



Kufu Company Holdings Inc.

Q1 FY2026.9
Presentation Material

February 16, 2026



Table of Contents

1. Consolidated Financial Results for Q1 FY2026.9

2. Business Overview by Segment

- Daily Life Business
- Life Event Business
- Investment and Incubation Business



1. Consolidated Financial Results for Q1 FY2026.9

- Atelier Haruka formally joined the Group.

Daily Life Business

- Kufu Company

Life Event Business

- Kufu Sumai Consulting
- Kufu Sumai
- Kufu Wedding

Investment and Incubation Business

- KIDS STAR
- Seven Signatures International (SSI)
- Kufu Shizuoka
- Gold Eggs
- Atelier Haruka *
- Kufu Capital
- Kufu Company Holdings (Investment Business)

* B/S consolidation started as of end-Dec. 2025.

- Net sales: 3,182 JPY MM (92.1% YoY), Operating profit: 138 JPY MM (218.1% YoY), EBITDA: 387 JPY MM (111.7% YoY).

Summary

Daily Life Business

- In the Core Tokubai Business, operating profit increased YoY due to business restructuring and cost reductions.
- We aim for sustainable revenue growth by promoting paid adoption in key verticals and developing new verticals.

Life Event Business

- Housing Franchise: Maintained stable revenue and profit.
- Housing Advisory: Steadily expanded "Ietate" advisory counters.
- Wedding: Despite a challenging market environment, the casual wedding business performed well, driving growth in both net sales and profit.

Investment and Incubation Business

- While results were significantly impacted by fluctuations in SSI, the business subsidiaries performed steadily.
- Began B/S consolidation of Atelier Haruka; P/L consolidation is scheduled to begin from Q2.

Consolidated Net Sales

- Net sales for Q1 FY2026.9 were 3,182 JPY MM (92.1 % YoY).
The achievement rate against the full-year forecast was 18.7 %.

	FY2025.9	FY2026.9			
	Q1	Q1	YoY	Forecast	Progress
Net sales	3,454	3,182	92.1 %	17,000	18.7 %
Daily Life Business	715	692	96.8 %	-	-
Life Event Business	2,007	2,023	100.8 %	-	-
Investment and Incubation Business	763	488	63.9 %	-	-
Adjustment	-31	-20	-	-	-

(JPY MM)

Consolidated Operating Profit/ EBITDA

- Operating profit for Q1 FY2026.9 was 138 JPY MM (218.1 % YoY), and EBITDA was 387 JPY MM (111.7 % YoY).
The achievement rates against the full-year forecast were 13.9 % and 19.4 %, respectively.

	FY2025.9	FY2026.9			
	Q1	Q1	YoY	Forecast	Progress
Operating profit	63	138	218.1 %	1,000	13.9 %
Daily Life Business	146	224	153.2 %	-	-
Life Event Business	174	114	65.7 %	-	-
Investment and Incubation Business	109	9	9.1 %	-	-
Adjustment	▲366	▲ 209	-	-	-
EBITDA	346	387	111.7 %	2,000	19.4 %

(JPY MM)

Consolidated Quarterly Financial Results

- Q1 recorded lower net sales but higher profit on a YoY basis.

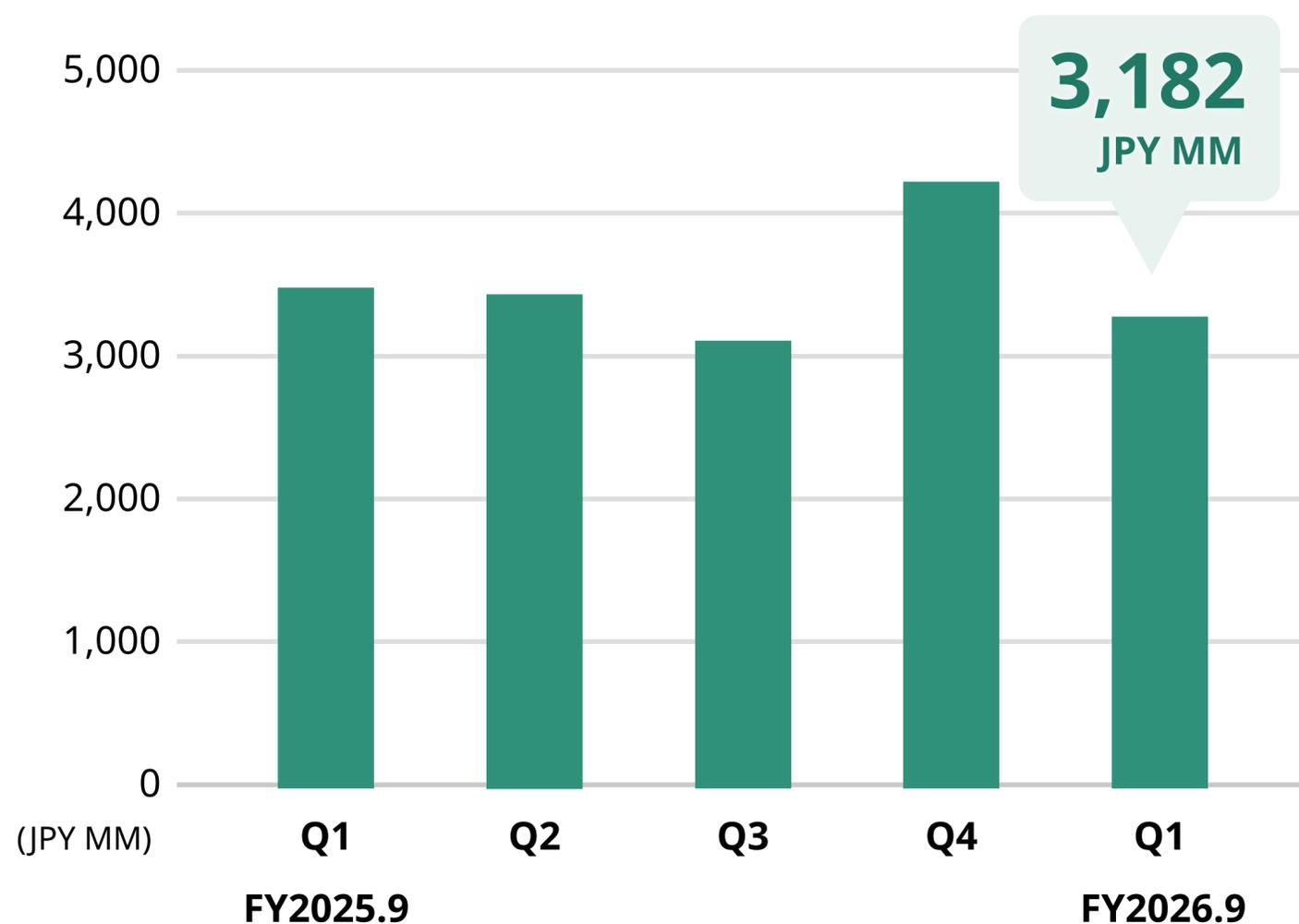
	FY2025.9				FY2026.9		
	Q1	Q2	Q3	Q4	Q1	YoY	QoQ
Net sales	3,454	3,419	3,064	4,171	3,182	92.1%	76.3%
Operating profit	63	138	5	314	138	218.1%	44.0%
EBITDA	346	428	304	619	387	111.7%	62.5%

(JPY MM)

