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August 12, 2026

Consolidated Financial Results for the Nine Months Ended June 30, 2026 (Under Japanese GAAP)

Company name:	CSS Holdings, Ltd.
Listing:	Tokyo Stock Exchange
Securities code:	2304
URL:	http://www.css-holdings.jp (in Japanese)
Representative:	Katsuhiro Mizuno, Representative Director and President
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Scheduled date to commence dividend payments:	–
Preparation of supplementary material on financial results:	Yes (in Japanese)
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 June 30, 2026 (from October 1, 2025 to June 30, 2026)

(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	%
June 30, 2026	15,337	6.2	613	(0.0)	625	(1.8)	410	11.1
June 30, 2025	14,447	8.6	613	1.3	636	1.4	369	(6.3)

Note: Comprehensive income
For the nine months ended June 30, 2026: ¥460 million [8.2%]
For the nine months ended June 30, 2025: ¥425 million [2.2%]

	Basic earnings per share	Diluted earnings per share
Nine months ended	Yen	Yen
June 30, 2026	82.79	–
June 30, 2025	73.71	73.34

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
June 30, 2026	6,516	3,327	51.1
September 30, 2025	6,317	3,089	48.9

Reference: Equity
As of June 30, 2026: ¥3,327 million
As of September 30, 2025: ¥3,089 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 September 30, 2025	–	15.00	–	30.00	45.00
Fiscal year ending September 30, 2026	–	15.00	–		
Fiscal year ending September 30, 2026 (Forecast)				20.00	35.00

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

3. Consolidated earnings forecasts for the fiscal year ending September 30, 2026 (from October 1, 2025 to September 30, 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 September 30, 2026	20,200	3.6	800	11.5	800	7.8	590	0.5	117.95

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 June 30, 2026	5,285,600 shares
As of September 30, 2025	5,285,600 shares

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

As of June 30, 2026	324,708 shares
As of September 30, 2025	350,008 shares

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

Nine months ended June 30, 2026	4,953,663 shares
Nine months ended June 30, 2025	5,010,207 shares

The number of treasury shares at the end of the period includes the shares of CSS Holdings, Ltd. (the "Company") held by the Board Benefit Trust (125,600 shares as of June 30, 2026, and 125,600 shares as of September 30, 2025). The Company's shares held by the Trust are included in the treasury shares deducted in the calculation of the average number of shares outstanding during the period (125,600 shares for the nine months ended June 30, 2026, and 125,600 shares for the nine months ended June 30, 2025).

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

* Proper use of earnings forecasts, and other special matters

The forward-looking statements, including earnings forecasts, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable. Consequently, any statements herein do not constitute assurances regarding actual results by the Company. Actual business and other results may differ substantially due to various factors. For the suppositions that form the assumptions for the forecast of financial results and cautions concerning the use thereof, please refer to the section of "(3) Explanation of consolidated financial results forecasts and other forward-looking statements" of "1. Qualitative information on quarterly financial results" on page 4 of the attached material.

○ Attached Material

Index

1. Qualitative information on quarterly financial results

(1) Explanation of operating results for the period

During the nine months ended June 30, 2026, in the context of a continued uncertain outlook including increasing geopolitical risk such as rising tensions in the Middle East and steep increases in raw materials and labor prices, Japan's economy made a moderate recovery against the backdrop of an improving employment and income environment, partly due to corporate efforts and various policies. Despite concerns regarding inbound tourism trends due to the global economic slowdown caused by high crude oil prices and soaring airline freight rates, performance remains steady as the tourism industry continues to enjoy favorable conditions.

Under these circumstances, the Group started a new three-year Medium- to Long-Term Management Plan, its fifth, from the previous fiscal year and announced the "2025-27 Medium-Term Management Plan Go Beyond! Next 20" in December 2024. With target consolidated financial results for the fiscal year ending September 30, 2027 of net sales of ¥27.0 billion, operating profit of ¥950 million, and ROE of 15% or more, we are pursuing goals on two axes that are mutually related but independent: strengthening of the foundations of our existing business organization and improving earning power, and the activities of the X-value unit, which is tasked with creating new value. This is being done as part of our business development strategy under a theme of "strengthening investment to improve capital efficiency."

In the third quarter, which is the second year of the plan, although the revenue environment facing each business segment became increasingly challenging, overall performance progressed in line with the plan.

As a result, consolidated net sales, operating profit, ordinary profit, and profit attributable to owners of parent for the nine months ended June 30, 2026, were ¥15,337 million (up 6.2% year on year), ¥613 million (down 0.0% year on year), ¥625 million (down 1.8% year on year), and ¥410 million (up 11.1% year on year), respectively.

