

TASUKI Holdings Inc.
Financial Results Briefing Material for the Fiscal Year Ended September 2026

2026.11.10

TASUKI HOLDINGS

Life Platformer

TSE Prime Market: 166A

index

1. FY2026.9 Finance Results
2. Business Overview
3. Shareholder Returns and Dividend Policy
4. FY2027.9 Full-year Plan
5. appendix

index

1. FY2026.9 Finance Results
2. Business Overview
3. Shareholder Returns and Dividend Policy
4. FY2027.9 Full-year Plan
5. appendix

Achieved increases in revenue and profit for the 10th consecutive fiscal year (*1)

Net sales	EBITDA(※2)	Operating income
101.90 billion yen	14.13 Billions of yen	13.63 Billions of yen
(YoY+37.0%)	(YoY+55.3%)	(YoY+54.6%)

Management Plan	Achieved the First Medium-term Management Plan ahead of schedule and formulated a new Second Medium-term Management Plan
Business Progress	Operating income increased significantly by +54.6% YoY, driven by improved profit margins in IoT Residence and Asset Consulting
Procurement Status	Number of acquisitions reached 210, +27.3% against KPI, and the balance of inventories hit a record high of 85.2 billion yen
New Businesses	Launched the Private Banking Business to expand a sustainable business foundation

(*1) Combined with the results of TASUKI Corporation (on both a non-consolidated basis and a consolidated basis with TASUKI Proce)
(*2) EBITDA: Calculated as Operating profit + depreciation + amortization of goodwill + stock-based compensation + reversal of PPA (revaluation of inventories)

P&L Summary

- Delivery of highly profitable large-scale projects in IoT Residence drove the overall gross profit margin
- Recorded extraordinary income of 561 million yen in 4Q as gain on sale of investment securities, raising the net profit margin by 0.3 points

(Unit: millions of yen)

	FY2025.9	FY2026.9 (※1)	Percentage change	FY2026.9 Plan	FY2026.9 Achievement Rate
Net sales	**74,412**	**101,909**	+37.0%	**100,450**	**101.5%**
Gross profit	**14,792**	**21,415**	+44.8%	-	-
Gross profit margin	19.9%	21.0%	-	-	-
Selling, general and administrative expenses	**5,976**	**7,785**	+30.3%	-	-
EBITDA(※2)	**9,102**	**14,132**	+55.3%	**11,500**	**122.9%**
EBITDA margin	12.2%	13.9%	-	-	-
Operating profit	**8,815**	**13,630**	+54.6%	**11,000**	**123.9%**
Operating profit margin	11.8%	13.4%	-	-	-
Ordinary profit	**7,808**	**11,661**	+49.3%	**9,300**	**125.4%**
Ordinary profit margin	10.5%	11.4%	-	-	-
Extraordinary income	**8**	**722**	8,925.0%	-	-
Extraordinary losses	**0**	**204**	-	-	-
Profit attributable to owners of parent (Net profit)	**4,933**	**7,588**	+53.8%	**5,800**	**130.8%**
Net profit margin	6.6%	7.4%	-	-	-

(*1) ZISEDAI consolidated from 2Q FY2026
(*2) EBITDA: Calculated as Operating profit + depreciation + amortization of goodwill + stock-based compensation + reversal of PPA (revaluation of inventories)

B/S Summary

- In addition to steady procurement, sales of some projects were shifted to FY2027.9 to maximize profit, bringing the inventory balance to a record high of 85.2 billion yen
- Equity ratio recovered to an appropriate level from the temporary decline in 3Q
- No equity financing policy

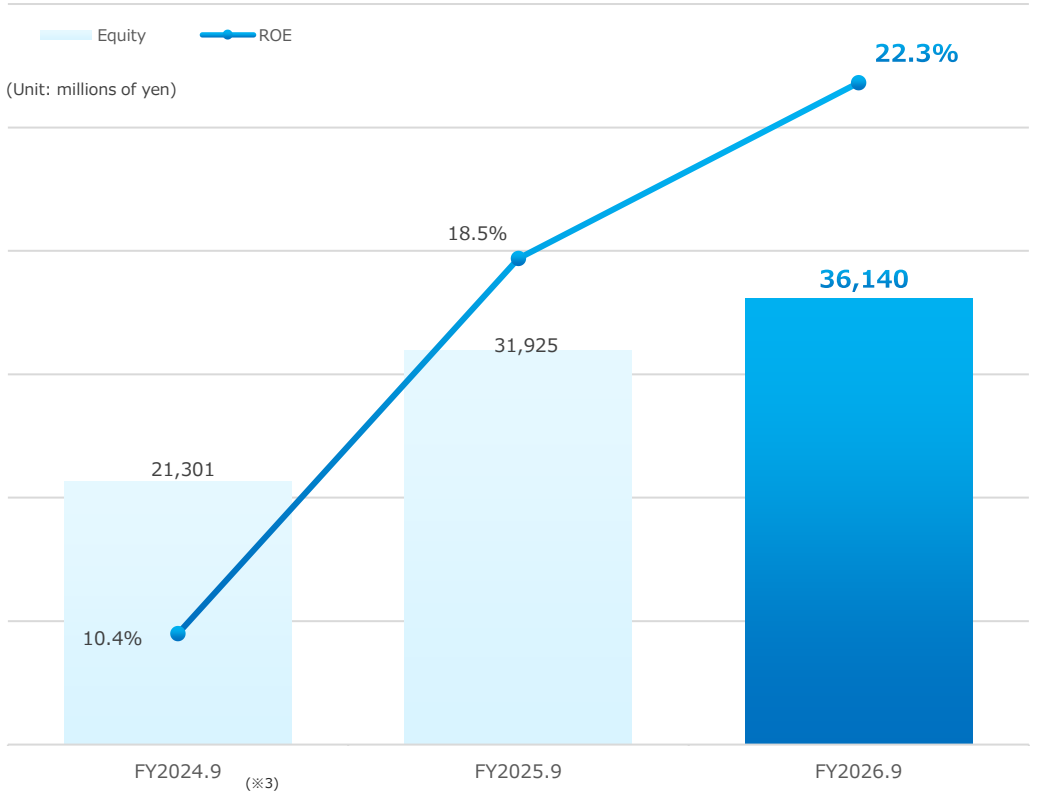
(Unit: millions of yen)

	FY2025.9	FY2026.9	Change amount	Percentage change
Current assets	75,577	**114,970**	39,393	+52.1%
Cash and deposits	26,203	**26,035**	(167)	(0.6%)
Real estate for sale (in progress) and advance payments to suppliers	46,394	**85,275**	38,880	+83.8%
Non-current assets	7,656	**6,621**	(1,035)	(13.5%)
Property, plant and equipment	2,897	**1,879**	(1,018)	(35.1%)
Intangible assets	3,075	**2,714**	(361)	(11.8%)
Total assets	83,248	**121,602**	38,353	+46.1%
Current liabilities	19,745	**34,991**	15,246	+77.2%
Bonds payable and borrowings	16,893	**28,416**	11,522	+68.2%
Non-current liabilities	30,498	**48,625**	18,127	+59.4%
Bonds and borrowings	30,112	**46,563**	16,450	+54.6%
Total liabilities	50,243	**83,616**	33,373	+66.4%
Net assets	33,005	**37,986**	4,980	+15.1%
Total liabilities and net assets	83,248	**121,602**	38,353	+46.1%
Equity ratio	38.3%	**29.7%**	-	-

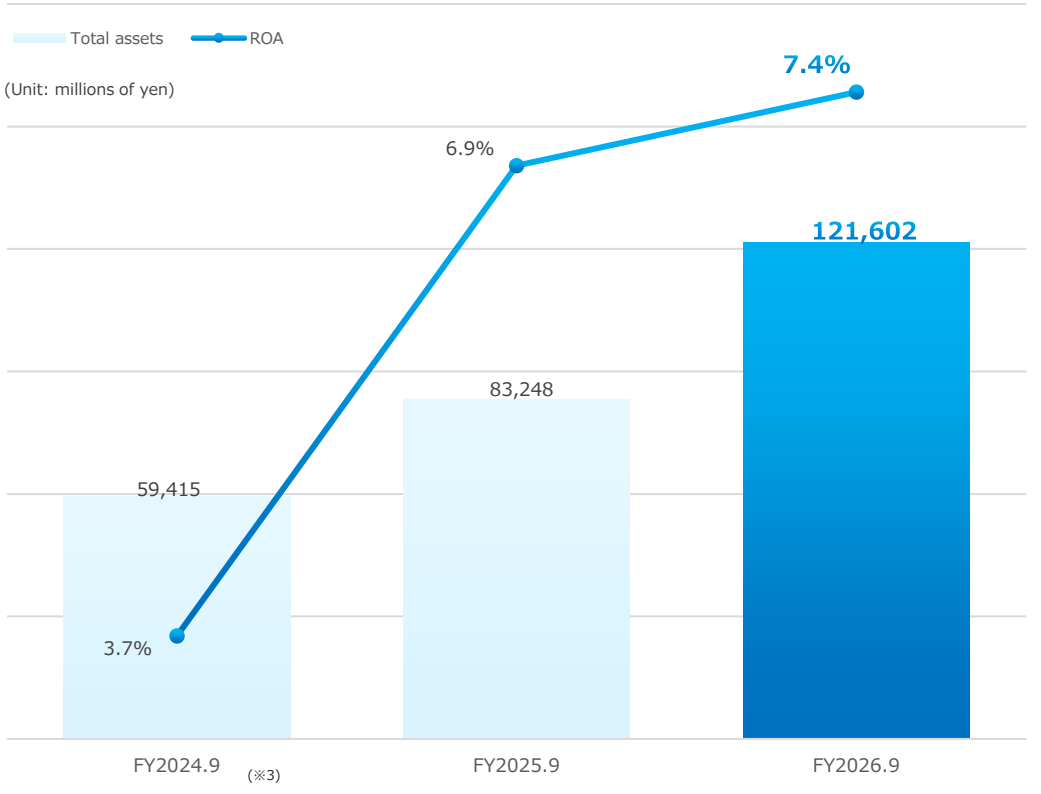
ROE and ROA

- Both ROE and ROA improved, due to higher profit margins
- ROE rose +3.8 points YoY to a level well above the KPI, and ROA also rose +0.5 points YoY