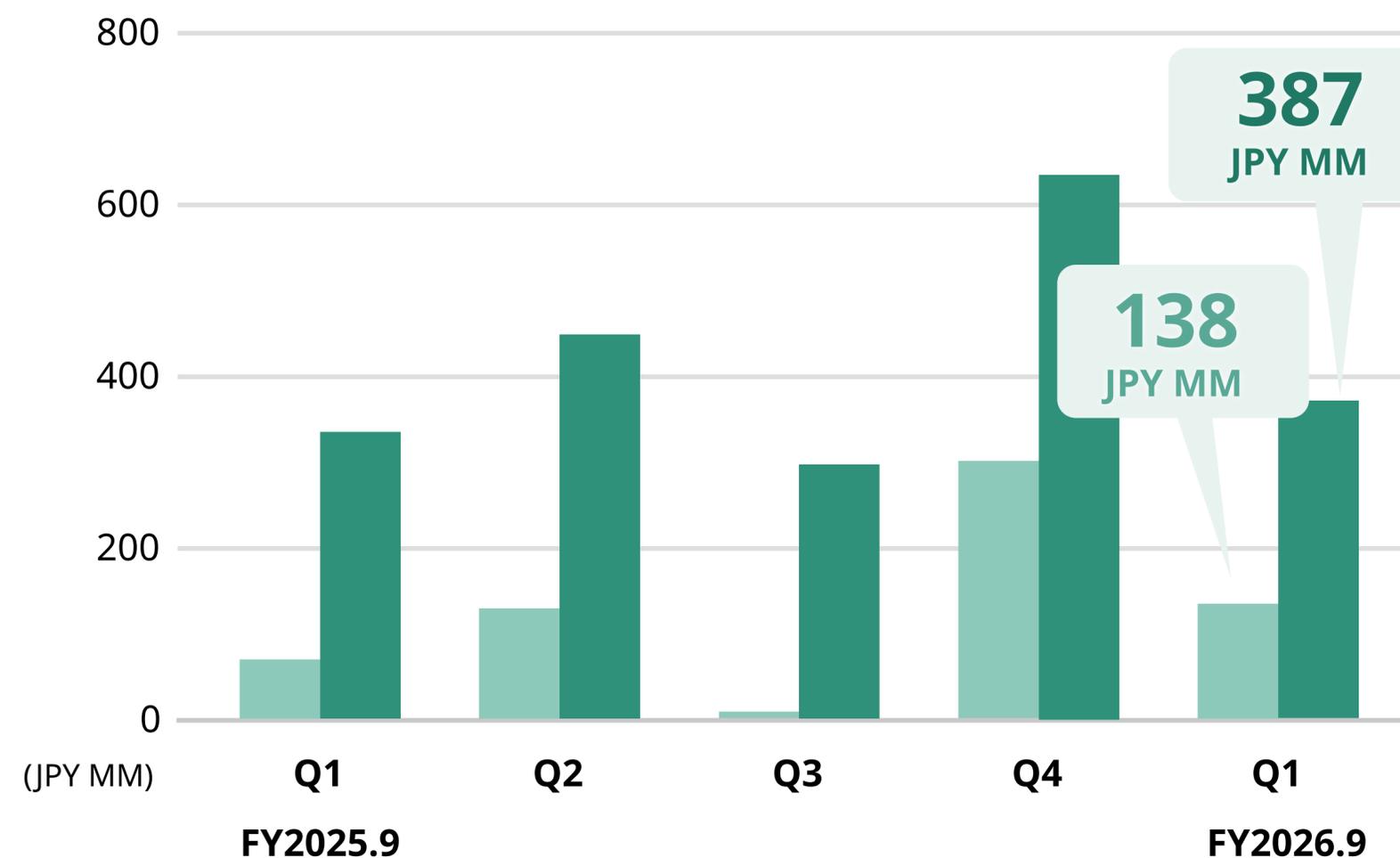
Consolidated Financial Results – Quarterly Trends

- Q1 recorded lower net sales but higher profit on a YoY basis.

Net sales



Operating profit EBITDA



Consolidated Quarterly Financial Results – Net Sales by Segment くふうカンパニー

- The Daily Life Business has reversed the downward trend seen in the previous fiscal year, showing signs of regrowth.
- Net sales grew YoY in the Life Event Business, driven by steady performance in the Wedding business.

		FY2025.9				FY2026.9		
		Q1	Q2	Q3	Q4	Q1	YoY	QoQ
Net sales	Daily Life Business	715	716	677	654	692	96.8%	105.8%
	Life Event Business	2,007	1,990	1,929	2,606	2,023	100.8%	77.6%
	Investment and Incubation Business	763	739	477	933	488	63.9%	52.3%
	Adjustment	▲31	▲27	▲20	▲22	▲20	-	-
Total		3,454	3,419	3,064	4,171	3,182	92.1%	76.3%

(JPY MM)

Consolidated Quarterly Financial Results – OP by Segment

- The Daily Life Business completed structural reforms to generate profit in the previous fiscal year; profit growth is expected this fiscal year.
- Contribution from the Investment and Incubation Business was limited due to factors such as lower revenue contribution from SSI.

		FY2025.9				FY2026.9		
		Q1	Q2	Q3	Q4	Q1	YoY	QoQ
Operating profit	Daily Life Business	146	197	202	194	224	153.2%	115.2%
	Life Event Business	174	166	121	323	114	65.7%	35.4%
	Investment and Incubation Business	109	120	45	147	9	9.1%	6.8%
	Adjustment	▲366	▲346	▲363	▲350	▲209	-	-
Total		63	138	5	314	138	218.1%	44.0%

(JPY MM)

Consolidated Financial Results – B/S

	As of end-Sep. 2025	As of end-Dec. 2025	Change	Change factors
Current assets	12,769	13,429	660	
(Cash and deposits)	7,434	7,766	332	
(Operating investment securities)	1,889	1,704	▲185	
(Real estate for sale)	1,673	1,576	▲97	
Non-current assets	3,706	4,140	434	
(Goodwill)	739	751	11	
(Investments and other assets)	1,316	1,455	138	
Assets	16,485	17,578	1,092	
Liabilities	6,849	7,507	657	
(Short-term and long-term borrowings)	3,396	4,103	707	
Net assets	9,635	10,071	435	
(Capital stock)	30	77	47	
(Capital surplus)	8,620	8,276	▲343	
(Retained earnings)	▲299	367	666	
(Treasury stock)	▲32	▲32	▲0	
(Valuation difference on available-for-sale securities)	▲323	▲523	▲199	
(Non-controlling interests)	1,631	1,884	253	
Total liabilities and net assets	16,485	17,578	1,092	

• Due to the impact of consolidating Atelier Haruka, total assets (including cash and deposits) increased by 1,092 JPY MM.

• Due to the impact of consolidating Atelier Haruka, short-term and long-term borrowings increased by 707 JPY MM.

• Retained earnings increased by 666 JPY MM, replenished from capital surplus and driven by recognition of profit in Q1.

(JPY MM)

* Items in parentheses are included in totals.

