Summary of Consolidated Financial Results for the Three Months Ended June 30, 2026 (J-GAAP)

July 31, 2026

Listed Company Name: IR Japan Holdings, Ltd.
Listing: Tokyo Stock Exchange
Securities Code: 6035
URL: https://www.irjapan.jp/
Representative: Shirou Terashita
President and Chief Executive Officer
Contact: Yutaka Fujiwara
Executive Director and General Manager, Corporate Planning Department
Telephone: +81-3-3519-6750
Scheduled Date to Start Dividend Payment: —
Preparation of Results Briefing Materials: Yes
Holding of Financial Results Briefing: Yes (for institutional investors and analysts)

(Amounts of less than one million yen have been truncated)

1. Consolidated Financial Results for the Three Months Ended June 30, 2026
(from April 1, 2026 to June 30, 2026)
(1) Consolidated Operating Results

(Percentages indicate year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Three months ended June 30, 2026	2,163	2.5	909	3.9	912	3.6	617	1.3
Three months ended June 30, 2025	2,110	12.2	875	25.8	880	26.8	609	29.3

Note: Comprehensive income Three months ended June 30, 2026: 614 million yen (0.8%)
Three months ended June 30, 2025: 609 million yen (32.7%)

	Profit per share—basic	Profit per share—diluted
	Yen	Yen
Three months ended June 30, 2026	34.77	—
Three months ended June 30, 2025	34.32	—

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio
	Millions of yen	Millions of yen	%
As of June 30, 2026	7,964	6,469	81.2
As of March 31, 2026	7,503	6,122	81.6

Reference: Shareholders' equity As of June 30, 2026: 6,469 million yen
As of March 31, 2026: 6,122 million yen

2. Dividends

	Full-year dividend				
	First quarter-end	Second quarter-end	Third quarter-end	Year-end	Total
	Yen	Yen	Yen	Yen	Yen
Year ended March 31, 2026	—	13.00	—	15.00	28.00
Year ending March 31, 2027	—				
Year ending March 31, 2027 (Forecast)		—	—	—	—

Note: Revision of dividends forecast since last announcement: None

3. Consolidated Results Forecast for the Fiscal Year Ending March 31, 2027
(from April 1, 2026 to March 31, 2027)

The Company has not announced its consolidated results forecast for the fiscal year ending March 31, 2027 since it is difficult to reasonably calculate its results forecast at this time. We will promptly disclose the consolidated results forecast as soon as it becomes possible to calculate it.

Note: Revision of consolidated results forecast since last announcement: None

Notes:

(1) Significant changes in the scope of consolidation during the period: None
Newly included: — Excluded: —

(2) Application of special accounting treatments in preparing quarterly consolidated financial statements: Yes
Note: For details, please refer to "2. Quarterly Consolidated Financial Statements and Primary Notes (3) Notes Relating to the Quarterly Consolidated Financial Statements" on page 12.

(3) Change in accounting policies, accounting estimates, and retrospective restatements
1) Change in accounting policies in accordance with revision of accounting standards: None
2) Change in accounting policies other than item 1) above: None
3) Change in accounting estimates: None
4) Retrospective restatements: None

(4) Number of shares issued (common stock)
1) Number of shares issued at the end of the period (including treasury shares)

As of June 30, 2026	17,839,710 shares
As of March 31, 2026	17,839,710 shares

2) Number of treasury shares at the end of the period

As of June 30, 2026	76,334 shares
As of March 31, 2026	76,334 shares

3) Average number of shares during the period

April – June 2026	17,763,376 shares
April – June 2025	17,763,383 shares

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

Explanation regarding appropriate use of results forecast and additional notes

Forward-looking statements, including the results forecast, contained in this document are based on information available to the Company and on certain assumptions deemed to be reasonable as of the date of release of this document. Actual business results may differ substantially due to a number of factors. For conditions prerequisite to the results forecast, and the points to be noted in the use thereof, please refer to "1. Overview of Operating Results, etc. (3) Forward-looking Statements Including Consolidated Results Forecast" on page 7.

Contents of the Attachment

Note: The Company held a briefing for investors (online meeting), as indicated below. Materials distributed at this briefing are set to be posted on the Company's website immediately after the briefing.

