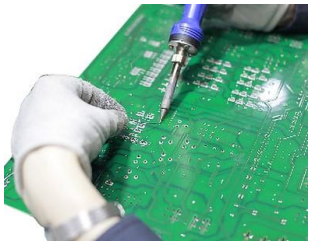
LiftSPOT

LiftSPOT

- Digital signage with a built-in security camera that helps prevent incidents in elevators and delivers lifestyle information, advertising and other content.
- Patented as a “security camera device with ad display function.”
- Approx. 12,000 units installed as of September 30, 2026, making it one of Japan’s largest in-elevator digital signage media with audio.



Refurbished Parts



- To ensure a stable parts supply and reduce environmental impact, we source recycled parts and run a refurbished parts business.
- Parts collected during replacement are repaired and reconditioned; those that pass our quality tests are certified as JES Authorized Refurbished Parts.
- Helps reduce industrial waste and greenhouse gas emissions.
- Enables quick restoration even when supply chain issues delay parts delivery.

Mechanical Parking System

JAPAN PARKING SERVICE
ジャパンパーキングサービス

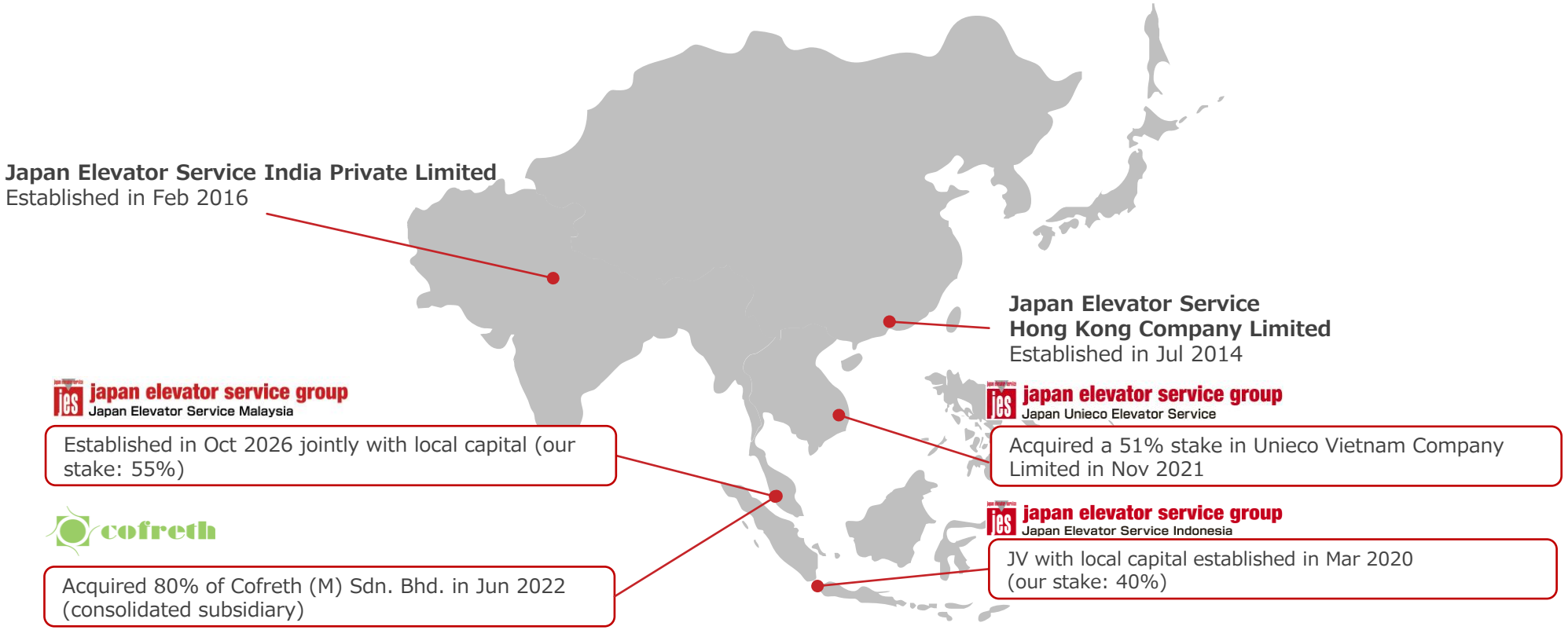


