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SUMMARY OF CONSOLIDATED FINANCIAL RESULTS
for the Third Quarter of Fiscal Period Ending December 31, 2026
<Japanese GAAP>

November 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 to commence dividend payments: -
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 Third Quarter of Fiscal Period Ending December 31, 2026 (January 1, 2026 - September 30, 2026)

(1) Consolidated operating results (Percentages indicate period-on-period changes)

	Sales		Operating profit		Ordinary profit		Net income attributable to parent company shareholders	
Nine months ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
September 30, 2026	3,113	(4.4)	(46)	-	(38)	-	(79)	-
September 30, 2025	3,256	(3.8)	68	-	76	-	55	-

(Note) Comprehensive profit:
Nine months ended September 30, 2026: (71) million yen (-%)
Nine months ended September 30, 2025: (12) million yen (-%)

	Net income per share	Diluted net income per share
Nine months ended	Yen	Yen
September 30, 2026	(4.66)	-
September 30, 2025	3.30	3.24

(Note) Diluted net income per share for the nine months ended September 30, 2026 is not shown due to the net loss per share, although dilutive shares exist.

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio
As of	Million yen	Million yen	%
September 30, 2026	3,966	2,921	73.7
December 31, 2025	4,269	2,983	69.9

(Reference) Shareholders' equity:
As of September 30, 2026: 2,921 million yen
As of December 31, 2025: 2,983 million yen

2. Dividends

	Annual dividend per share				
	1Q-end	2Q-end	3Q-end	Year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal period ended December 31, 2025	-	0.00	-	0.00	0.00
Fiscal period ending December 31, 2026	-	0.00	-		
Fiscal period ending December 31, 2026 (forecast)				0.00	0.00

(Note) Revisions from most recently published dividend forecast: None

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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

(Note) Revisions from most recently published earnings forecast: None

*Notes

(1) Significant changes in the scope of consolidation during the period under review: Yes
Newly included: 1 company (Kaizen AIX Consulting, Inc.) Newly excluded companies (--)

(2) Adoption of special accounting methods for preparation of quarterly consolidated financial statements: None

(3) 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:	None
2) Changes in accounting policies due to other reasons:	None
3) Changes in accounting estimates:	None
4) Retroactive restatements:	None

(4) 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 September 30, 2026	17,121,836 shares
As of December 31, 2025	17,016,481 shares

2) Total number of treasury shares at the end of the period

As of September 30, 2026	6,971 shares
As of December 31, 2025	4,111 shares

3) Average number of shares during the period

Nine months ended September 30, 2026	17,048,774 shares
Nine months ended September 30, 2025	16,981,689 shares

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

* 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 (3) Explanation of Forward-looking Statements Such as Consolidated Earnings Forecasts" on page 3 of the appendix in the Japanese original.