BALMUDA

Financial Results Briefing Material
for Nine Months ended September 30, 2025

Securities code : 6612

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1. Summary of Financial Results for the Third Quarter (January–September)

2. Revision of Full-Year Earnings Forecast

3. Future Initiatives

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1. Summary of Financial Results for the Third Quarter (January–September)

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FY2025 3Q (Jan. – Sep.) Summary

・The variance from the previous year's results and the initial plan has widened due to lower-than-expected net sales.

(Million Yen)

	2024_3Q (Jan.～Sep.)	2025_3Q (Jan.～Sep)	YoY change
Net sales	8,706	6,766	(1,940)
Operating Profit (loss)	(238)	(842)	(603)
Ordinary profit (loss)	(229)	(853)	(624)
Profit (loss) attributable to owners of parent	(231)	(855)	(624)

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FY2025 3Q （Jan. – Sep.）Summary

【Factors Behind Variances from the Previous Year and Initial Plan】

Japan

- Continued increase in channel inventory due to prolonged weakness in consumer sentiment caused by rising prices.
- Significantly curtailed shipments, starting in September to optimize channel inventory levels.

United States

- U.S. Tariff policies made it difficult to implement the planned pricing and distribution strategies.
- Although initiatives to strengthen business development have been promoted since the beginning of the year, sales fell short of expectations due to changes in the plan.

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Factors Behind Year-on-Year Change in Net Sale

(Million Yen)

	2024_3Q (Jan.-Sep.)	2025_3Q (Jan.-Sep.)	YoY change	Key Factors	(Reference) Comparison with Initial Plan
Japan	5,626	4,525	(1,101)	· Continued increase in channel inventory due to prolonged weakness in consumer sentiment caused by rising prices. · Significantly curtailed shipments, starting in September to optimize channel inventory levels.	⇘
South Korea	1,742	1,259	(482)	· Difference from last year's new product launches	⇗
North America	401	418	+17	· Sales increased due to the launch of three new models (MoonKettle, Teppanyaki, and Toaster Pro). · On the other hand, U.S. tariff policies made it difficult to implement the planned pricing and distribution strategies. · Although initiatives to strengthen business development have been promoted since the beginning of the year, sales fell short of expectations due to changes in the plan.	⇘
Other	936	562	(373)	· Difference from last year's new product launches	⇒

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Operating Profit Overview

- **The negative variance from the previous year's results widened, primarily due to lower-than-expected net sales.**

	2024_3Q (Jan.-Sep.)	2025_3Q (Jan.-Sep.)	YoY change	Key Factors
Gross Profit	2,689 Million Yen	2,160 Million Yen	(529) Million Yen	・Decrease in net sales
Gross Profit Margin	30.9 %	31.9 %	+1.0 %	・Effect of existing product updates, price adjustments, and new product introductions
Average Exchange Rate※	151.4 JPY/USD	148.9 JPY/USD	2.5 JPY/USD	
Selling, General and Administrative Expenses	2,928 Million Yen	3,003 Million Yen	+74 Million Yen	・Strategic Investment for the U.S. Market ¥247 million
Operating Profit (Loss)	(238) Million Yen	(842) Million Yen	(603) Million Yen	

