



Kufu Company Holdings Inc.

Q2 FY2026.9

Presentation Material

May 15, 2026



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1. Consolidated Financial Results for Q2 FY2026.9

- P/L consolidation of Atelier Haruka began in January 2026.
- To improve business efficiency, all operations of Kufu Shizuoka were integrated into Kufu Company.

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)
- Gold Eggs
- Atelier Haruka *
- Kufu Capital
- Kufu Company Holdings (Investment Business)

- Net sales: 7,361 JPY MM (107.1% YoY), Operating profit: 385 JPY MM (191.2% YoY), EBITDA: 900 JPY MM (116.2% YoY).

Summary

Daily Life Business

- Kufu Tokubai: Operating profit grew steadily due to business restructuring and cost reductions.
- Accelerated growth in fixed-fee contract stores across 4 key verticals to drive revenue recovery.

Life Event Business

- Stable quarterly segment performance; stagnant Housing Franchise revenue was offset by other businesses.
- Housing Advisory: Focused on local market share expansion and operational improvements.
- Wedding: Shifted focus toward casual weddings.

Investment and Incubation Business

- Atelier Haruka P/L consolidation started Jan 2026, significantly boosting segment results.

Consolidated Net Sales

- Net sales for H1 FY2026.9 were 7,361 JPY MM (107.1% YoY).
- Progress against the full-year forecast was 43.3%.

	FY2025.9	FY2026.9			
	H1	H1 *	YoY	Forecast	Progress
Net sales	6,874	7,361	107.1 %	17,000	43.3 %
Daily Life Business	1,431	1,383	96.7 %	-	-
Life Event Business	3,997	4,132	103.4 %	-	-
Investment and Incubation Business	1,503	1,886	125.5 %	-	-
Adjustment	▲59	▲41	-	-	-

(JPY MM)

* In the Investment and Incubation Business, P/L consolidation of Atelier Haruka Co., Ltd. began from Q2 FY2026.9. Unit: JPY MM.

Consolidated Operating Profit/ EBITDA

- Operating profit for H1 FY2026.9 was 385 JPY MM (191.2% YoY),
- and EBITDA was 900 JPY MM (116.2% YoY).
- Progress against the full-year forecasts was 38.6% and 45.0%, respectively.

	FY2025.9	FY2026.9			
	H1	H1 *	YoY	Forecast	Progress
Operating profit	201	385	191.2 %	1,000	38.6 %
Daily Life Business	343	468	136.3 %	-	-
Life Event Business	341	231	67.9 %	-	-
Investment and Incubation Business	230	113	49.3 %	-	-
Adjustment	▲713	▲427	-	-	-
EBITDA	774	900	116.2 %	2,000	45.0 %

(JPY MM)

* In the Investment and Incubation Business, P/L consolidation of Atelier Haruka Co., Ltd. began from Q2 FY2026.9.

Consolidated Quarterly Financial Results

- Q2 achieved growth in net sales, operating profit, and EBITDA on both a YoY and QoQ basis.

	FY2025.9				FY2026.9			
	Q1	Q2	Q3	Q4	Q1	Q2*	YoY	QoQ
Net sales	3,454	3,419	3,064	4,171	3,182	4,179	122.2%	131.3%
Operating profit	63	138	5	314	138	247	178.8%	178.2%
EBITDA	346	428	304	619	387	512	119.8%	132.4%

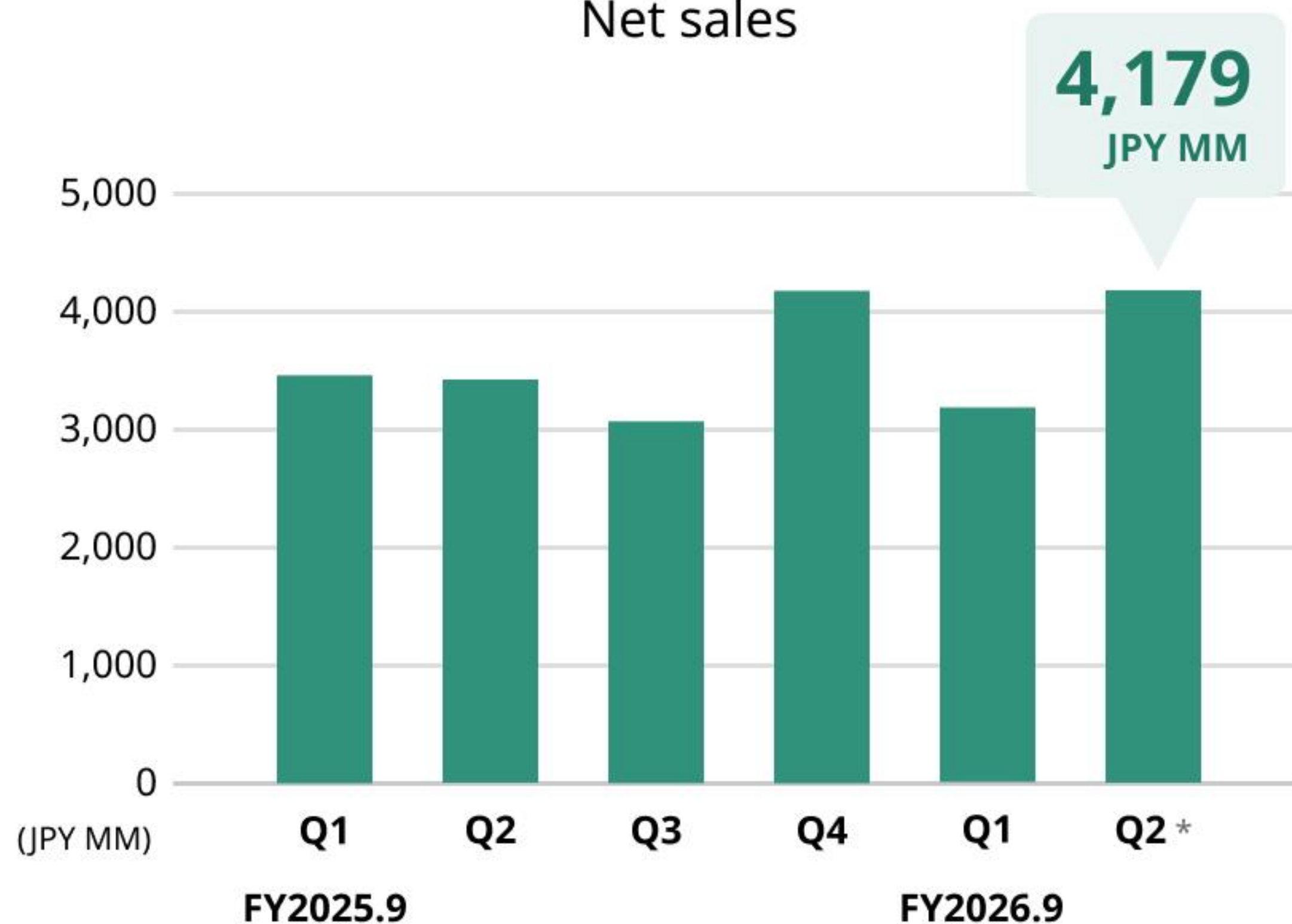
(JPY MM)

* In the Investment and Incubation Business, P/L consolidation of Atelier Haruka Co., Ltd. began from Q2 FY2026.9.