- Through Japan Parking Service Co., Ltd., a joint venture with NC Holdings Co., Ltd. (parent of parking equipment manufacturer Nippon Conveyor Co., Ltd.), we provide maintenance combining the strengths of an ISP and a manufacturer.
- Our transparent pricing, which rethinks manufacturer-driven pricing, can cut costs by up to 50% compared with manufacturer maintenance.
- We also handle renovation of aging equipment, conversion to flat parking, and modifications for large vehicles.

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Our Business: (4) Overseas Business

- For now, our top priority is growth through further share expansion in Japan
- Credibility is also key overseas. **Working with trusted local partners,** we closely examine each market's structure, practices and competition
- In 2026, we established Japan Elevator Service Malaysia Sdn. Bhd. with parties related to Potensi Terus Industries Sdn. Bhd. (our stake: 55%)
- We will continue to enhance our overseas network through M&A



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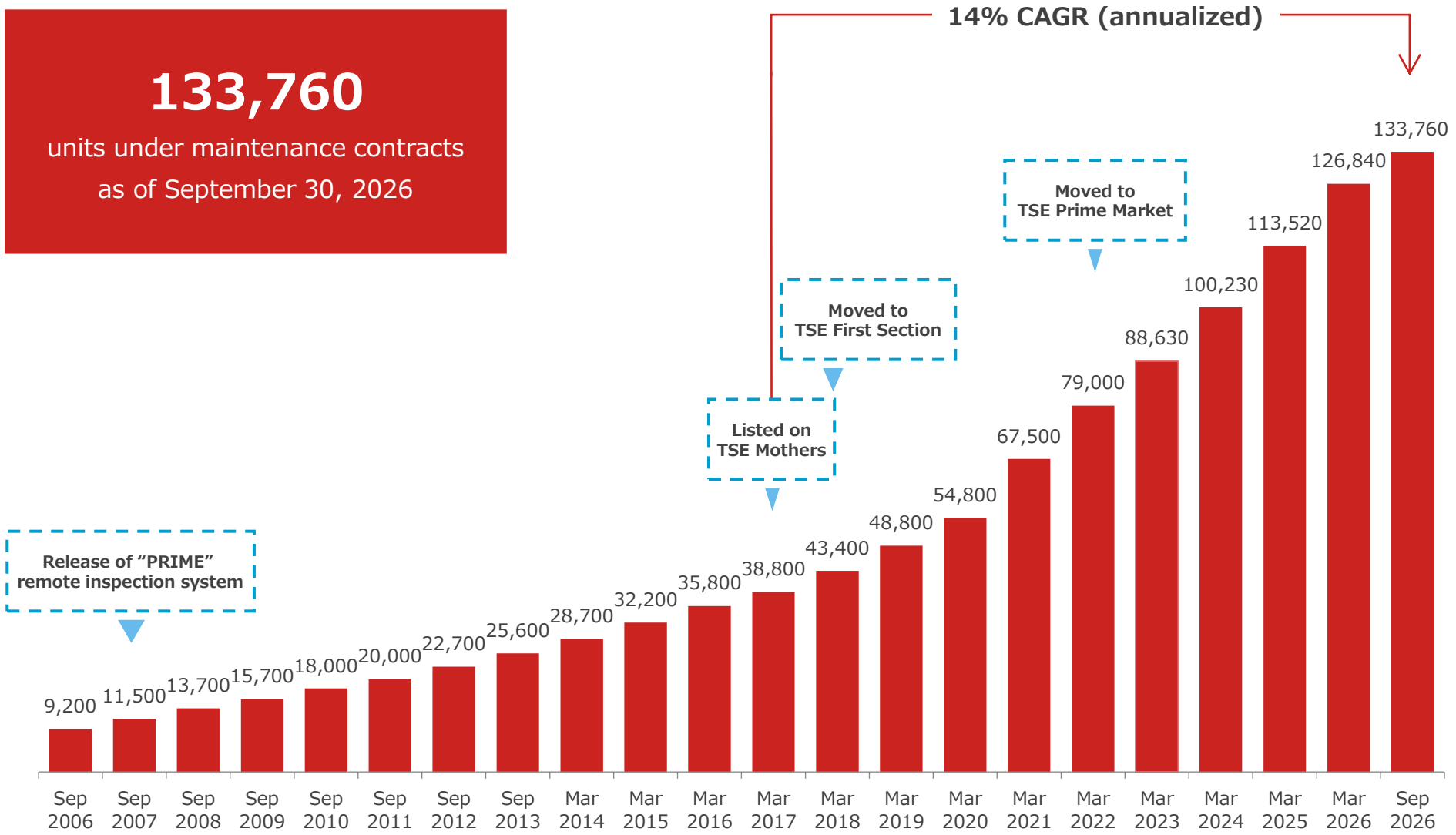