Trends in ROE (*1) and equity



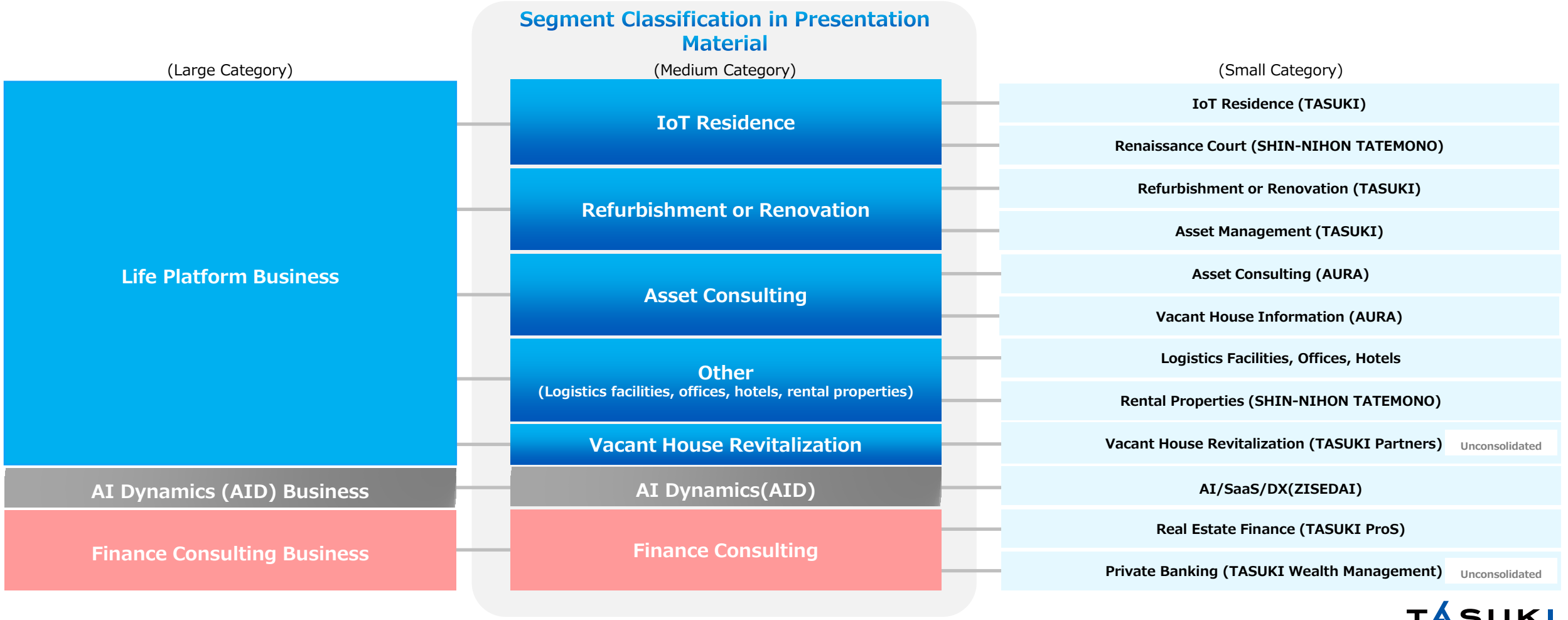
Trends in ROA (*2) and total assets



(*1) ROE: Profit attributable to owners of parent / average shareholders' equity during the period (Note: FY2024 calculated using period-end shareholders' equity due to first year of consolidation.)
(*2) ROA: Profit attributable to owners of parent / average total assets during the period (Note: FY2024 calculated using period-end total assets due to first year of consolidation.)
(*3) FY2024 profit attributable to owners of parent is composed of 12-month results from TASUKI/TASUKI Proce, 6-month results from SHIN-NIHON TATEMONO, and 5-month results from AURA.

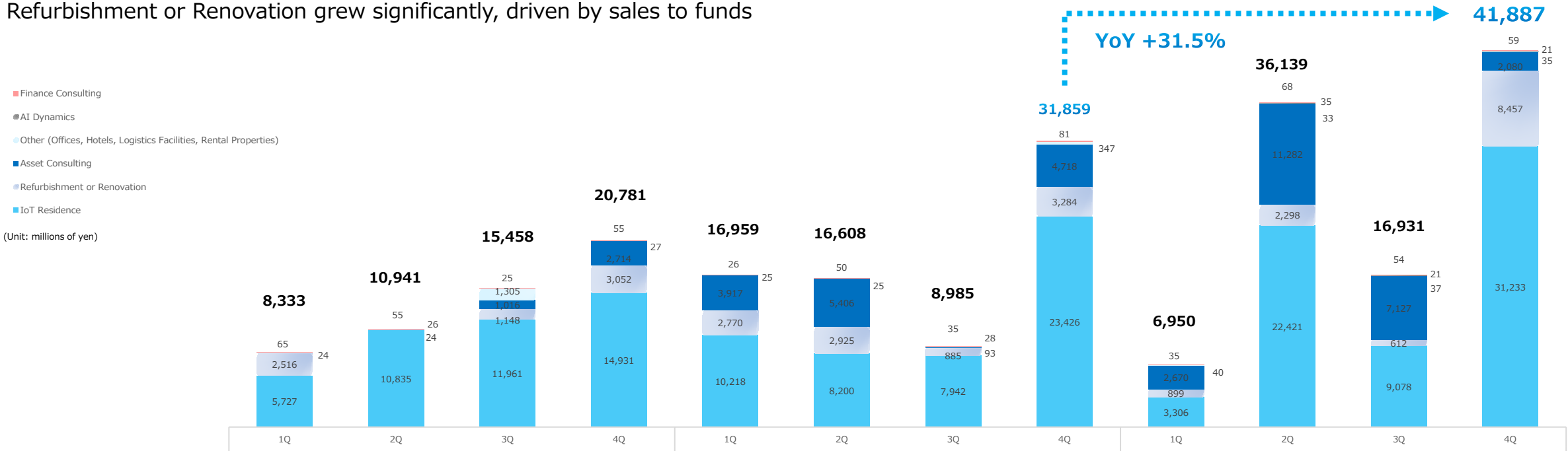
Segment Classification

- Newly established Private Banking to support strategies for the assets of high-net-worth individuals
- Business segments are classified as follows, and disclosed by medium category segment classification in this financial results presentation material



Quarterly Net Sales Trend

- IoT Residence recorded sales from multiple large-scale projects (2 projects with sales prices exceeding 2.0 billion yen and 7 projects exceeding 1.0 billion yen)
- Refurbishment or Renovation grew significantly, driven by sales to funds

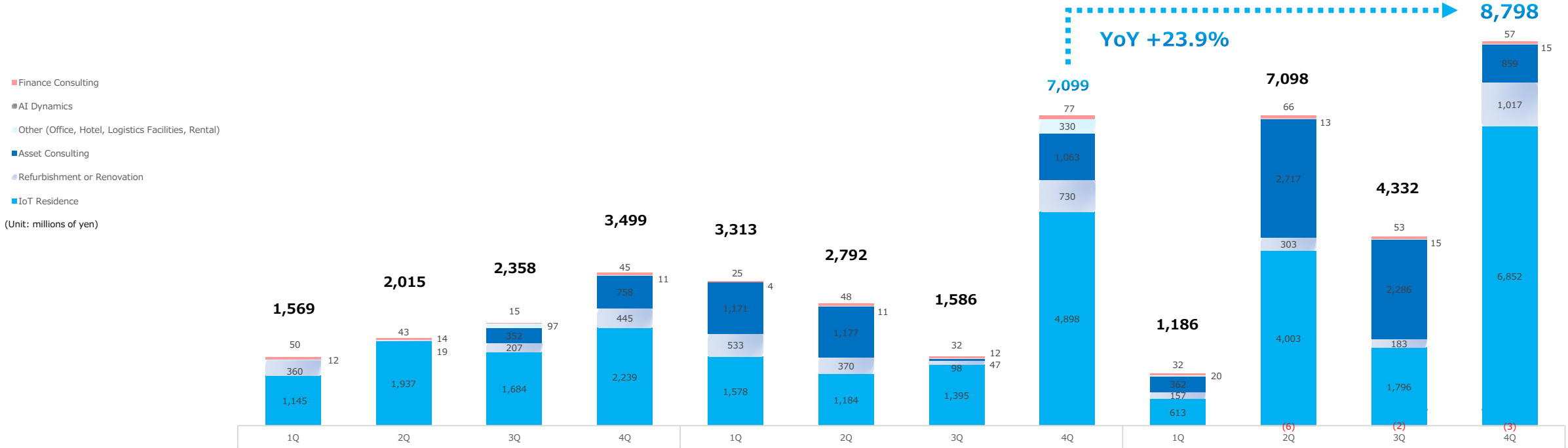


Net sales (Unit: millions of yen)	FY2024.9 1Q	FY2024.9 2Q	FY2024.9 3Q	FY2024.9 4Q	FY2025.9 1Q	FY2025.9 2Q	FY2025.9 3Q	FY2025.9 4Q	FY2026.9 1Q	FY2026.9 2Q	FY2026.9 3Q	FY2026.9 4Q
Finance Consulting	65	55	25	55	26	50	35	81	35	68	54	59
AI Dynamics(AID)	-	-	-	-	-	-	-	-	-	35	21	21
Other (Offices, Hotels, Logistics Facilities, Rental Properties)	24	26	1,305	27	25	25	28	347	40	33	37	35
Asset Consulting	0	0	1,016	2,714	3,917	5,406	93	4,718	2,670	11,282	7,127	2,080
Refurbishment or Renovation	2,516	24	1,148	3,052	2,770	2,925	885	3,284	899	2,298	612	8,457
IoT Residence	5,727	10,835	11,961	14,931	10,218	8,200	7,942	23,426	3,306	22,421	9,078	31,233
Total	**8,333**	**10,941**	**15,458**	**20,781**	**16,959**	**16,608**	**8,985**	**31,859**	**6,950**	**36,139**	**16,931**	**41,887**

*SHIN-NIHON TATEMONO (non-consolidated) had a March fiscal year-end, but since TASUKI HD has a September fiscal year-end, past results are also shown on a September fiscal year-end basis. 1Q FY2022.9 to 2Q FY2024.9 are simple combined figures of TASUKI (TASUKI Proce consolidated) and SHIN-NIHON TATEMONO (non-consolidated)
*ZISEDAI consolidated from 2Q FY2026.9; 2Q shows cumulative values from the beginning of the fiscal year

Quarterly Gross Profit Trend

- In IoT Residence, approximately half of the large-scale properties sold in 4Q achieved a gross profit margin exceeding 25.0%, improving profitability
- In Asset Consulting, although net sales decreased YoY, steady sales of highly profitable projects contributed to accumulated profit