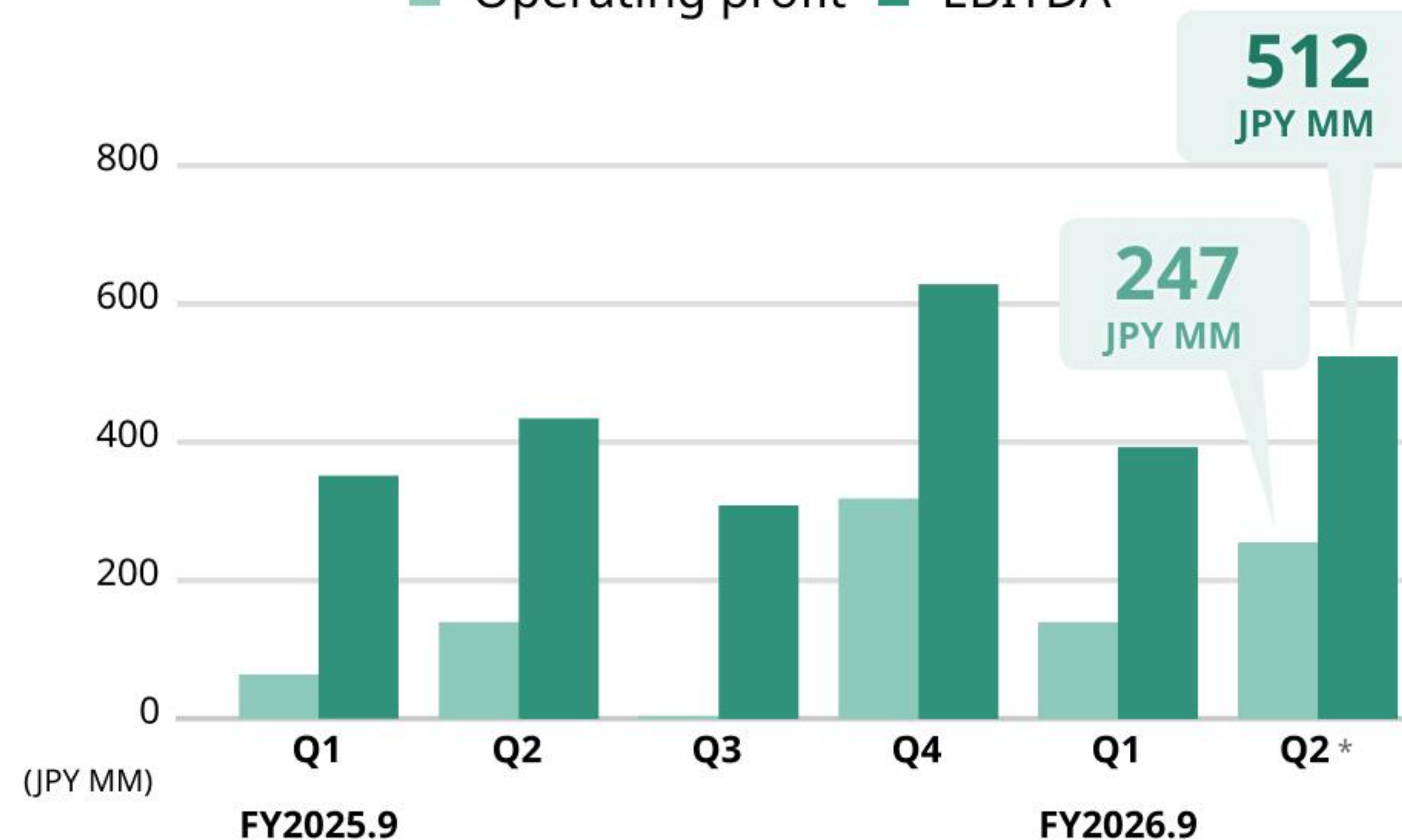
Consolidated Financial Results – Quarterly Trends

- Q2 achieved growth in net sales, operating profit, and EBITDA on both a YoY and QoQ basis.

Net sales



Operating profit EBITDA



* In the Investment and Incubation Business, P/L consolidation of Atelier Haruka Co., Ltd. began from Q2 FY2026.9.

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

- Net sales in the Investment and Incubation Business increased significantly, following the consolidation of Atelier Haruka, contributing to revenue growth across the Group.

		FY2025.9				FY2026.9			
		Q1	Q2	Q3	Q4	Q1	Q2 *	YoY	QoQ
Net sales	Daily Life Business	715	716	677	654	692	691	96.6%	100.0%
	Life Event Business	2,007	1,990	1,929	2,606	2,023	2,109	106.0%	104.3%
	Investment and Incubation Business	763	739	477	933	488	1,398	189.0%	286.3%
	Adjustment	▲31	▲27	▲20	▲22	▲20	▲20	-	-
Total		3,454	3,419	3,064	4,171	3,182	4,179	122.2%	131.3%

(JPY MM)

* In the Investment and Incubation Business, P/L consolidation of Atelier Haruka Co., Ltd. began from Q2 FY2026.9.

Consolidated Quarterly Financial Results – Operating Profit by Segment くふうカンパニー

- The Daily Life Business steadily grew profit, the Life Event Business made a stable profit contribution, and the Investment and Incubation Business produced a significant profit contribution following the start of P/L consolidation of Atelier Haruka.

		FY2025.9				FY2026.9			
		Q1	Q2	Q3	Q4	Q1	Q2 *	YoY	QoQ
Operating profit	Daily Life Business	146	197	202	194	224	244	123.8%	109.0%
	Life Event Business	174	166	121	323	114	116	70.1%	102.1%
	Investment and Incubation Business	109	120	45	147	9	103	85.7%	1034.1%
	Adjustment	▲366	▲346	▲363	▲350	▲209	▲217	-	-
Total		63	138	5	314	138	247	178.8%	178.2%

(JPY MM)

* In the Investment and Incubation Business, P/L consolidation of Atelier Haruka Co., Ltd. began from Q2 FY2026.9.

Consolidated Financial Results – B/S

	As of end-Sep. 2025	As of end-Mar. 2026	Change	Change factors
Current assets	12,769	13,459	689	
(Cash and deposits)	7,434	7,865	430	
(Operating investment securities)	1,889	1,751	▲137	
(Real estate for sale)	1,673	1,514	▲158	
Non-current assets	3,706	4,030	324	
(Goodwill)	739	638	▲100	
(Investments and other assets)	1,316	1,415	99	
Assets	16,485	17,496	1,010	
Liabilities	6,849	7,273	423	
(Short-term and long-term borrowings)	3,396	3,904	508	
Net assets	9,635	10,223	587	
(Capital stock)	30	77	47	
(Capital surplus)	8,620	8,272	▲347	
(Retained earnings)	▲299	504	803	
(Treasury stock)	▲32	▲32	▲0	
(Valuation difference on available-for-sale securities)	▲323	▲582	▲258	
(Non-controlling interests)	1,631	1,959	328	
Total liabilities and net assets	16,485	17,496	1,010	

• Due to the impact of consolidating Atelier Haruka, total assets (including cash and deposits) increased by 1,010 JPY MM.

• Due to the impact of consolidating Atelier Haruka, short-term and long-term borrowings increased by 508 JPY MM.

