



FY2025.9 Q3

Presentation Material

August 14, 2025

Kufu Company Holdings Inc.



Agenda

1. Consolidated Financial Results for FY2025.9 Q3

2. Business Overview by Segment

- Daily Life Business
- Life Event Business



1. Consolidated Financial Results for FY2025.9 Q3

- Promoting organizational restructuring to build a group centered on the Daily Life Businesses

Daily Life Business

- Kufu Company

- ✓ On November 1, 2024, Kufu AI Studio merged with RETRIP
- ✓ On January 1, 2025, Locoguide Inc. and Kufu AI Studio Inc. were merged and the company changed its name to Kufu Company Inc. (On December 31, 2024, Kufu Company Inc. changed its name to Kufu Company Holdings Inc.)

Life Event Business

- Kufu Sumai Consulting
- Kufu Sumai
- Kufu Wedding

Investment and Incubation Business

- Kufu Shizuoka
- KIDS STAR
- Gold Eggs
- Seven Signatures International (SSI)
- Kufu Capital
- Kufu Company Holdings (Investment Business)

Highlights of FY2025.9 Q3 Consolidated Financial Results くふうカンパニー

- Net sales: 9,938 million yen (86.3% YoY), Operating profit: 207 million yen (60.5% YoY), EBITDA: 1,079 million yen (95.2% YoY)

Progress by segment

Daily Life Business	• Although revenue from store subscriptions in the Tokubai business did not achieve significant growth, profits have bottomed out through business restructuring and cost reduction efforts. The company aims to drive sales growth by developing new business formats.
Life Event Business	Home domain • Kufu Sumai Consulting saw steady performance in its core construction consulting business, while the contribution from its in-house construction business lagged behind. Company-wide cost reviews and the streamlining of unprofitable businesses contributed to stable profit generation. • At Kufu Sumai, the Ietate business continues to expand, with upfront costs associated with accelerated store openings (5 stores opened in Q3 for a total of 20 stores, an increase of 11 stores YoY). Marriage domain • Although the media business continued to face a difficult market environment, sales remained flat YoY, supported by the expansion of services for wedding venues. In the wedding producing business, although growth in orders and weddings held remained limited, the rental dress shop TIG DRESS, consolidated from Q3, contributed to profitability.
Investment and Incubation Business	• While contributions from the investment business declined YoY, SSI and KIDS STAR contributed, and other group companies also performed well.

- Net sales were 9,938 million yen (86.3% YoY), which was 71.0% of the full-year forecast

	FY2024.9	FY2025.9			
	Q3 Cumulative	Q3 * Cumulative	YoY	Forecast	Progress
Net sales	11,515	9,938	86.3 %	14,000	71.0 %
Daily Life Business	2,296	2,109	91.8 %	-	-
Life Event Business	6,656	5,927	89.1 %	-	-
Investment and Incubation Business	2,803	1,981	70.7 %	-	-
Adjustment	-241	-79	-	-	-

(JPY MM)

* RETRIP, Inc. which was part of the Investment and Incubation Business, was integrated into Kufu AI Studio Inc. (currently Kufu Company Inc.) on November 1, 2024.

Consolidated Operating Profit^{*1} / EBITDA

- Operating profit was 207 million yen (60.5% YoY), which was 41.5% of the full-year forecast
- EBITDA was 1,079 million yen (95.2% YoY), which was 67.5% of the full-year forecast

	FY2024.9	FY2025.9			
	Q3 Cumulative	Q3 ^{*2} Cumulative	YoY	Forecast	Progress
Operating profit	343	207	60.5 %	500	41.5 %
Daily Life Business	574	546	95.1 %	-	-
Life Event Business	389	462	118.9 %	-	-
Investment and Incubation Business	418	275	65.7 %	-	-
Adjustment	-1,038	-1,076	-	-	-
EBITDA	1,133	1,079	95.2 %	1,600	67.5 %

(JPY MM)

^{*1} : Due to the review of the allocation method of head office expenses from FY2025.9, profits for FY2024.9 are shown after retroactive adjustments.

^{*2} : RETRIP, Inc. which was part of the Investment and Incubation Business, was integrated into Kufu AI Studio Inc. (currently Kufu Company Inc.) on November 1, 2024.

Consolidated Quarterly Financial Results

- Net sales and operating profit decreased YoY

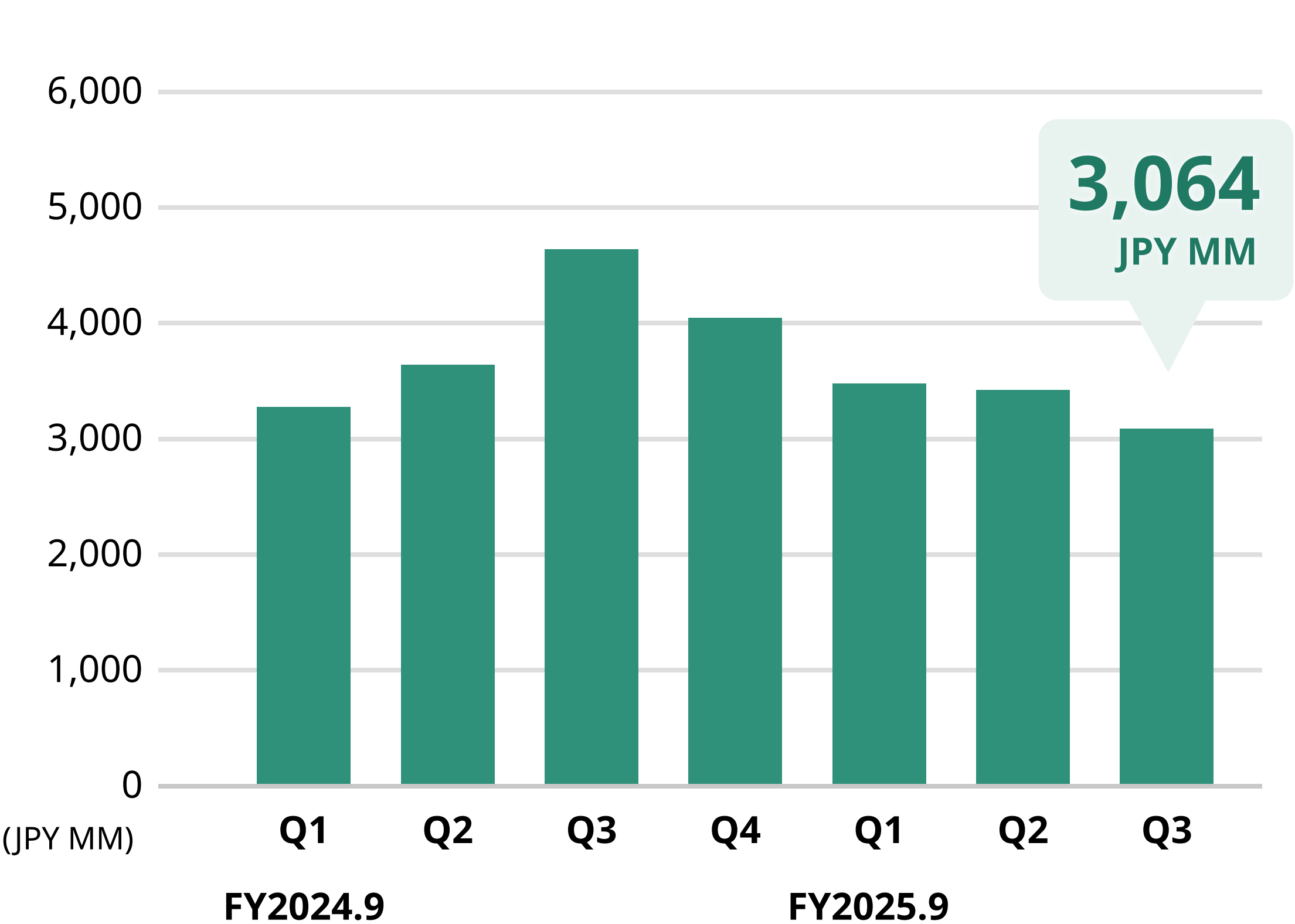
	FY2024.9				FY2025.9				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	YoY	QoQ
Net sales	3,263	3,627	4,623	4,028	3,454	3,419	3,064	66.3%	89.6%
Operating profit	-117	-47	507	288	63	138	5	1.1%	4.2%
EBITDA	134	219	779	571	346	428	304	39.1%	71.2%

