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November 12, 2025

Summary of Consolidated Financial Results for the Fiscal Year Ended September 30, 2025 (Under Japanese GAAP)

Company name: T&S Group Inc.
Listing: Tokyo Stock Exchange
Securities code: 4055
URL: https://www.tecsvc.co.jp/
Representative: Yoshihiro Takekawa, President and CEO
Inquiries: Hiroshi Kinoshita, Director, Executive Officer and COO
Telephone: +81-45-263-8286
Scheduled date of annual general meeting of shareholders: December 24, 2025
Scheduled date to commence dividend payments: December 25, 2025
Scheduled date to file annual securities report: December 25, 2025
Preparation of supplementary material on financial results: Yes
Holding of financial results briefing: Yes (for institutional investors and analysts)

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

1. Consolidated financial results for the fiscal year ended September 30, 2025 (from October 1, 2024 to September 30, 2025)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Adjusted EBITDA	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2025	4,103	37.7	756	45.5	753	44.8	509	58.5	770	46.6
September 30, 2024	2,980	-	519	-	520	-	321	-	525	-

Note: Comprehensive income For the fiscal year ended September 30, 2025: ¥547 million [70.3%]
For the fiscal year ended September 30, 2024: ¥321 million [-%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
September 30, 2025	67.19	66.82	19.0	22.9	18.4
September 30, 2024	42.40	42.17	13.2	17.8	17.4

Reference: Share of profit (loss) of entities accounted for using equity method
For the fiscal year ended September 30, 2025: ¥- million
For the fiscal year ended September 30, 2024: ¥- million

Note 1: Year-on-year change rate for the fiscal year ending September 30, 2024 are not shown because consolidated financial statements are prepared from that fiscal year.
2: The fiscal year ending September 2024 is a 10-month period from December 1, 2023, to September 30, 2024, due to a change in the fiscal year-end. Although the comparison periods differ for the year-on-year change rate, figures for the fiscal year ending September 30, 2025 are provided for reference.
3: Adjusted EBITDA is deducting or adjusting for non-recurring items and other specific adjustments based on established rules. We believe this provides useful information for understanding the Group's recurring operating performance. Specifically, it excludes or adjusts for items such as goodwill amortization, depreciation and amortization, and stock-based compensation expenses, as well as other temporary gains or losses that the Group deems appropriate to exclude.

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
September 30, 2025	3,662	2,913	79.5	384.35
September 30, 2024	2,921	2,435	83.4	321.40

Reference: Equity
As of September 30, 2025: ¥2,913 million
As of September 30, 2024: ¥2,435 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
September 30, 2025	758	(123)	(60)	2,599
September 30, 2024	363	(21)	(49)	2,013

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 September 30, 2024	-	0.00	-	8.00	8.00	60	18.9	2.5
Fiscal year ended September 30, 2025	-	0.00	-	10.00	10.00	75	14.9	2.8
Fiscal year ending September 30, 2026 (Forecast)	-	0.00	-	11.00	11.00		15.2	

3. Consolidated financial forecast for the fiscal year ending September 30, 2026 (from October 1, 2025 to September 30, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share	Adjusted EBITDA	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen	Millions of yen	%
Full-year	4,500	9.7	800	5.8	801	6.4	539	5.9	72.53	816	5.9

*** Notes**

(1) Significant changes in the scope of consolidation during the period: Yes
Newly included: 3 companies (TS System Solutions Inc. , ex-stage corporation , INT IV, Inc.)
Excluded: None

(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: None
- (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 September 30, 2025	7,633,200 shares
As of September 30, 2024	7,633,200 shares

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

As of September 30, 2025	54,040 shares
As of September 30, 2024	54,440 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended September 30, 2025	7,579,037 shares
Fiscal year ended September 30, 2024	7,578,613 shares

[Reference] Overview of non-consolidated financial results

Non-consolidated financial results for the fiscal year ended September 30, 2025
(from October 1, 2024 to September 30, 2025)

T&S Group Inc. is a pure holding company, we have omitted non-consolidated financial results as we are determined to have little usefulness as information for investment decisions.

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

Consolidated financial statements

Consolidated balance sheets

(Thousands of yen)

	As of September 30, 2024	As of September 30, 2025
Assets		
Current assets		
Cash and deposits	2,013,957	2,599,838
Accounts receivable - trade	432,353	504,066
Contract assets	—	61,015
Work in process	13,696	3,277
Accounts receivable - other	258,832	25,616
Other	55,576	176,000
Allowance for doubtful accounts	(300)	—
Total current assets	2,774,116	3,369,815
Non-current assets		
Property, plant and equipment		
Buildings	30,399	30,399
Accumulated depreciation	(18,236)	(19,925)
Buildings, net	12,163	10,474
Tools, furniture and fixtures	15,751	16,729
Accumulated depreciation	(10,348)	(12,218)
Tools, furniture and fixtures, net	5,403	4,511
Total property, plant and equipment	17,566	14,985
Intangible assets		
Software	1,599	964
Goodwill	—	86,611
Total intangible assets	1,599	87,575
Investments and other assets		
Investment securities	30,400	93,275
Deferred tax assets	67,017	69,551
Guarantee deposits	30,093	27,754
Other	305	—
Total investments and other assets	127,816	190,581
Total non-current assets	146,982	293,142
Total assets	2,921,098	3,662,958

(Thousands of yen)