References

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Domestic Maintenance Contract Growth

133,760
units under maintenance contracts
as of September 30, 2026

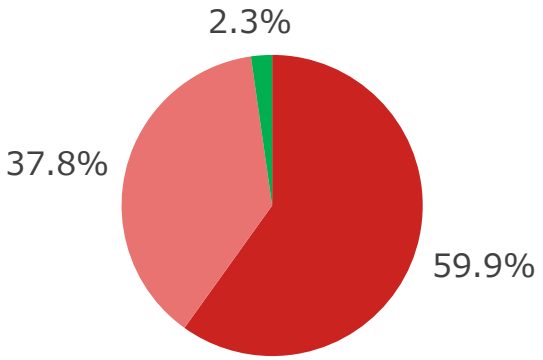


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Net Sales Growth

FY3/2026

Net sales 57.6 billion yen



■ Maintenance & repair ■ Modernization ■ Other

(Billions of yen)

17% CAGR (annualized)

FY9/ 2006	FY9/ 2007	FY9/ 2008	FY9/ 2009	FY9/ 2010	FY9/ 2011	FY9/ 2012	FY9/ 2013	FY3/ 2014	FY3/ 2015	FY3/ 2016	FY3/ 2017	FY3/ 2018	FY3/ 2019	FY3/ 2020	FY3/ 2021	FY3/ 2022	FY3/ 2023	FY3/ 2024	FY3/ 2025	FY3/ 2026	FY3/ 2027 (Forecast)
									10.4	11.8	13.5	15.3	17.9	21.3	24.5	29.7	34.9	42.2	49.3	57.6	65.0

■ Maintenance & Repair ■ Modernization ■ Other

Note: Due to a change in the fiscal year-end, the fiscal year ended March 2014 was a six-month period. Figures above are annualized.

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Nationwide Network

As of September 30, 2026
158 offices

Hokuriku

▶Hokuriku Shisetsu Co., Ltd.
(Equity-method affiliate)

Tokai / Koshinetsu

▶**Japan Elevator Service Tokai Co., Ltd.**
▶Japan Elevator Service Jyosai Co., Ltd.
▶Nagano Elevator Co., Ltd. **M&A**
▶Naka Elevator Co., Ltd. **M&A**
▶Joshin Building Service Co., Ltd.* **M&A**