(JPY MM)

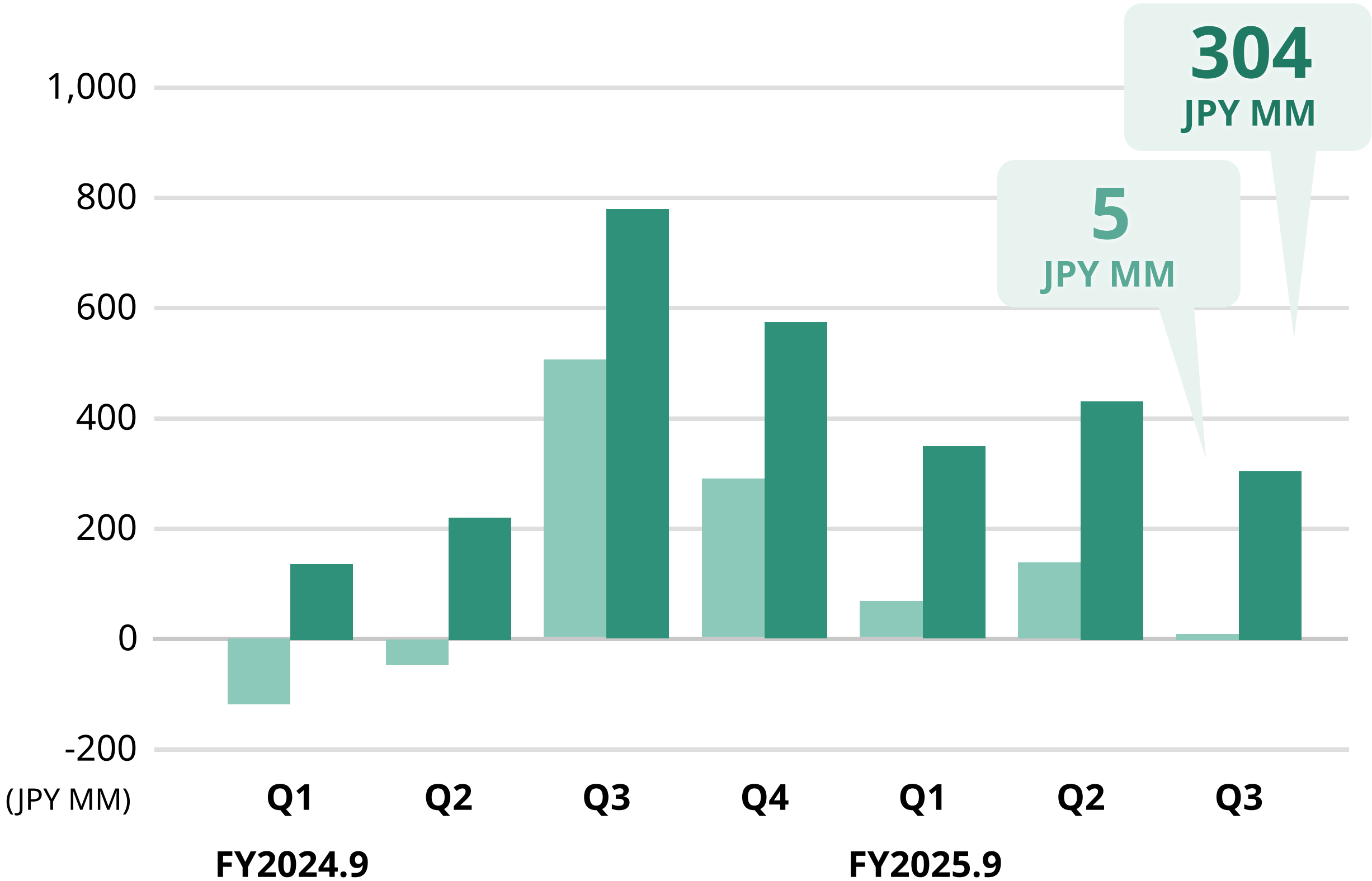
Consolidated Financial Results – Quarterly Trends

- Net sales and operating profit decreased YoY

Net sales



Operating profit EBITDA



Consolidated Quarterly Financial Results – Net Sales by Segment くふうカンパニー

- In the Daily Life Business, intra-group transactions decreased, while in the Tokubai business, revenue from store subscriptions did not achieve significant sales growth
- In the Investment and Incubation Business, revenue recognition at SSI was delayed

		FY2024.9				FY2025.9				
		Q1	Q2	Q3	Q4	Q1 *	Q2	Q3	YoY	QoQ
Net sales	Daily Life Business	772	764	759	731	715	716	677	89.2%	94.6%
	Life Event Business	2,150	2,320	2,184	2,492	2,007	1,990	1,929	88.3%	96.9%
	Investment and Incubation Business	426	625	1,752	862	763	739	477	27.3%	64.6%
	Adjustment	-86	-82	-72	-57	-31	-27	-20	-	-
	Total	3,263	3,627	4,623	4,028	3,454	3,419	3,064	66.3%	89.6%

(JPY MM)

* RETRIP, Inc. which was part of the Investment and Incubation Business, was integrated into Kufu AI Studio Inc. (currently Kufu Company Inc.) on November 1, 2024. 9

- In the Daily Life Business, business restructuring and cost reduction efforts contributed to profit generation
- In the Life Event Business, priority was given to upfront investments in the Home domain, while in the Investment and Incubation Business, profit declined due to delays in revenue recognition

		FY2024.9				FY2025.9				
		Q1	Q2	Q3	Q4	Q1 ^{*2}	Q2	Q3	YoY	QoQ
Operating profit	Daily Life Business	191	210	172	139	146	197	202	117.4%	102.6%
	Life Event Business	31	103	254	371	174	166	121	47.7%	72.9%
	Investment and Incubation Business	-48	-2	470	143	109	120	45	9.6%	37.4%
	Adjustment	-291	-357	-389	-366	-366	-346	-363	-	-
Total		-117	-47	507	288	63	138	5	1.1%	4.2%

(JPY MM)

^{*1} : Due to the review of the allocation method of head office expenses from FY2025.9, profits for FY2024.9 are shown after retroactive adjustments.