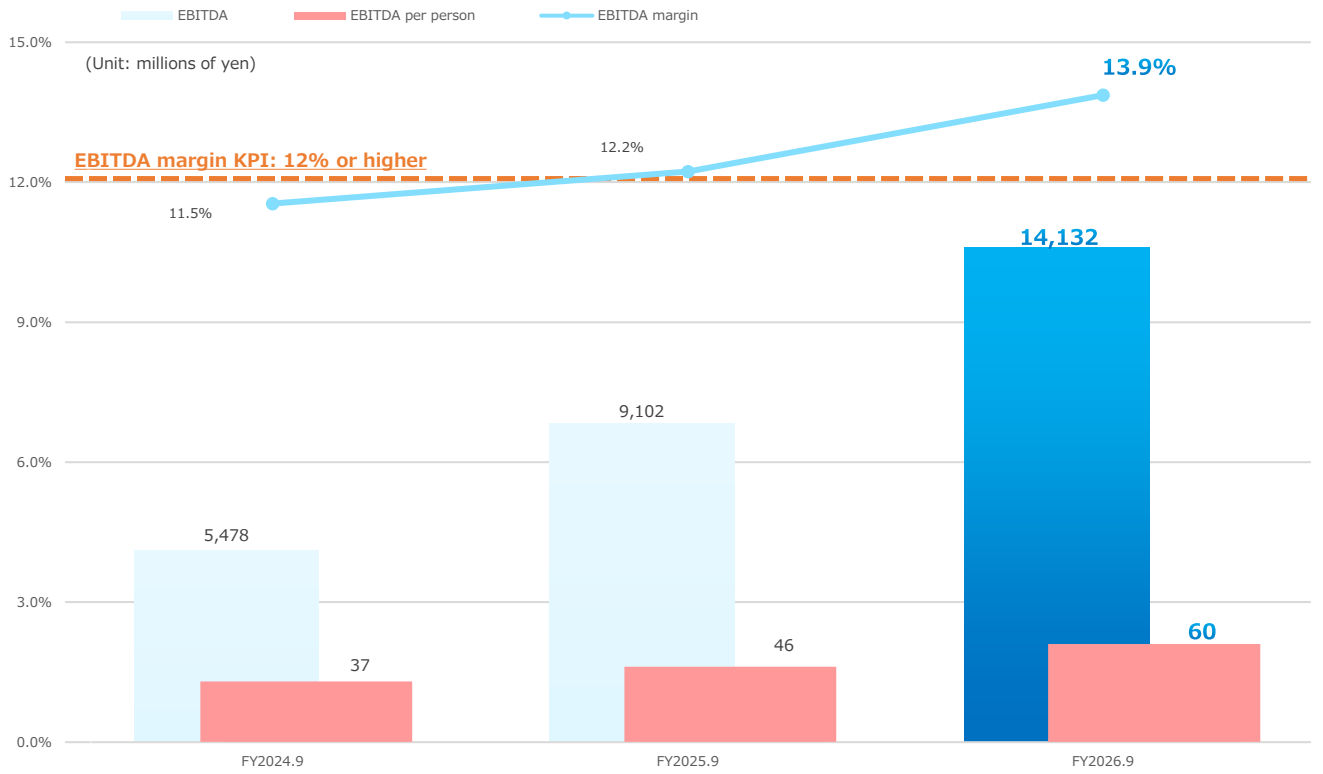


Gross profit margin	FY2024.9 1Q	FY2024.9 2Q	FY2024.9 3Q	FY2024.9 4Q	FY2025.9 1Q	FY2025.9 2Q	FY2025.9 3Q	FY2025.9 4Q	FY2026.9 1Q	FY2026.9 2Q	FY2026.9 3Q	FY2026.9 4Q
Finance Consulting	76.3%	79.8%	60.9%	81.3%	94.6%	96.2%	91.6%	95.0%	93.2%	97.3%	99.1%	96.9%
AI Dynamics(AID)	-	-	-	-	-	-	-	-	-	-18.6%	-13.8%	-17.1%
Other (Offices, Hotels, Logistics Facilities, Rental Properties)	51.6%	53.3%	7.5%	41.9%	19.8%	43.9%	42.6%	95.0%	50.1%	42.0%	41.1%	43.3%
Asset Consulting	-	-	34.7%	27.9%	29.9%	21.8%	50.9%	22.5%	13.6%	24.1%	32.1%	41.3%
Refurbishment or Renovation	14.3%	82.5%	18.1%	14.6%	19.3%	12.7%	11.1%	22.2%	17.5%	13.2%	29.9%	12.0%
IoT Residence	20.0%	17.9%	14.1%	15.0%	15.4%	14.4%	17.6%	20.9%	18.6%	17.9%	19.8%	21.9%
Total	**18.8%**	**18.4%**	**15.3%**	**16.8%**	**19.5%**	**16.8%**	**17.7%**	**22.3%**	**17.1%**	**19.6%**	**25.6%**	**21.0%**

*SHIN-NIHON TATEMONO (non-consolidated) had a March fiscal year-end, but since TASUKI HD has a September fiscal year-end, past results are also shown on a September fiscal year-end basis. 1Q FY2022 to 2Q FY2024 are simple combined figures of TASUKI (TASUKI Proce consolidated) and SHIN-NIHON TATEMONO (non-consolidated)
*ZISEDAI consolidated from 2Q FY2026; 2Q shows cumulative values from the beginning of the fiscal year

EBITDA (*) Trend

- Steady progress in post-merger integration (PMI) following the business integration led to increases in both EBITDA and EBITDA margin
- EBITDA per officer and employee reached 60 million yen in FY2026.9 (YoY +30.4%), achieving both business expansion and productivity improvement



Visualizing cash generation capability, our top priority, through EBITDA

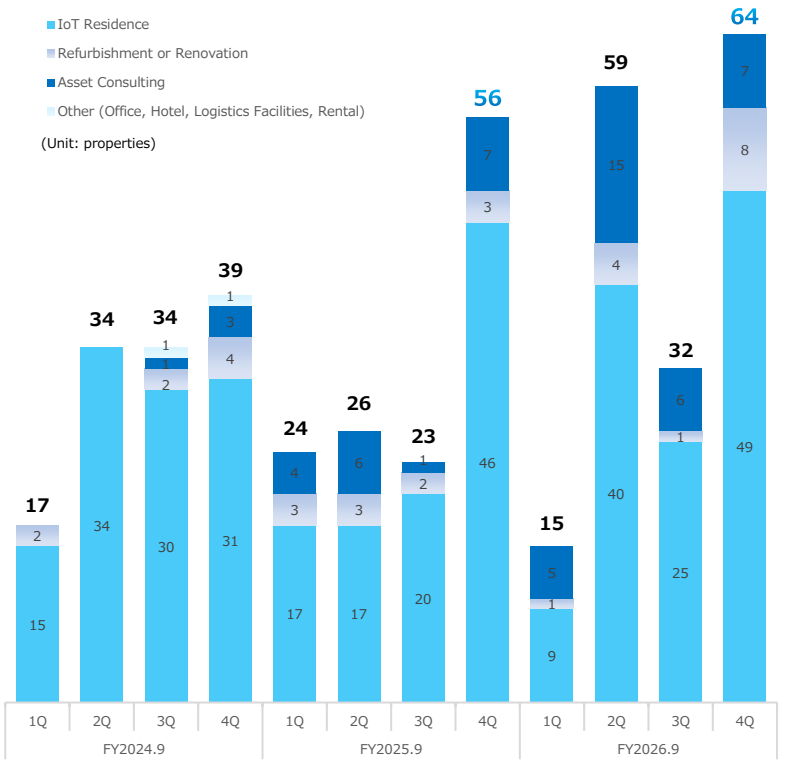
	FY2025.9	FY2026.9	
Operating profit:	8,815 million yen	13,630 million yen	YoY +54.6%
Depreciation:	74 million yen	118 million yen	YoY +60.1%
Amortization of goodwill:	349 million yen	349 million yen	YoY ±0%
Share-based payment expenses:	34 million yen	63 million yen	YoY +83.2%
Inventories step-up:	(170) million yen	(28) million yen	YoY +83.1%
EBITDA:	9,102 million yen	14,132 million yen	YoY +55.3%

(*) EBITDA: Calculated as Operating profit + depreciation + amortization of goodwill + stock-based compensation + reversal of PPA (revaluation of inventories)

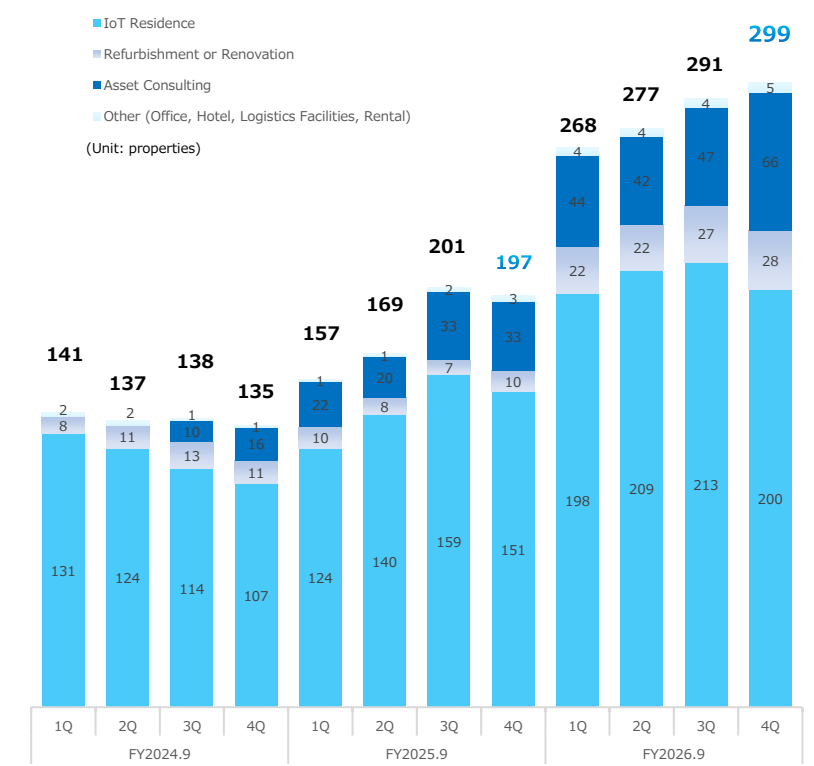
Number of sales and Inventories status

- Sales to funds in IoT Residence and Refurbishment or Renovation contributed, bringing quarterly sales to a record high of 64 properties
- While sales activities continued to progress smoothly, inventories also reached a record high, partly because the sale of some projects was rescheduled to FY2027.9 to maximize earnings