Financial results briefing for institutional investors and analysts: Friday, July 31, 2026

1. Overview of Operating Results, etc.

(1) Overview of Operating Results for the Three Months Ended June 30, 2026

1) General overview

(Millions of yen)

	Three months ended June 30, 2026 (April to June 2026)			Three months ended June 30, 2025 (April to June 2025)	
	Amount	Change	Percentage change (YoY)	Amount	Percentage change (YoY)
Net sales	2,163	52	2.5	2,110	12.2
Operating profit	909	34	3.9	875	25.8
Ordinary profit	912	31	3.6	880	26.8
Profit attributable to owners of parent	617	7	1.3	609	29.3
(Reference) EBITDA	991	26	2.7	965	23.9

Note: EBITDA = Ordinary profit + Interest expenses + Depreciation

During the three months ended June 30, 2026 (from April 1, 2026 to June 30, 2026), interest in the Japanese stock market increased even further, driven by the weakening yen and strong corporate performance, as well as companies' efforts to improve capital efficiency and enhance shareholder returns, and expectations for greater investment in growth. In particular, with continued inflow of funds from foreign institutional investors, the Nikkei Stock Average performed strongly, reaching new record highs. In this environment, activists targeting listed companies in Japan continued to intensify and diversify their activities. During the June 2026 annual general meeting of shareholders season, there was a surge in the number of shareholder proposals regarding the election and dismissal of directors, further highlighting the growing trend of shareholder involvement in management through the exercise of voting rights. Furthermore, as methods such as opposition campaigns and shareholder proposals continue to evolve, there has been an increase in cases where corporate restructuring or privatization is triggered by the involvement of activists, and pressure on listed companies from capital markets remains strong.

In this environment, during the three months ended June 30, 2026, net sales increased 2.5% year on year, to ¥2,163 million, operating profit increased 3.9% year on year, to ¥909 million, ordinary profit increased 3.6% year on year, to ¥912 million and profit attributable to owners of parent increased 1.3% year on year, to ¥617 million, representing an increase in both revenue and profit. EBITDA increased 2.7% year on year, to ¥991 million.

The sales amount of large-scale projects (amounting to ¥50 million or more) for the three months ended June 30, 2026, increased 21.3% year on year, to ¥421 million. This was due to an increase in orders for projects that are centered on PA services[*1] and FA services[*2] that respond to activists. The sales amount of normal projects (amounting to less than ¥50 million) decreased 1.2% year on year, to ¥1,741 million. This was partially due to the fact that some projects, which had been classified as normal projects until last year, were reclassified as large-scale projects as they evolved into contingency situations, despite an increased support related to responding to shareholders and capital policies.

In Japan's capital markets, against the backdrop of a reduction in cross-shareholdings, the dissolution of parent-subsidiary listings, and progress in privatizing companies and restructuring industries, capital movements surrounding companies have intensified further. As a result, the relationship between companies and shareholders, including shareholder proposals and responses to TOBs, is becoming more complex and diverse. Recently, activist investments and shareholder proposals have been on the rise, and their involvement in corporate management remains at a high level.

Under these circumstances, with the revision of the Corporate Governance Code and the publication of the Guidance for Growth Investment, there is an increased need for the allocation of management resources with an awareness of the cost of capital and the implementation of concrete measures to enhance corporate value. Additionally, the Ministry of Economy, Trade and Industry has published "Key Points" and "Q&A" that summarize the intent and practical considerations of the "Guidelines for Corporate Takeovers," thereby reaffirming the importance of boards of directors' decisions regarding acquisition proposals and accountability to shareholders. Decision-making based on a medium- to long-term perspective on corporate value, as well as building relationships of trust with shareholders through ongoing dialogue, have become more important than ever.

As shown in the Group's key concept, the Power of Equity®[*3], it is becoming increasingly evident that pressure from shareholders is significantly affecting corporate sustainability and structure. In this environment, there are an increasing number of situations where the strengths of the Group, as a fully independent advisor not belonging to any financial group, can be put to good use, such as our quick and effective contingency responses, our unmatched database using data-oriented approach, and our group of professionals well versed in Proxy, TOBs, and M&As. We believe that clients are again strongly recognizing the need for the unique and highly specialized consulting services provided by the Group.