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Consolidated Financial Results – B/S

	As of end-Sep. 2024	As of end-Jun. 2025	Change	Change factors
Current assets	12,805	12,536	-268	• Cash and deposits decreased by 766 million yen due to the repayment of borrowings and an increase in operating investment securities and real estate for sale
(Cash and deposits)	7,505	6,739	-766	
(Operating investment securities)	1,691	2,040	348	
(Real estate for sale)	1,483	1,977	493	
Non-current assets	6,055	5,899	-155	
(Goodwill)	3,459	2,921	-538	• Short-term and long-term borrowings decreased by 395 million yen due to repayments
(Investments and other assets)	1,107	1,184	76	
Assets	18,875	18,448	-427	
Liabilities	6,705	6,740	34	
(Short-term and long-term borrowings)	3,555	3,159	-395	
Net assets	12,169	11,708	-461	
(Capital stock)	30	30	-	
(Capital surplus)	8,635	8,623	-11	
(Retained earnings)	2,047	1,734	-312	
(Treasury stock)	-32	-32	0	
(Valuation difference on available-for-sale securities)	30	-231	-262	
(Non-controlling interests)	1,451	1,576	125	
Total liabilities and net assets	18,875	18,448	-427	

(JPY MM)

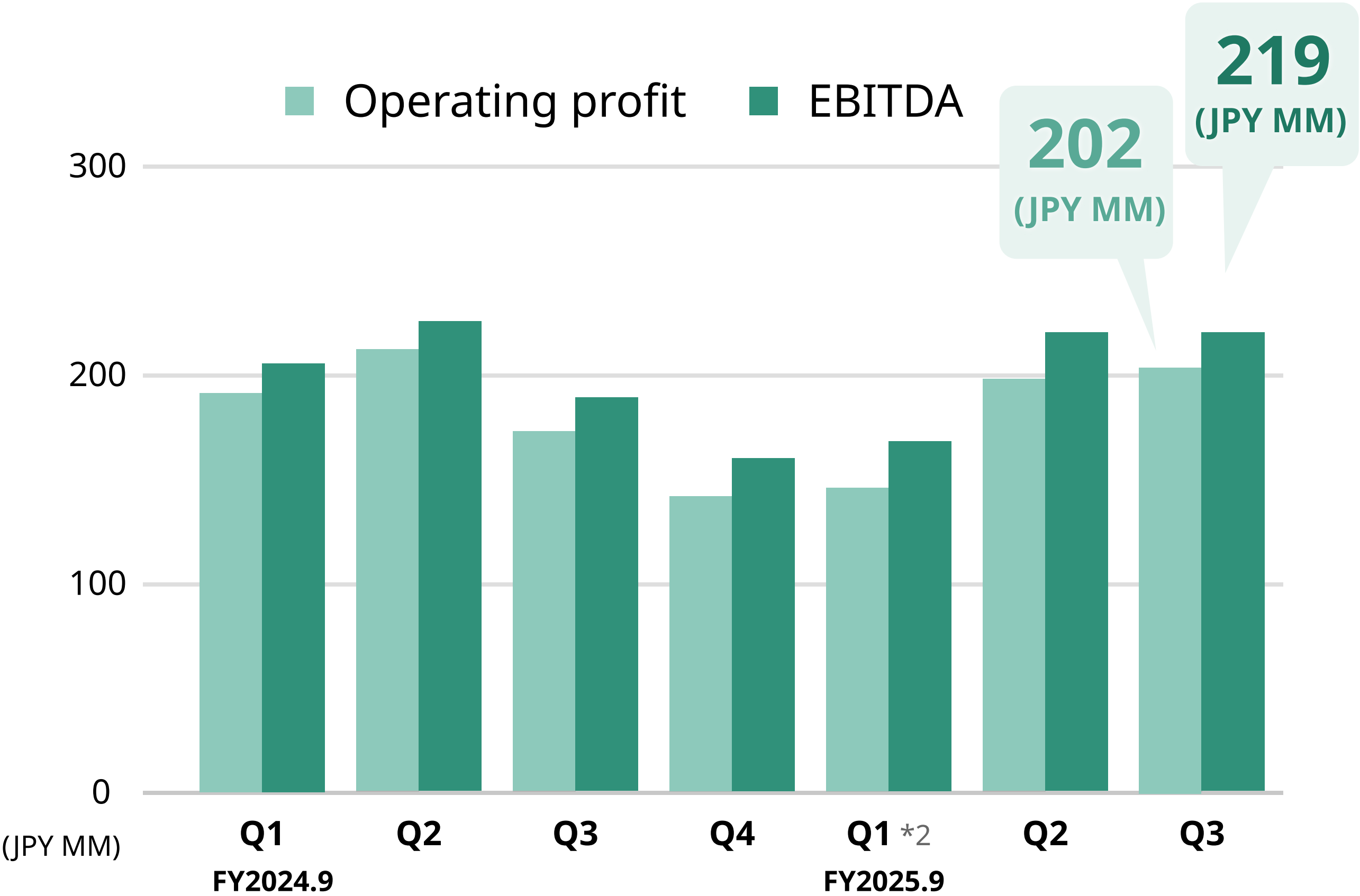
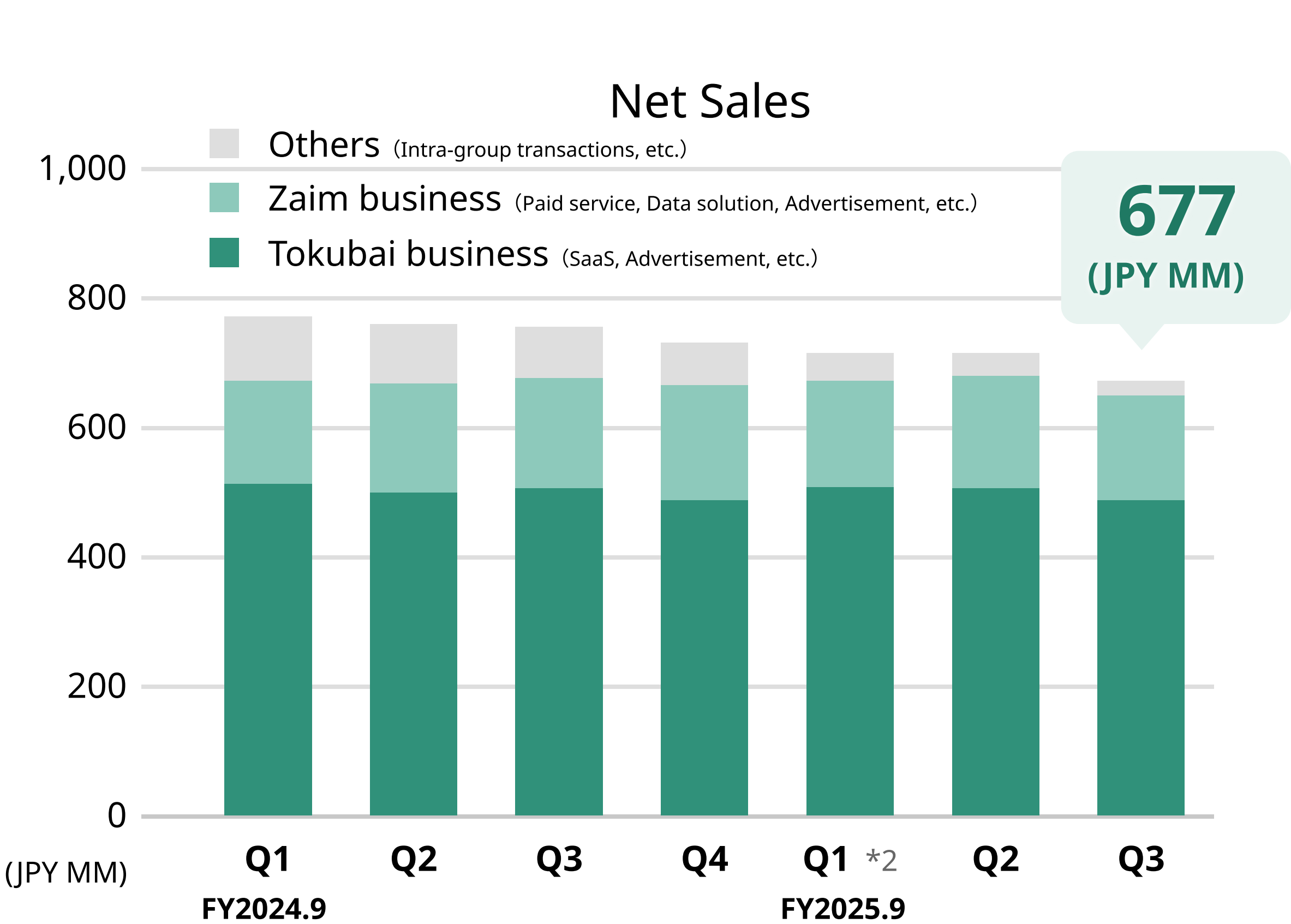
* Items in parentheses are included in totals.