※Internal Applied Rate

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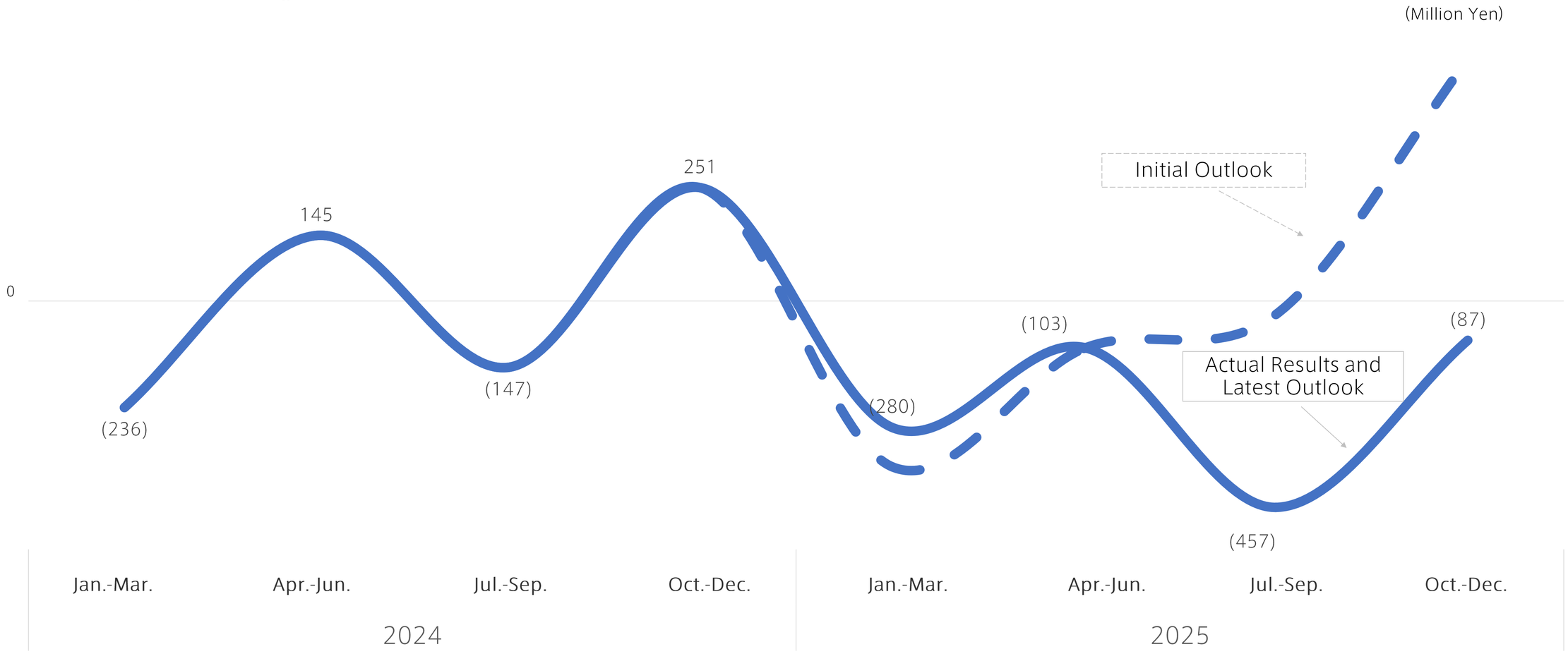
Progress of Quarterly Operating Profit

・The full-year earnings forecast has been revised, primarily due to lower-than-expected net sales from the third quarter onward.

【Quarterly Operating Profit】



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Revision of Full-Year Earnings Forecast

・The full-year earnings forecast has been revised, primarily due to lower-than-expected net sales from the third quarter onward.

(Million Yen)

	FY2024 Actual	FY2025 Initial Forecast	FY2025 Revised Forecast	Variance from Initial Forecast
Net sales	12,462	12,500	9,800	(2,700)
Operating Profit (loss)	12	20	(930)	(950)
Ordinary profit (loss)	94	10	(940)	(950)
Profit (loss) attributable to owners of parent	67	10	(1,500)	(1,510)

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Revision of Full-Year Earnings Forecast

【Factors Behind Variances from Initial Forecast】

Japan

- Continued increase in channel inventory due to prolonged weakness in consumer sentiment caused by rising prices.
- Significantly curtailed shipments, starting in September to optimize channel inventory levels.

United States

- U.S. Tariff policies made it difficult to implement the planned pricing and distribution strategies.
- Although initiatives to strengthen business development have been promoted since the beginning of the year, sales fell short of expectations due to changes in the plan.

＋

- Delay in the launch timing of multiple new products.
- Increase in procurement costs due to a weaker yen compared to initial assumptions.