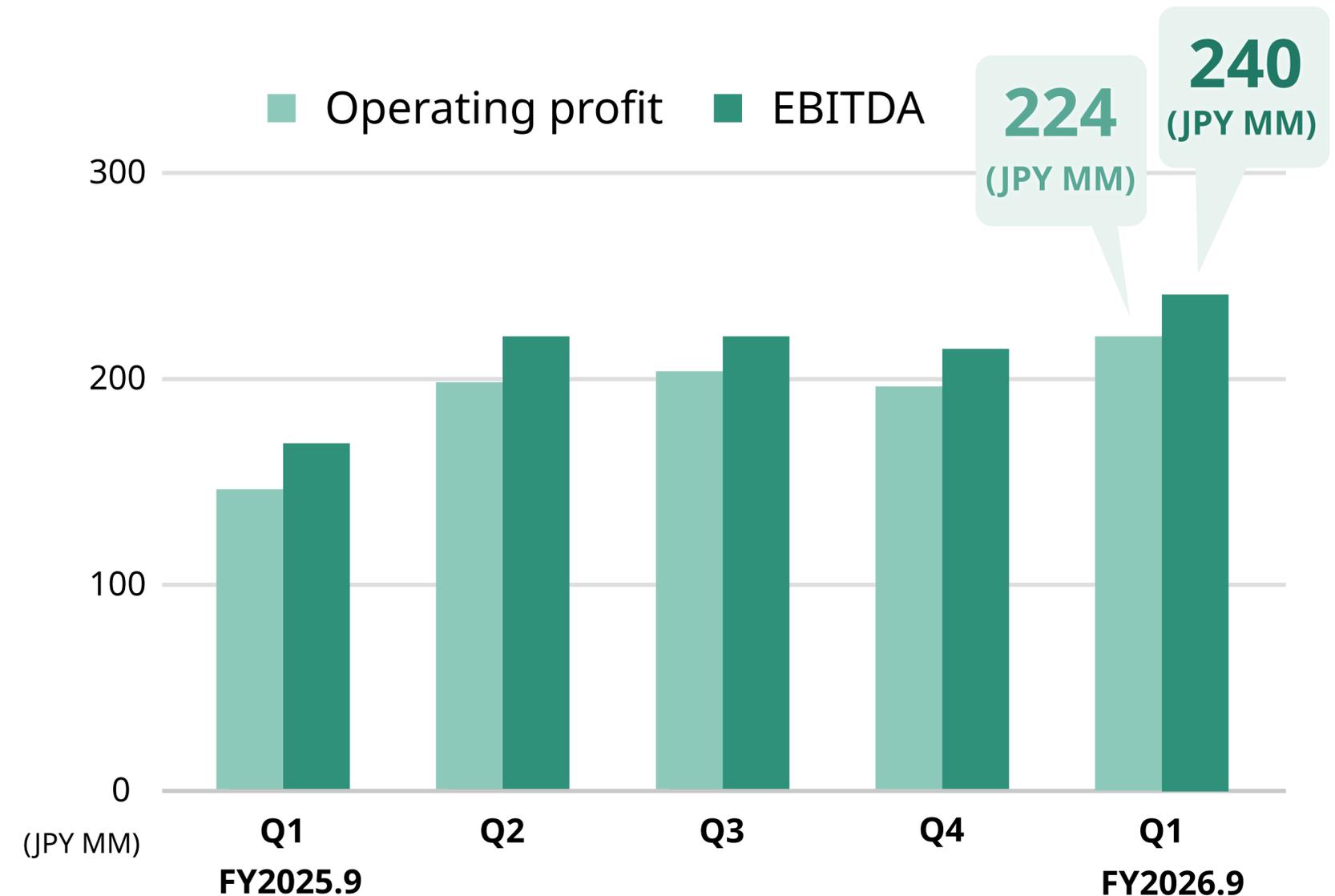
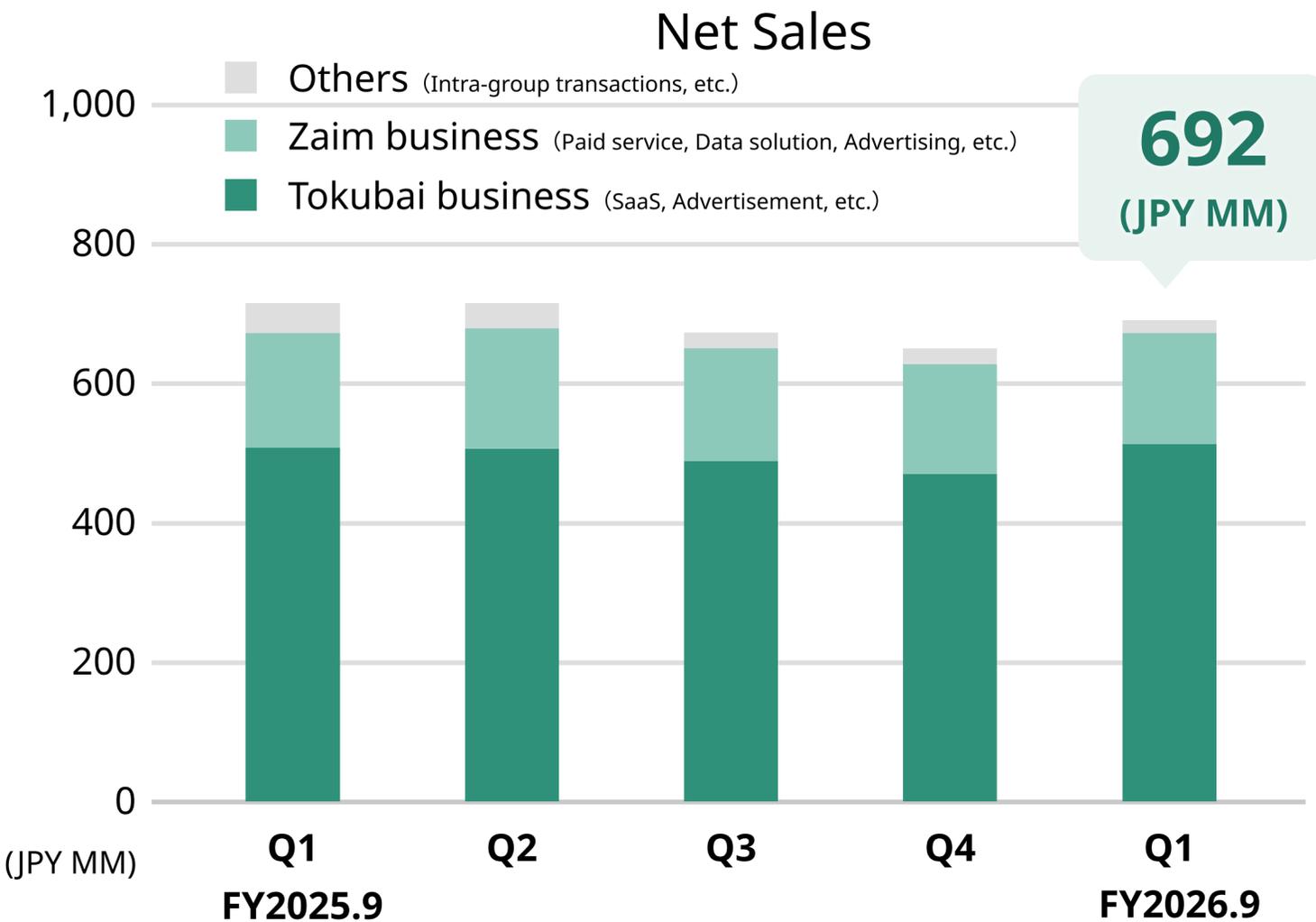
2. Business Overview by Segment

