



SUMMARY OF CONSOLIDATED FINANCIAL RESULTS for the Fiscal Period Ended December 31, 2025 <Japanese GAAP>

February 13, 2026

Company name: Kaizen Platform, Inc.

Stock exchange listings:

Tokyo Stock Exchange

Securities code: 4170 URL: <https://kaizenplatform.com/ir/>

Representative: Kenji Sudo
Chief Executive Officer

Contact: Hidenao Asai
Executive Officer

Tel: 03-5909-1151

Scheduled date of annual shareholders' meeting: March 27, 2026

Scheduled date to commence dividend payments: -

Scheduled date to file securities report: March 30, 2026

Supplementary materials for financial results: Yes

Holding of financial results briefing session: Yes

(Amounts are rounded down to the nearest million yen)

1. Consolidated Financial Results for the Fiscal Period Ended December 31, 2025 (January 1, 2025 - December 31, 2025)

(1) Consolidated operating results

(Percentages indicate period-on-period changes)

Period ended	Sales		Operating profit		Ordinary profit		Net income attributable to parent company shareholders	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
December 31, 2025	4,354	(3.7)	29	-	38	499.5	29	-
December 31, 2024	4,523	4.2	(28)	-	6	(44.4)	(171)	-

(Note) Comprehensive profit:

Period ended December 31, 2025: 19 million yen (-%)

Period ended December 31, 2024: (36) million yen (-%)

Period ended	Net income per share	Diluted net income per share	Return on shareholders' equity	Return on asset	Operating profit margin
	Yen	Yen	%	%	%
December 31, 2025	1.75	1.72	1.0	0.8	0.7
December 31, 2024	(10.17)	-	(5.6)	0.1	(0.6)

(Note) Diluted net income per share is not shown for the fiscal period ended December 31, 2024 due to the net loss per share, although dilutive shares exist.

(2) Consolidated financial position

As of	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
December 31, 2025	4,269	2,983	69.9	175.35
December 31, 2024	4,418	2,957	66.9	174.36

(Reference) Shareholders' equity:

As of December 31, 2025: 2,983 million yen

As of December 31, 2024: 2,957 million yen

(3) Consolidated cash flow

Period ended	Cash flow from operating activities	Cash flow from investing activities	Cash flow from financing activities	Cash and cash equivalents at end of period
	Million yen	Million yen	Million yen	Million yen
December 31, 2025	287	(23)	(198)	1,989
December 31, 2024	216	(129)	110	1,923

2. Dividends

	Annual dividend per share					Dividends (total)	Payout ratio (consolidated)	Dividends to net assets (consolidated)
	1Q-end	2Q-end	3Q-end	Year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
Fiscal period ended December 31, 2024	-	0.00	-	0.00	0.00	-	-	-
Fiscal period ended December 31, 2025	-	0.00	-	0.00	0.00	-	-	-
Fiscal period ending December 31, 2026 (forecast)	-	0.00	-	0.00	-	-	-	-

3. Consolidated Earnings Forecast for the Fiscal Period Ending December 31, 2026 (January 1, 2026 - December 31, 2026)

(Percentages indicate period-on-period changes)

	Sales		Operating profit		Ordinary profit		Net income attributable to parent company shareholders		Net income per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Full year	4,600	5.6	40	37.0	40	3.5	20	(32.9)	1.18

*Notes

- (1) Significant changes in the scope of consolidation during the period under review: None
Newly consolidated companies (--) Newly excluded companies (--)
- (2) Changes in accounting policies, changes in accounting estimates and retroactive restatements
 - 1) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes
 - 2) Changes in accounting policies due to other reasons: None
 - 3) Changes in accounting estimates: None
 - 4) Retroactive restatements: None
- (3) Total number of issued and outstanding shares (common stock)
 - 1) Total number of issued shares at the end of the period (including treasury shares)

As of December 31, 2025	17,016,481 shares
As of December 31, 2024	16,965,231 shares
 - 2) Total number of treasury shares at the end of the period

As of December 31, 2025	4,068 shares
As of December 31, 2024	3,067 shares
 - 3) Average number of shares during the period

Period ended December 31, 2025	16,989,434 shares
Period ended December 31, 2024	16,918,240 shares

(Reference) Non-consolidated operating results

1. Non-consolidated Financial Results for the Fiscal Period Ended December 31, 2025 (January 1, 2025 - December 31, 2025)

(1) Non-consolidated operating results

(Percentages indicate period-on-period changes)

Period ended	Sales		Operating profit		Ordinary profit		Net income	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
December 31, 2025	2,227	(0.6)	44	-	47	396.6	51	-
December 31, 2024	2,241	11.3	(1)	-	9	-	(126)	-

Period ended	Net income per share	Diluted net income per share
	Yen	Yen
December 31, 2025	3.05	3.00
December 31, 2024	(7.50)	-

(Note) Diluted net income per share is not shown for the fiscal period ended December 31, 2024 due to the net loss per share, although dilutive shares exist.

(2) Non-consolidated financial position

Period ended	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
December 31, 2025	4,175	2,151	51.5	126.48
December 31, 2024	4,259	2,092	49.1	123.39

(Reference) Shareholders' equity

Period ended December 31, 2025	2,151 million yen
Period ended December 31, 2024	2,092 million yen

* This earnings report is not subject to audit by certified public accountants or accounting firms.

* Cautionary statement regarding forecasts of operating results and special notes

Forward-looking statements and earnings forecasts presented in this material are based on information currently available to the Company as of the date hereof along with certain assumptions that are deemed to be reasonable. Furthermore, actual business results may differ materially due to various factors. Furthermore, such statements and forecasts do not guarantee the Company's operating performance. For assumptions regarding the forward-looking statements and a disclaimer concerning the use of earnings forecasts, please refer to "1. Summary of Operating Results (4) Future Outlook" on page 3 of the appendix in the Japanese original.