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February 13, 2026

## Consolidated Financial Results for the Fiscal Year Ended December 31, 2025 (Under Japanese GAAP)

Company name: CAC Holdings Corporation

Listing: Tokyo Stock Exchange

Securities code: 4725

URL: <https://www.cac-holdings.com/>

Representative: Ryota Nishimori

Inquiries: Tomomi Sobue

Telephone: +81-3-6667-8070

President and Chief Executive Officer

Chief Manager, IR Group, Financial Strategy Dept

Scheduled date of annual general meeting of shareholders: March 26, 2026

Scheduled date to commence dividend payments: March 27, 2026

Scheduled date to file annual securities report: March 25, 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 December 31, 2025 (from January 1, 2025 to December 31, 2025)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Adjusted EBITDA		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended December 31, 2025	50,588	(2.8)	3,813	(16.6)	2,580	(24.0)	2,392	(28.8)	3,271	5.7
December 31, 2024	52,063	3.0	4,570	10.3	3,394	2.0	3,361	7.8	3,096	25.2

Note: Comprehensive income For the fiscal year ended December 31, 2025: ¥ (213) million [ -%]  
For the fiscal year ended December 31, 2024: ¥ 7,329 million [ 58.0%]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
	Yen	Yen	%	%	%
Fiscal year ended December 31, 2025	191.32	-	9.0	4.4	5.1
December 31, 2024	181.38	-	8.9	6.5	6.5

Reference: Share of profit (loss) of entities accounted for using equity method

For the fiscal year ended December 31, 2025: ¥ 26 million

For the fiscal year ended December 31, 2024: ¥ 39 million

\* Adjusted EBITDA= Operating profit + Depreciation + Goodwill amortization + share-based payment expenses

#### (2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of December 31, 2025	53,719	35,812	65.6	2,059.27
December 31, 2024	54,733	37,714	68.3	2,187.80

Reference: Equity

As of December 31, 2025: ¥ 35,230 million

As of December 31, 2024: ¥ 37,368 million

**(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
December 31, 2025	1,543	(1,339)	(1,188)	11,759
December 31, 2024	5,713	(1,328)	(2,855)	12,664

**2. Cash dividends**

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended December 31, 2024	-	40.00	-	50.00	90.00	1,570	49.6	4.4
Fiscal year ended December 31, 2025	-	50.00	-	50.00	100.00	1,747	52.3	4.7
Fiscal year ending December 31, 2026 (Forecast)	-	50.00	-	50.00	100.00		67.2	

**3. Consolidated financial result forecasts for the fiscal year ending December 31, 2026 (from January 1, 2026 to December 31, 2026)**

(Percentages indicate year-on-year changes.)

	Net sales		Adjusted EBITDA	
	Millions of yen	%	Millions of yen	%
Full year	51,500	1.8	3,850	1.0

\* Notes: The Group has adopted "Adjusted EBITDA" as a KPI, which indicates the ability of cash generated from its business, and forecast of consolidated financial results is disclosed in "Net sales" and "Adjusted EBITDA".

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

Yes

Newly included: 2 companies( INCULEAD CONSULTING LTD. recomot Inc. )  
Excluded: - companies( )

**(2) Changes in accounting policies, changes in accounting estimates, and restatement**

- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

**(3) Number of issued shares (common shares)****(i) Total number of issued shares at the end of the period (including treasury shares)**

As of December 31, 2025	20,541,400 shares
As of December 31, 2024	20,541,400 shares

**(ii) Number of treasury shares at the end of the period**

As of December 31, 2025	3,433,119 shares
As of December 31, 2024	3,461,091 shares

**(iii) Average number of shares outstanding during the period**

Fiscal Year ended December 31, 2025	17,099,393 shares
Fiscal Year ended December 31, 2024	17,069,332 shares

**[Reference] Overview of non-consolidated financial results**

**1. Non-consolidated financial results for the fiscal year ended December 31, 2025 (from January 1, 2025 to December 31, 2025)**

**(1) Non-consolidated operating results**

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
December 31, 2025	3,639	18.5	1,267	(19.1)	996	(46.2)	4,928	40.5
December 31, 2024	3,071	(4.5)	1,566	(3.4)	1,850	11.8	3,508	30.6

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
December 31, 2025	288.21	-
December 31, 2024	205.53	-

**(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
December 31, 2025	34,165	29,405	86.1	1,718.77
December 31, 2024	35,679	30,130	84.4	1,764.02

Reference: Equity

As of December 31, 2025: ¥ 29,405 million

As of December 31, 2024: ¥ 30,130 million

\* 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

The forecasts of financial results and other forward-looking statements contained in this document are calculated based on the information which is available to the Company and assumptions that the Company deems to be reasonable as of the date hereof. Therefore, they do not constitute a guarantee that they will be realized. Please note that the actual results may differ due to various factors.