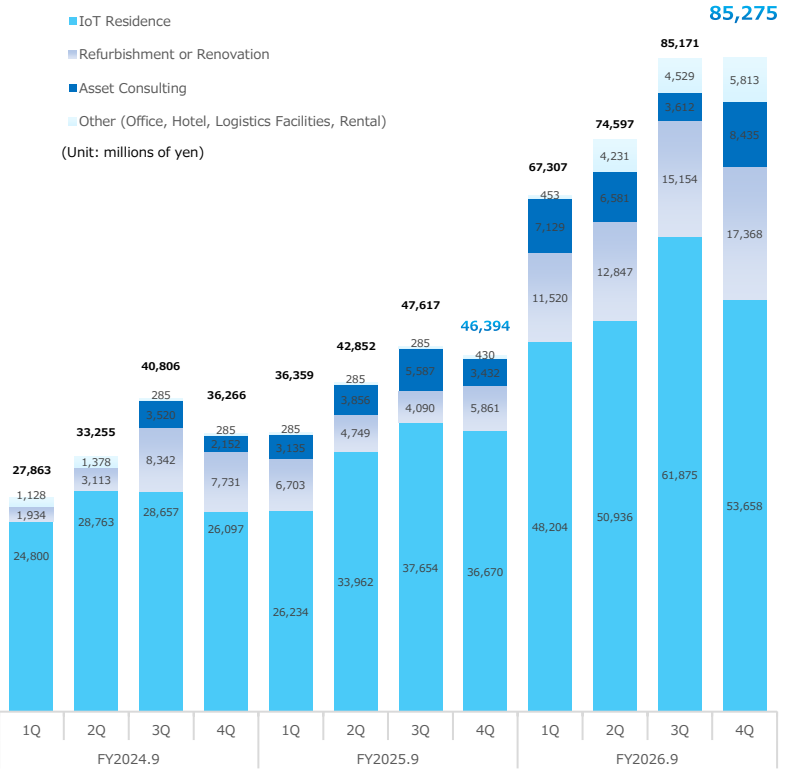
Number of sales



Number of inventory properties



Inventory balance (*)



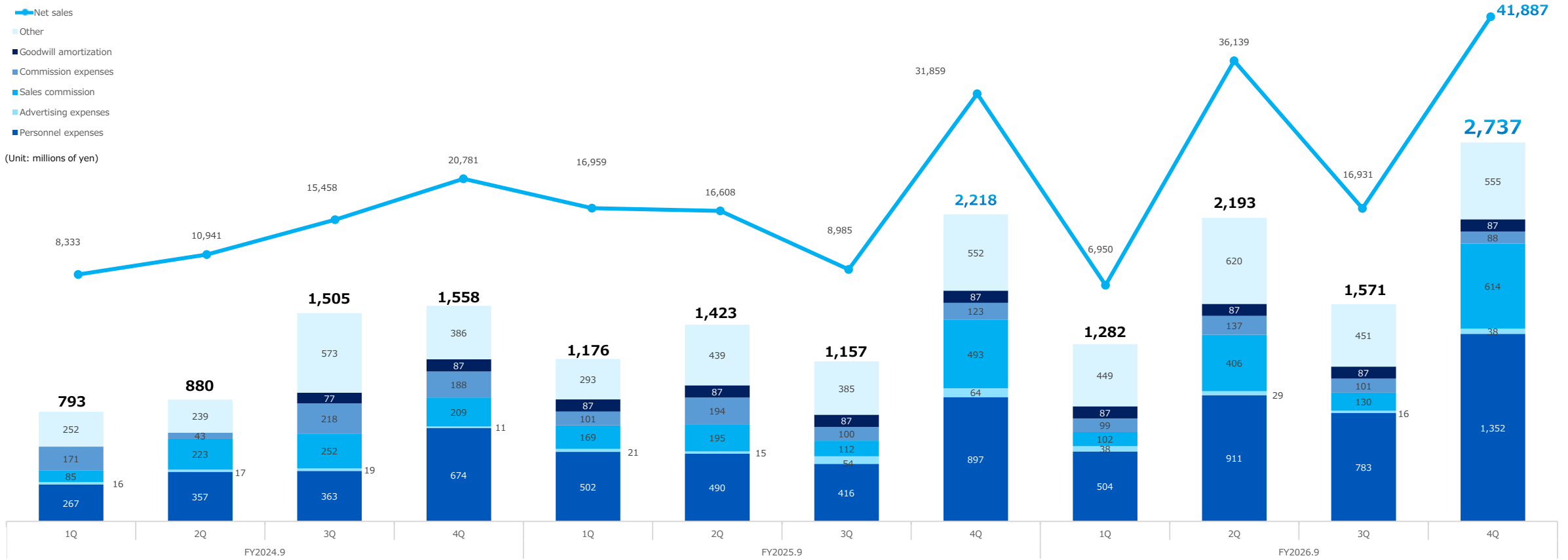
(*) Real estate for sale, real estate for sale in process, and advance payments to suppliers

(*) SHIN-NIHON TATEMONO (non-consolidated) had a March fiscal year-end, but since Tasuki HD has a September fiscal year-end, past results are also displayed as September fiscal year-end. 1Q FY2022.9 to 2Q FY2024.9 are simple combined figures of TASUKI and SHIN-NIHON TATEMONO (non-consolidated)

TASUKI HOLDINGS
Life Platformer

Trends in SG&A Expenses

- Total SG&A expenses increased by ¥519 million YoY, but the SG&A-to-net sales ratio improved by 0.4 points YoY
- Personnel expenses increased by ¥455 million YoY due to new hires and increased headcount from the consolidation of ZISEDAI, as well as increased incentives
- Efforts to sell directly to customers paid off, curbing sales commissions, and the sales commission-to-net sales ratio improved by 0.1 points YoY

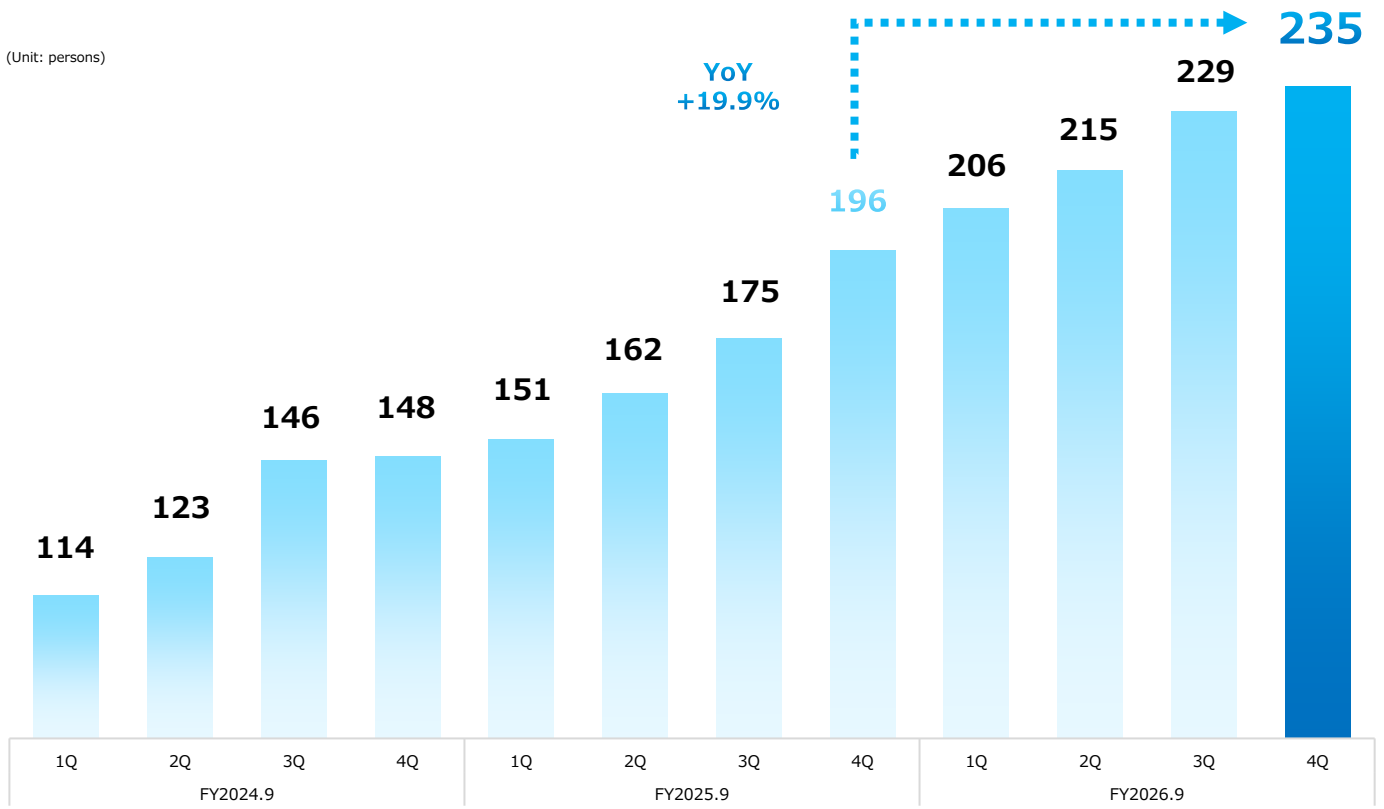


(*) SHIN-NIHON TATEMONO (non-consolidated) had a March fiscal year-end, but since TASUKI HD has a September fiscal year-end, past results are also shown on a September fiscal year-end basis. 1Q FY2022.9 to 2Q FY2024.9 are simple combined figures of TASUKI (TASUKI Proce consolidated) and SHIN-NIHON TATEMONO (non-consolidated)

Trends in Number of Officers and Employees

- Increased Corporate division staff in response to business expansion and to further strengthen governance functions

Trends in Group Officers and Employees (*)



Breakdown by Function (*)

(Unit: persons)

	FY2026.9 3Q	FY2026.9 4Q	Change
Acquisition	91	**90**	-1
Middle Office	68	**69**	+1
Corporate	42	**49**	+7
AI Dynamics (AID)	24	**21**	-3
Finance Consulting	4	**6**	+2
Total	229	**235**	+6

Medium-term management plan progress

Acquisition Personnel

48 persons
FY2024.9

90 persons
FY2026.9 4Q

100 persons
FY2027.9 (Plan)