2. Business Overview by Segment

Daily Life Business



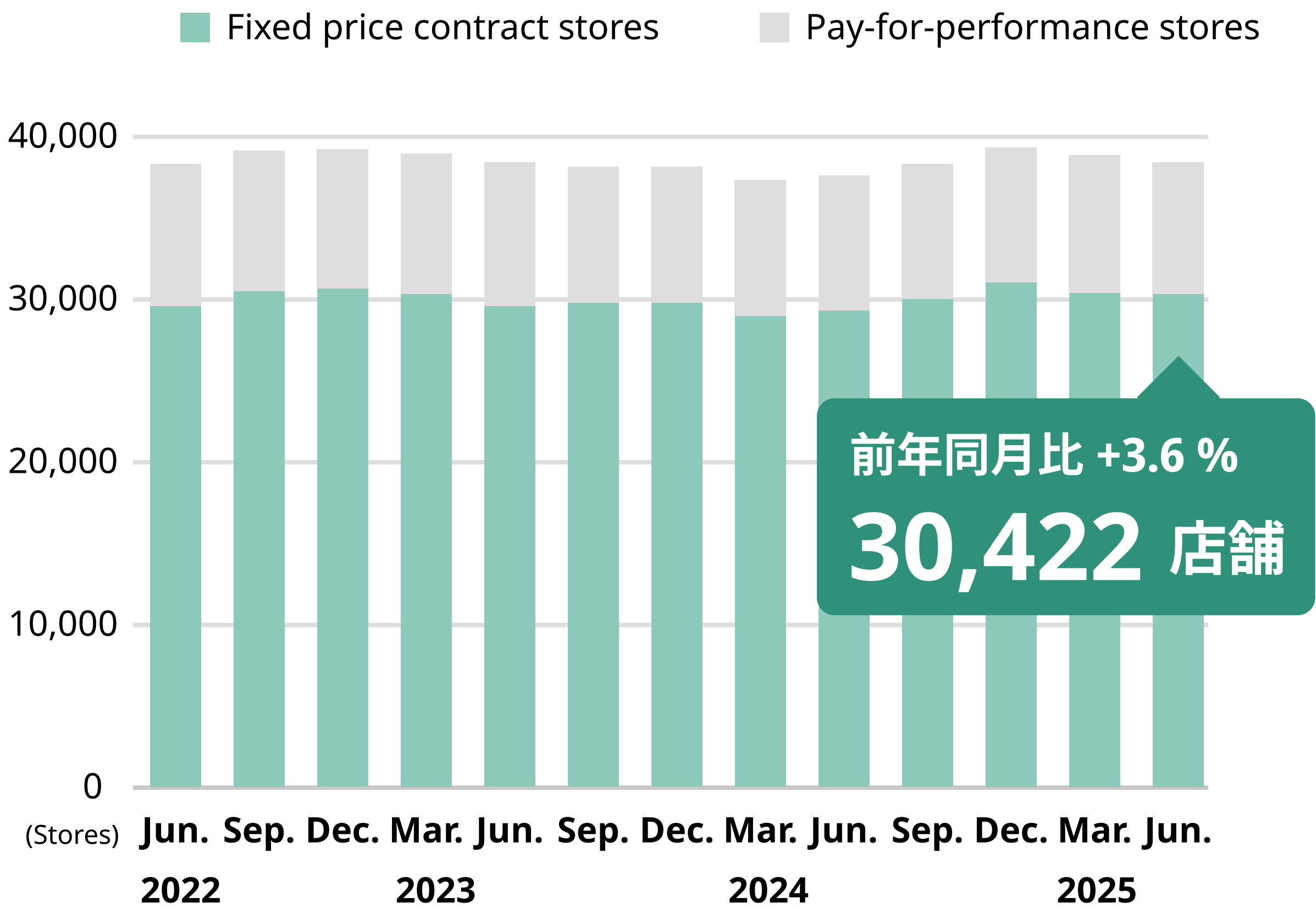
- Profits have bottomed out through business restructuring and cost reduction efforts, and the company aims to drive sales growth by developing new business formats



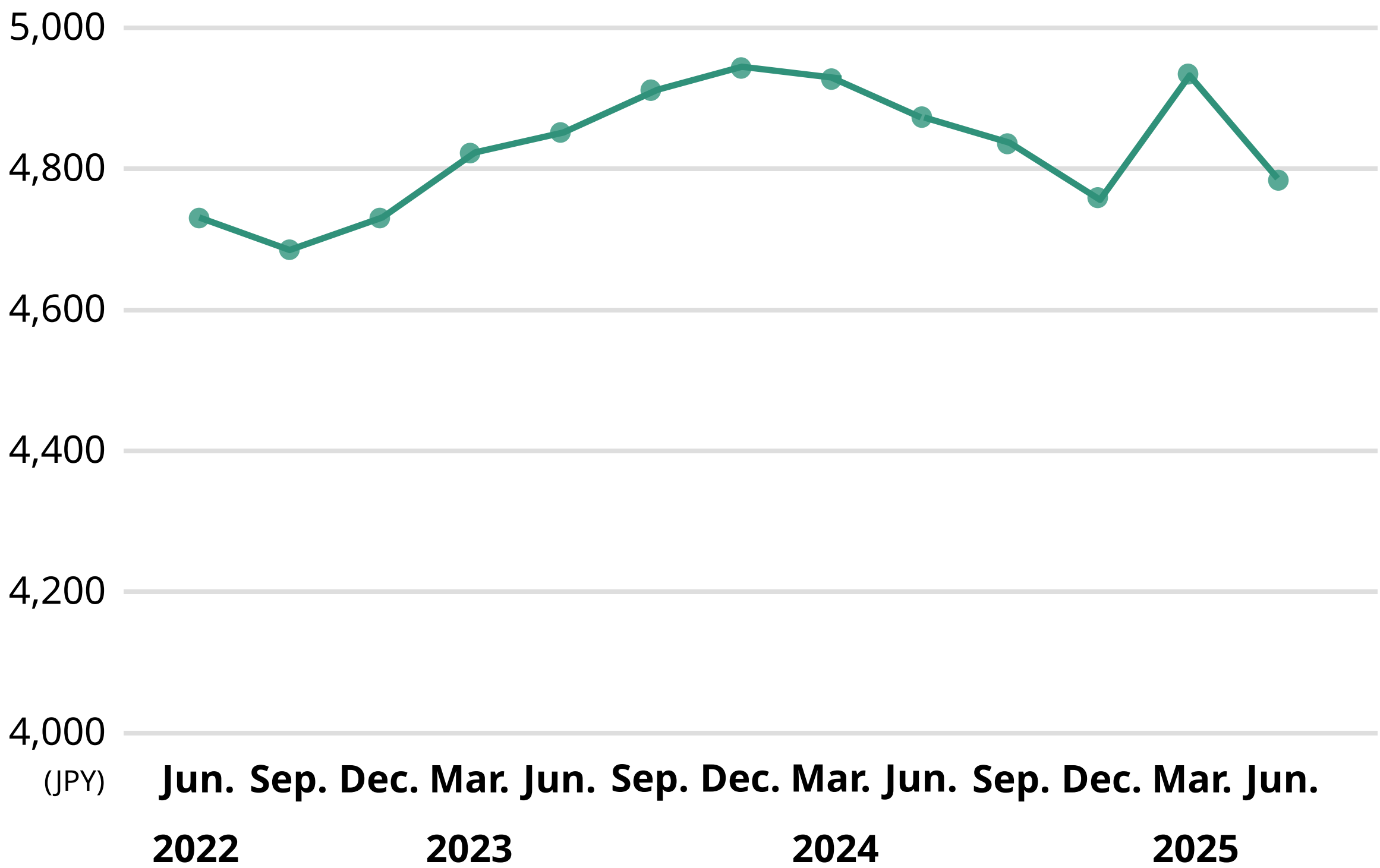
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- As of the end of June 2025, there were 38,628 subscriber stores
(stores with fixed-price contracts were up 3.6% YoY to 30,422)