• Retained earnings increased by 803 JPY MM due to a transfer from capital surplus and profit recorded during the period

(JPY MM)

2. Business Overview by Segment

Daily Life Business

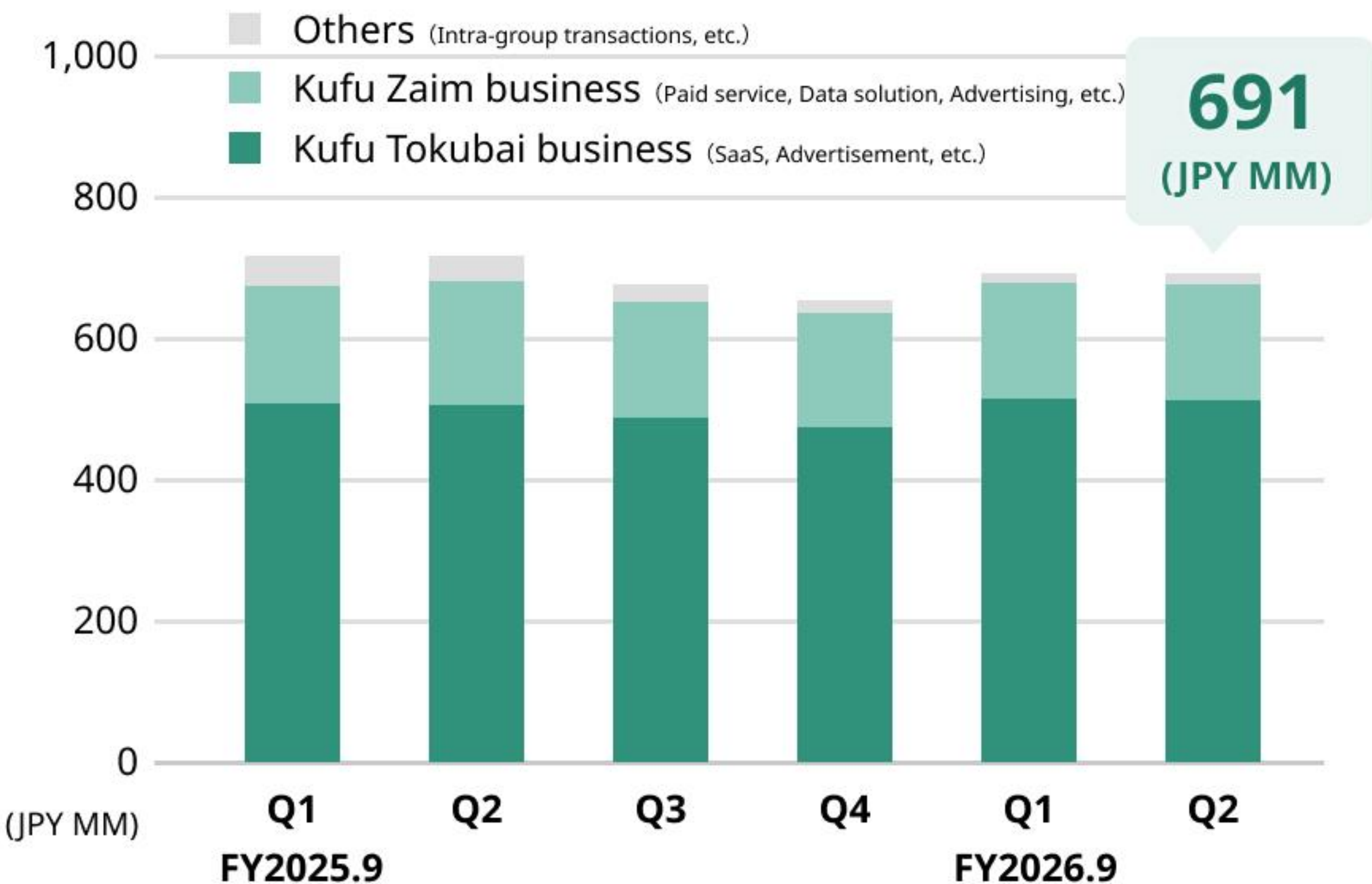


Daily Life Business – Financial Results – Quarterly Trends

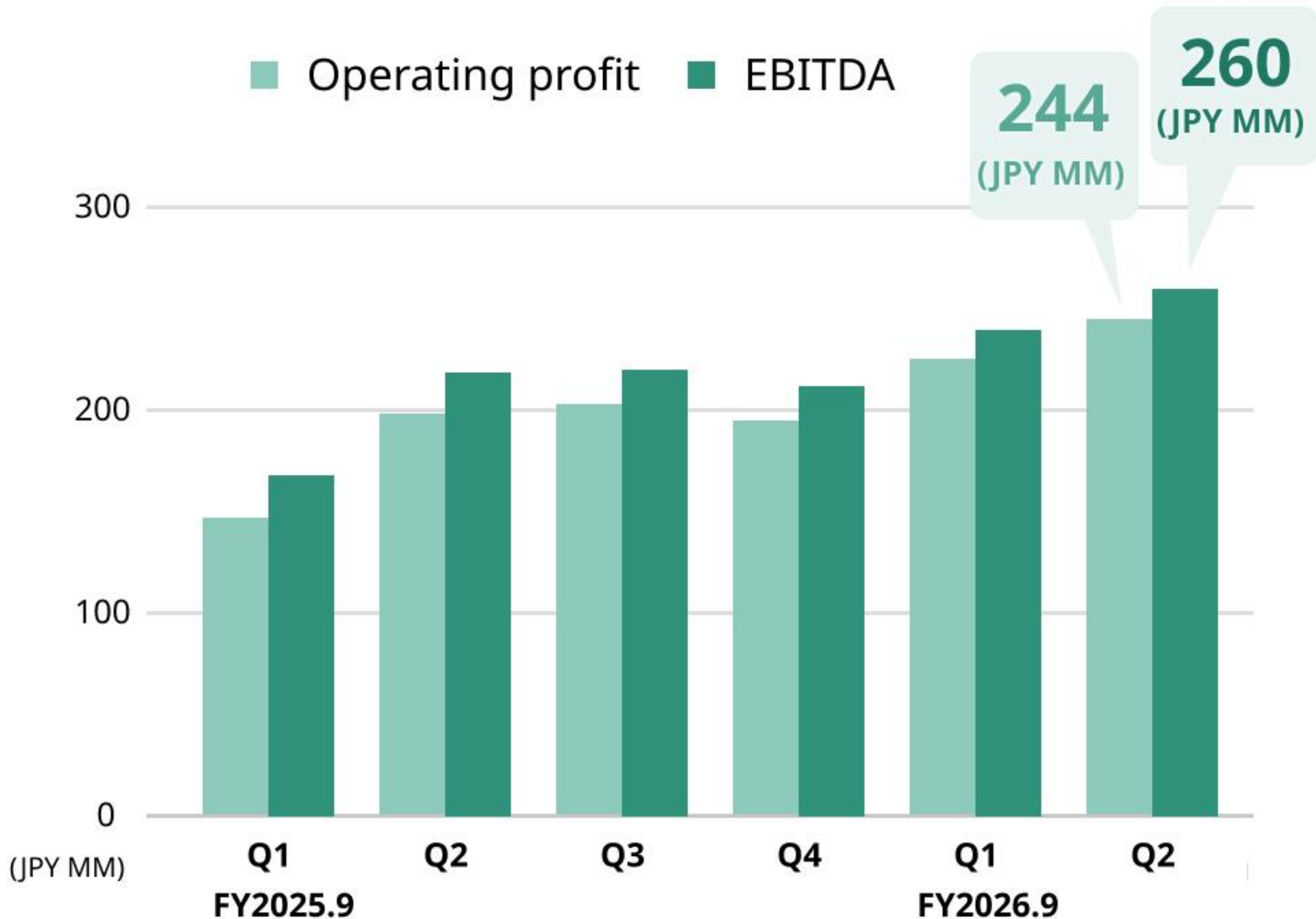


- Operating profit increased YoY due to business restructuring and cost reductions.
- Strengthening initiatives for revenue re-growth by increasing contract stores in four key verticals.