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Revision of Full-Year Earnings Forecast Net sales by region

(Million Yen)

	FY2024 Actual	FY2025 Initial Forecast	FY2025 Revised Forecast	Variance from Initial Forecast	Key Factors Behind the Revision
Japan	8,025	8,159	6,591	(1,640)	· Continued increase in channel inventory due to prolonged weakness in consumer sentiment caused by rising prices. · Significantly curtailed shipments, starting in September to optimize channel inventory levels. · Delay in the launch timing of multiple new products.
South Korea	2,315	1,983	1,815	(168)	· Delay in the shipment timing of certain products.
North America	603	1,280	660	(620)	· U.S. Tariff policies made it difficult to implement the planned pricing and distribution strategies. · Although initiatives to strengthen business development have been promoted since the beginning of the year, sales fell short of expectations due to changes in the plan. · Delay in the launch timing of multiple new products.
Other	1,517	1,076	734	(342)	· Optimization of product rollout plan .

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Revision of Full-Year Earnings Forecast　Operating Profit and Below

(Million Yen)

	FY2024 Actual	FY2025 Initial Forecast	FY2025 Revised Forecast	Variance from Initial Forecast	Variance Factors
Net sales	12,462	12,500	9,800	(2,700)	
Operating Profit (loss)	12	20	(930)	(950)	・Revision of net sales forecast. ・Revision of gross profit margin forecast (35.6% → 33.3%)
Ordinary profit (loss)	94	10	(940)	(950)	
Profit (loss) attributable to owners of parent	67	10	(1,500)	(1,510)	・Extraordinary loss　¥560 million Impairment of products and components expected to be discontinued as part of restructuring the earnings structure of the Home Appliance category.

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1. Summary of Financial Results for the Third Quarter (January–September)

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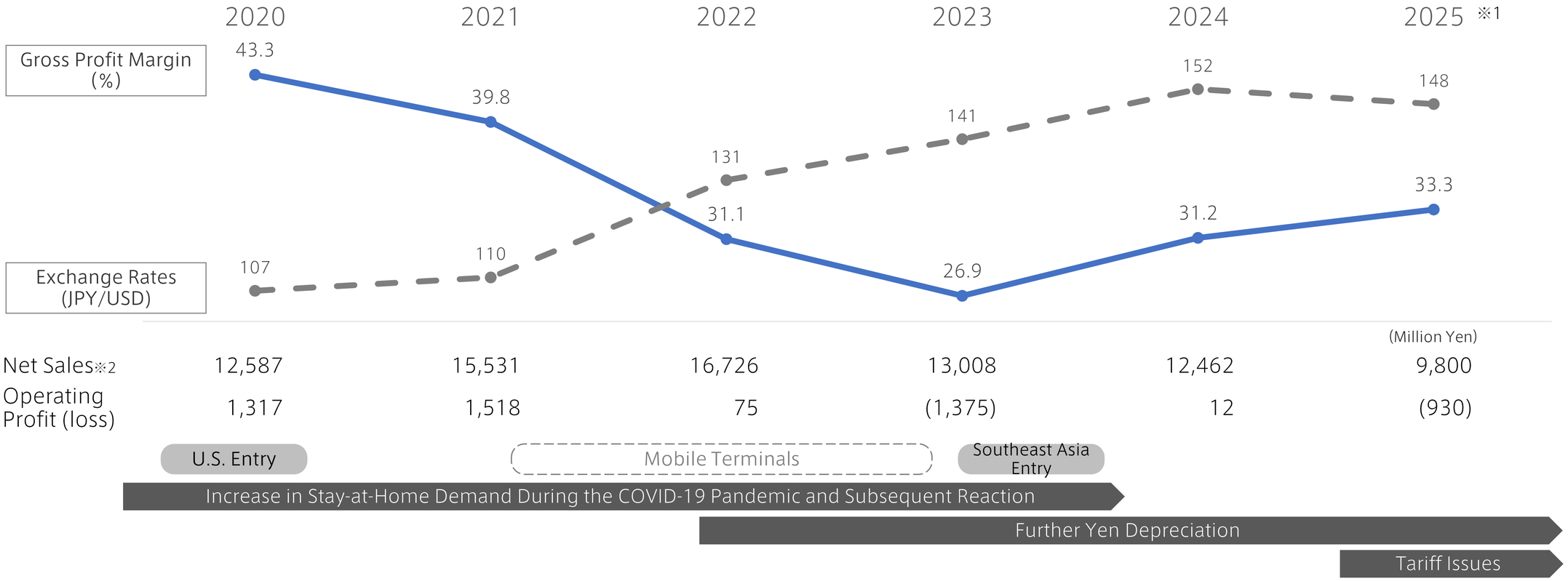
Future Initiatives　Review of the Home Appliance Category

