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Consolidated Financial Results for the Fiscal Year Ended July 31, 2026 (Under IFRS)

September 14, 2026

Company name Link-U Group Inc.

Stock exchange listings: Tokyo
Standard

Securities code 4446 URL <https://link-u.group/>

Representative (Title) Representative Director Group CEO (Name) Yuuki Matsubara

Inquiries (Title) Executive Officer Group CFO (Name) Hiroki Naito Tel 03(6260)9279

Scheduled date of annual general meeting of shareholders October 28, 2026 Dividend payable date (as planned) —

Scheduled date to file annual securities report (as planned) October 28, 2026

Preparation of supplementary material on financial results : Yes

Holding of financial results briefing : Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended July 31, 2026 (from August 1, 2025 to July 31, 2026)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Revenue		Operating profit		Profit before tax		Profit		Profit attributable to owners of parent		Total comprehensive income	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
July 31, 2026	4,800	(0.7)	(382)	—	(380)	—	(520)	—	(554)	—	(234)	—
July 31, 2025	4,835	31.7	326	4.7	308	(0.5)	224	(0.6)	147	(6.0)	239	(28.9)

	Basic earnings per share	Diluted earnings per share	Return on equity attributable to owners of parent	Ratio of profit before tax to total assets	Ratio of operating profit to revenue
Fiscal year ended	Yen	Yen	%	%	%
July 31, 2026	(39.14)	(39.14)	(22.7)	(7.2)	(8.0)
July 31, 2025	10.44	10.41	5.7	5.7	6.8

Reference: Adjusted operating profit Fiscal year ended July 31, 2026 403 Millions of yen Fiscal year ended July 31, 2025 282 Millions of yen

Share of profit of investments accounted for using equity method Fiscal year ended July 31, 2026 26 Millions of yen Fiscal year ended July 31, 2025 34 Millions of yen

Note: Adjusted operating profit is calculated by adjusting operating profit for impairment losses, other income, and other expenses.

(2) Consolidated financial position

	Total assets	Total equity	Equity attributable to owners of parent	Ratio of equity attributable to owners of parent to total assets	Equity attributable to owners of parent per share
As of	Millions of yen	Millions of yen	Millions of yen	%	Yen
July 31, 2026	4,865	2,289	2,289	47.1	161.52
July 31, 2025	5,720	2,629	2,589	45.3	182.69

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
July 31, 2026	677	(954)	(429)	953
July 31, 2025	222	(112)	(362)	1,654

2. Cash dividends

	Dividend per share					Total dividend paid	Payout ratio (consolidated)	Ratio of total amount of dividends to equity attributable to owner of parent (consolidated)
	First quarter	Second quarter	Third quarter	Year end	Annual			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended July 31, 2025	—	0.00	—	0.00	0.00	—	—	—
Fiscal year ended July 31, 2026	—	0.00	—	0.00	0.00	—	—	—
Fiscal year ending July 31, 2027 (Forecast)	—	0.00	—	0.00	0.00		—	

3. Consolidated financial forecast for the fiscal year ending July 31, 2027 (from August 1, 2026 to July 31, 2027)

(Percentages indicate year-on-year changes.)

	Revenue		Operating profit		Profit before tax		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending July 31, 2027	4,000 — 4,200	(16.7) — (12.5)	400 — 480	—	370 — 450	—	241 — 293	—	17.00 — 20.67

* Notes

(1) Significant changes in the scope of consolidation during the period : Yes

Newly included: 1 company (Company name) Link-U Products Inc.

Excluded: 3 companies (Company name) Brightech Inc., Value Consulting Inc., COMPASS Inc.

(2) Changes in accounting policies and changes in accounting estimates

(i) Changes in accounting policies required by IFRS : None

(ii) Changes in accounting policies due to other reasons : None

(iii) Changes in accounting estimates : None

(3) Number of issued shares (ordinary shares)

(i) Number of issued and outstanding shares at the period end (including treasury stock)

As of July 31, 2026	14,175,300	shares
As of July 31, 2025	14,172,900	shares

(ii) Number of treasury stock at the period end

As of July 31, 2026	68	shares
As of July 31, 2025	68	shares

(iii) Average number of shares outstanding during the period

Fiscal year ended July 31, 2026	14,173,631	shares
Fiscal year ended July 31, 2025	14,172,832	shares

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended July 31, 2026 (from August 1, 2025 to July 31, 2026)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
July 31, 2026	703	(23.6)	132	—	121	—	(578)	—
July 31, 2025	921	(51.0)	(121)	—	(116)	—	(96)	—

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
July 31, 2026	(40.80)	—
July 31, 2025	(6.84)	—

Note: Regarding basic earnings per share after adjustment for potential shares, although potential shares exist, they are not stated due to being a net loss per share.