Net Sales

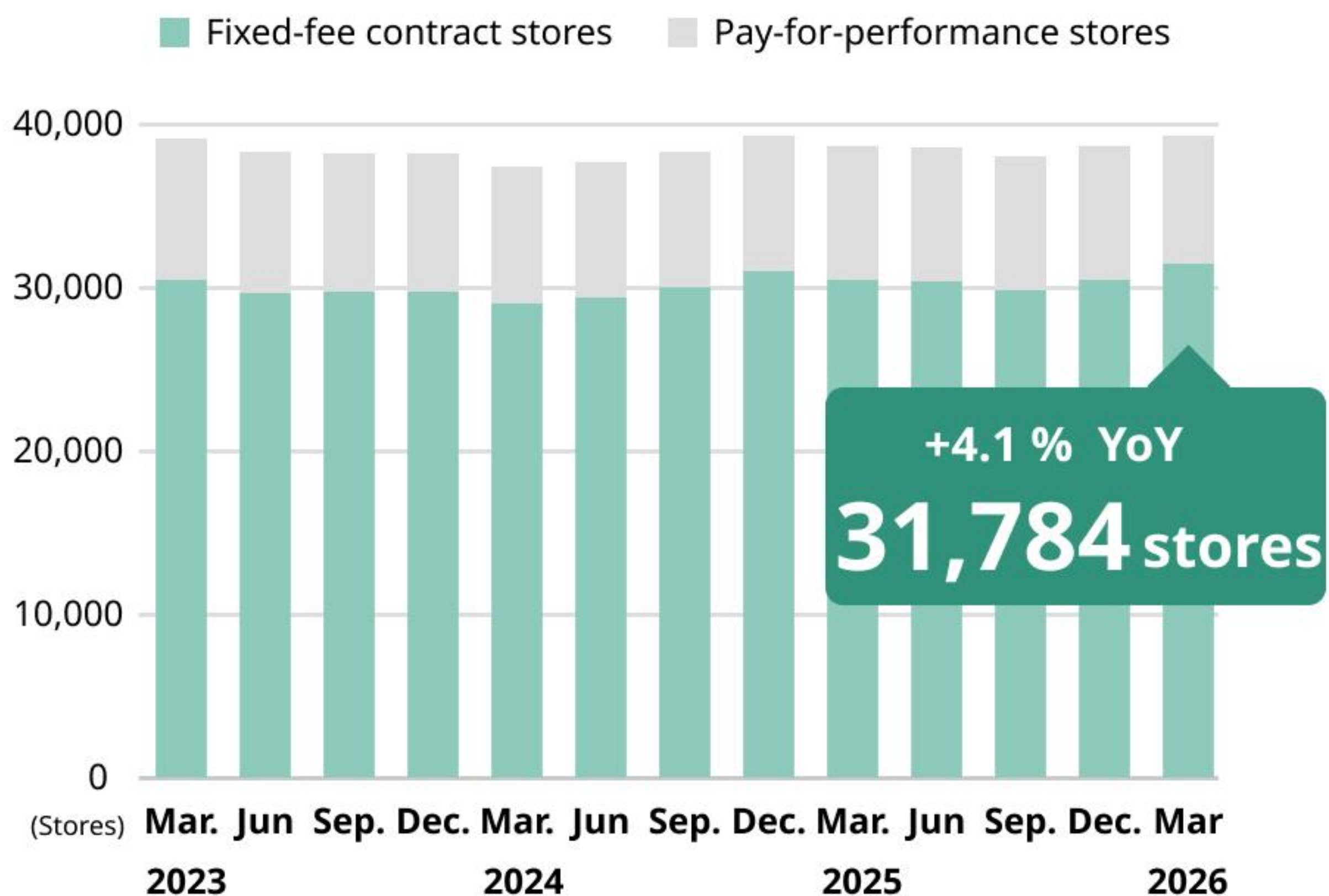


Operating profit EBITDA

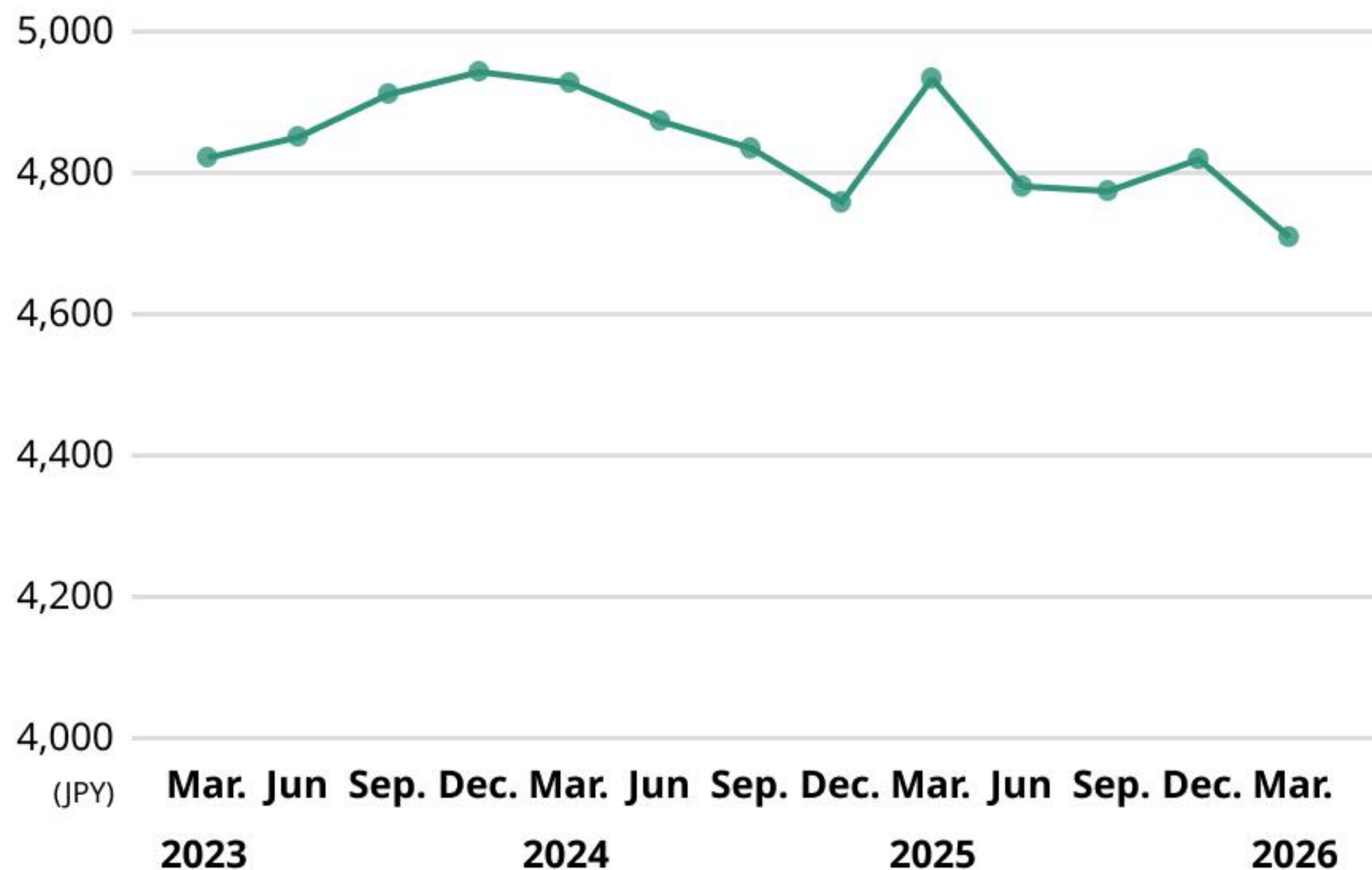


- As of the end of March 2026, fixed-fee contract stores totaled 31,784, up 4.1% YoY, reaching a new record high.

Number of Paid stores