- Procurement costs increased due to the depreciation of the yen. Although gross profit margin showed an improving trend through cost reductions and price increases, it deteriorated by 10 percentage points compared to 2020.
- Profitability in the U.S. market also worsened due to the impact of U.S. tariff policies.
- Prolonged weakness in consumer sentiment caused by rising prices led to a decline in sales and a drop in gross profit margin, resulting in reduced business efficiency.

Trends in Exchange Rates and Gross Profit Margin



	2020	2021	2022	2023	2024	2025 ※1
Net Sales※2	12,587	15,531	16,726	13,008	12,462	9,800
Operating Profit (loss)	1,317	1,518	75	(1,375)	12	(930)

※1　Figures for net sales, gross profit margin, and operating profit for 2025 are based on the revised forecast. The exchange rate for 2025 represents the average through October.
※2　Excluding mobile terminals' sales.

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Future Initiatives

Restructuring the Earnings Structure of the Home Appliance Category

- Improvement of cost structure (cost reductions, fixed cost compression)
- Review of product-specific and region-specific sales strategies

→ Improvement of Profitability

Establishing a New Category to Create New Customer Segments and Markets

- Access to new customer segments (ultra-high-net-worth individuals(UHNWI)) through Sailing Lantern, jointly developed with LoveFrom
- Development of a new strategic product lineup aimed at improving business efficiency has been underway since last year, with an announcement scheduled for early next year

→ Company-Wide Improvement of Business Efficiency and Growth

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Future Initiatives Examples of Ongoing Efforts

Home Appliance Category

Strengthening Product Lineups that Contribute to Profitability Improvement

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Announcement in September 2025,
Launch in October

Launch of New Models in Core Markets (Japan and South Korea)

Rain

Announced in October 2025,
Launch Scheduled for November

Create New Customer Segments and Markets

Access to New Customer Segments (UHNWI)

Sailing Lantern

Announced in September 2025,
Launch Scheduled for March 2026

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Future Initiatives　Examples of Ongoing Efforts

・Joint development of Sailing Lantern with LoveFrom, a creative collective led by Sir Jony Ive, former Chief Design Officer at Apple

LoveFrom,
BALMUDA

Sailing Lantern

A precisely engineered, beautifully crafted light inspired by classic maritime design.
Designed by Sir Jony Ive's creative collective LoveFrom, in collaboration with BALMUDA.

Expected Effects

Enhancement of brand presence in global market

Access to new customer segments

Advertising value equivalent of PR exposure in Europe and the U.S.: ¥400–500 million

Projected net sales for FY2026: approximately ¥1 billion

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Innovation with Humanity

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APPENDIX

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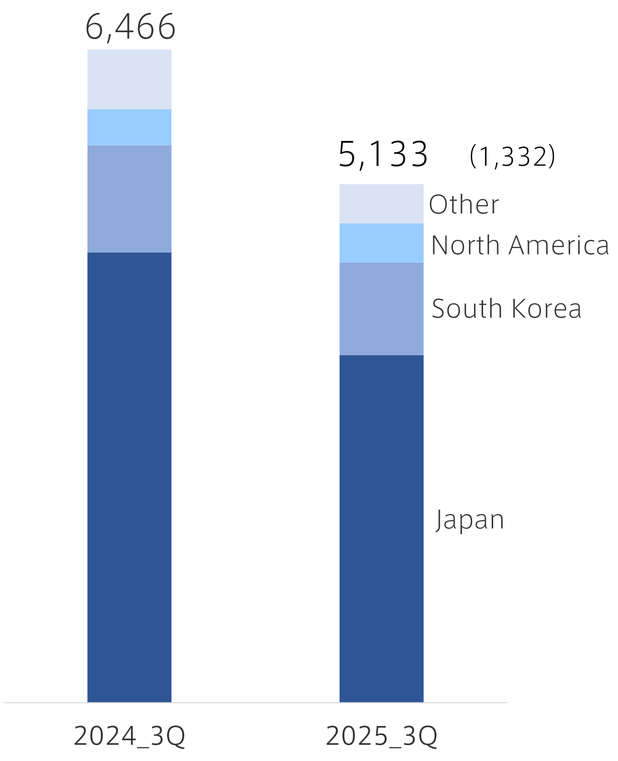
FY2025 3Q（Jan. – Sep.）: Net sales by product category