Progress rate **80.8%**

(*) Including full-time officers, contract employees, outsourced workers, and freelancers; excluding temporary staff
FY2024.9 1Q to FY2024.9 2Q figures are simple aggregates of TASUKI (TASUKI Proce consolidated) and SHIN-NIHON TATEMONO (non-consolidated)
(*) SHIN-NIHON TATEMONO (non-consolidated) had a March fiscal year-end, but since TASUKI HD has a September fiscal year-end, past results are also displayed as September fiscal year-end

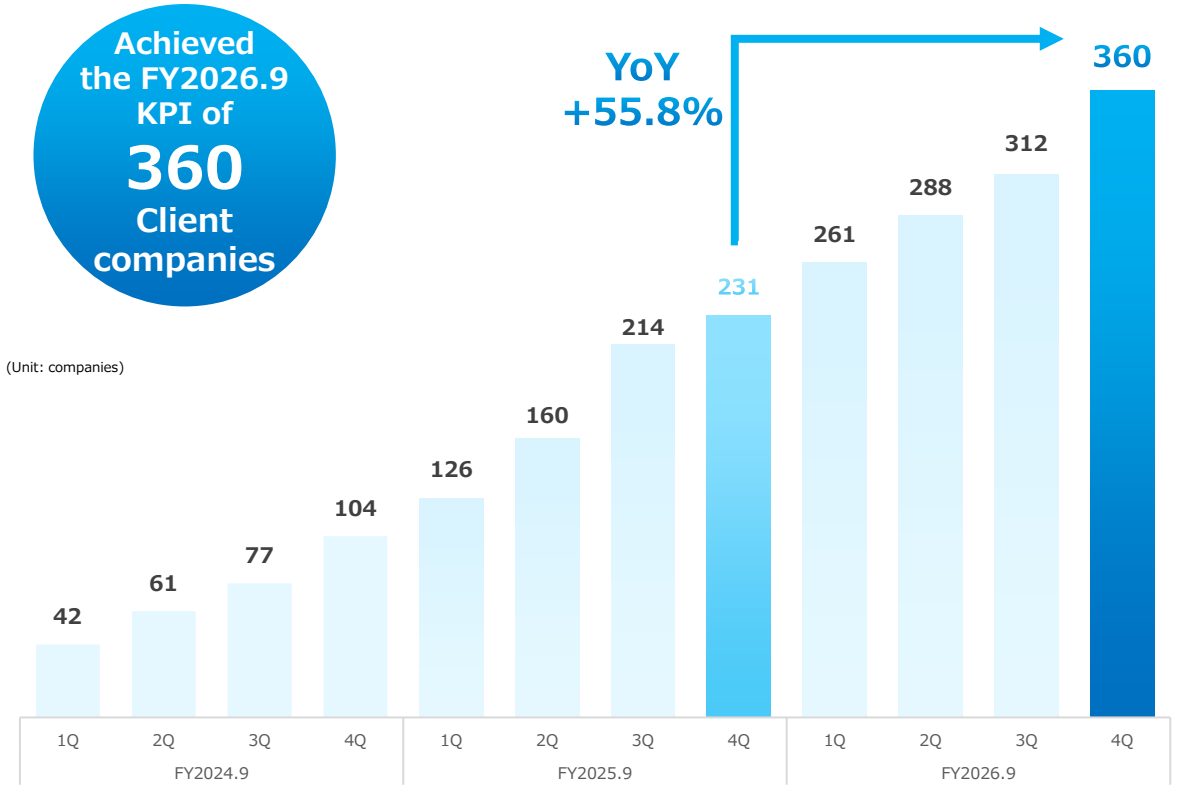
index

1. FY2026.9 Finance Results
2. Business Overview
3. Shareholder Returns and Dividend Policy
4. FY2027.9 Full-year Plan
5. appendix

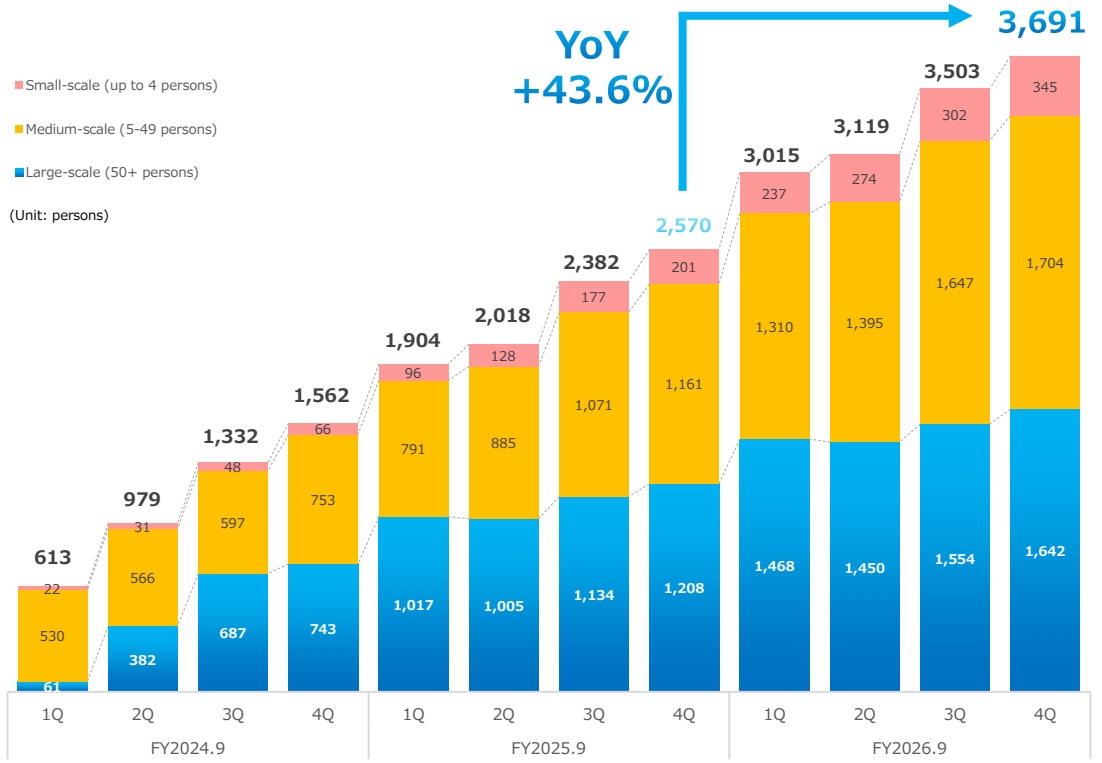
[AI Dynamics (AID) Business] ZISEDAI LAND Sales Status

- Added 48 new client companies in 4Q, achieving the FY2026.9 KPI of 360 companies
- Lead acquisition from enterprise companies increased on the back of the development and implementation of additional features, with trial deployments underway at multiple companies

Number of Client Companies



Number of Users by Usage Scale



TASUKI HOLDINGS
Life Platformer

[AI Dynamics (AID) Business] ZISEDAI Update Status

- 【ZISEDAI LAND】Launched SSO (single sign-on) integration with HENNGE One, provided by HENNGE K.K.
- 【ZISEDAI TOUCH&PLAN】Service area expanded beyond Tokyo's 23 wards, the first step toward nationwide expansion

Single sign-on support

HENNGE One × ZISEDAI LAND

- Launched an SSO support update in line with companies' growing security awareness



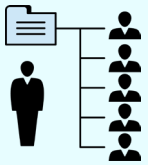
1. Seamless login environment

【HENNGE One】authentication enables access to [LAND], reducing the hassle of entering individual IDs and passwords



2. Enhanced security

Advanced authentication features of [HENNGE One], such as multi-factor authentication (MFA), reduce the risk of unauthorized access



3. Reduced operational burden

【HENNGE One】authentication platform enables centralized account management, streamlining permission management at user companies

Nationwide expansion launched

- Expanded the service coverage area, previously limited to Tokyo's 23 wards
- Enabled sales promotion to large companies with multiple locations

Sapporo	Sendai	Saitama
Tokyo (※)	Matsudo	Funabashi
Yokohama	Kawasaki	Nagoya
Osaka	Kobe	Fukuoka

(*) Excluding island areas



Driving new customer acquisition among large companies with nationwide locations by enhancing enterprise features and building a nationwide support system

[AI Dynamics (AID) Business] New service launched

- Launched [ZISEDAI NET], an internet connection service for residences
- Also promoting digital infrastructure business initiatives originating from real estate development





IoT Residence

Established a one-stop development and service providing system within the Group

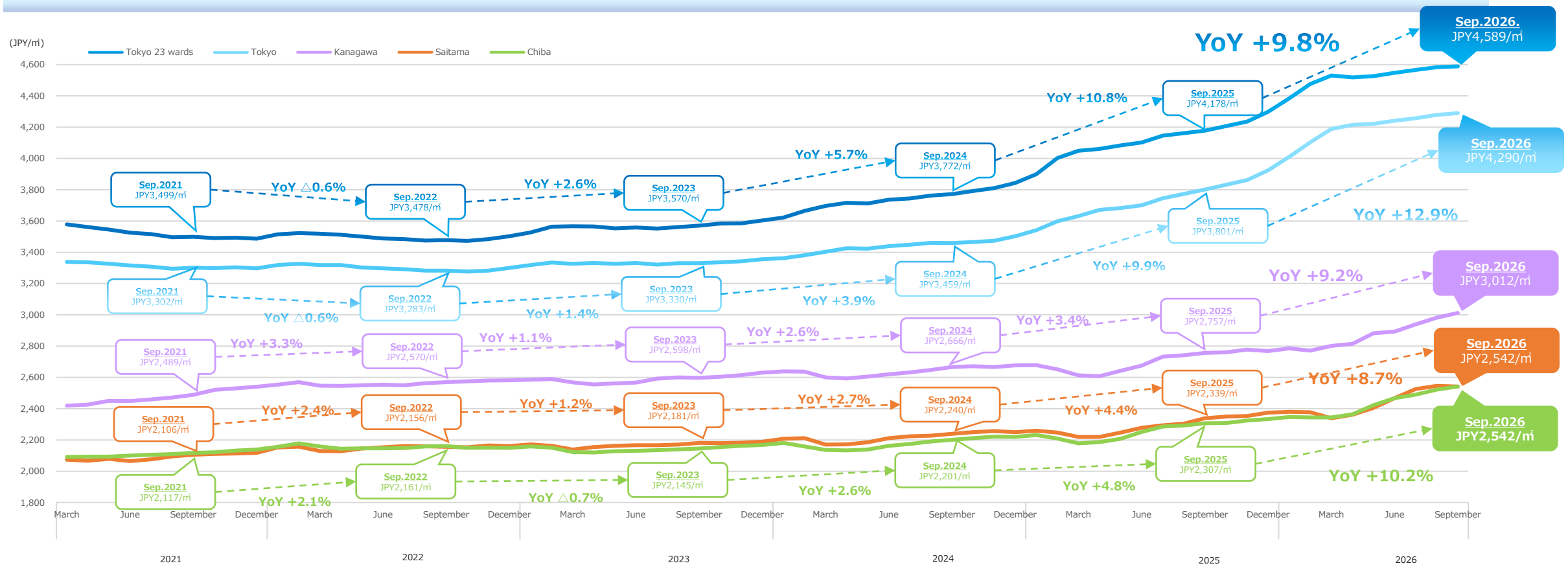
Improved convenience and satisfaction for residents	Higher occupancy rates through enhanced property competitiveness	Higher rent levels