Trend in Average Unit Price for Fixed-fee Contract Stores

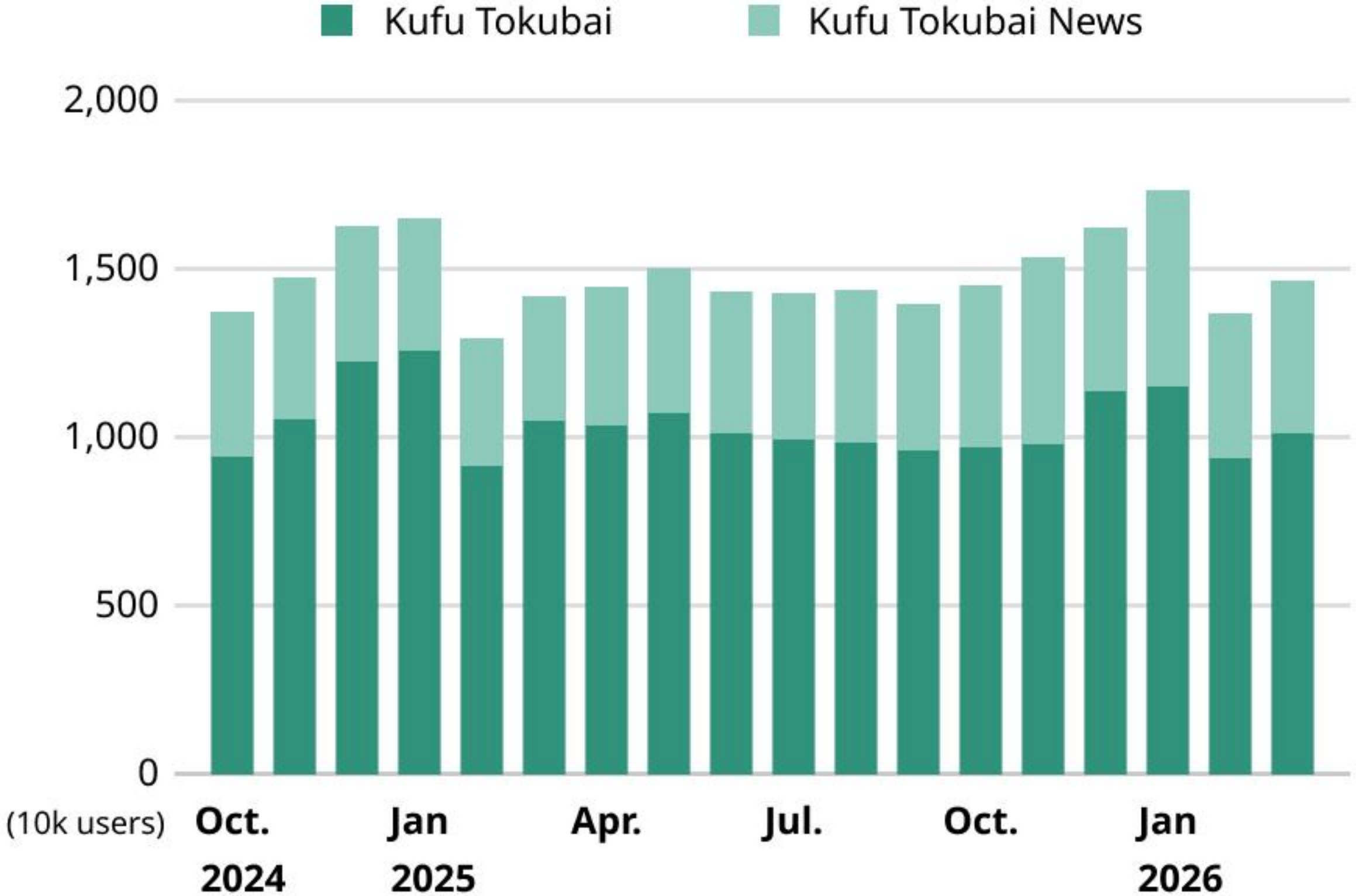


* The number of fixed-fee contract stores and the average unit price do not include the initiative with approximately 16,000 convenience stores.