Subscriber stores

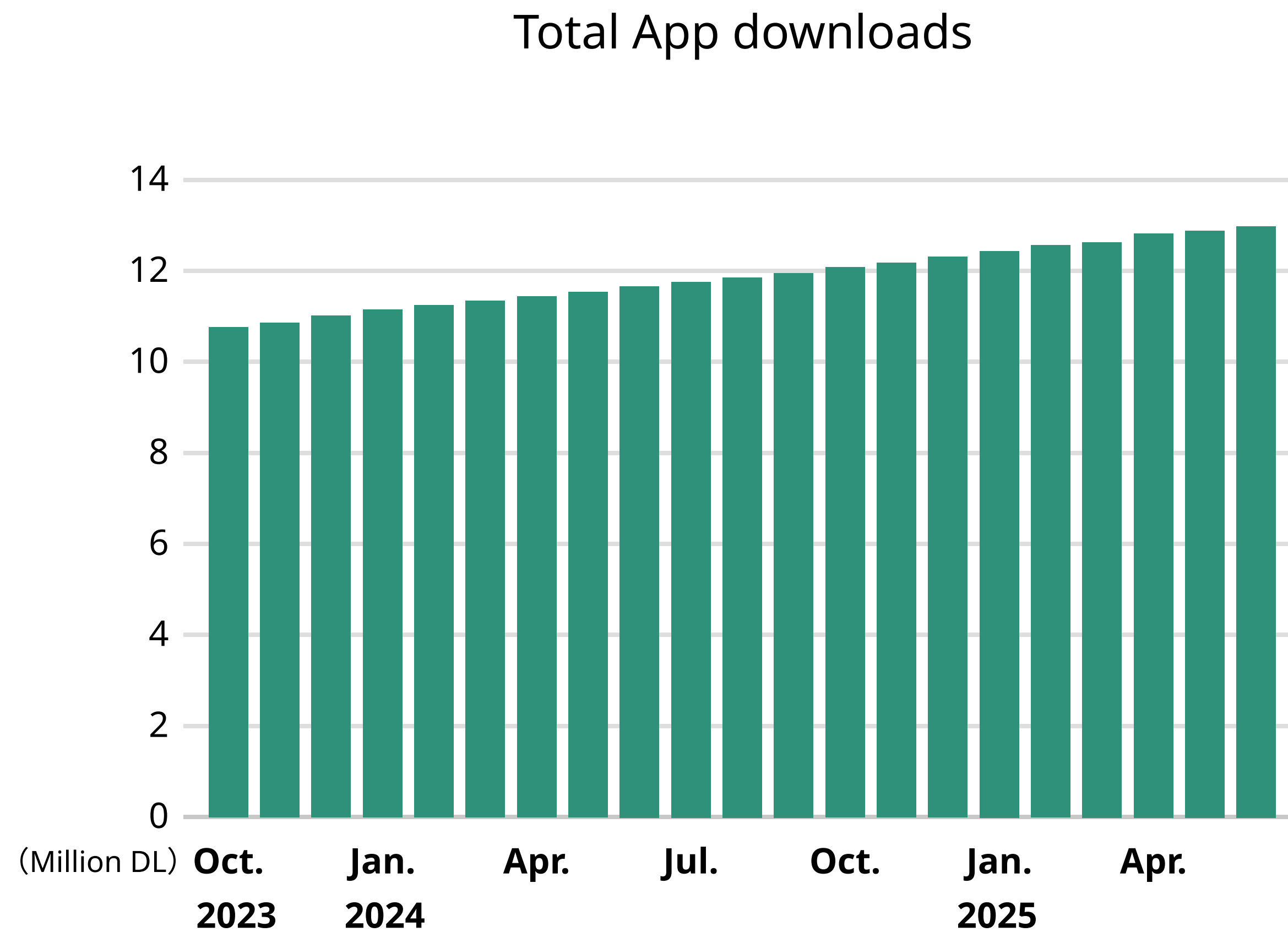
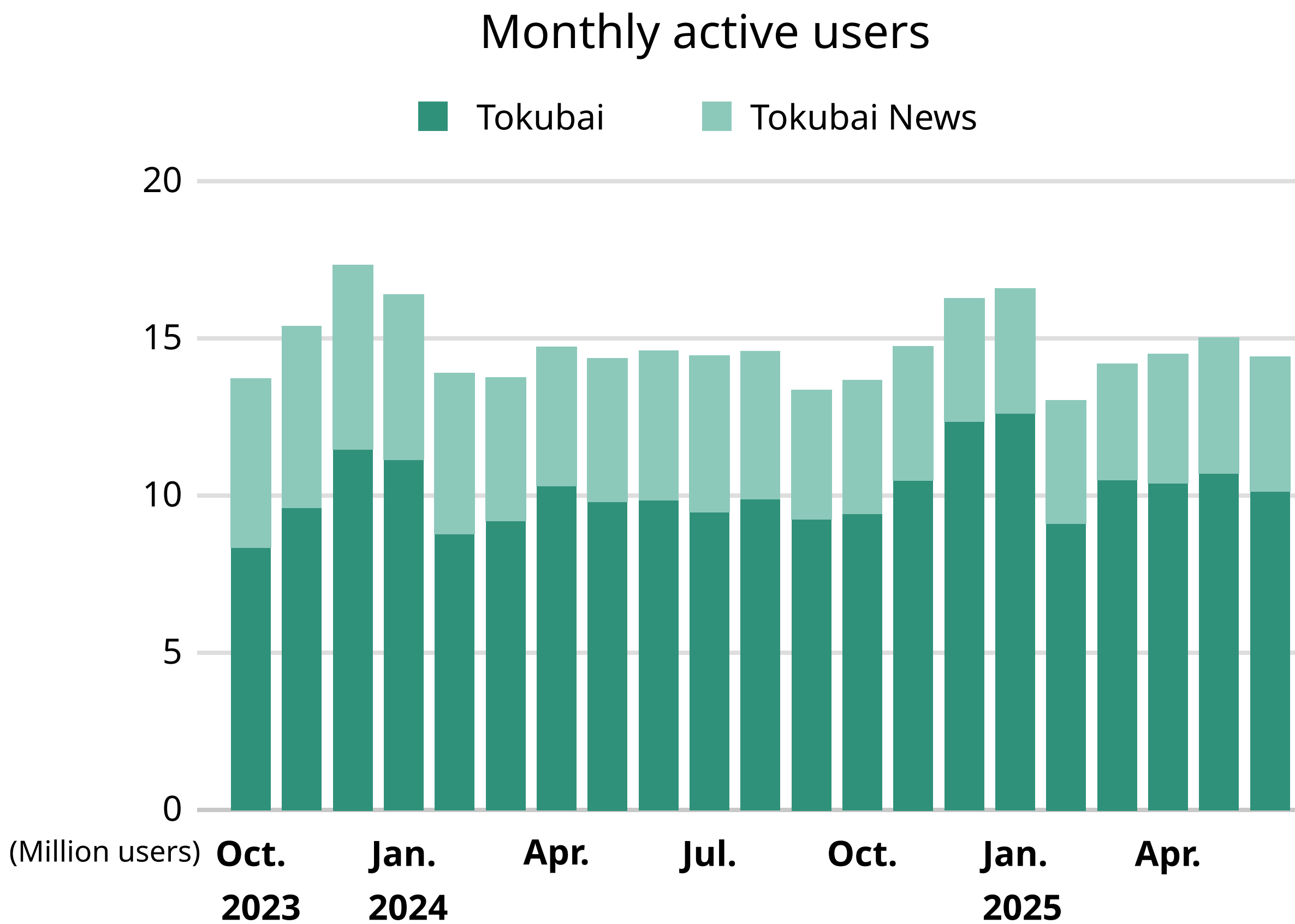