Enhancing property added value by integrating real assets and digital infrastructure

[Life Platform Business] Rent trends

- Rents for single-occupant properties continue to rise by approximately 10% in Tokyo's 23 wards, while growth rates in Tokyo and the three surrounding prefectures are accelerating
- Rising rents are improving property profitability and expanding room to reflect this in sales prices, sustaining a favorable business environment

Regional Average Rent Trends for Single-Occupant Rental Properties (*) (per ㎡)



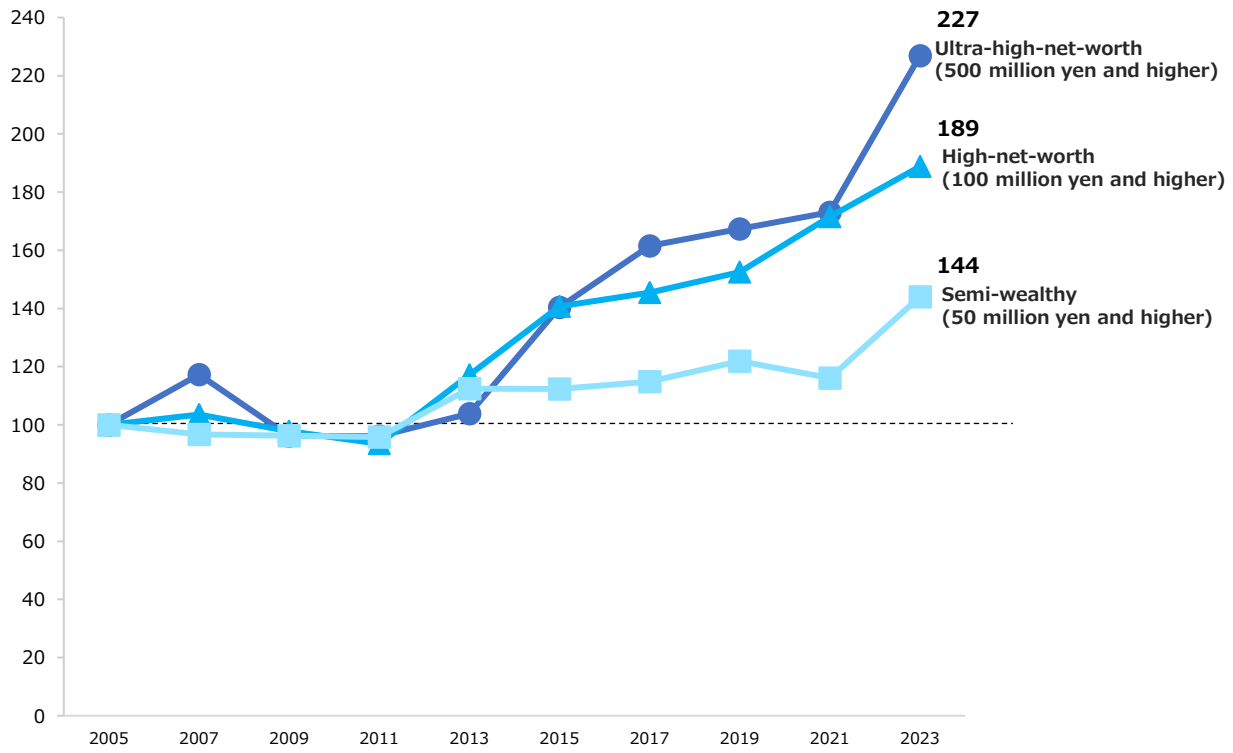
Source: Prepared by the Company based on LIFULL Co., Ltd. "LIFULL HOME'S Market Report (July-September 2026 edition)"
(*) Includes studio, 1K, 1DK, 1LDK, and 2K properties

TASUKI HOLDINGS
Life Platformer

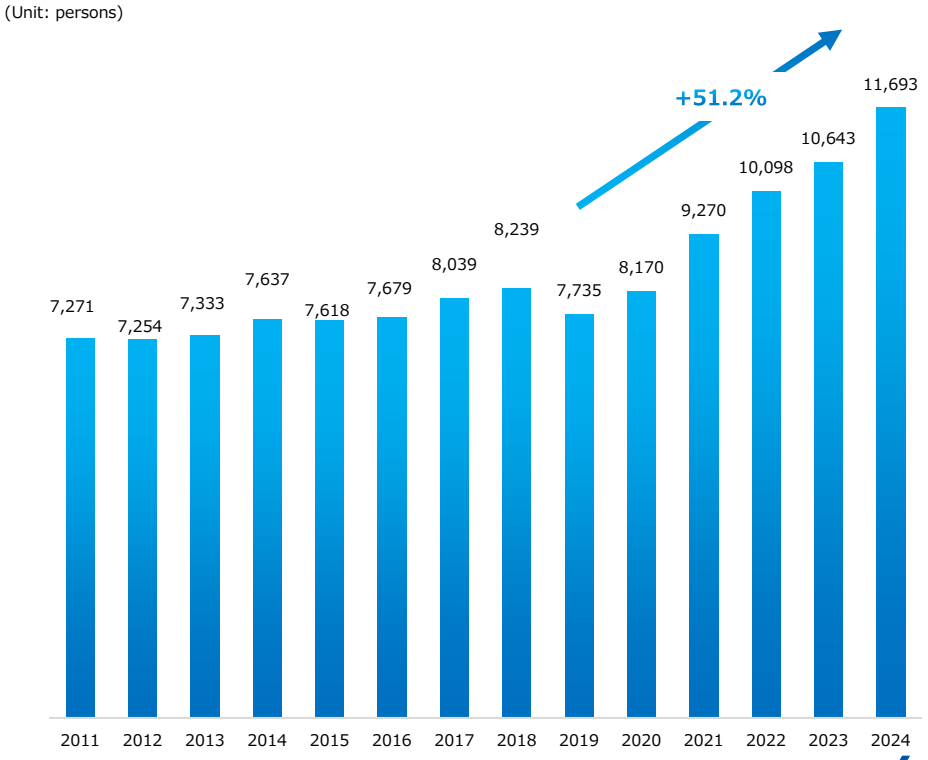
[Life Platform Business] Growing domestic wealthy household market

- The number of affluent households is increasing, and ultra-high-net-worth households have grown 2.3 times compared to 2005
- The number of decedents with inherited assets exceeding 300 million yen is on the rise, with this trend becoming particularly pronounced in recent years

Growth Rate of Households Above Semi-wealthy Level(2005=100)



Trends in Number of Decedents with Inherited Assets Exceeding 300 Million Yen

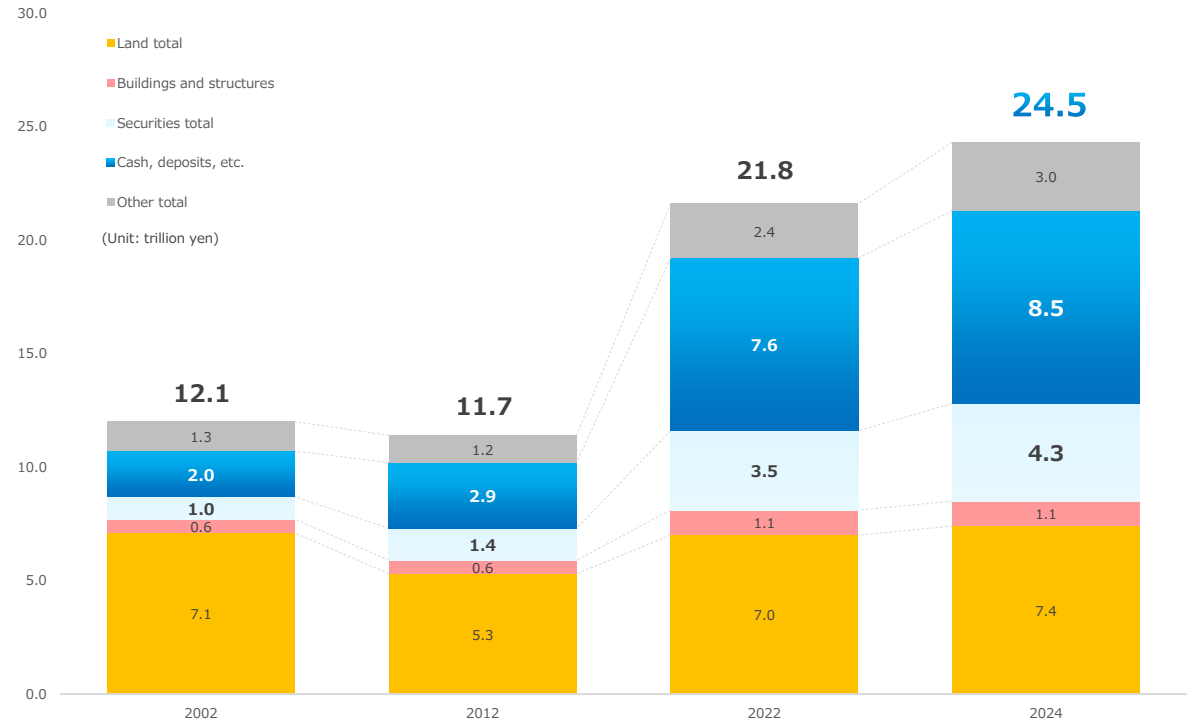


Source: National Tax Agency "National Tax Agency Statistical Yearbook," Ministry of Internal Affairs and Communications "National Survey of Family Income, Consumption and Wealth (formerly National Survey of Family Income and Expenditure),
" Ministry of Health, Labour and Welfare "Vital Statistics Survey," National Institute of Population and Social Security Research "Future Estimates of Number of Households in Japan," TSE "TOPIX," and NRI "10,000 Consumer Survey," "Wealthy Household Survey," etc.
Prepared by the Company based on NRI estimates from above sources.