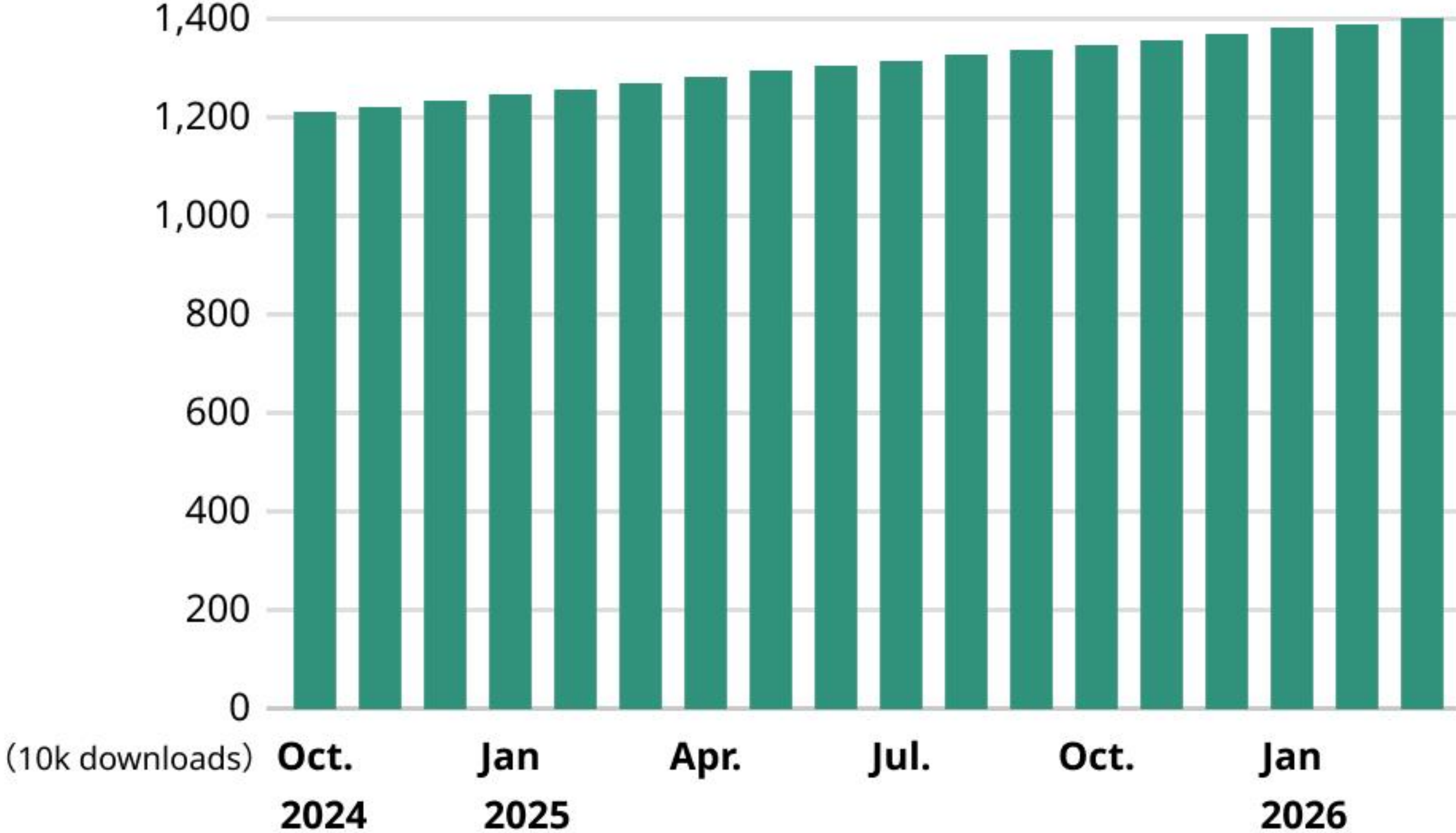
Number of Monthly Active Users and App Downloads of Tokubai Service くふうカンパニー

- As of the end of March 2026, the number of monthly active users of Kufu Tokubai was approximately 15 million, and the cumulative number of app downloads was approximately 14 million.

Monthly Active Users

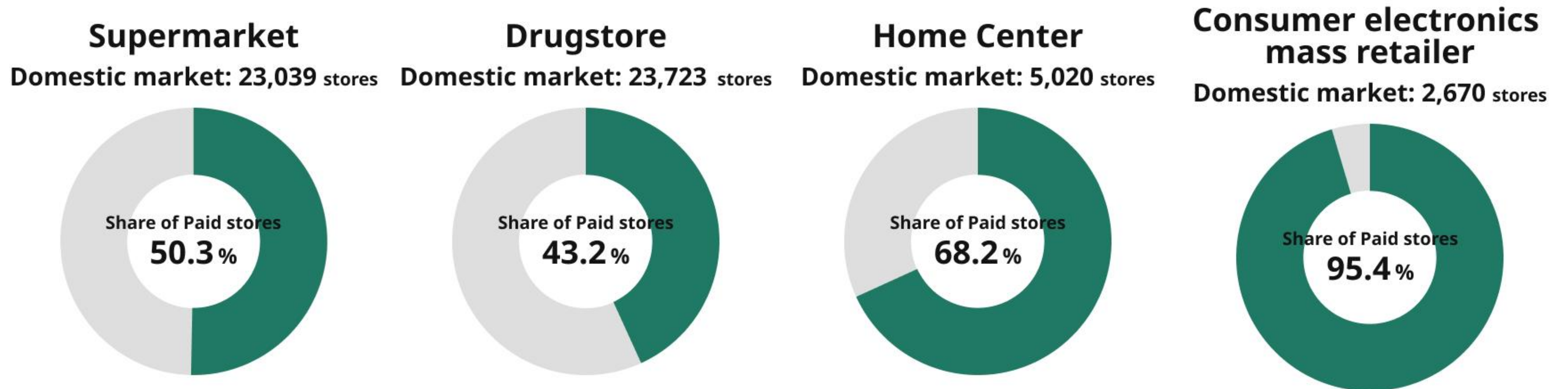


Total App Downloads



- Identified four key verticals of particular focus, including consumer electronics mass retailers, and will continue to expand the share of fixed-fee contract stores.
- For major customers with more than 1,000 stores, mainly in the drug store vertical, trial implementation and consideration of paid adoption are underway.

Market Share among 4 Key Verticals*



* Sources: Prepared by the Company based on the National Supermarket Association of Japan, Japan Chain Drugstore Association, Japan DIY Homecenter Association, and the Ministry of Economy, Trade and Industry "Current Survey of Commerce." Figures are based on 2024 or fiscal 2024. For consumer electronics mass retailers, the store count as of December 2024 for large-scale home-appliance specialty stores is used.

Focusing on Expanding the Number of Listed Stores

- Kufu Tokubai Scale (As of March 2026): ~270,000 listed stores, representing a 12.2% listing rate.
- Improving store information coverage and enhance user convenience by increasing the number of listed stores as much as possible.

Total target market: approx. 2.2 million stores*

Number of listed stores for Tokubai service as of the end of March 2026: approx. 270K stores (listing rate 12.2%).