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
July 31, 2026	3,004	1,823	60.7	128.65
July 31, 2025	3,652	2,401	65.8	169.46

Reference: Owner's equity As of July 31, 2026 1,823 Millions of yen As of July 31, 2025 2,401 Millions of yen

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

Regarding forward-looking statements

Forward-looking statements, such as performance forecasts, contained in this material are based on information currently available to the company and certain assumptions deemed reasonable, and are not intended to guarantee their achievement.

Actual results may differ significantly due to various factors.

Consolidated Financial Statements and Major Notes
(1) Consolidated Statements of Financial Position

(Thousands of yen)

	As of July 31, 2025	As of July 31, 2026
Assets		
Current assets		
Cash and cash equivalents	1,654,662	953,507
Trade and other receivables	1,128,533	938,510
Contract assets	—	160,898
Loans receivable	—	34,521
Other current assets	478,406	248,865
Total current assets	3,261,601	2,336,304
Non-current assets		
Property, plant and equipment	198,378	276,622
Right-of-use assets	334,477	196,490
Goodwill	1,107,417	330,601
Intangible assets	255,143	293,327
Investments accounted for using equity method	45,076	462,883
Long-term loans receivable	—	125,701
Other financial assets	432,144	843,728
Deferred tax assets	85,492	—
Other non-current assets	1,146	232
Total non-current assets	2,459,276	2,529,588
Total assets	5,720,877	4,865,892

(Thousands of yen)

	As of July 31, 2025	As of July 31, 2026
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	879,144	756,845
Borrowings	839,607	331,980
Lease liabilities	145,658	139,109
Income taxes payable	9,939	69,277
Other current liabilities	170,244	97,294
Total current liabilities	2,044,593	1,394,507
Non-current liabilities		
Borrowings	815,204	974,391
Provisions	54,685	50,534
Lease liabilities	176,975	45,944
Deferred tax liabilities	—	110,982
Total non-current liabilities	1,046,865	1,181,852
Total liabilities	3,091,459	2,576,360
Equity		
Share capital	477,140	477,240
Capital surplus	207,109	207,209
Retained earnings	1,765,380	1,179,644
Treasury shares	(135)	(135)
Other components of equity	139,785	425,573
Total equity attributable to owners of parent	2,589,279	2,289,532
Non-controlling interests	40,138	—
Total equity	2,629,418	2,289,532
Total liabilities and equity	5,720,877	4,865,892

(2) Consolidated Statements of Profit or Loss and Consolidated Statements of Comprehensive Income:
(Consolidated Statements of Profit or Loss)

(Thousands of yen)

	Fiscal year ended July 31, 2025	Fiscal year ended July 31, 2026
Revenue	4,835,406	4,800,392
Cost of sales	2,525,685	2,353,866
Gross profit	2,309,721	2,446,526
Selling, general and administrative expenses	2,062,257	2,069,616
Impairment losses	3,371	767,242
Other income	51,125	10,241
Other expenses	3,026	28,622
Share of profit of investments accounted for using equity method	34,777	26,147
Operating profit (loss)	326,968	(382,566)
Finance income	1,436	27,290
Finance costs	19,461	25,461
Profit (loss) before tax	308,943	(380,737)
Income tax expense	84,019	139,473
Profit (loss)	224,924	(520,211)
Profit attributable to		
Owners of parent	147,986	(554,815)
Non-controlling interests	76,937	34,604
Profit (loss)	224,924	(520,211)
Earnings (loss) per share		
Basic earnings per share	10.44	(39.14)
Diluted earnings per share	10.41	(39.14)

(Consolidated Statements of Comprehensive Income):

(Thousands of yen)

	Fiscal year ended July 31, 2025	Fiscal year ended July 31, 2026
Profit (loss)	224,924	(520,211)
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Financial assets measured at fair value through other comprehensive income	14,534	285,904
Total of items that will not be reclassified to profit or loss	14,534	285,904
Total other comprehensive income	14,534	285,904
Comprehensive income	239,459	(234,306)
Comprehensive income attributable to		
Owners of parent	162,492	(268,837)
Non-controlling interests	76,966	34,531
Comprehensive income	239,459	(234,306)

(3) Consolidated Statements of Changes in Equity

Previous Consolidated Fiscal Year (From August 1, 2024 To July 31, 2025)

(Thousands of yen)

	Equity attributable to owners of parent					
	Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity	
					Financial assets measured at fair value through other comprehensive income	Exchange differences on translation of foreign operations
Balance at beginning of period	477,140	369,042	1,617,394	(135)	117,454	7,635
Profit (loss)	—	—	147,986	—	—	—
Other comprehensive income	—	—	—	—	14,506	—
Comprehensive income	—	—	147,986	—	14,506	—
Dividends	—	—	—	—	—	—
Change in scope of consolidation	—	—	—	—	—	—
Other	—	—	—	—	—	—
Purchase of non-controlling interests	—	(161,932)	—	—	—	—
Total	—	(161,932)	—	—	—	—
Balance at end of period	477,140	207,109	1,765,380	(135)	131,960	7,635