Kansai

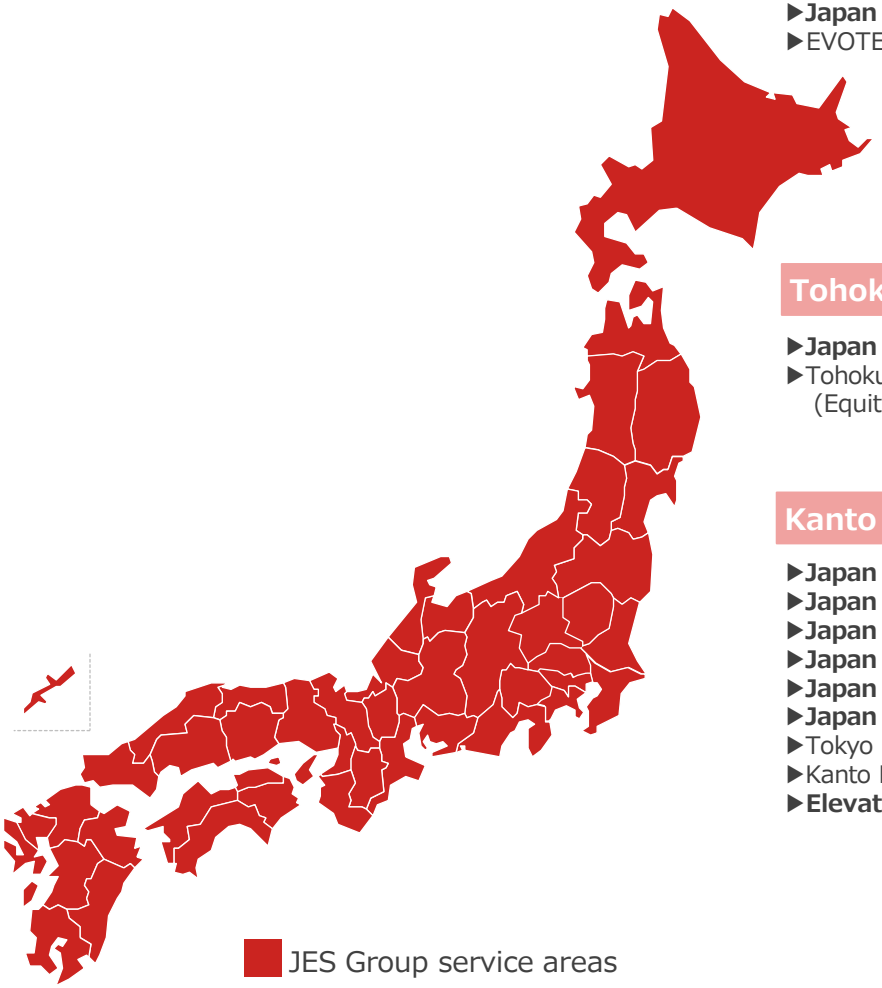
▶**Japan Elevator Service Kansai Co., Ltd.**
▶NS Elevator Co., Ltd. **M&A**

Chugoku / Shikoku

▶**Japan Elevator Service Chushikoku Co., Ltd.**
▶Miyoshi Elevator Co., Ltd. **M&A**
▶Ehime Elevator Service Co., Ltd. **M&A**

Kyushu/Okinawa

▶**Japan Elevator Service Kyushu Co., Ltd.**
▶Eledoc Okinawa Co., Ltd. **M&A**
▶SG Elevator Co., Ltd.
(Equity-method affiliate)



JES Group service areas

Hokkaido

▶**Japan Elevator Service Hokkaido Co., Ltd.**
▶EVOTECH Co., Ltd. **M&A**

Tohoku

▶**Japan Elevator Service Tohoku Co., Ltd.**
▶Tohoku Elevator Service Co., Ltd.
(Equity-method affiliate)

Kanto

▶**Japan Elevator Service Holdings Co., Ltd.**
▶**Japan Elevator Service Jyonan Co., Ltd.**
▶**Japan Elevator Service Jyosai Co., Ltd.**
▶**Japan Elevator Service Kanagawa Co., Ltd.**
▶**Japan Elevator Parts Co., Ltd.**
▶**Japan Parking Service Co., Ltd.**
▶Tokyo Elevator Co., Ltd. **M&A**
▶Kanto Elevator System Co., Ltd. **M&A**
▶**Elevator Media Co., Ltd.***