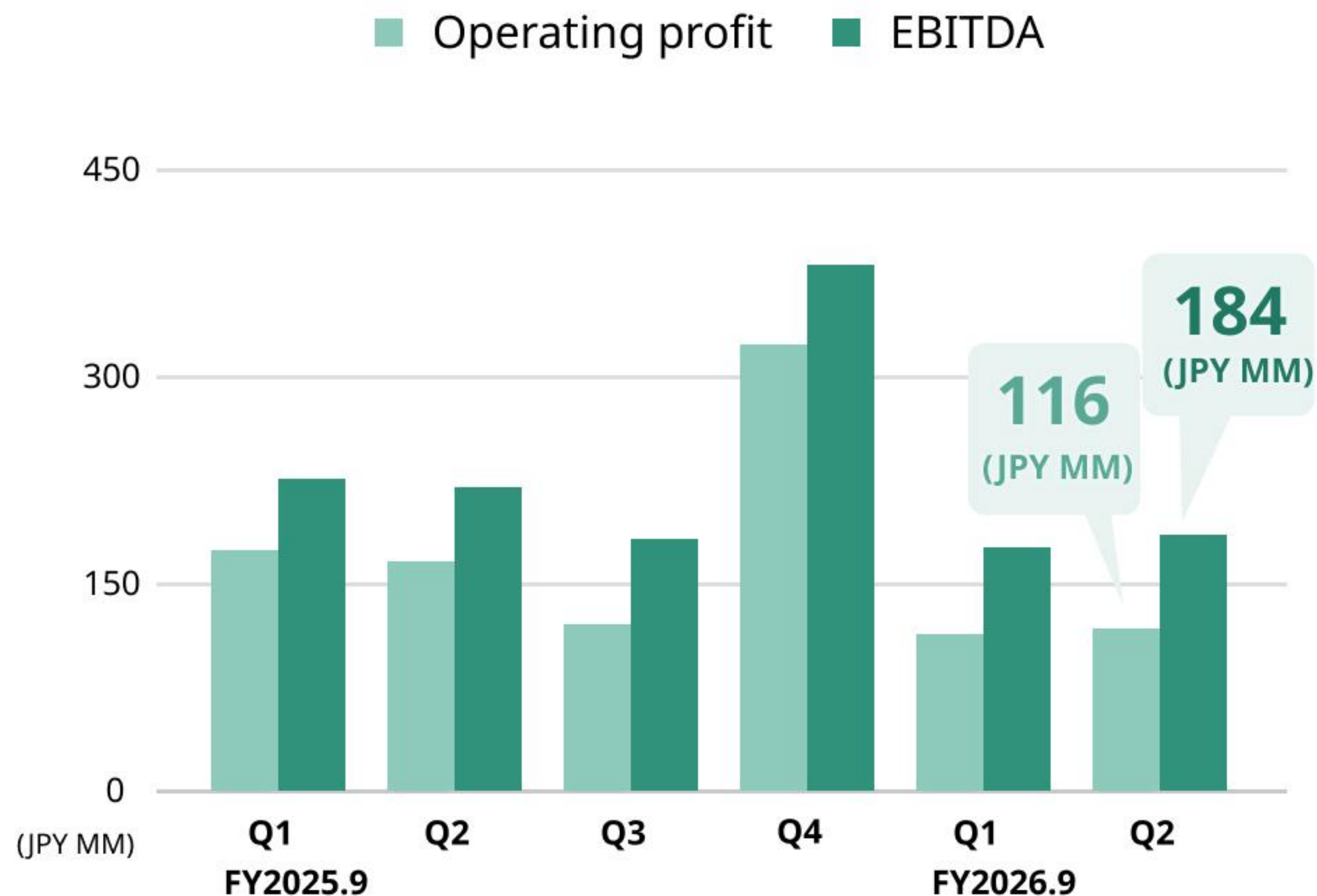
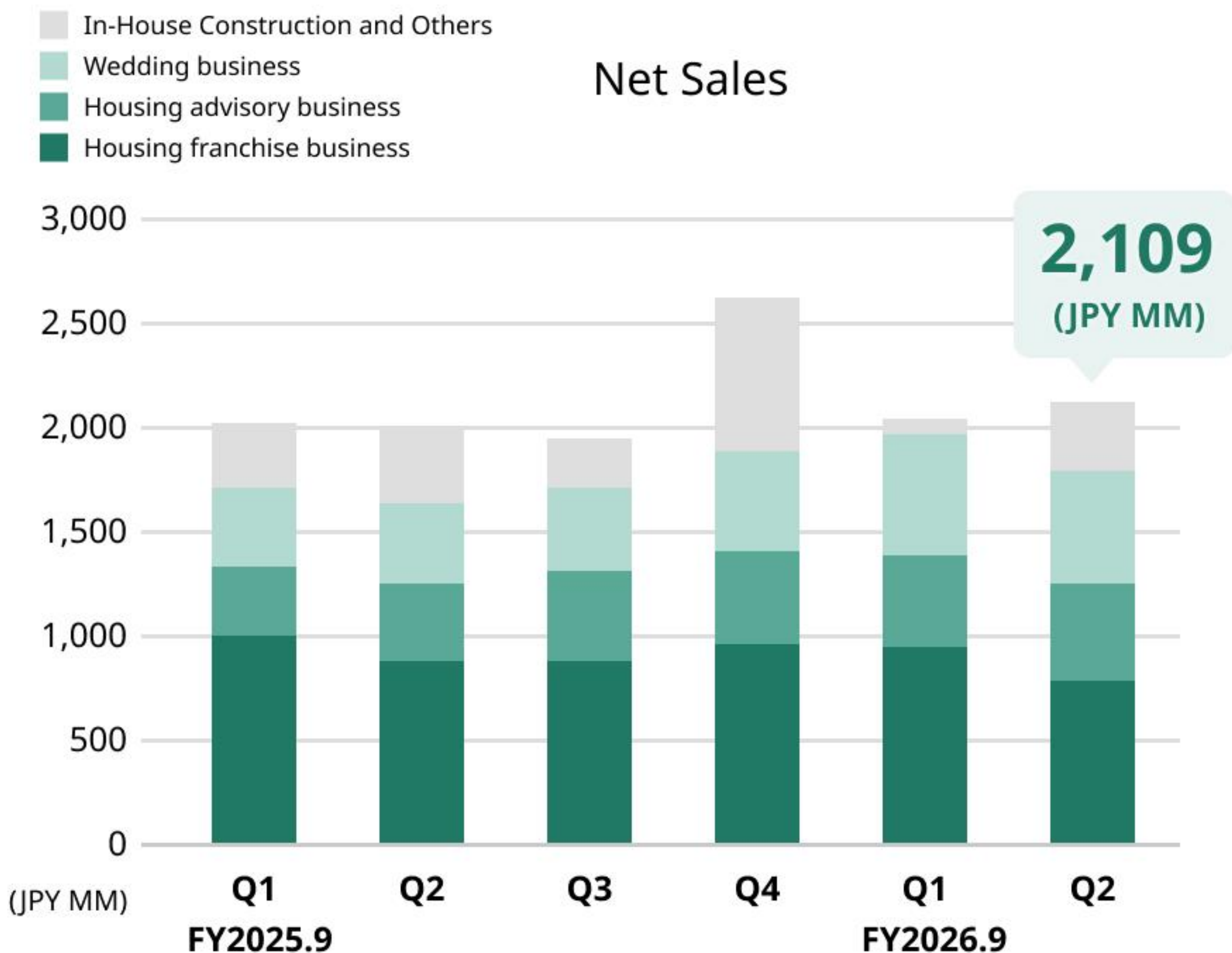
* Source: Ministry of Internal Affairs and Communications, 2021 Economic Census.

Life Event Business



Life Event Business – Financial Results – Quarterly Trends

- Revenue growth in other businesses offset sluggish net sales in the Housing Franchise Business.
 - Housing Advisory: Driving regional market share expansion and operational efficiency.
 - Wedding: Advancing strategic focus on casual weddings.



- To capture casual wedding demand, we are accelerating multi-touchpoint service development:
 - "Kufu.marry" is scheduled to launch in June 2026 as the central user touchpoint for casual weddings.
 - "studio SELFIE" was opened in April 2026 for high-quality and convenient wedding photo shoots.