Daily Life Business



Daily Life Business – Financial Results – Quarterly Trends

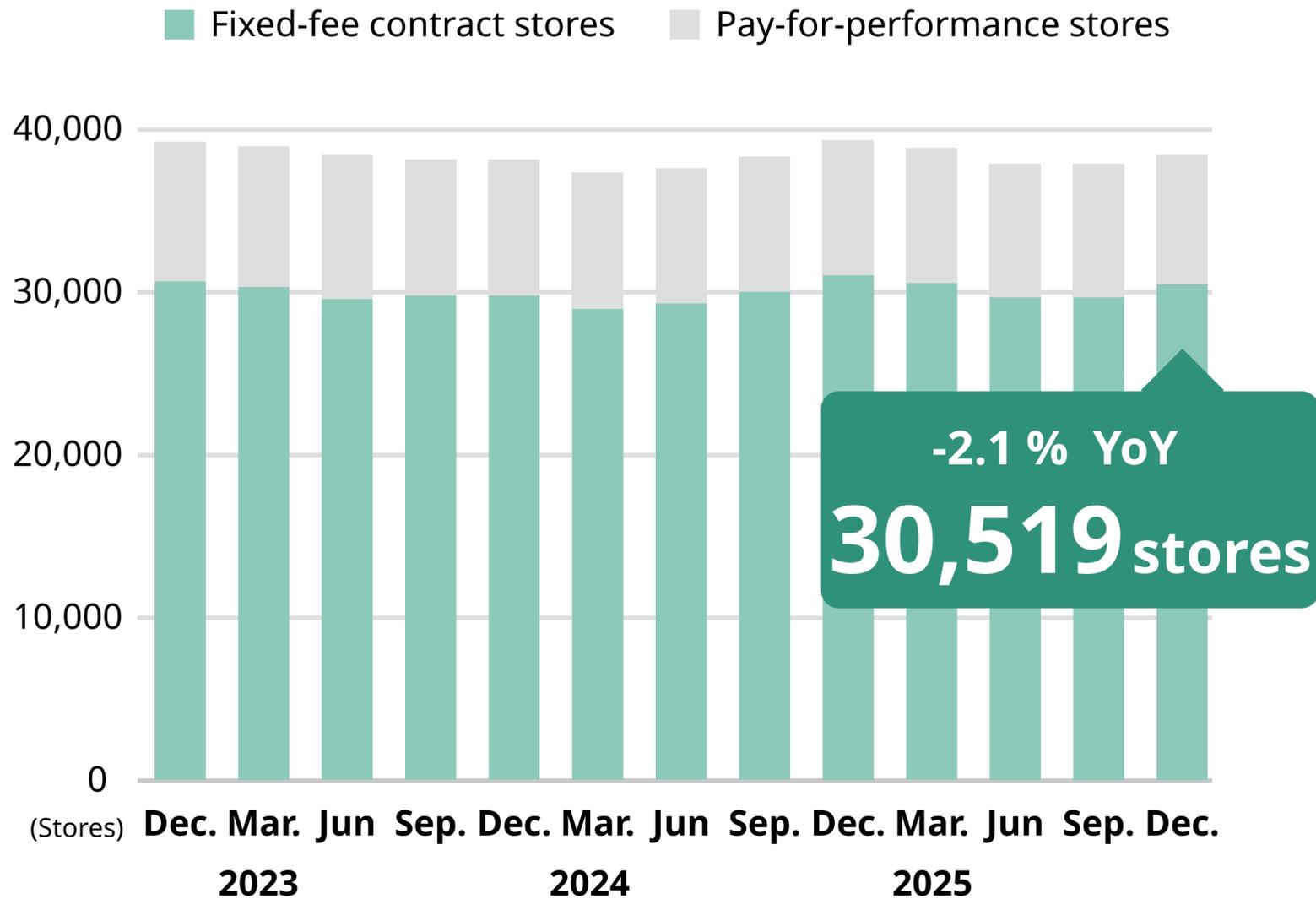
- Operating profit increased YoY due to business restructuring and cost reductions.
- We aim for sustainable revenue growth by promoting paid adoption in key verticals and developing new verticals.



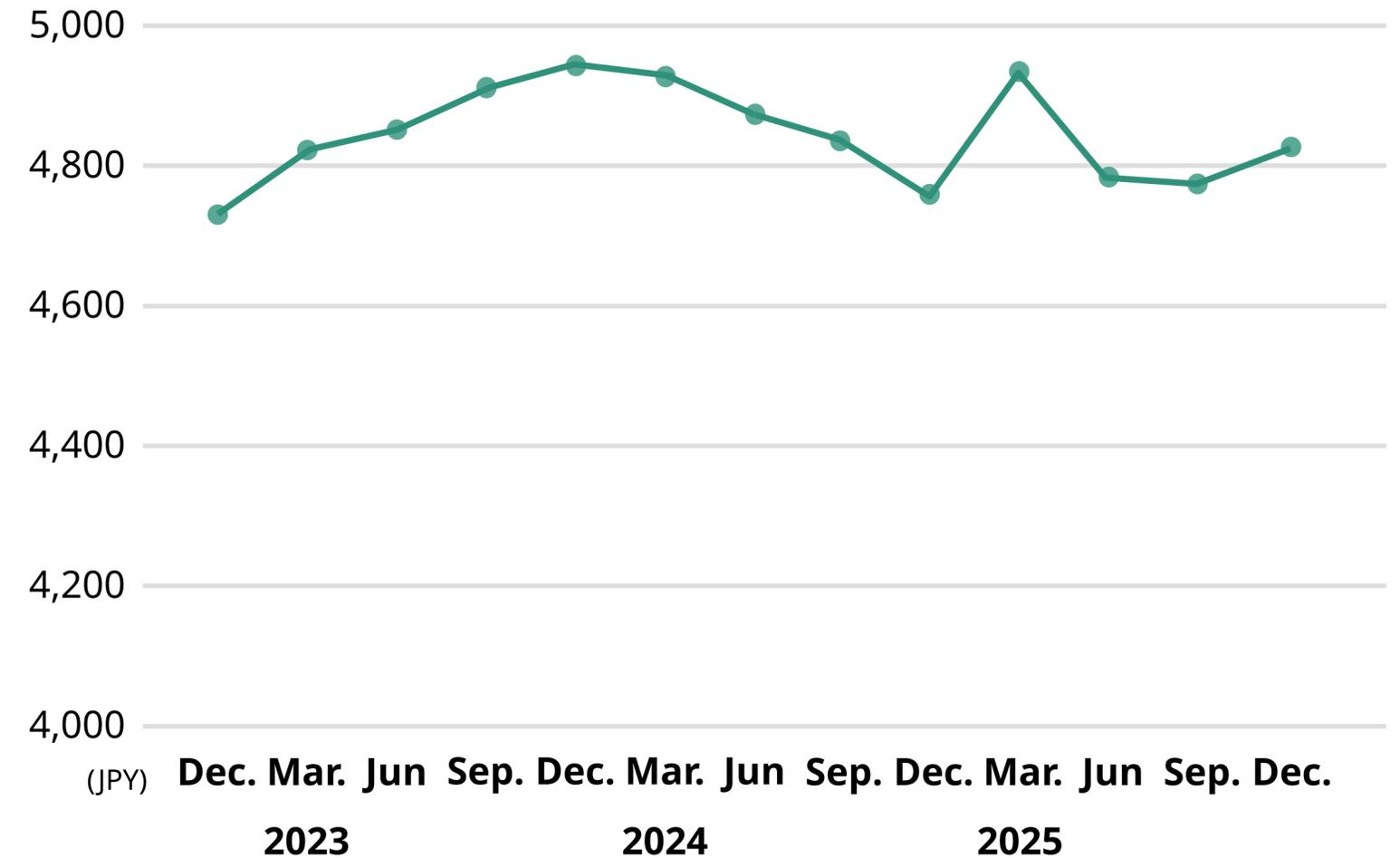
Number of Paid Stores and Average Unit Price for Tokubai Service *

- As of December 31, 2025, paid stores totaled 38,681; fixed-fee contract stores were 30,519 (-2.1% YoY).
- We aim to increase the number of listed stores by strengthening sales efforts and diversifying service delivery methods to expand into new sectors.