[Life Platform Business] Outlook for the real estate investment market

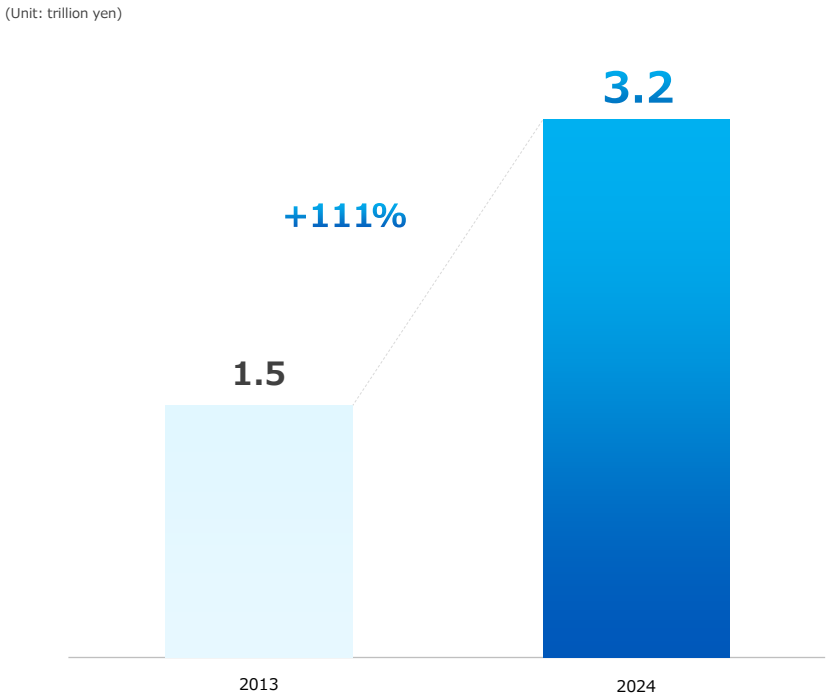
- Against the backdrop of an increase in wealthy households, the value of financial assets in inheritance has more than quadrupled over approximately 20 years and is expected to continue increasing
- Along with the growing need for inheritance tax planning, an increase in purchases of investment real estate is expected

Changes in inherited property value by type



Source: National Tax Agency "Statistical Information"

Increase in inheritance tax payments

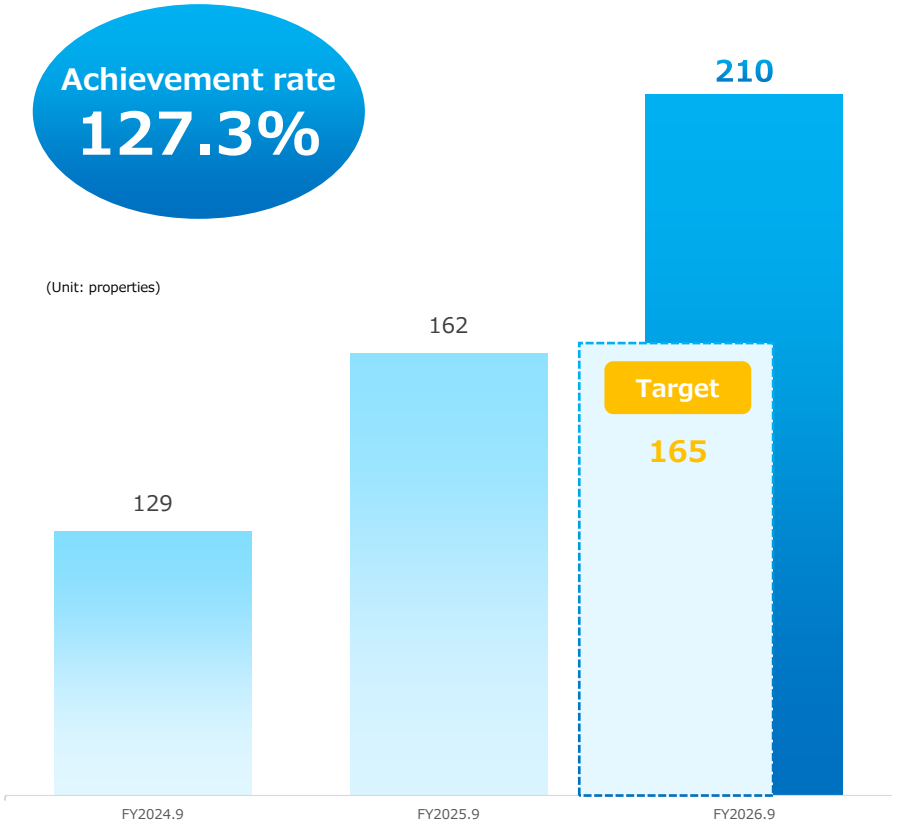


Source: National Tax Agency "Status of Inheritance Tax Returns for FY2014"
National Tax Agency "Overview of Inheritance Tax Return Results for FY2024"

[Life Platform Business] Project pipeline acquisition (procurement) status

- Successful onboarding of new hires led to procurement count landing well above the KPI, with a clear outlook toward achieving the FY2027.9 plan
- In Asset Consulting, in addition to scaling up existing projects, 25 projects were added, including in new areas (Osaka City and Fukuoka City)

IoT Residence and Refurbishment or Renovation procurement



Asset Consulting pipeline

No.	Project name	Project area
1	Saitama City Chuo-ku Kami-Ochiai 8-chome PJ 4Q new	751㎡～1,000㎡
2	Shinjuku-ku Nishi-Shinjuku 8-chome PJ 4Q new	
3	Suginami-ku Koenji-Minami 1-chome PJ 4Q new	
4	Arakawa-ku Machiya 3-chome PJ Scaling up	
5	Sagamihara City Minami-ku Matsugaecho PJ	
6	Sumida-ku Tachibana 6-chome	
7	Saitama City Urawa-ku Motobuto 3-chome PJ	
8	Fuchu City Miyamachi II PJ	
9	Kashiwa City Akebono 4-chome PJ 4Q new	501㎡～750㎡
10	Nerima-ku Kitamachi 1-chome II PJ 4Q new	
11	Fukuoka City Hakozaki 3-chome PJ 4Q new	
12	Sumida-ku Honjo 4-chome II PJ	
13	Itabashi-ku Jujo Nakahara 1-chome PJ	
14	Shinagawa-ku Oi 5-chome PJ	
15	Arakawa-ku Nishi-Nippori 1-chome PJ	
16	Arakawa-ku Arakawa 4-chome PJ	
17	Yokohama City Tsurumi-ku Namamugi 4-chome 4Q new	251㎡～500㎡
18	Arakawa-ku Higashi-Nippori 5-chome II PJ 4Q new	
19	Bunkyo-ku Sengoku 4-chome II PJ 4Q new	
20	Toshima-ku Nishi-Ikebukuro 2-chome PJ 4Q new	
21	Koto-ku Ogibashi 3-chome PJ 4Q new	
22	Osaka City Kita-ku Oyodonaka 5-chome PJ 4Q new	

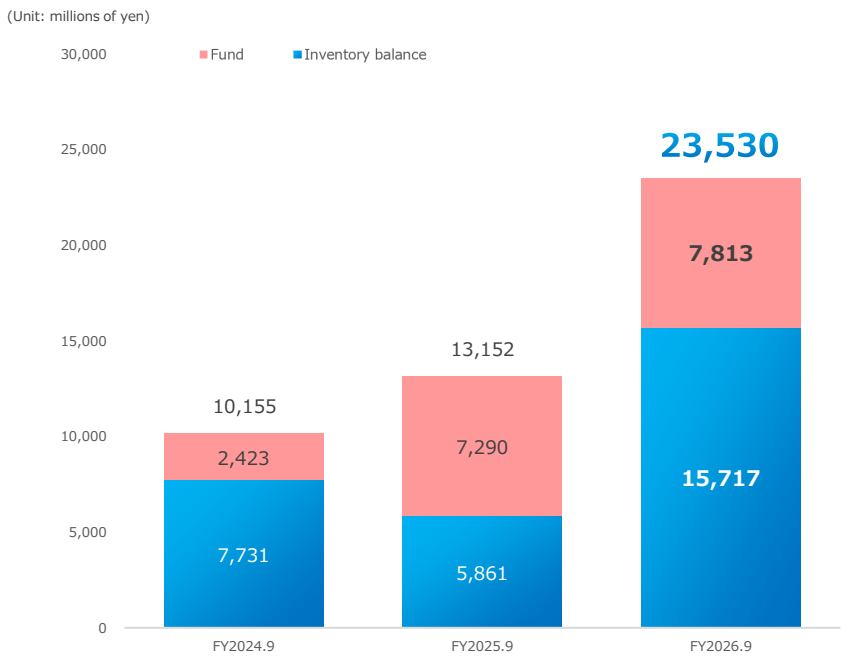
No.	Project name	Project area
23	Sumida-ku Yahiro 3-chome PJ 4Q new	251㎡～500㎡
24	Bunkyo-ku Otsuka 5-chome II PJ 4Q new	
25	Fukuoka City Hakozaki 2-chome PJ 4Q new	
26	Itabashi-ku Shimizucho PJ Scaling up	
27	Setagaya-ku Kamiuma 2-chome PJ Scaling up	
28	Shinagawa-ku Ebara 6-chome PJ	
29	Suginami-ku Ogikubo 5-chome PJ	
30	Sumida-ku Higashi-Mukojima 2-chome PJ	
31	Toshima-ku Chihaya 2-chome PJ	
32	Kita-ku Kami-Jujo 1-chome II PJ	
33	Minato-ku Shiba 2-chome PJ	
34	Sumida-ku Honjo 4-chome PJ	
35	Yokohama City Tsurumi-ku Namamugi 1-chome PJ	
36	Kita-ku Nakazato 2-chome PJ	
37	Toshima-ku Minami-Ikebukuro 3-chome PJ	
38	Bunkyo-ku Honkomagome 4-chome PJ	
39	Kita-ku Oji 4-chome PJ	
40	Yokohama City Nishi-ku Chuo 2-chome PJ	
41	Arakawa-ku Higashi-Nippori 5-chome PJ	
42	Fukuoka City Hakata-ku Chiyo 2-chome PJ 4Q new	101㎡～250㎡
43	Ota-ku Omori-Kita 2-chome PJ 4Q new	
44	Taito-ku Kotobuki 4-chome PJ 4Q new	