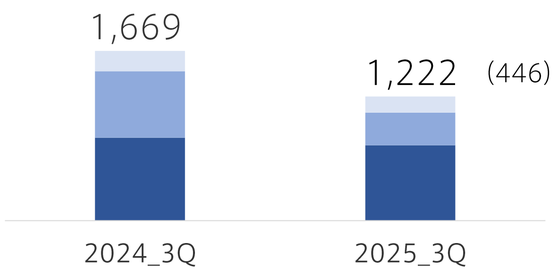
(Million yen)

Kitchen appliance



Kitchen Appliance	2024_3Q	2025_3Q	YoY change
Japan	4,455	3,440	(1,015)
South Korea	1,063	916	(147)
North America	355	387	+31
Other	590	389	(201)
Total	6,466	5,133	(1,332)

Air conditioning



Air conditioning	2024_3Q	2025_3Q	YoY change
Japan	816	741	(74)
South Korea	654	322	(331)
North America	–	–	–
Other	199	158	(40)
Total	1,669	1,222	(446)

Other

Other	2024_3Q	2025_3Q	YoY change
Japan	354	343	(11)
South Korea	24	20	(3)
North America	45	31	(14)
Other	145	14	(131)
Total	570	410	(160)

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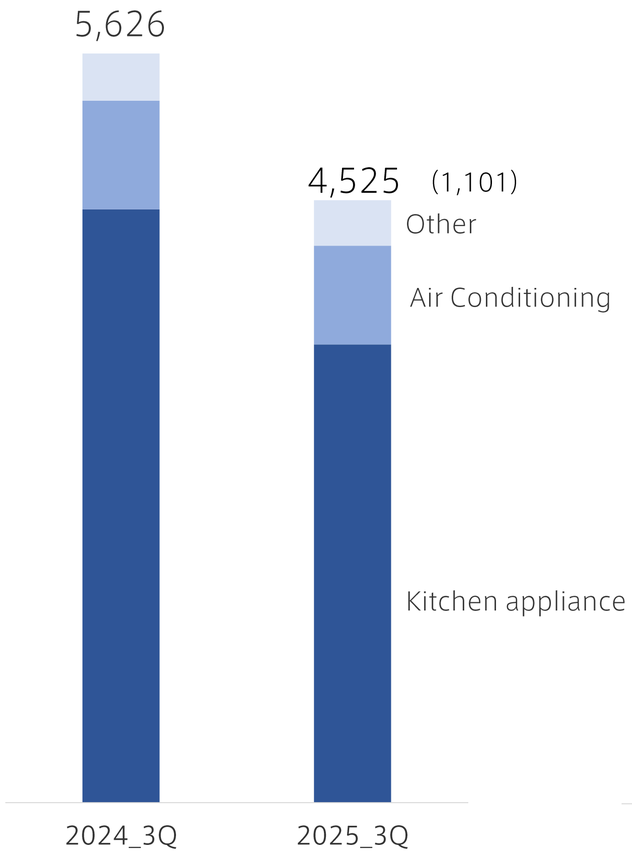
FY2025 3Q（Jan. – Sep.）: Net sales by region

(Million Yen)

Japan



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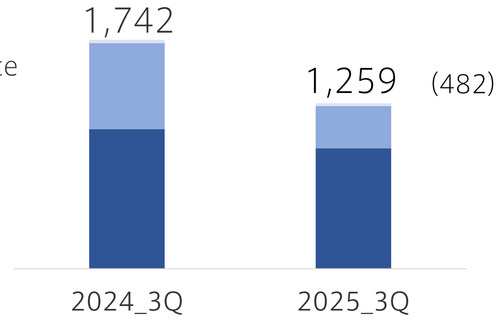
Other	354	343	(11)
Total	5,626	4,525	(1,101)