Number of Paid stores



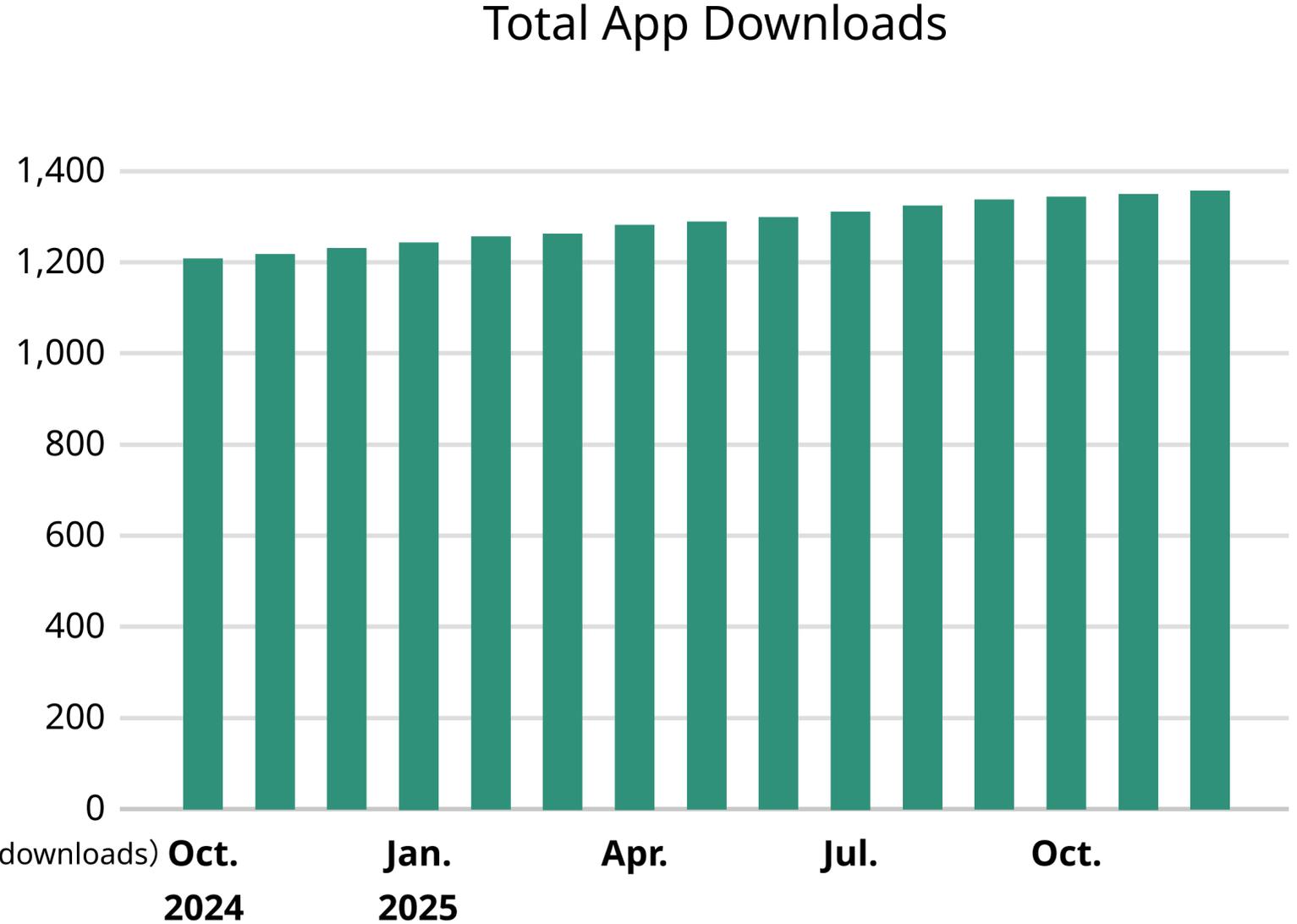
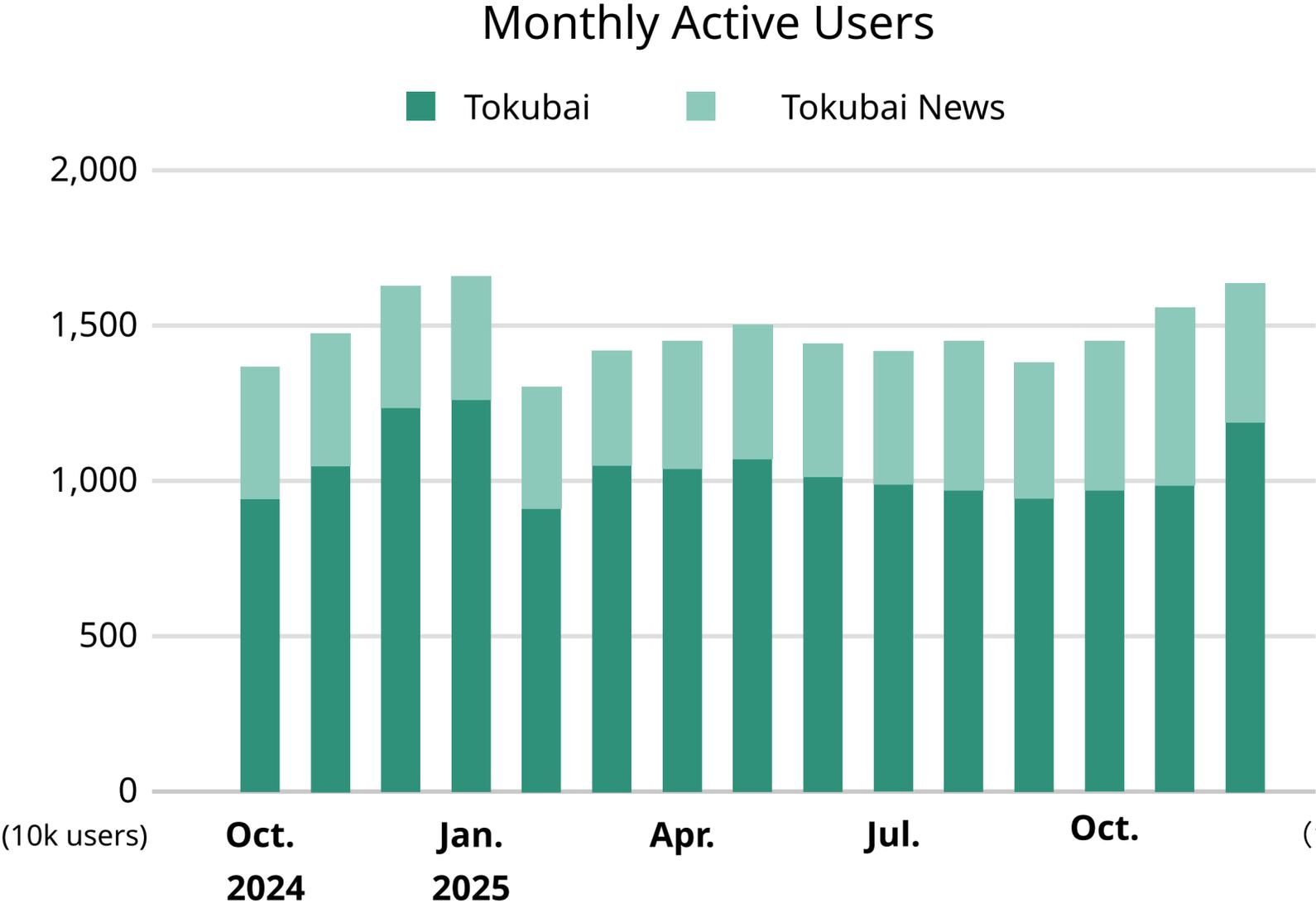
Trend in Average Unit Price for Fixed-fee Contract Stores