	As of September 30, 2024	As of September 30, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	164,514	181,431
Accounts payable - other	27,279	21,938
Accrued expenses	35,193	34,128
Income taxes payable	74,347	224,096
Accrued consumption taxes	72,916	168,940
Provision for bonuses	38,943	40,008
Other	11,106	13,048
Total current liabilities	424,302	683,592
Non-current liabilities		
Retirement benefit liability	60,985	66,305
Total non-current liabilities	60,985	66,305
Total liabilities	485,287	749,898
Net assets		
Shareholders' equity		
Share capital	40,000	40,000
Capital surplus	567,843	567,985
Retained earnings	1,901,275	2,339,965
Treasury shares	(73,307)	(72,768)
Total shareholders' equity	2,435,811	2,875,181
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	—	37,878
Total accumulated other comprehensive income	—	37,878
Total net assets	2,435,811	2,913,059
Total liabilities and net assets	2,921,098	3,662,958

Consolidated statements of income

(Thousands of yen)

	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025
Net sales	2,980,491	4,103,317
Cost of sales	2,114,114	2,864,400
Gross profit	866,376	1,238,917
Selling, general and administrative expenses	346,576	482,473
Operating profit	519,799	756,443
Non-operating income		
Interest income	124	2,201
Miscellaneous income	1,208	1,360
Total non-operating income	1,332	3,562
Non-operating expenses		
Share issuance costs	—	5,769
Commission expenses	625	498
Other	10	26
Total non-operating expenses	636	6,294
Ordinary profit	520,496	753,712
Extraordinary losses		
Loss on valuation of investment securities	50,399	—
Profit before income taxes	470,096	753,712
Income taxes - current	166,366	267,270
Income taxes - deferred	(17,627)	(22,796)
Total income taxes	148,738	244,474
Profit	321,357	509,237
Profit attributable to owners of parent	321,357	509,237

Consolidated statements of comprehensive income

(Thousands of yen)

	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025
Profit	321,357	509,237
Other comprehensive income		
Valuation difference on available-for-sale securities	—	37,878
Total other comprehensive income	—	37,878
Comprehensive income	321,357	547,115
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	321,357	547,115

Consolidated statements of changes in equity

Fiscal year ended September 30, 2024(From December 1, 2023 to September 30, 2024)

(Thousands of yen)

	Shareholders' equity					Total net assets
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	
Balance at beginning of period	340,783	266,662	1,629,556	(73,753)	2,163,249	2,163,249
Changes during period						
Capital reduction	(300,783)	300,783			—	—
Dividends of surplus			(49,638)		(49,638)	(49,638)
Profit attributable to owners of parent			321,357		321,357	321,357
Purchase of treasury shares				(92)	(92)	(92)
Disposal of treasury shares		397		538	936	936
Total changes during period	(300,783)	301,180	271,718	446	272,562	272,562
Balance at end of period	40,000	567,843	1,901,275	(73,307)	2,435,811	2,435,811

Fiscal year ended September 30, 2025(From October 1, 2024 to September 30, 2025)

(Thousands of yen)

	Shareholders' equity					Accumulated other comprehensive income		Total net assets
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total accumulated other comprehensive income	
Balance at beginning of period	40,000	567,843	1,901,275	(73,307)	2,435,811	—	—	2,435,811
Changes during period								
Dividends of surplus			(60,630)		(60,630)			(60,630)
Profit attributable to owners of parent			509,237		509,237			509,237
Disposal of treasury shares		141		538	680			680
Change in scope of consolidation			(9,917)		(9,917)			(9,917)
Net changes in items other than shareholders' equity						37,878	37,878	37,878
Total changes during period	—	141	438,689	538	439,369	37,878	37,878	477,248
Balance at end of period	40,000	567,985	2,339,965	(72,768)	2,875,181	37,878	37,878	2,913,059

Consolidated statements of cash flows

(Thousands of yen)

	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025
Cash flows from operating activities		
Profit before income taxes	470,096	753,712
Depreciation	3,517	4,193
Amortization of goodwill	―	7,022
Amortization of guarantee deposits	1,948	2,338
Increase (decrease) in provision for bonuses	31,920	1,064
Increase (decrease) in retirement benefit liability	3,593	4,138
Increase (decrease) in allowance for doubtful accounts	(1,500)	(300)
Interest and dividend income	(124)	(2,201)
Loss (gain) on valuation of investment securities	50,399	―
Decrease (increase) in trade receivables	2,291	(125,420)
Decrease (increase) in inventories	(753)	10,418
Decrease (increase) in other current assets	(28,926)	168,311
Increase (decrease) in trade payables	(6,370)	14,155
Increase (decrease) in other current liabilities	(5,819)	76,700
Other, net	1,233	15,260
Subtotal	521,505	929,394
Interest and dividends received	124	2,201
Income taxes paid	(157,744)	(172,650)
Net cash provided by (used in) operating activities	363,886	758,945
Cash flows from investing activities		
Purchase of property, plant and equipment	(1,119)	(977)
Purchase of intangible assets	(473)	―
Purchase of investment securities	(20,000)	(24,735)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	―	(97,417)
Net cash provided by (used in) investing activities	(21,592)	(123,129)
Cash flows from financing activities		
Dividends paid	(49,509)	(60,661)
Other, net	(92)	―
Net cash provided by (used in) financing activities	(49,601)	(60,661)
Net increase (decrease) in cash and cash equivalents	292,691	575,154
Cash and cash equivalents at beginning of period	1,721,266	2,013,957
Increase (decrease) in cash and cash equivalents resulting from change in scope of consolidation	―	10,726
Cash and cash equivalents at end of period	2,013,957	2,599,838