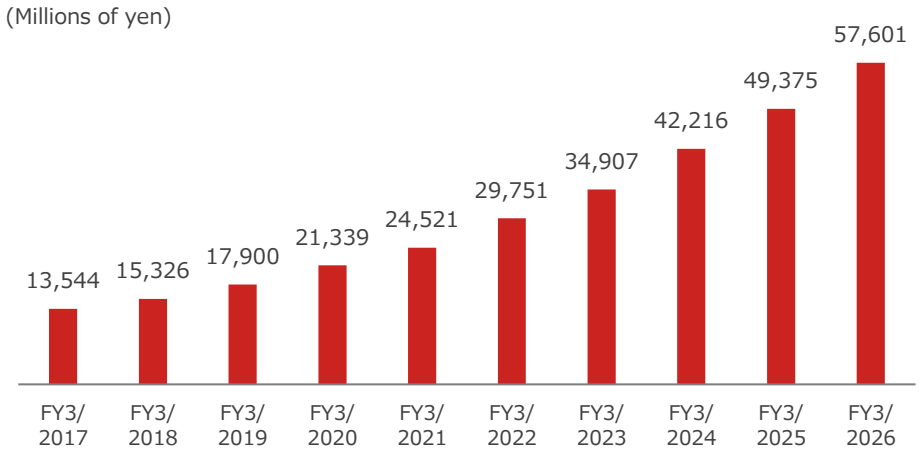
* Group companies engaged in businesses other than elevator maintenance, repair and modernization

(Note) Cosmo Japan Co., Ltd., which became a subsidiary on October 2, 2020, was merged into Japan Elevator Service Jyosai Co., Ltd. on September 1, 2022. Kansai Elevator Corporation, which became a subsidiary on November 11, 2020, was merged into Japan Elevator Service Kansai Co., Ltd. as of May 1, 2023. Seiko Elevator Co., Ltd., which became a subsidiary on April 17, 2020, was merged into Japan Elevator Service Jyonan Co., Ltd. on July 1, 2023. Ikuta Building Maintenance Co., Ltd., which became a subsidiary on October 3, 2022, was merged into Shikoku Shoukouki Service Co., Ltd. on September 1, 2023. Toyota Facility Service Co., Ltd., which became a subsidiary on May 13, 2021, was merged into Japan Elevator Service Jyosai Co., Ltd. on December 1, 2023. Emic Co., Ltd., which became a subsidiary on September 1, 2023, was merged into Japan Elevator Service Hokkaido Co., Ltd. on April 1, 2024. Showa Yusoki Tohoku Co., Ltd., which became a subsidiary on October 1, 2024, changed its name to Japan Elevator Service Tohoku Co., Ltd. on July 1, 2025, and merged with Tohoku Regional Head Office of Japan Elevator Service Jyosai Co., Ltd. Shikoku Shoukouki Service Co., Ltd., which became a subsidiary on August 10, 2021, and Shikoku Elevator Service Co., Ltd., which became a subsidiary on October 1, 2021, were merged into Japan Elevator Service Chushikoku Co., Ltd. on October 1, 2025.

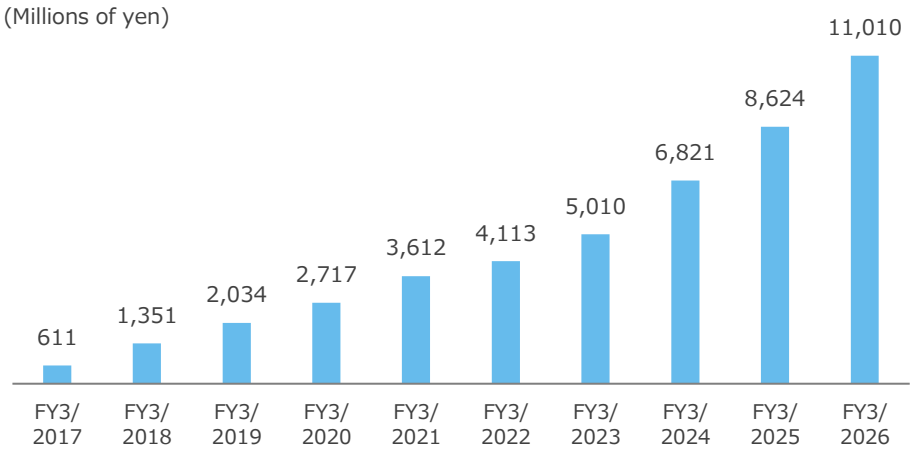
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Financial Highlights (1/2)