* The number of fixed-fee contract stores and the average unit price do not include the initiative with approximately 16,000 convenience stores.

Number of Monthly Active Users and App Downloads of Tokubai Service くふうカンパニー

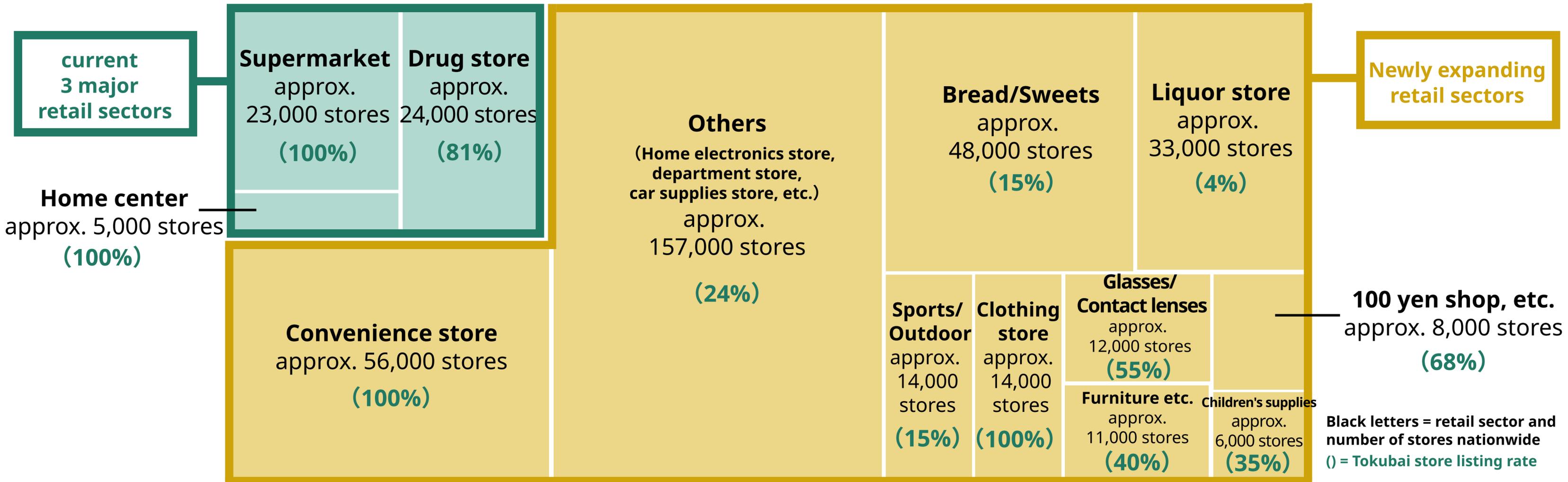
- As of the end of December 2025, the number of monthly active users of Tokubai service was approximately 16 million, and the cumulative number of app downloads was approximately 13 million



Expanding the Number of Listed Stores (Retailers)

- In addition to supporting users' diverse shopping activities, we are strengthening sales promotion support for each retail sector

Total market for focus retail sectors (approx. 25 sectors): approx. 410,000 stores *
Number of listed stores for Tokubai service as of end-December 2025: approx. 190,000 stores (listing rate 45%)