South Korea



South Korea	2024_3Q	2025_3Q	YoY Change
Kitchen appliance	1,063	916	(147)
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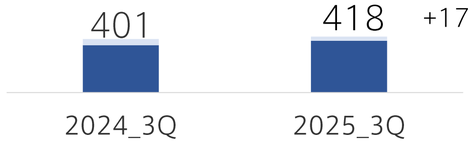
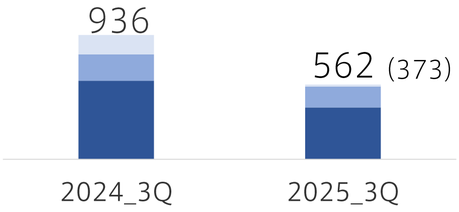
Other	24	20	(3)
Total	1,742	1,259	(482)

North America



North America	2024_3Q	2025_3Q	YoY Change
Kitchen appliance	355	387	+31
Air conditioning	–	–	–
Other	45	31	(14)
Total	401	418	+17

Other



Other	2024_3Q	2025_3Q	YoY Change
Kitchen appliance	590	389	(201)
Air conditioning	199	158	(40)
Other	145	14	(131)
Total	936	562	(373)

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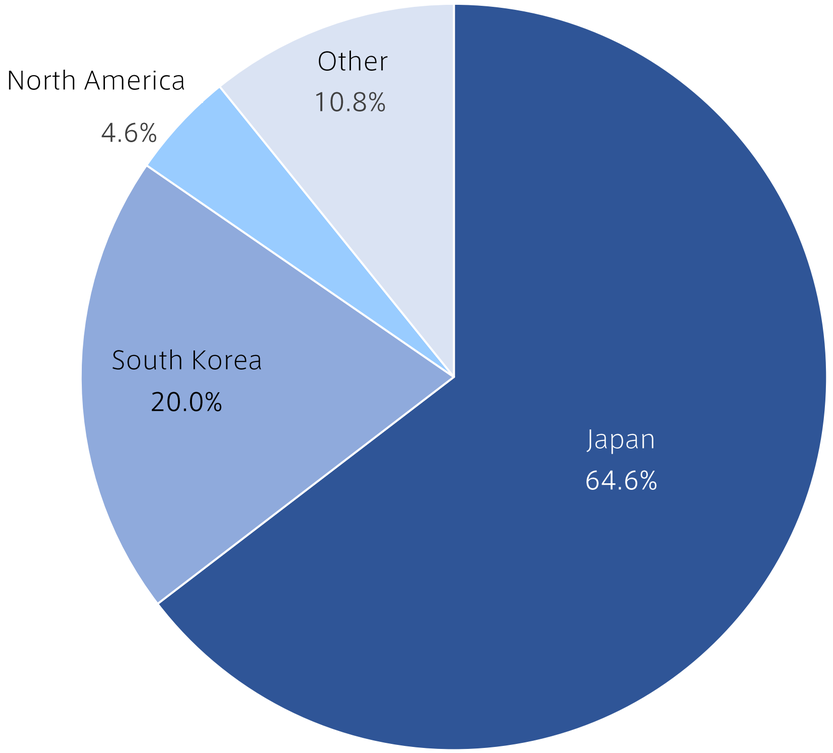
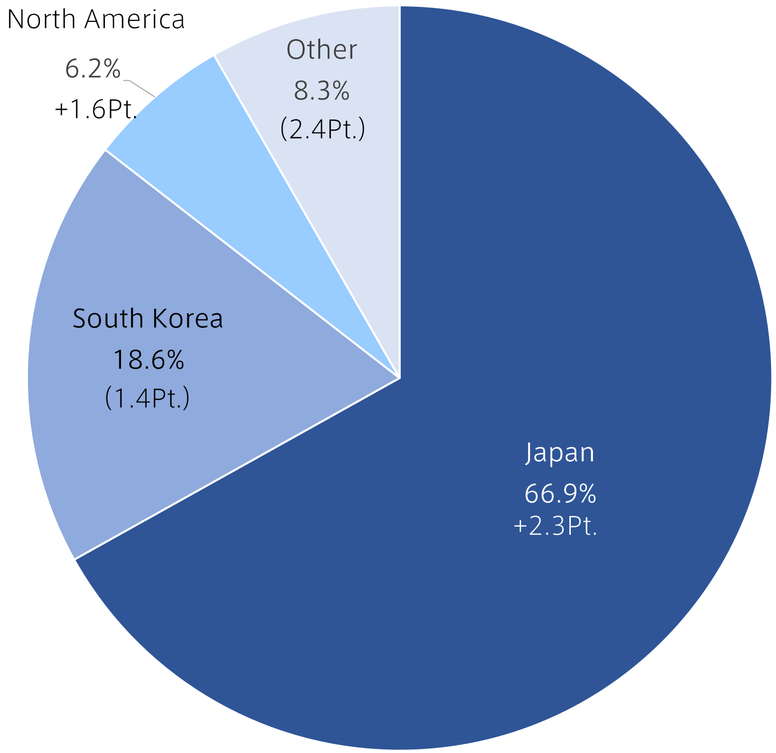
FY2025 3Q（Jan. – Sep.）: Composition percentage of net sales by region