To continue contributing to the sound development of capital markets centered on the power of equity, based on proxy advisory services in which we do not take the activist side, we will support sustainable growth and corporate value improvements of listed companies as a specialist organization offering both independent equity consulting and financial advisory services.

*1 PA services: Proxy Advisory services (Proxy fight services, in which the Company boasts an overwhelmingly successful track record)

*2 FA services: Financial Advisory services (Responses to activists, hostile TOBs, advanced MBOs, and M&As, to which Japan's largest and most cutting-edge group of experts is deployed)

*3 Power of Equity®: "Power of Equity" is a registered trademark of our subsidiary, IR Japan, Inc. (No. 6196294).

2) Net sales by type of service

The Group is engaged in the consulting business specializing in IR/SR activities, which constitutes a single business segment. An overview of net sales by service type is as follows.

Overview of net sales by service type

(Millions of yen)

Service	Three months ended June 30, 2026 (April to June 2026)			Three months ended June 30, 2025 (April to June 2025)	
	Net sales	Percentage of net sales	Percentage change (YoY)	Net sales	Percentage change (YoY)
IR/SR Consulting	2,094	96.8	3.4	2,024	13.4
Disclosure Consulting	54	2.5	-10.8	60	-15.1
Databases and Other	15	0.7	-39.1	25	0.5
Total	2,163	100.0	2.5	2,110	12.2

(a) Breakdown of large-scale projects (amounting to ¥50 million or more) and normal projects (amounting to less than ¥50 million)

(Millions of yen)

	Large-scale projects (¥50 million or more)		Normal projects (less than ¥50 million)
	Number of projects	Amount	Amount
Three months ended June 30, 2026	8	421	1,741
Three months ended June 30, 2025	5	347	1,763
Change	3	74	-21

(b) Types and sales amount of large-scale projects (amounting to ¥50 million or more)

(Millions of yen)

Types of project	Sales amount		
	Three months ended June 30, 2026	Three months ended June 30, 2025	Change
PA/FA for ownership battles	56	—	56
PA/FA response to activists	295	272	22
Company-side FA (M&As, etc.)	69	75	-5
Total	421	347	74

The sales amount of large-scale projects (amounting to ¥50 million or more) for the three months ended June 30, 2026, increased 21.3% year on year, to ¥421 million. This was due to an increase in orders for projects that are centered on PA services and FA services that respond to activists. The sales amount of normal projects (amounting to less than ¥50 million) decreased 1.2% year on year, to ¥1,741 million. This was partially due to the fact that some projects, which had been classified as normal projects until last year, were reclassified as large-scale projects as they evolved into contingency situations, despite an increased support related to responding to shareholders and capital policies.

In the stock transfer agency business, as of June 30, 2026, entrustments with 131 companies have been completed, and the number of shareholders under administration reached 565,872 (compared with 81 companies and 442,190 shareholders at the end of the same period of the previous fiscal year).

IR/SR Consulting

IR/SR Consulting is the Group's core lineup of services. These include SR advisory (shareholder identification surveys, proxy voting simulation, corporate governance improvement, evaluation of the effectiveness of boards of directors, capital policies including shareholder returns, etc.), proxy advisory (PA: comprehensive strategy planning and execution of proxy fights, convocation of and responses to extraordinary general meeting of shareholders, collection and tabulation of proxies, etc.), financial advisory (FA: responses to hostile TOBs, treasury shares TOBs, acceptance simulation of TOBs, comprehensive strategy planning and execution of M&As and MBO, etc.), and the stock transfer agency business.

Sales from IR/SR Consulting for the three months ended June 30, 2026 increased 3.4% from the same period of the previous fiscal year, to ¥2,094 million.

Disclosure Consulting

Disclosure Consulting consists of IR tool consulting services (support for the planning and creation of various disclosure documents required for IR activities, including annual reports, integrated reports and shareholder newsletters) and legal documentation services (the creation of a variety of disclosure documents in English and the translation of such documents from Japanese to English in connection with business reorganization and M&As).

Sales from Disclosure Consulting for the three months ended June 30, 2026 decreased 10.8% from the same period of the previous fiscal year, to ¥54 million.