A summary of operating results by segment for the nine months ended June 30, 2026, is as follows.

(i) Steward Business

This segment is the core of the Group's business, providing kitchen management and cleaning services, including dishwashing, to business customers that are mainly hotels, restaurants and theme parks.

During the nine months ended June 30, 2026, the Group opened seven new business locations. In addition, we expect to open ten business locations for the full fiscal year. The opening of large hotels continues as a result of aggressive market entry, primarily centered on foreign brands, and the Company is actively engaging in sales activities to secure new orders. In hospital projects, on which we have been focusing on since the previous fiscal year, we opened two hospitals during the third quarter and expect to open three hospitals for the full fiscal year. Furthermore, when renewing contracts with existing customers, we continue working to secure appropriate profits while seeking their understanding regarding higher costs such as personnel expenses, and the current performance remains steady.

In the third quarter, we successfully implemented multi-AI agents into our core operations. This allows us to delegate many routine tasks, previously handled by on-site managers, to AI. As a result, we are starting to support an environment where people can focus on work that directly impacts quality, such as communication, guidance, and training, where their skills are most effectively utilized. Going forward, by advancing the implementation of AI in the fields of human resources and labor management, we are focusing on enhancing our revenue-generating capabilities. People are a vital management asset to the Company, and we view this AI implementation not merely as a means of labor-saving or task reduction, but as an opportunity to reconstruct our business model. We aim to elevate the value we provide from being "labor-intensive" to serving as an "infrastructure function supporting hotel operations."

As a result, net sales were ¥7,359 million (up 3.9% year on year) and operating profit was ¥579 million (up 11.7% year on year), with increases in both sales and profit.

(ii) Food Service Business

This segment is engaged in the operation of employee cafeterias, restaurants in hotels, meal services in senior care facilities, and the like on a consignment basis nationwide.

During the nine months ended June 30, 2026, the Group opened 14 new business locations. A virtuous cycle has continued, as our performance for a major hotel chain was highly recognized and we were introduced to another new hotel customer. We expect to open 17 business locations for the full fiscal year, reflecting an unusually rapid pace of orders and openings compared to usual years. We are steadily advancing our openings by utilizing a support system that leverages expertise from across the country as needed, in areas such as recruitment, training, kitchen and office setup and placement, and adjustment of work procedures.

On the other hand, the prices of hygiene-related equipment and supplies (detergents, rubber gloves, etc.) used have currently surged remarkably due to the weaker yen and soaring crude oil prices, in addition to the continued increase in food ingredient prices from the previous fiscal year. We are managing the need to continuously maintain and strengthen safe and reliable hygiene management systems. When renewing contracts with customers, we will strive to secure appropriate profits while seeking their understanding.

During the third quarter, we not only strengthened our investment in human resources through employee raises and promotions, but also saw an increase in temporary initial costs due to numerous new openings.

As a result, net sales were ¥3,883 million (up 16.0% year on year) and operating profit was ¥39 million (down 55.7% year on year).

(iii) Space Management Business

This segment includes providing design, construction/installation, sales, management, and maintenance related to video, audio, broadcasting, and security applications, as well as background music (BGM) and fragrances.

During the nine months ended June 30, 2026, Toyo Media Links continued to see steady new and renewal/upgrade demand for ITV (surveillance cameras / industrial television) for financial institutions, as well as related peripherals, professional broadcast equipment, and monitors. Currently, it is amassing a portfolio of orders toward the end of the fiscal year in September, when sales and profits are expected to increase.

Similarly, Mood Media Japan Inc. is working to acquire projects, including large ones, continuing from the previous fiscal year by deepening its coordination with Mood Media headquarters, as well as capturing new development and customer referral projects.

Onkyo Tokki Ltd. incurred a decrease in both sales and profit due to the attrition of existing customers associated with changes in some imported brands, but is concentrating on strengthening its sales capabilities and expanding its customer base by adding new imported brand product lineups. It is focusing on expanding sales of high-margin imported brand products while continuously striving to strengthen its ties with Toyo Media Links.

As a result, net sales were ¥4,095 million (up 1.7% year on year) and operating profit was ¥196 million (up 5.8% year on year).

(2) Explanation of financial position for the period

Total assets at the end of the third quarter under review were ¥6,516 million, an increase of ¥199 million compared to the end of the previous fiscal year. This was mainly due to a ¥96 million increase in notes and accounts receivable - trade, and contract assets, a ¥49 million decrease in securities, a ¥125 million increase in merchandise and finished goods, a ¥103 million increase in investment securities, and a ¥76 million decrease in deferred tax assets.