	Equity attributable to owners of parent				
	Other components of equity		Total equity attributable to owners of parent	Non-controlling interests	Total equity
	Share acquisition rights	Total			
Balance at beginning of period	420	125,509	2,588,951	296,934	2,885,885
Profit (loss)	—	—	147,986	76,937	224,924
Other comprehensive income	—	14,506	14,506	28	14,534
Comprehensive income	—	14,506	162,492	76,966	239,459
Dividends	—	—	—	(12,027)	(12,027)
Change in scope of consolidation	—	—	—	(27,737)	(27,737)
Other	(231)	(231)	(231)	—	(231)
Purchase of non-controlling interests	—	—	(161,932)	(293,996)	(455,929)
Total	(231)	(231)	(162,163)	(333,762)	(495,926)
Balance at end of period	189	139,785	2,589,279	40,138	2,629,418

	Equity attributable to owners of parent					
	Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity	
					Financial assets measured at fair value through other comprehensive income	Exchange differences on translation of foreign operations
Balance at beginning of period	477,140	207,109	1,765,380	(135)	131,960	7,635
Profit (loss)	—	—	(554,815)	—	—	—
Other comprehensive income	—	—	—	—	285,977	—
Comprehensive income	—	—	(554,815)	—	285,977	—
Issuance of new shares	100	100	—	—	—	—
Change in scope of consolidation	—	—	(31,109)	—	—	—
Forfeiture of share acquisition rights	—	—	189	—	—	—
Total	100	100	(30,920)	—	—	—
Balance at end of period	477,240	207,209	1,179,644	(135)	417,938	7,635

	Equity attributable to owners of parent				
	Other components of equity		Total equity attributable to owners of parent	Non-controlling interests	Total equity
	Share acquisition rights	Total			
Balance at beginning of period	189	139,785	2,589,279	40,138	2,629,418
Profit (loss)	—	—	(554,815)	34,604	(520,211)
Other comprehensive income	—	285,977	285,977	(72)	285,904
Comprehensive income	—	285,977	(268,837)	34,531	(234,306)
Issuance of new shares	—	—	200	—	200
Change in scope of consolidation	—	—	(31,109)	(74,669)	(105,779)
Forfeiture of share acquisition rights	(189)	(189)	—	—	—
Total	(189)	(189)	(30,909)	(74,669)	(105,579)
Balance at end of period	—	425,573	2,289,532	—	2,289,532

(4) Consolidated Statements of Cash Flows

(Thousands of yen)

	Fiscal year ended July 31, 2025	Fiscal year ended July 31, 2026
Cash flows from operating activities		
Profit (loss) before tax	308,943	(380,737)
Depreciation and amortization	257,675	298,978
Impairment losses	3,371	767,242
Share of loss (profit) of investments accounted for using equity method	(34,777)	(26,147)
Finance income	(1,436)	(9,839)
Finance costs	16,433	25,461
Decrease (increase) in trade and other receivables	(81,886)	(22,174)
Increase (decrease) in trade and other payables	49,492	(97,100)
Other	(46,858)	144,848
Subtotal	470,959	700,532
Interest and dividends received	1,436	1,861
Interest paid	(17,489)	(26,508)
Income taxes paid	(257,073)	(53,305)
Income taxes refund	24,728	54,563
Net cash provided by (used in) operating activities	222,561	677,144
Cash flows from investing activities		
Purchase of investment securities	(60,000)	—
Proceeds from sale of investment securities	169,770	—
Purchase of property, plant and equipment	(72,363)	(316,360)
Proceeds from sale of property, plant and equipment	739	2,635
Purchase of intangible assets	(246,566)	(168,197)
Payments of leasehold and guarantee deposits	(3,565)	(5,597)
Proceeds from refund of leasehold and guarantee deposits	566	—
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	98,610	—
Payments for sale of shares of subsidiaries resulting in change in scope of consolidation	—	(44,221)
Decrease in cash and cash equivalents resulting from change in scope of consolidation	—	(44,873)
Purchase of investments accounted for using equity method	—	(319,868)
Payments for loans receivable	—	(69,000)
Collection of loans receivable	—	17,720
Other	—	(6,256)
Net cash provided by (used in) investing activities	(112,808)	(954,019)
Cash flows from financing activities		
Proceeds from long-term borrowings	1,100,000	661,666
Repayments of long-term borrowings	(245,849)	(924,940)
Proceeds from issuance of shares	—	200
Repayments of lease liabilities	(163,590)	(166,303)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(1,040,567)	—
Dividends paid to non-controlling interests	(12,027)	—
Net cash provided by (used in) financing activities	(362,034)	(429,376)

Effect of exchange rate changes on cash and cash equivalents	(141)	5,098
Net increase (decrease) in cash and cash equivalents	(252,423)	(701,154)
Cash and cash equivalents at beginning of period	1,907,085	1,654,662
Cash and cash equivalents at end of period	1,654,662	953,507