Databases and Other

Databases and Other provides web-based IR support services via Stock Watch, which provides information on shareholdings revealed through reports on the possession of large volume and publicly offered domestic and overseas investment trusts, IR-Pro, which is a comprehensive support system for corporate IR activities, and the Analyst Network, which allows listed companies to accept reservations for IR explanatory meetings and manage attendee information in a single step. IR Japan also operates the *Kabunushi-Hiroba*, a survey system for individual investors.

Sales from Databases and Other for the three months ended June 30, 2026 decreased 39.1% from the same period of the previous fiscal year, to ¥15 million.

(2) Overview of Financial Position for the Three Months Ended June 30, 2026

1) Assets

Total assets of the Group as of June 30, 2026 increased ¥460 million from the end of the previous fiscal year, to ¥7,964 million, due primarily to increases in cash and deposits of ¥288 million and in notes and accounts receivable—trade, and contract assets of ¥205 million.

2) Liabilities

Total liabilities of the Group as of June 30, 2026 increased ¥113 million from the end of the previous fiscal year, to ¥1,494 million, due primarily to an increase in other (current liabilities) of ¥160 million and a decrease in provision for bonuses of ¥92 million.

3) Net assets

Net assets of the Group as of June 30, 2026 increased ¥347 million from the end of the previous fiscal year, to ¥6,469 million, due primarily to an increase in retained earnings of ¥617 million from profit attributable to owners of parent and a decrease in retained earnings of ¥266 million as a result of payment of dividends.

(3) Forward-looking Statements Including Consolidated Results Forecast

1) Forecast for consolidated operating results for the fiscal year ending March 31, 2027

The consolidated results forecast for the fiscal year ending March 31, 2027 has not been announced as it is difficult to calculate a reasonable results forecast at this time due to the nature of the Group's business. We will promptly disclose the consolidated results forecast for the full year as soon as it becomes possible to calculate it.

2) Basic policy concerning the distribution of profits and dividend distributions for the fiscal year ending March 31, 2027

The Company makes it a basic policy to distribute profits to its shareholders in line with its business results, while maintaining its financial strength by securing sufficient internal reserves to carry out sound business operations. The Company's Articles of Incorporation stipulate that a decision on the distribution of surplus and other matters as specified in each item of Paragraph 1, Article 459, of the Companies Act can be made by a resolution of the Board of Directors, unless otherwise specified by laws and regulations, while a decision on year-end dividends is to be made at the General Meeting of Shareholders. The Company's Articles of Incorporation also stipulate that an interim dividend can be provided with the date of record being September 30 of each year.

Regarding dividends for the fiscal year ending March 31, 2027, both the interim dividend and year-end dividend have not yet been determined at this time, as it is difficult to estimate the consolidated results forecast for the full year at this stage.

However, dividends for the fiscal year ending March 31, 2027 will be determined with a target consolidated dividend payout ratio of approximately 50%, while comprehensively taking into account the dividend sources of the Company as well as the necessity of maintaining the stable equity ratio of IR Japan, Inc. (hereinafter, "IRJ"), the Company's subsidiary, as IRJ is a Type I Financial Instruments Business Operator.

	Fiscal year ended March 31, 2026	Fiscal year ending March 31, 2027
Dividend per share	28 yen	NYD
Interim dividend	13 yen	NYD
Year-end dividend	15 yen	NYD
Dividend payout ratio	55.3%	NYD

2. Quarterly Consolidated Financial Statements and Primary Notes

(1) Quarterly Consolidated Balance Sheets

(Thousands of yen)