Liabilities decreased by ¥37 million from the end of the previous fiscal year to ¥3,189 million. This was mainly due to an ¥82 million increase in notes and accounts payable - trade, an ¥80 million increase in short-term borrowings, a ¥111 million decrease in accrued consumption taxes, a ¥108 million decrease in income taxes payable, a ¥56 million decrease in provision for bonuses, and a ¥52 million increase in other under current liabilities.

Net assets increased by ¥237 million compared to the end of the previous fiscal year to ¥3,327 million.

(3) Explanation of consolidated financial results forecasts and other forward-looking statements

The current consolidated earnings forecasts for the current fiscal year remain unchanged from those announced on November 11, 2025. (These forecasts have been prepared based on currently available information and contain uncertainties. Therefore, actual results may differ from these forecasts due to changes in various factors, including the business environment.)

2. Quarterly consolidated financial statements and significant notes thereto

(1) Quarterly consolidated balance sheet

(Thousands of yen)

	As of September 30, 2025	As of June 30, 2026
Assets		
Current assets		
Cash and deposits	1,138,856	1,096,766
Notes and accounts receivable - trade, and contract assets	2,140,208	2,236,215
Securities	49,879	–
Merchandise and finished goods	388,876	514,668
Work in process	19,989	43,974
Raw materials and supplies	20,278	22,554
Short-term loans receivable	20,163	20,165
Accounts receivable - other	6,320	4,359
Other	131,540	132,866
Allowance for doubtful accounts	(1,697)	(1,601)
Total current assets	3,914,416	4,069,969
Non-current assets		
Property, plant and equipment		
Buildings and structures	990,737	991,772
Accumulated depreciation	(634,480)	(656,572)
Buildings and structures, net	356,256	335,199
Land	951,628	951,628
Other	268,561	294,024
Accumulated depreciation	(203,101)	(224,647)
Other, net	65,460	69,377
Total property, plant and equipment	1,373,346	1,356,206
Intangible assets		
Goodwill	6,921	2,129
Other	55,667	104,226
Total intangible assets	62,589	106,356
Investments and other assets		
Investment securities	612,760	716,171
Deferred tax assets	201,836	125,752
Other	155,941	145,825
Allowance for doubtful accounts	(3,545)	(3,545)
Total investments and other assets	966,992	984,204
Total non-current assets	2,402,928	2,446,767
Total assets	6,317,345	6,516,737

(Thousands of yen)

	As of September 30, 2025	As of June 30, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	569,909	652,608
Short-term borrowings	300,000	380,000
Lease liabilities	7,961	6,525
Accounts payable - other	898,777	953,275
Accrued consumption taxes	321,859	210,432
Income taxes payable	172,357	63,424
Provision for bonuses	169,129	112,889
Provision for bonuses for directors (and other officers)	14,761	6,900
Other	388,459	440,972
Total current liabilities	2,843,214	2,827,028
Non-current liabilities		
Lease liabilities	6,098	1,572
Deferred tax liabilities	8,595	13,954
Retirement benefit liability	344,604	324,211
Provision for share awards	5,785	5,308
Long-term accounts payable - other	10,567	8,767
Asset retirement obligations	8,164	8,212
Other	500	500
Total non-current liabilities	384,316	362,526
Total liabilities	3,227,531	3,189,554
Net assets		
Shareholders' equity		
Share capital	393,562	393,562
Capital surplus	272,046	257,975
Retained earnings	2,384,491	2,566,485
Treasury shares	(177,527)	(158,493)
Total shareholders' equity	2,872,572	3,059,530
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	217,241	267,652
Total accumulated other comprehensive income	217,241	267,652
Total net assets	3,089,813	3,327,182
Total liabilities and net assets	6,317,345	6,516,737

(2) Quarterly consolidated statement of income and consolidated statement of comprehensive income

Quarterly consolidated statement of income (cumulative)

(Thousands of yen)