Average unit prices at fixed price contract stores



* The number of subscriber stores and the average unit prices do not include the initiative with approximately 16,000 convenience stores.

- As of the end of June 2025, the number of monthly active users of the Tokubai service was approximately 14 million, and the cumulative number of app downloads was approximately 13 million



- In addition to supporting users' diverse shopping occasions, we are strengthening promotional support for each retail format

Total market for key retail formats (approx. 25): approx. 330,000 stores *

Number of stores registered for the Tokubai service as of end-June 2025: approx. 180,000 (registration rate 54%)



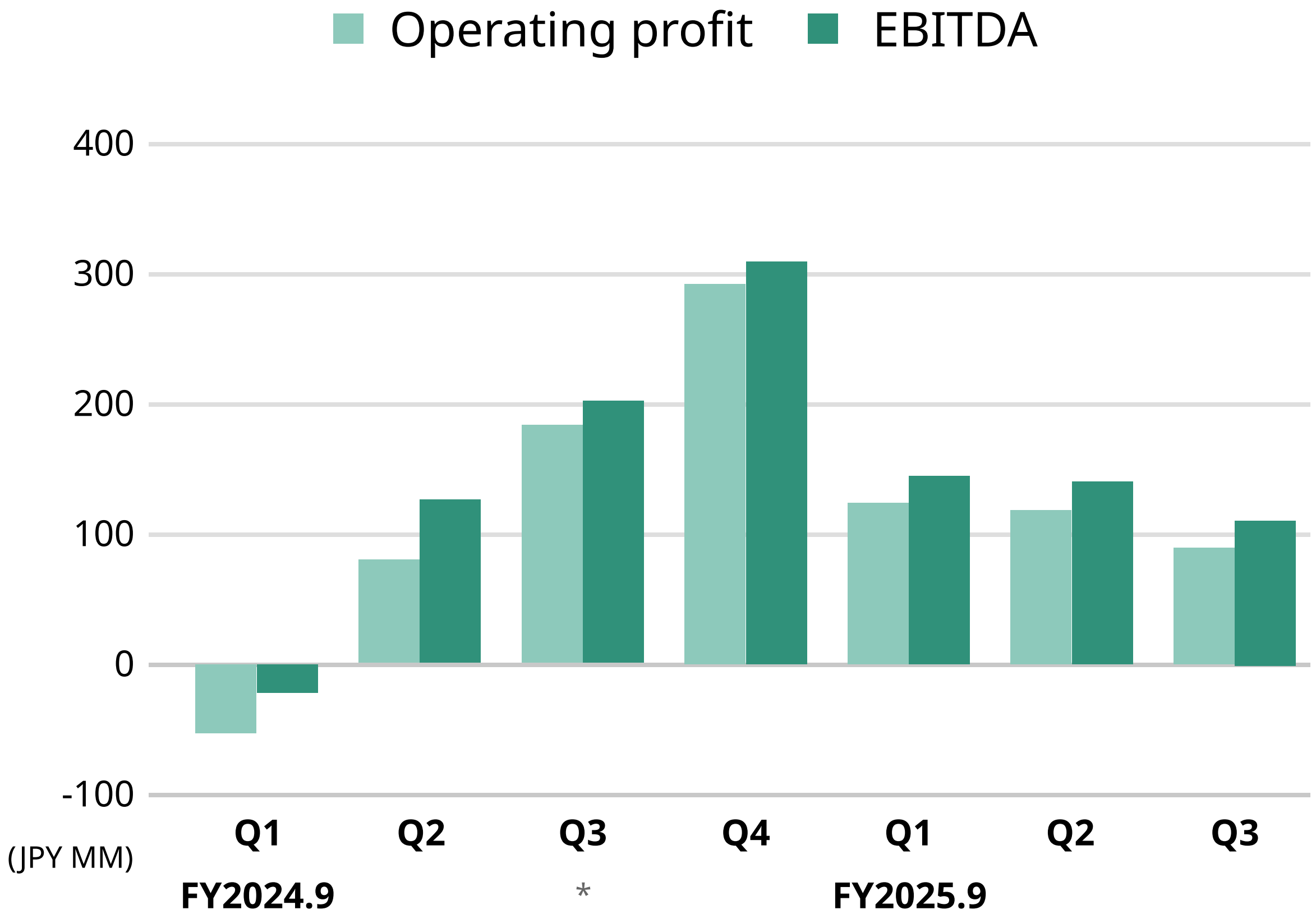
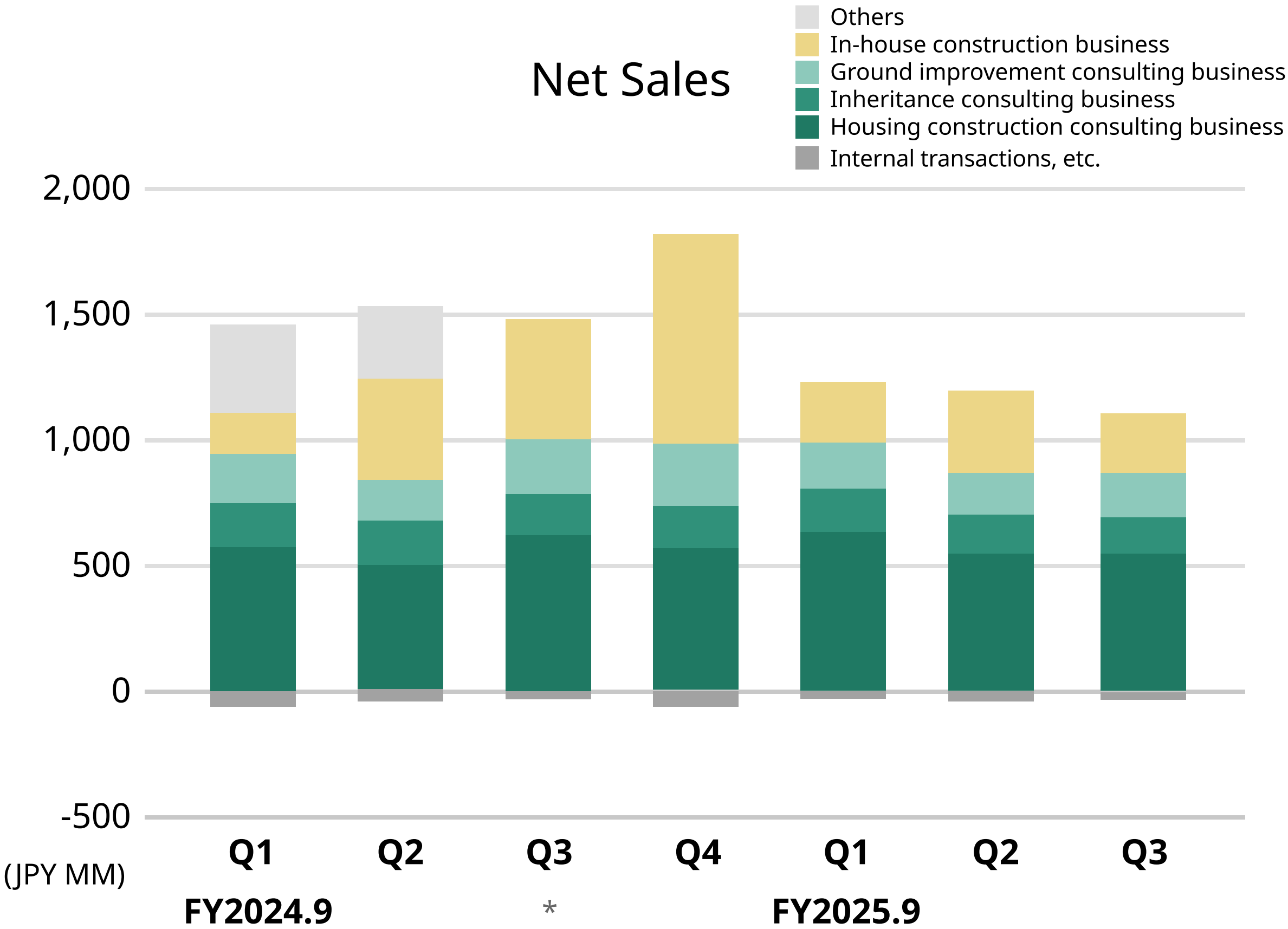
*Compiled by the company based on the Ministry of Internal Affairs and Communications' "Economic Census," published data from retail industry associations, and other research firms.