FY2024_3Q



FY2025_3Q



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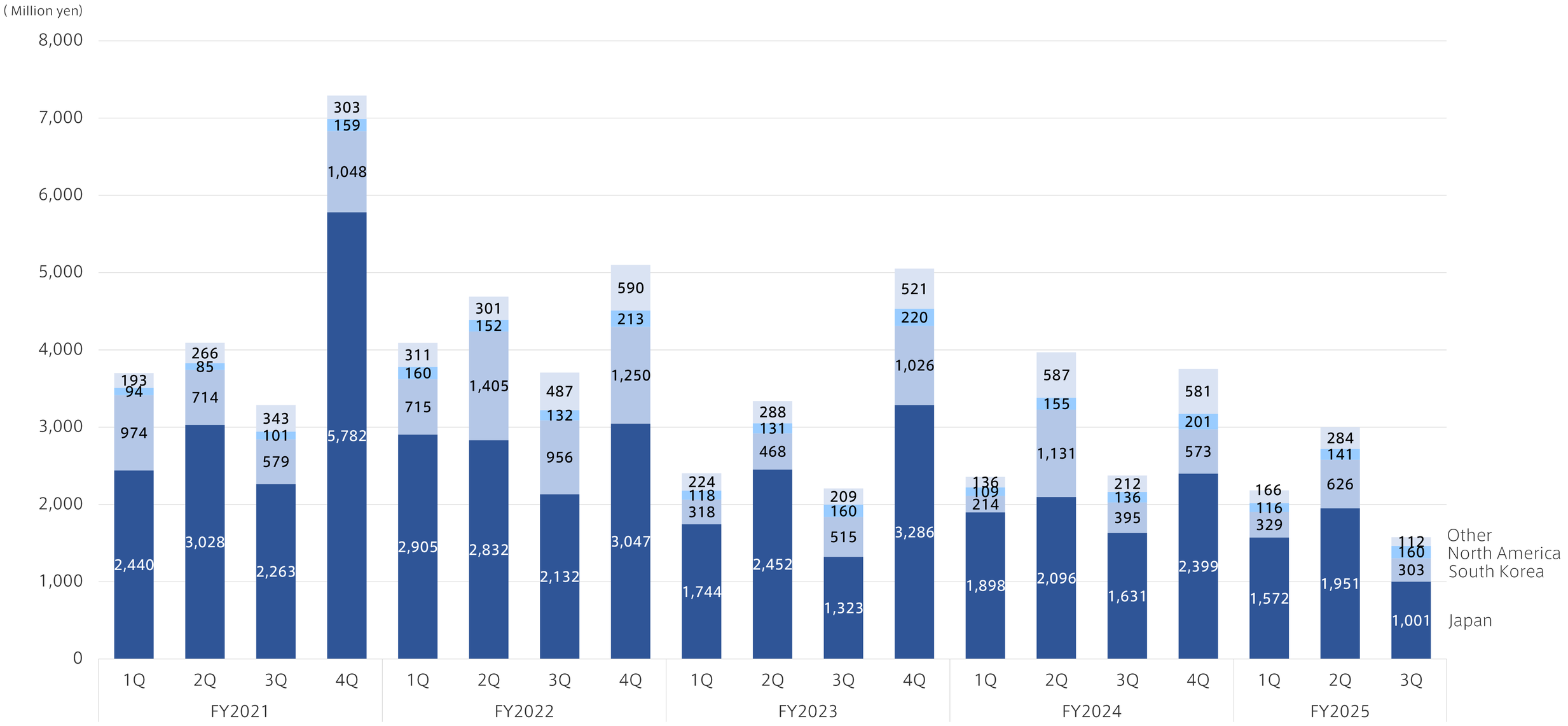
Quarterly net sales by region