Investment and Incubation Business

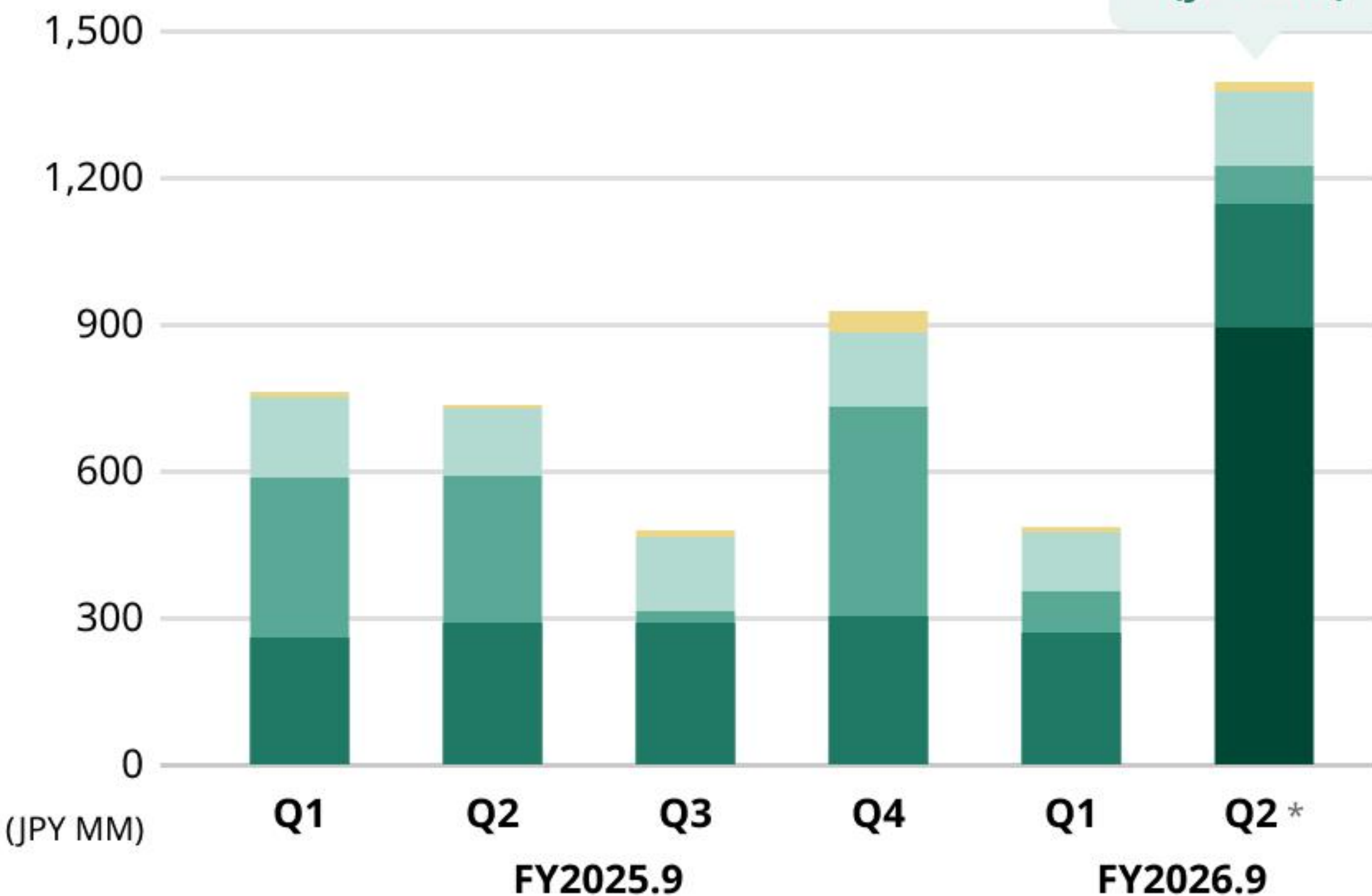


- P/L consolidation of Atelier Haruka began in January 2026, and strong demand for January Coming-of-Age ceremonies and March graduation ceremonies made a significant contribution to overall segment results.



Net Sales

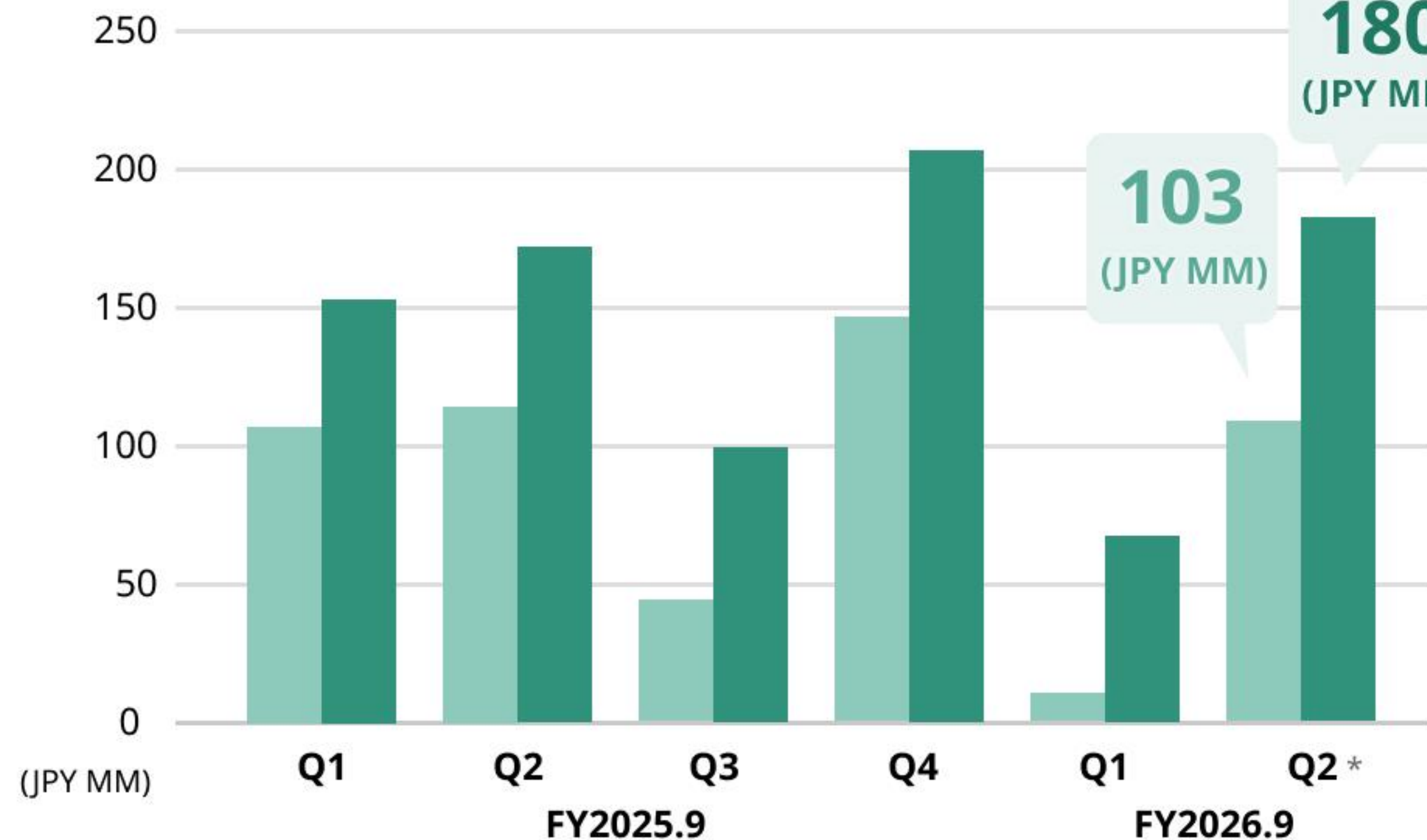
1,398
(JPY MM)



Operating profit EBITDA

180
(JPY MM)

103
(JPY MM)



* In the Investment and Incubation Business, P/L consolidation of Atelier Haruka Co., Ltd. began from Q2 FY2026.9.

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.

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