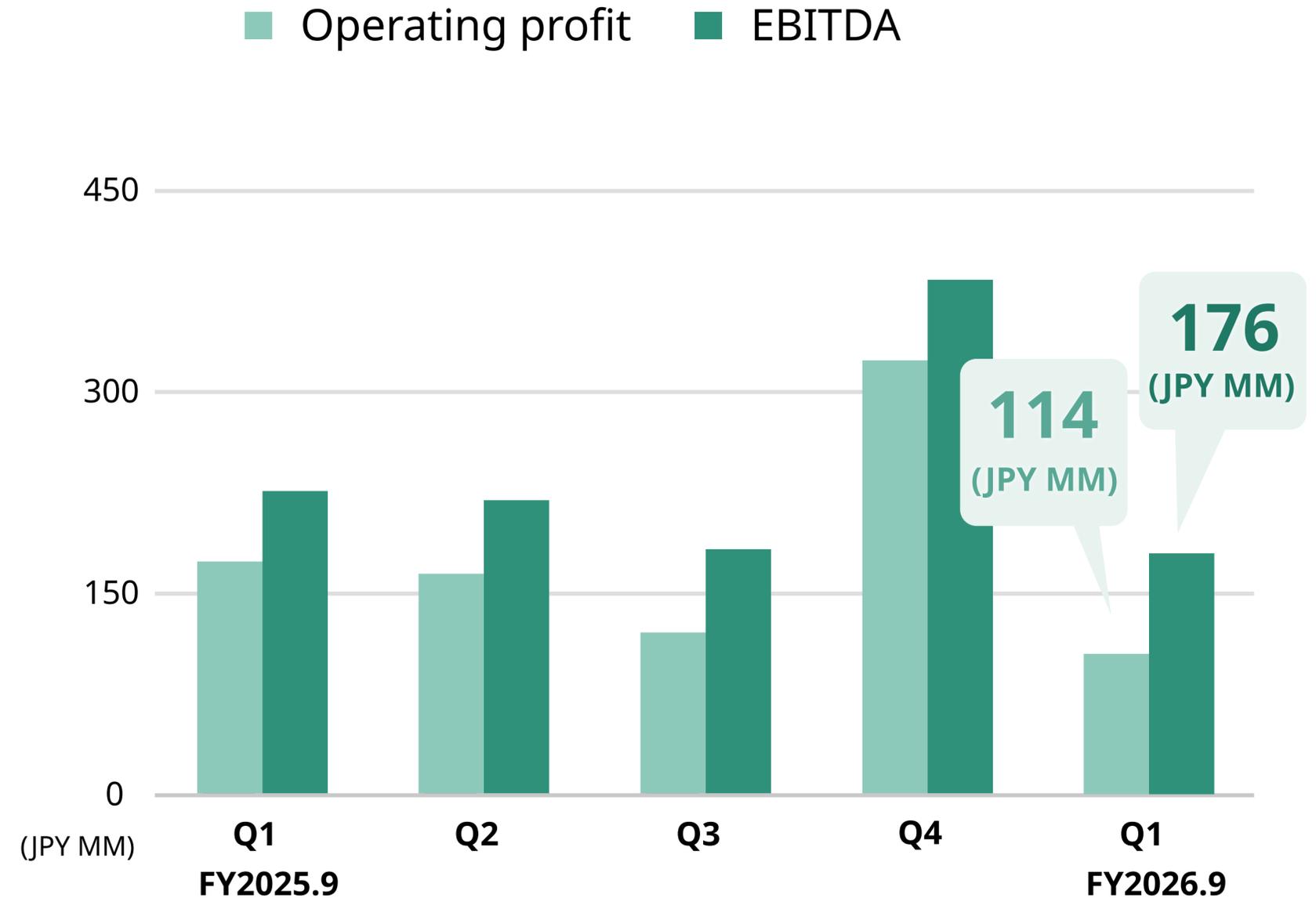
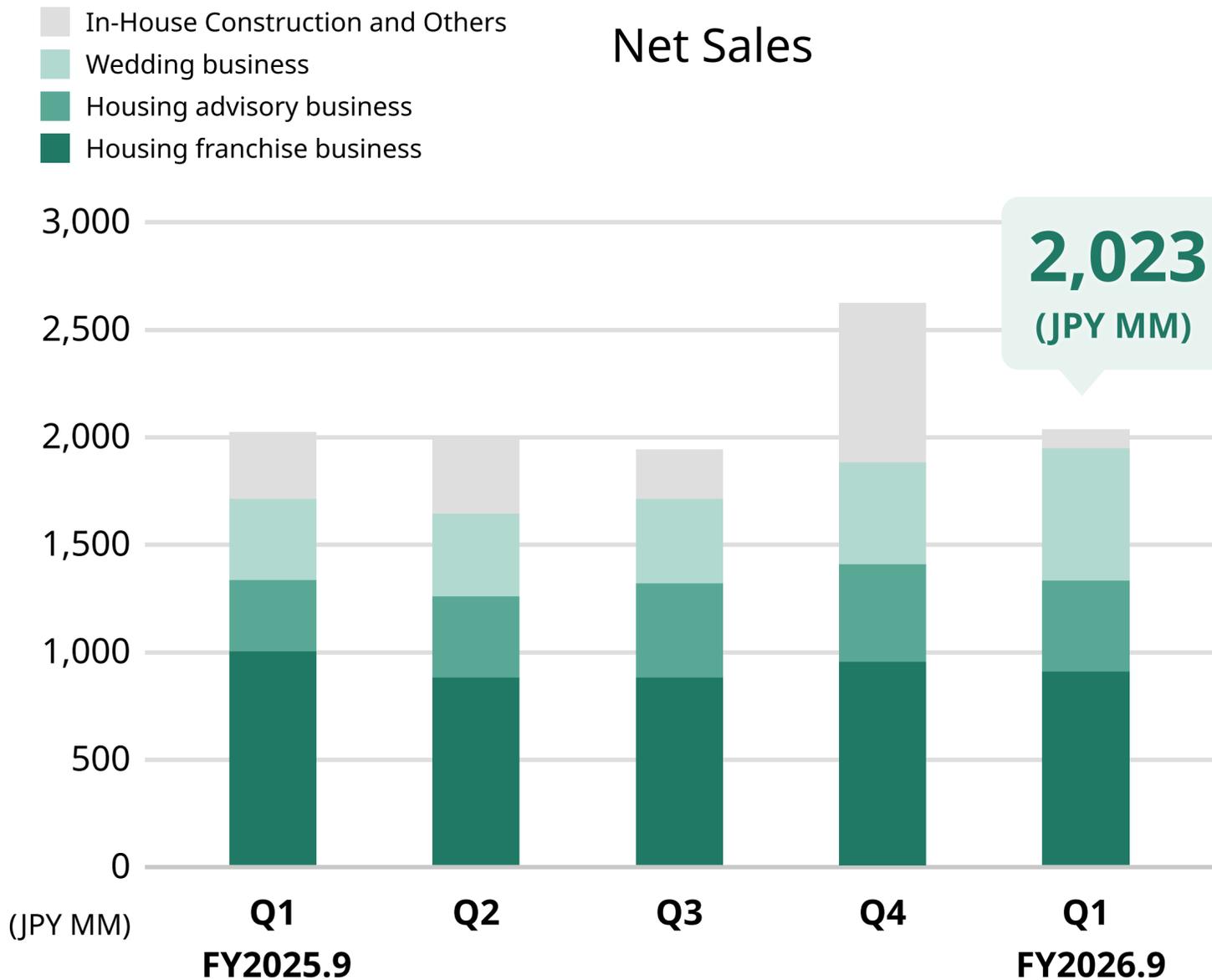
* Calculated by our company based on Ministry of Internal Affairs and Communications "Economic Census", published values by associations of each retail sector and other research companies, etc. As we reviewed and updated the figures related to car supplies and bicycle stores, the total figure was revised.

Life Event Business



Life Event Business – Financial Results – Quarterly Trends

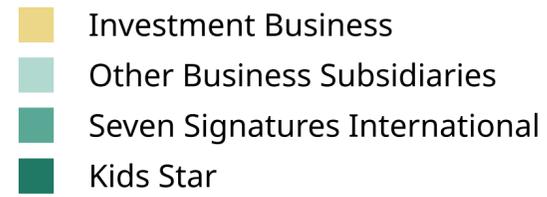
- Excluding the impact of fluctuations in completed units for in-house construction, both revenue and profit remained stable.
- We aim for business growth through store expansion in the Housing Advisory Business (28 stores as of the end of Q1) and a review of service offerings in the Wedding Business.