No.	Project name	Project area
45	Taito-ku Matsugaya 2-chome PJ 4Q new	101㎡～250㎡
46	Koto-ku Fukuzumi 1-chome PJ 4Q new	
47	Fukuoka City Hakata-ku Yoshizuka 6-chome PJ 4Q new	
48	Inaricho III PJ 4Q new	
49	Bunkyo-ku Sengoku 4-chome PJ	
50	Yokohama City Kanagawa-ku Matsumotocho 2-chome PJ	
51	Kita-ku Nakazato 1-chome PJ	
52	Taito-ku Kuramae 2-chome PJ	
53	Itabashi-ku Itabashi 2-chome PJ	
54	Koto-ku Ogibashi 2-chome	
55	Shinjuku-ku Kita-Shinjuku 1-chome PJ	
56	Kita-ku Nakazato 3-chome PJ 4Q new	
57	Nerima-ku Kitamachi 2-chome PJ 4Q new	100㎡ or less
58	Itabashi-ku Nakacho PJ 4Q new	
59	Yokohama City Kanagawa-ku Nanashimacho PJ	
60	Taito-ku Kita-Ueno 2-chome PJ	
61	Odawara City Sakaecho 1-chome PJ	
62	Bunkyo-ku Otsuka 5-chome PJ	
63	Koto-ku Kameido 4-chome PJ	
64	Shinjuku-ku Takadanobaba 4-chome PJ	
65	Chiyoda-ku Soto-Kanda 2-chome PJ	
66	Bunkyo-ku Hakusan 3-chome PJ	

[Life Platform Business] Strengthening Refurbishment or Renovation

- Driven by procurement of Refurbishment or Renovation properties and an increase in managed funds, AUM grew significantly by 78.9% YoY
- Rental and commission income increased with the growth in AUM, contributing to a more stable revenue structure through recurring income
- Strengthening branding for each brand developed under Refurbishment or Renovation

Changes in AUM balance



*AUM (Assets Under Management) is the total of fund assets under management and inventory balance

Brand lineup

TASUKI RICHESSE

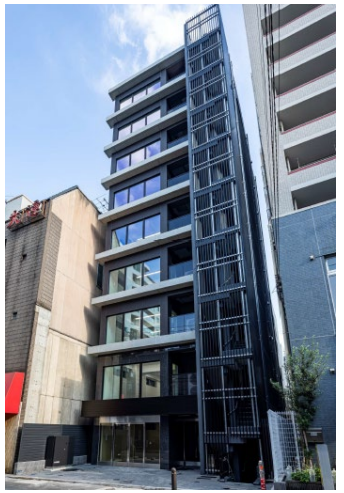
TASUKI Richesse

Richesse, a French word meaning "abundance" and "high quality"
Pre-owned residences acquired and held by TASUKI that provide a high-quality lifestyle

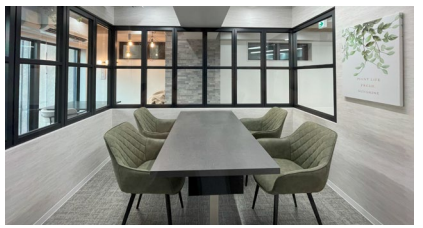
TASUKI PRIME

TASUKI Prime

Pre-owned office and commercial buildings acquired by TASUKI and transformed through renovation and leasing to create new value





TASUKI HOLDINGS
Life Platformer

index

1. FY2026.9 Finance Results
2. Business Overview
3. **Shareholder Returns and Dividend Policy**
4. FY2027.9 Full-year Plan
5. appendix

Dividend Policy

- Shareholder returns are implemented under a basic policy of a payout ratio of 40% or higher of net profit per share and progressive dividends
- FY2026.9 dividend per share at 50 yen (planned): interim 16 yen and year-end 34 yen (including a commemorative dividend of 10 yen)

Basic policy for enhancing shareholder value



	FY2026.9
Payout ratio	v.s. basic earnings per share **40% or more**
Dividend Policy	**Progressive dividend**
Dividend plan	per share **50 yen (planned)**
Number of dividend payments	**Twice a year** Interim: 16 yen / Year-end: 34 yen (including a commemorative dividend of 10 yen)
Dividend yield	**4.90%** (As of November 9, 2026)

index

1. FY2026.9 Finance Results
2. Business Overview
3. Shareholder Returns and Dividend Policy
4. FY2027.9 Full-year Plan
5. appendix

FY2027.9 Full-year Plan

- For FY2027.9, we have revised upward the target in the First Medium-Term Management Plan and aim to achieve net sales of ¥135.3 billion
- Dividend per share planned at 57 yen, based on a payout ratio of 40%

(million yen)	FY2026.9 Actual	FY2027.9 Plan	
Net sales	101,909	135,300	+32.8%
EBITDA(※)	14,132	17,100	+21.0%
Operating income	13,630	16,500	+21.1%
Ordinary income	11,661	13,900	+19.2%
Profit attributable to owners of parent	7,588	8,650	+14.0%
Dividend per share	Ordinary Dividend 40 yen (Interim: 16 yen / Year-end: 24 yen) + Commemorative Dividend 10 yen = 50 yen (planned)	57 yen (Interim: 23 yen / Year-end: 34 yen)	+7 yen

(*) EBITDA: Calculated as Operating profit + depreciation + amortization of goodwill + share-based payment expenses + reversal of PPA (revaluation of inventories)

index

1. FY2026.9 Finance Results
2. Business Overview
3. Shareholder Returns and Dividend Policy
4. FY2027.9 Full-year Plan
5. appendix



MISSION

Learning from people,
Digitizing real estate,
Brightening the future.

Corporate Profile

Company name	TASUKI Holdings Inc.
Established	April 1, 2024
Share capital	6,286.89 million yen　*As of Sep. 30, 2026
Officers and employees	235 (including non-full-time employees)　*As of Sep. 30, 2026
Address	Nissho Building 7F, 2-7-9 Kita-Aoyama, Minato-ku, Tokyo
Listing exchange	TSE Prime Market (Securities code: 166A)
Officers	Representative Director and President ： Yu Kashiwamura Director ： Koji Murata Director ： Manabu Kondo Outside Director ： Maiko Onoda Outside Director ： Mutsuko Oba Outside Director ： Kengo Noguchi Full-time Outside Auditor ： Kazumasa Koga Outside Auditor ： Ken Minami Outside Auditor ： Humihiro Kumagai
Group companies (Shareholding ratio)	TASUKI Corporation (100%) / SHIN-NIHON TATEMONO Co., Ltd. (100%) / AURA Co., Ltd. (71.1%) / TASUKI Proce Corporation (100%) / ZISEDAI Inc. (100%) / TASUKI Partners Inc. (100%, non-consolidated) / TASUKI Wealth Management Inc. (100%, non-consolidated)

Top Management: Skills Matrix

For the purpose of securing objective judgments on management issues from diverse and independent perspectives, directors/auditors are appointed with considerations given to diversity in terms of gender, skills, experience, etc., thereby ensuring a high level of management transparency.

Name / position / main career	Expertise and experience					
	Corporate management	Finance and Accounting	Legal and risk management	Sales and marketing	IT and technology	ESG and diversity
 **Yu Kashiwamura, Representative Director and President** As a co-founder of TASUKI Corporation, Kashiwamura has a wealth of experience in overseeing all aspects of administrative operations. He served as the Representative Director and President of TASUKI Corporation from 2021 to 2024, where he demonstrated strong leadership to improve the business efficiency through promoting DX and to develop the SaaS business.	✓	✓	✓	✓	✓	
 **Koji Murata, Director** Murata concurrently serves as Representative Director and President of TASUKI Corporation. He is a co-founder of TASUKI Corporation, and since 2018, as its Representative Director and President, he has endeavored to launch the IoT-enabled residence business, contributing to expanding the business scale and business domains.	✓			✓		✓
 **Manabu Kondo, Director** Kondo concurrently serves as the Representative Director of SHIN-NIHON TATEMONO Co., Ltd. and has extensive experience in corporate management. Leveraging his strengths of professional knowledge and an extensive network of contacts in the real estate business, he contributes to expanding the business and enhancing corporate value.	✓			✓		✓

Top Management: Skills Matrix

Name / position / main career	Expertise and experience					
	Corporate management	Finance and Accounting	Legal and risk management	Sales and marketing	IT and technology	ESG and diversity
 **Maiko Onoda, Director** Outside Independent While engaged in the research of preventive medicine, artificial intelligence (AI), and robotics, Onoda has been active in a wide range of fields, as she has served as a fellow of AI companies and other organizations and developed robots.	✓				✓	✓
 **Mutsuko Oba, Director** Outside Independent As a certified public accountant, Oba has specialized knowledge and broad experience in accounting and finance. She uses such knowledge to strengthen the governance system from a female perspective.	✓	✓	✓			
 **Kengo Noguchi, Director** Outside Independent With extensive experience in financial institutions and a wealth of expertise as a corporate executive, Noguchi will drive the strengthening of our governance structure from the perspectives of corporate finance and financial markets.	✓	✓	✓			✓
 **Kazumasa Koga, Full-time Auditor** Outside Independent Koga has many years of experience in operations at financial institutions and as general manager of finance, accounting and general affairs departments of other companies. By utilizing his knowledge of finance and accounting, he conducts audits of business execution from a fair and objective standpoint.	✓	✓	✓			✓
 **Ken Minami, Auditor** Outside Independent Minami has experience as a management executive at listed companies, CFO of startups, outside director, and corporate auditor. He ensures sound management, transparency, and efficiency by leveraging his broad experience and knowledge in fundraising, capital policy, and management accounting.	✓	✓				
 **Humihiro Kumagai, Auditor** Outside Independent Kumagai has broad insight as an attorney and experience as an outside director. He provides objective verification of the Company's overall corporate management from a legal perspective to ensure sound and transparent management.	✓		✓			✓

DISCLAIMER

Handling of this document

This material contains forward-looking statements. These statements are based only on the information available at the time such statements were made. Furthermore, these statements are not guarantees of future results and involve risks and uncertainties. Please note that actual results may differ materially from these forward-looking statements due to changes in the environment and other factors.

Factors that could influence the actual results described above include, but are not limited to, domestic and international economic conditions and trends in the industry to which the Company belongs.

The information contained in this material regarding other companies or matters other than the Company is quoted from publicly available information. The Company has not verified and does not guarantee the accuracy or appropriateness of these information.

Inquiries

M&A・Group Strategy Department
E-mail：ir@TASUKI-holdings.co.jp
IR Information：https://TASUKI-holdings.co.jp/en/