	Nine months ended June 30, 2025	Nine months ended June 30, 2026
Net sales	14,447,612	15,337,315
Cost of sales	11,990,715	12,901,698
Gross profit	2,456,896	2,435,617
Selling, general and administrative expenses	1,843,144	1,822,099
Operating profit	613,752	613,517
Non-operating income		
Interest income	1,426	1,409
Dividend income	11,841	15,706
Rental income	4,865	6,038
Subsidies for employment adjustment	6,808	–
Other	12,547	10,296
Total non-operating income	37,490	33,451
Non-operating expenses		
Interest expenses	8,885	8,303
Commission expenses	1,184	3,522
Foreign exchange losses	3,001	5,940
Miscellaneous losses	1,279	3,485
Total non-operating expenses	14,350	21,252
Ordinary profit	636,891	625,716
Extraordinary income		
Gain on sale of investment securities	–	41,374
Total extraordinary income	–	41,374
Extraordinary losses		
Loss on sale of non-current assets	–	519
Loss on retirement of non-current assets	46	42
Total extraordinary losses	46	561
Profit before income taxes	636,845	666,528
Income taxes - current	210,766	202,859
Income taxes - deferred	56,771	53,542
Total income taxes	267,538	256,401
Profit	369,306	410,127
Profit attributable to owners of parent	369,306	410,127

Quarterly consolidated statement of comprehensive income (cumulative)

(Thousands of yen)

	Nine months ended June 30, 2025	Nine months ended June 30, 2026
Profit	369,306	410,127
Other comprehensive income		
Valuation difference on available-for-sale securities	56,240	50,411
Total other comprehensive income	56,240	50,411
Comprehensive income	425,547	460,538
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	425,547	460,538
Comprehensive income attributable to non-controlling interests	–	–

(3) Notes to quarterly consolidated financial statements

Note on changes in accounting policies

Not applicable.

Notes on segment information, etc.

Segment information

I. Nine months ended June 30, 2025 (from October 1, 2024 to June 30, 2025)

1. Disclosure of sales and profit (loss) for each reportable segment

(Thousands of yen)

	Reportable segments				Other (Note 1)	Total	Adjustments (Note 2)	Amount recorded in the quarterly consolidated statement of income (Note 3)
	Steward Business	Food Service Business	Space Management Business	Total				
Net sales (1) Sales to external customers	7,071,184	3,346,161	4,021,728	14,439,074	8,538	14,447,612	–	14,447,612
(2) Intersegment sales or transfers	14,958	512	4,137	19,608	232,515	252,123	(252,123)	–
Total	7,086,142	3,346,674	4,025,865	14,458,682	241,053	14,699,735	(252,123)	14,447,612
Segment profit	518,739	88,780	185,771	793,291	23,192	816,484	(202,731)	613,752

Notes: 1. The “Other” classification is a segment for business that is not included in the reportable segments and includes general affairs, human resources, accounting management businesses, etc.

2. Adjustments of segment profit of ¥(202,731) thousand include company-wide profit, elimination of intersegment transactions, etc.

3. Segment profit is adjusted with operating profit in the quarterly consolidated statement of income.

II. Nine months ended June 30, 2026 (from October 1, 2025 to June 30, 2026)

1. Disclosure of sales and profit (loss) for each reportable segment

(Thousands of yen)

	Reportable segments				Other (Note 1)	Total	Adjustments (Note 2)	Amount recorded in the quarterly consolidated statement of income (Note 3)
	Steward Business	Food Service Business	Space Management Business	Total				
Net sales (1) Sales to external customers	7,355,377	3,882,055	4,091,901	15,329,335	7,980	15,337,315	–	15,337,315
(2) Intersegment sales or transfers	3,958	1,553	3,245	8,756	254,515	263,271	(263,271)	–
Total	7,359,335	3,883,609	4,095,147	15,338,092	262,495	15,600,587	(263,271)	15,337,315
Segment profit	579,498	39,307	196,518	815,324	(1,116)	814,207	(200,690)	613,517

Notes: 1. The “Other” classification is a segment for business that is not included in the reportable segments and includes general affairs, human resources, accounting management businesses, etc.

2. Adjustments of segment profit of ¥(200,690) thousand include company-wide profit, elimination of intersegment transactions, etc.

3. Segment profit is adjusted with operating profit in the quarterly consolidated statement of income.

Notes on significant changes in the amount of shareholders' equity

Not applicable.

Notes on going concern assumptions

Not applicable.

Notes to quarterly consolidated statement of cash flows

Quarterly consolidated statement of cash flows for the nine months ended June 30, 2026 is not prepared. Depreciation (including amortization related to intangible assets excluding goodwill) and amortization of goodwill for the first nine months of the fiscal year are as follows.

(Thousands of yen)

	Nine months ended June 30, 2025	Nine months ended June 30, 2026
Depreciation	53,972	54,156
Amortization of goodwill	4,792	4,792

Significant subsequent events

Not applicable.