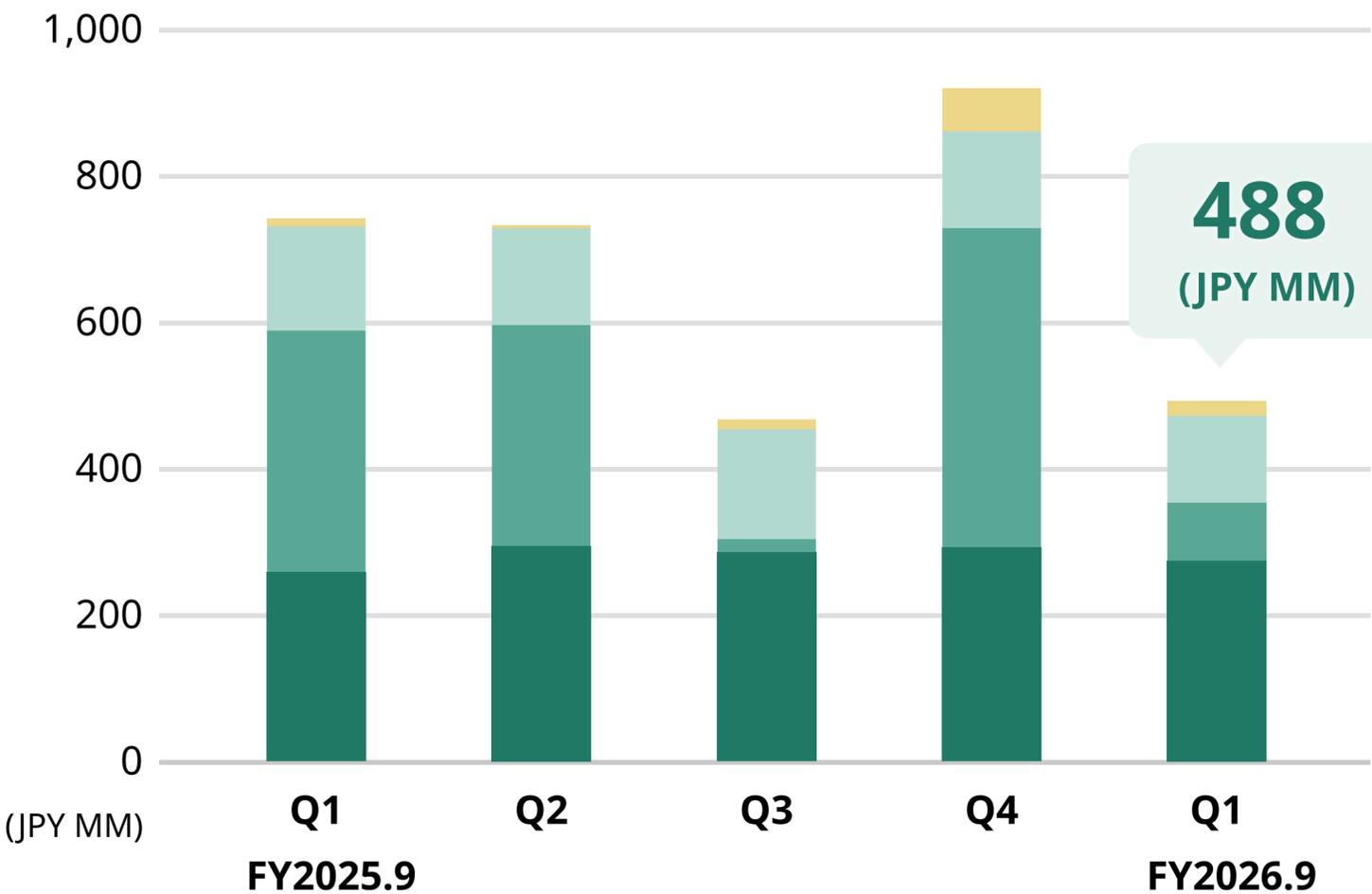
Investment and Incubation Business



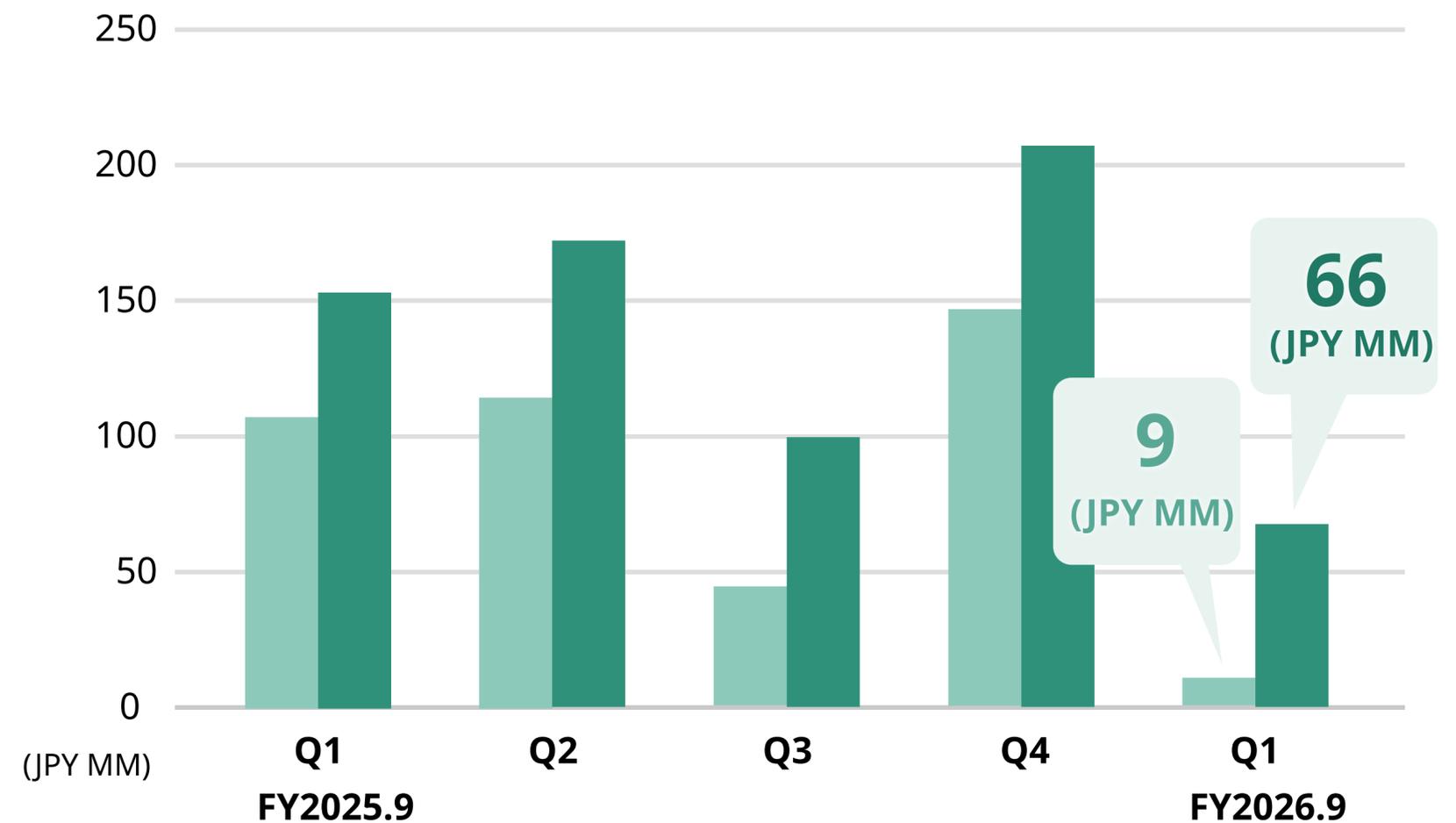
- While results were significantly impacted by fluctuations in SSI, the business subsidiaries performed steadily.



Net Sales



Operating profit EBITDA



Becoming the No.1 service

in the Kufu Company Group's major businesses,
by providing one-stop services both online and offline

Shopping No.1 in the number of listed stores and users by FY2026.9

Home No.1 in the number of housing-related constructions by FY2028.9

Marriage No.1 in the number of weddings handled by FY2028.9

Important notes

This document contains forward-looking statements. These forward-looking statements are based only on the information made available to Kufu Company as of the date this document was prepared. These statements are not guarantees of future results and involve risks and uncertainties. Accordingly, the actual results may differ materially from those projected herein depending on operating environment and other factors.

Actual results could be affected by factors including, but are not limited to, domestic and international economic conditions and industry trends surrounding Kufu Company.

Kufu Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Information that is not related to Kufu Company is derived from publicly available information. Accordingly, Kufu Company does not verify nor guarantee the accuracy, completeness and correctness of such information.

=Inquiries=

IR Representative, Group Corporate Planning Department

E-mail: ir@kufu.co.jp

Website: <https://kufu.co.jp/en>