Life Event Business



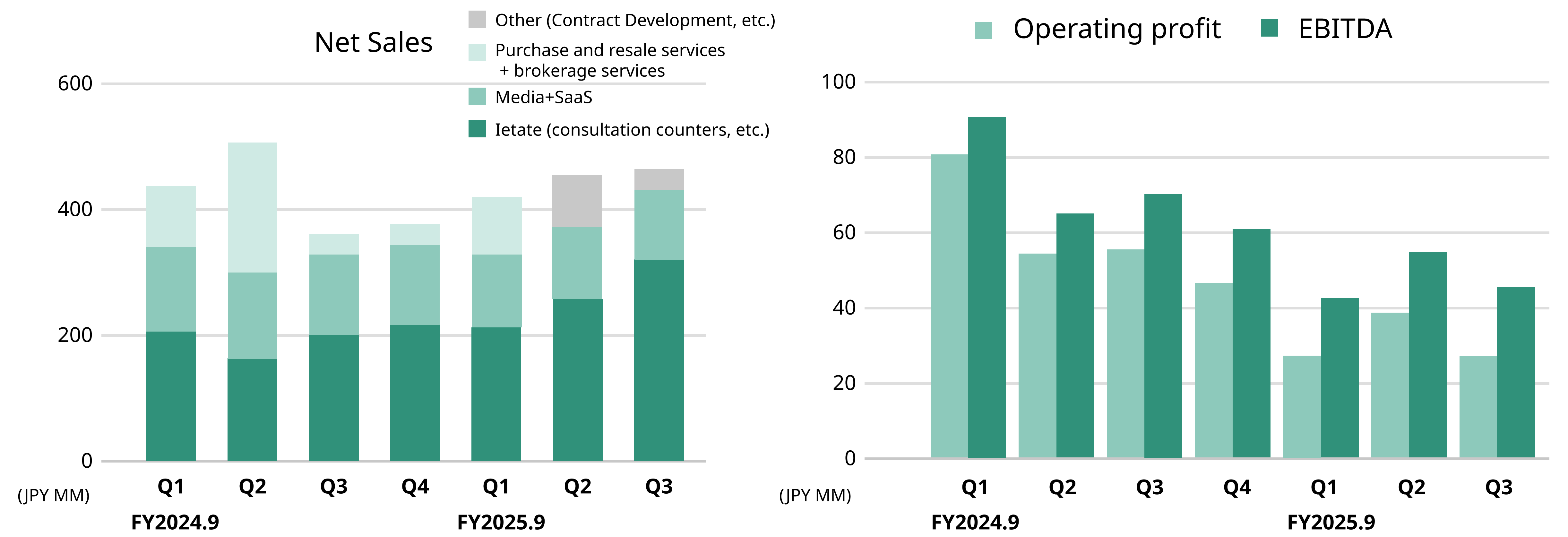
Home Domain Business (Kufu Sumai Consulting) – Financial Results – Quarterly Trends くふうカンパニー

- Amid longer delivery times following legal revisions, the core construction consulting business saw steady performance, while the contribution from its in-house construction business lagged behind
- Company-wide cost reviews and the streamlining of unprofitable businesses contributed to stable profit generation