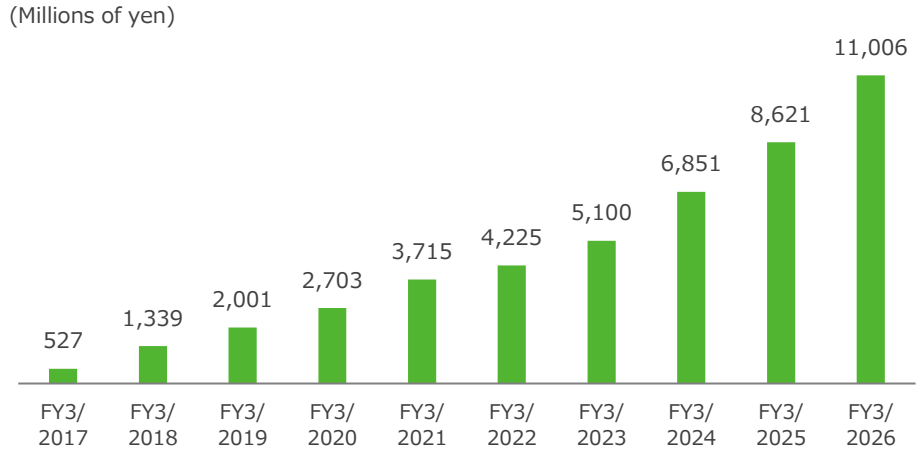
Net sales



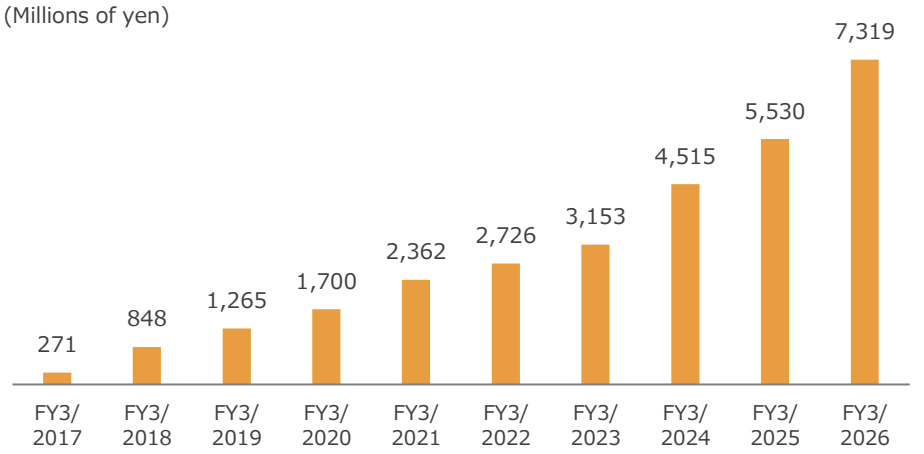
Operating profit



Ordinary profit



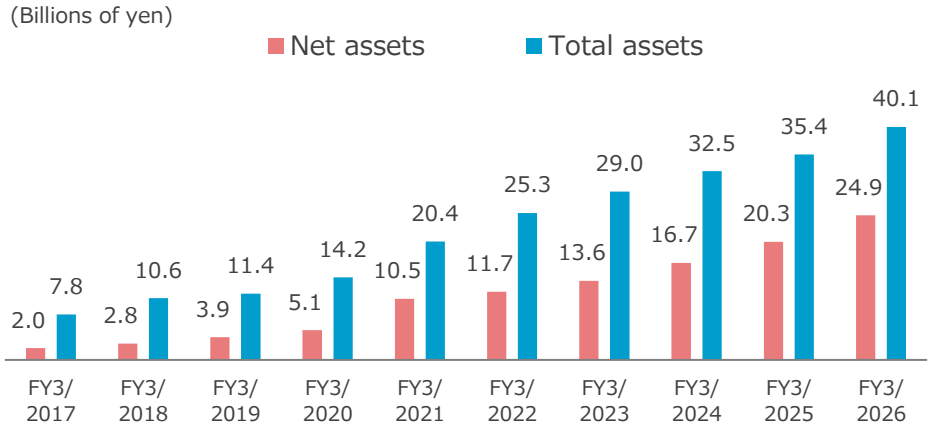
Profit attributable to owners of parent



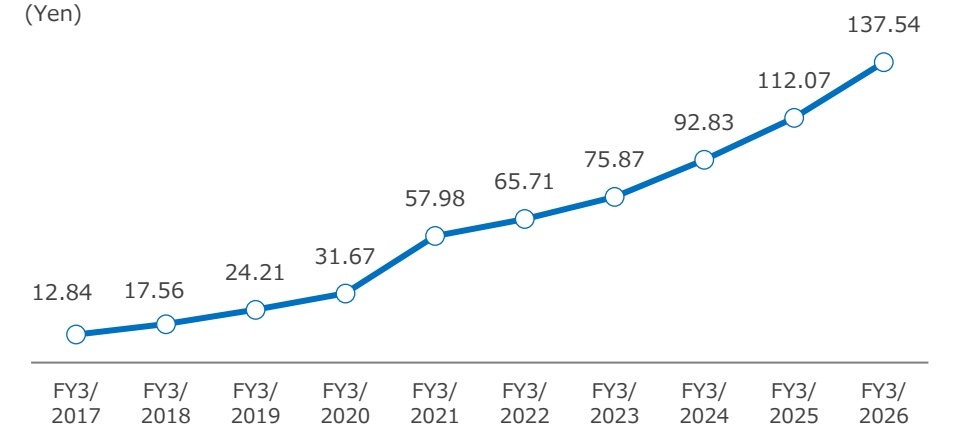
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Financial Highlights (2/2)

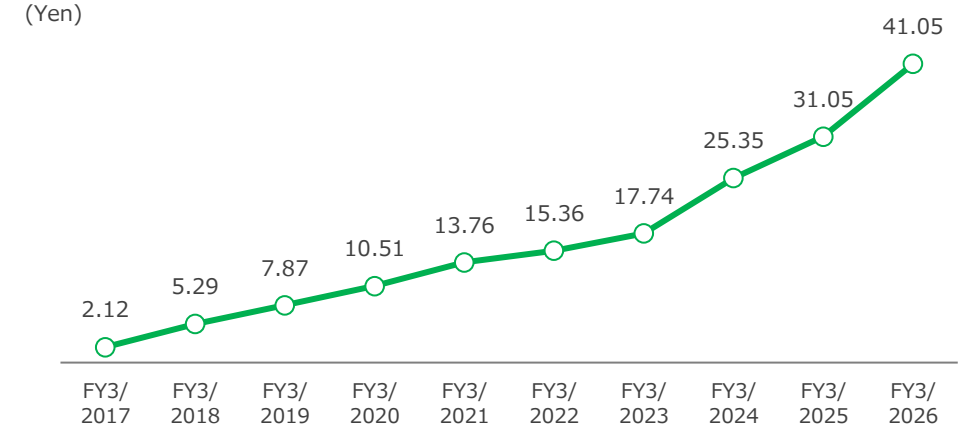
Net assets / Total assets



Net assets per share*



Earnings per share*



* Per-share figures are retroactively adjusted for the following stock splits: 2-for-1 effective October 1, 2017; 2-for-1 effective October 1, 2018; 2-for-1 effective January 1, 2021; and 2-for-1 effective October 1, 2025.

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Disclaimer

- Japan Elevator Service Holdings (the “Company”) has prepared these materials for your reference, so that you may understand the current status of the Company.
- While these materials have been prepared based on generally known economic and social conditions and certain assumptions that we have determined to be reasonable, the information contained herein is subject to change without prior notice for reasons such as changes in the business environment.

Cautionary statement regarding forward-looking statements

- The data and information in these materials contain forward-looking statements. These statements are based on certain assumptions underlying current expectations, forecasts, and risks, and carry with them uncertainties which could cause actual results to substantially differ from the projected figures.
- These risks and uncertainties include general industry and market conditions, as well as general domestic and international economic conditions, such as changes in interest rates and exchange rates.
- The Company has no obligation to revise the forward-looking statements contained in these materials at a later date, even if new information and/or future events emerge.

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