	As of March 31, 2026	As of June 30, 2026
Assets		
Current assets		
Cash and deposits	5,023,575	5,312,497
Notes and accounts receivable—trade, and contract assets	386,676	592,045
Work in process	3,622	4,319
Other	316,075	334,244
Total current assets	5,729,949	6,243,107
Non-current assets		
Property, plant and equipment	226,122	211,338
Intangible assets		
Software	518,490	579,838
Other	325,913	246,080
Total intangible assets	844,404	825,918
Investments and other assets		
Other	748,044	729,099
Allowance for doubtful accounts	(45,360)	(45,360)
Total investments and other assets	702,684	683,739
Total non-current assets	1,773,211	1,720,997
Total assets	7,503,161	7,964,104
Liabilities		
Current liabilities		
Accounts payable—trade	6,925	35,294
Short-term borrowings	200,000	200,000
Accounts payable—other	171,944	190,009
Income taxes payable	267,741	306,373
Contract liabilities	113,804	73,903
Provision for bonuses	162,599	70,161
Provision for customer measure costs	171,430	171,430
Other	209,407	369,621
Total current liabilities	1,303,853	1,416,793
Non-current liabilities		
Long-term accounts payable—other	45,863	45,863
Retirement benefit liability	31,329	31,641
Total non-current liabilities	77,193	77,504
Total liabilities	1,381,046	1,494,298

(Thousands of yen)

	As of March 31, 2026	As of June 30, 2026
Net assets		
Shareholders' equity		
Share capital	865,298	865,298
Capital surplus	553,406	553,406
Retained earnings	5,101,941	5,453,086
Treasury shares	(410,109)	(410,109)
Total shareholders' equity	6,110,537	6,461,682
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	11,577	8,123
Total accumulated other comprehensive income	11,577	8,123
Total net assets	6,122,114	6,469,806
Total liabilities and net assets	7,503,161	7,964,104

(2) Quarterly Consolidated Statements of Income and Comprehensive Income

Quarterly Consolidated Statement of Income

For the Three Months Ended June 30, 2026

(Thousands of yen)

	Three Months of FY2025 (from April 1, 2025 to June 30, 2025)	Three Months of FY2026 (from April 1, 2026 to June 30, 2026)
Net sales	2,110,963	2,163,714
Cost of sales	331,731	345,301
Gross profit	1,779,231	1,818,413
Selling, general and administrative expenses	904,196	909,015
Operating profit	875,035	909,398
Non-operating income		
Interest income	2	23
Dividend income	258	414
Foreign exchange gains	653	—
Gain on investments in investment partnerships	4,349	2,579
Other	1,148	1,042
Total non-operating income	6,412	4,061
Non-operating expenses		
Interest expenses	568	741
Foreign exchange losses	—	401
Total non-operating expenses	568	1,143
Ordinary profit	880,879	912,316
Profit before income taxes	880,879	912,316
Total income taxes	271,179	294,721
Profit	609,699	617,595
Profit attributable to non-controlling interests	—	—
Profit attributable to owners of parent	609,699	617,595

Quarterly Consolidated Statement of Comprehensive Income
For the Three Months Ended June 30, 2026

(Thousands of yen)

	Three Months of FY2025 (from April 1, 2025 to June 30, 2025)	Three Months of FY2026 (from April 1, 2026 to June 30, 2026)
Profit	609,699	617,595
Other comprehensive income		
Valuation difference on available-for-sale securities	(129)	(3,453)
Total other comprehensive income	(129)	(3,453)
Comprehensive income	609,569	614,141
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	609,569	614,141
Comprehensive income attributable to non-controlling interests	—	—

(3) Notes Relating to the Quarterly Consolidated Financial Statements

Application of Special Accounting Treatments in Preparing Quarterly Consolidated Financial Statements

Regarding tax expenses, the Company reasonably estimates an effective tax rate after applying tax effect accounting to profit before income taxes for the fiscal year in which the three months ended June 30, 2026 are included, and calculates tax expenses by multiplying profit before income taxes by the estimated effective tax rate.

Notes Regarding Segment Information and Others

This is not applicable as the Group engages in consulting business specializing in IR/SR activities, which constitutes a single business segment.

Notes Regarding Significant Changes in the Amount of Shareholders' Equity

None applicable

Notes Relating to the Going Concern Assumption

None applicable

Notes Relating to the Statement of Cash Flows

The Company has not prepared a quarterly consolidated statement of cash flows for the three months ended June 30, 2026. Depreciation (including amortization of intangible assets) for the three months ended June 30, 2026 is as follows.

(Thousands of yen)

	Three months ended June 30, 2025 (from April 1, 2025 to June 30, 2025)	Three months ended June 30, 2026 (from April 1, 2026 to June 30, 2026)
Depreciation	84,538	78,981