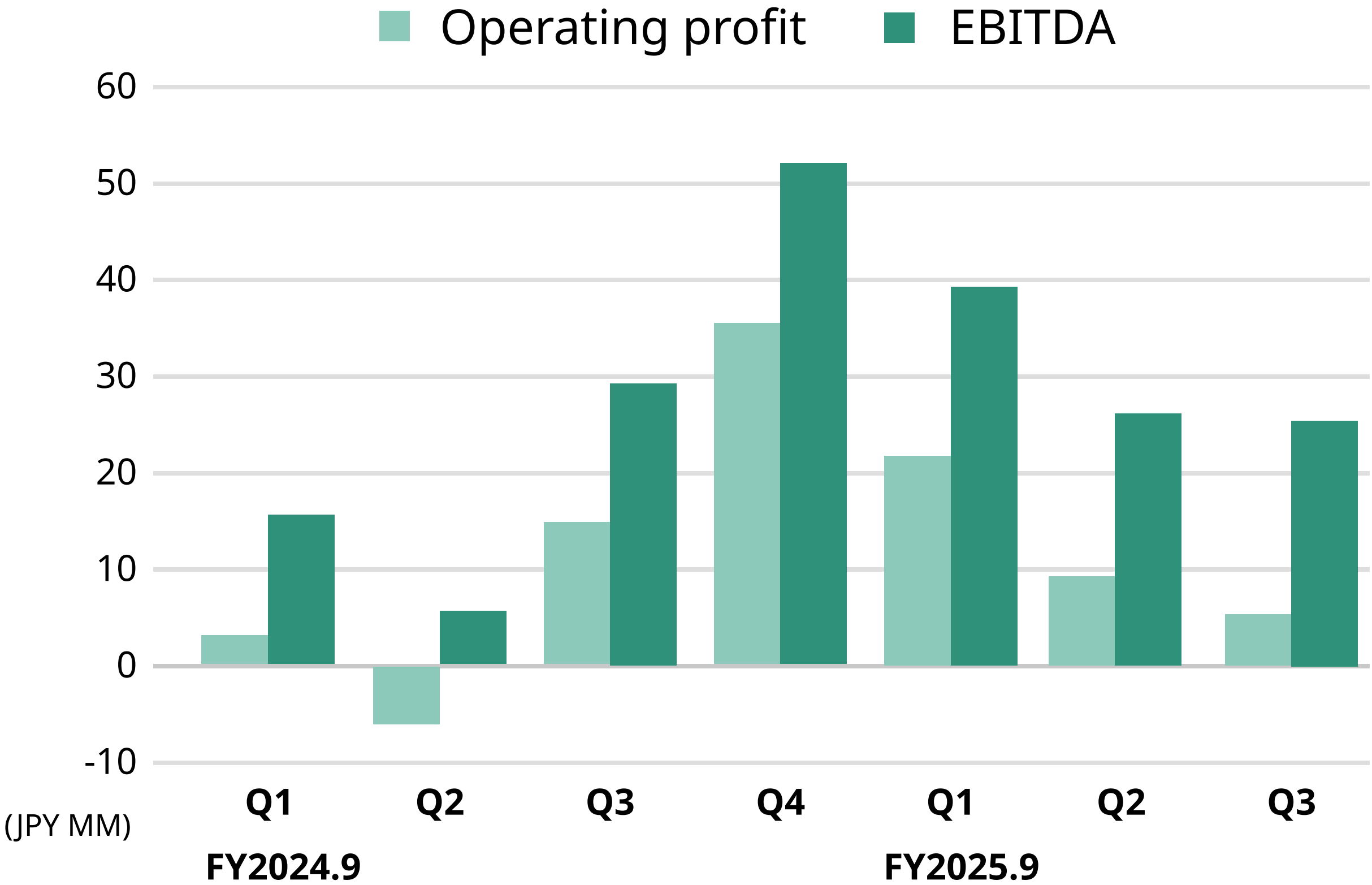
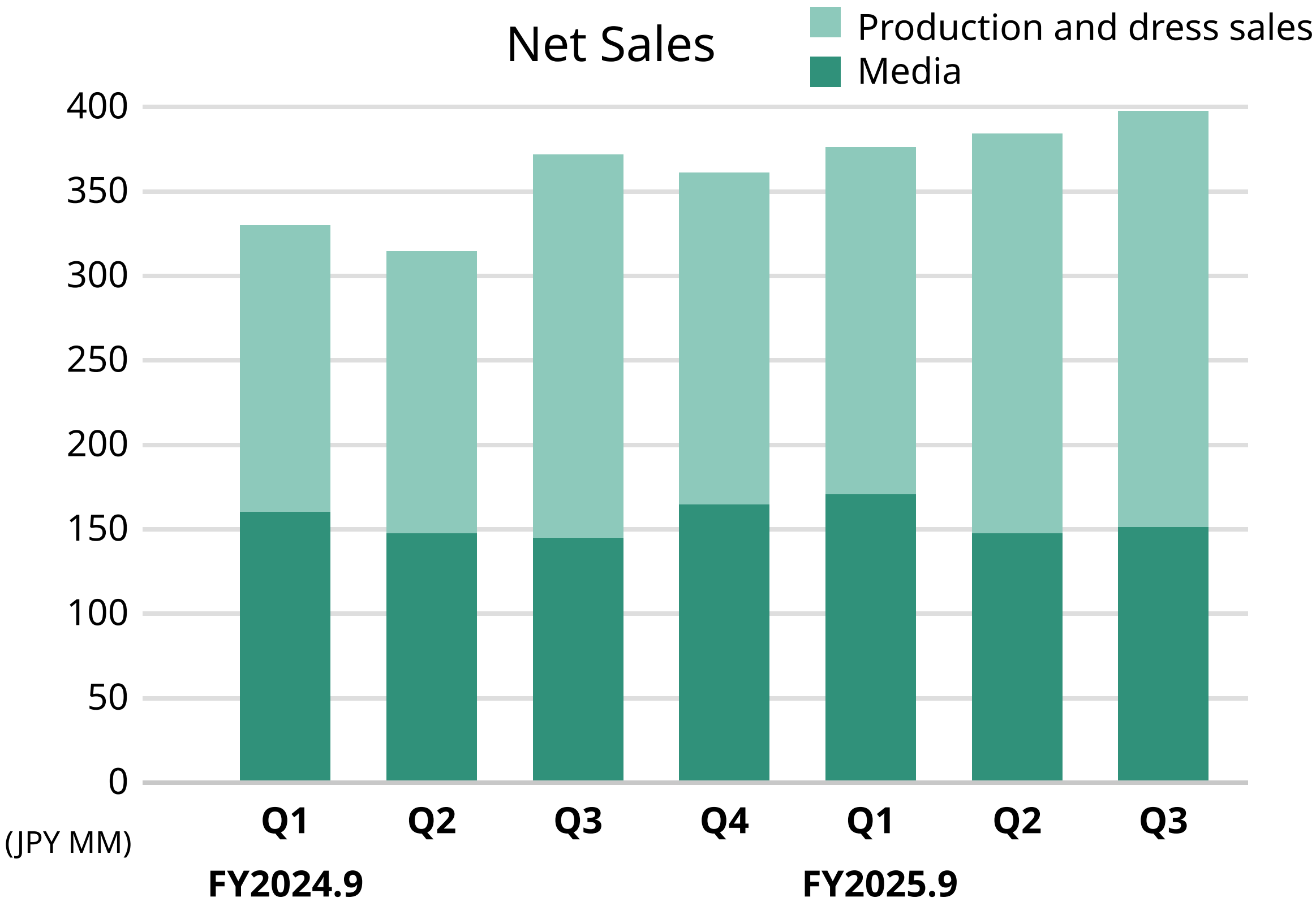
* OM Solar, Inc. was excluded from consolidation from the third quarter of FY2024.9 due to a stock transfer.

- The Ietate business continues to expand, with upfront costs associated with accelerated store openings (5 stores opened in Q3 for a total of 20 stores, an increase of 11 stores YoY)
- As part of the organizational restructuring within the group, the contract development business operated by Kufu Shizuoka was transferred in Q2



Marriage Domain Business – Financial Results – Quarterly Trends * くふうカンパニー

- Although the media business continued to face a difficult market environment, sales remained flat YoY, supported by the expansion of services for wedding venues
- In the wedding producing business, although growth in orders and weddings held remained limited, the rental dress shop TIG DRESS, consolidated from Q3, contributed to profitability



* Due to the review of the allocation method of head office expenses from FY2025.9, profits for FY2024.9 are shown after retroactive adjustments.

Becoming No.1 service

in all businesses provided by Kufu Company Group,
by providing one-stop online and offline services

Shopping Overwhelmingly No.1 in the number of contracted stores & users
in 2 years

Home No.1 in the number of housing-related constructions in 4 years

Marriage No.1 in the number of wedding creations in 4 years

Important notes

This document contains forward-looking statements. These forward-looking statements are based only on the information made available to Kufu Company Holdings Inc. as of the date this document was prepared. These statements are not guarantees of future results and involve risks and uncertainties. Accordingly, the actual results may differ materially from those projected herein depending on operating environment and other factors.

Actual results could be affected by, but are not limited to, domestic and international economic conditions and industry trends surrounding Kufu Company Holdings Inc.

Kufu Company Holdings Inc. undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Information that is not related to Kufu Company Holdings Inc. is derived from publicly available information. Accordingly, Kufu Company Holdings Inc. does not verify nor guarantee the accuracy, completeness and correctness of such information.

=Inquiries=

IR Representative, Corporate Communications Department

E-mail : ir@kufu.co.jp HP : <https://kufu.co.jp/en>