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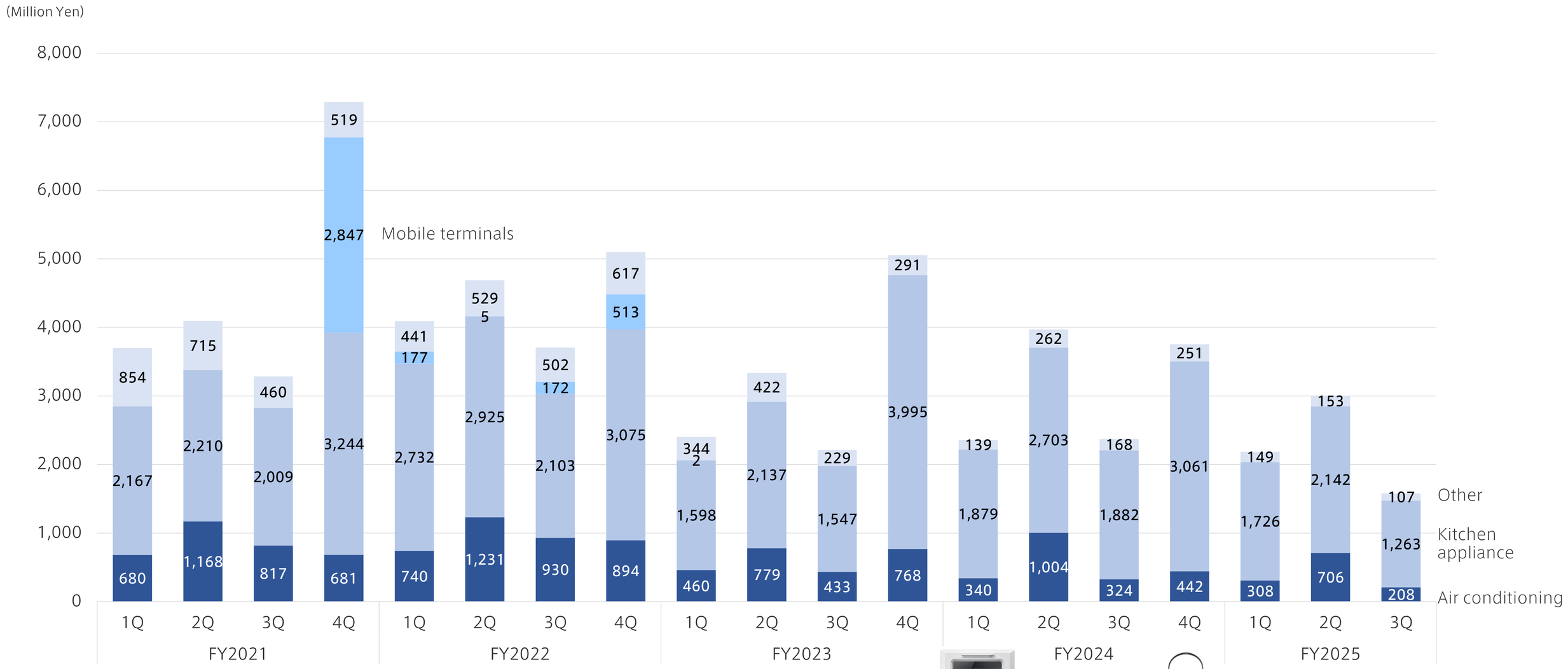
Quarterly net sales by product category



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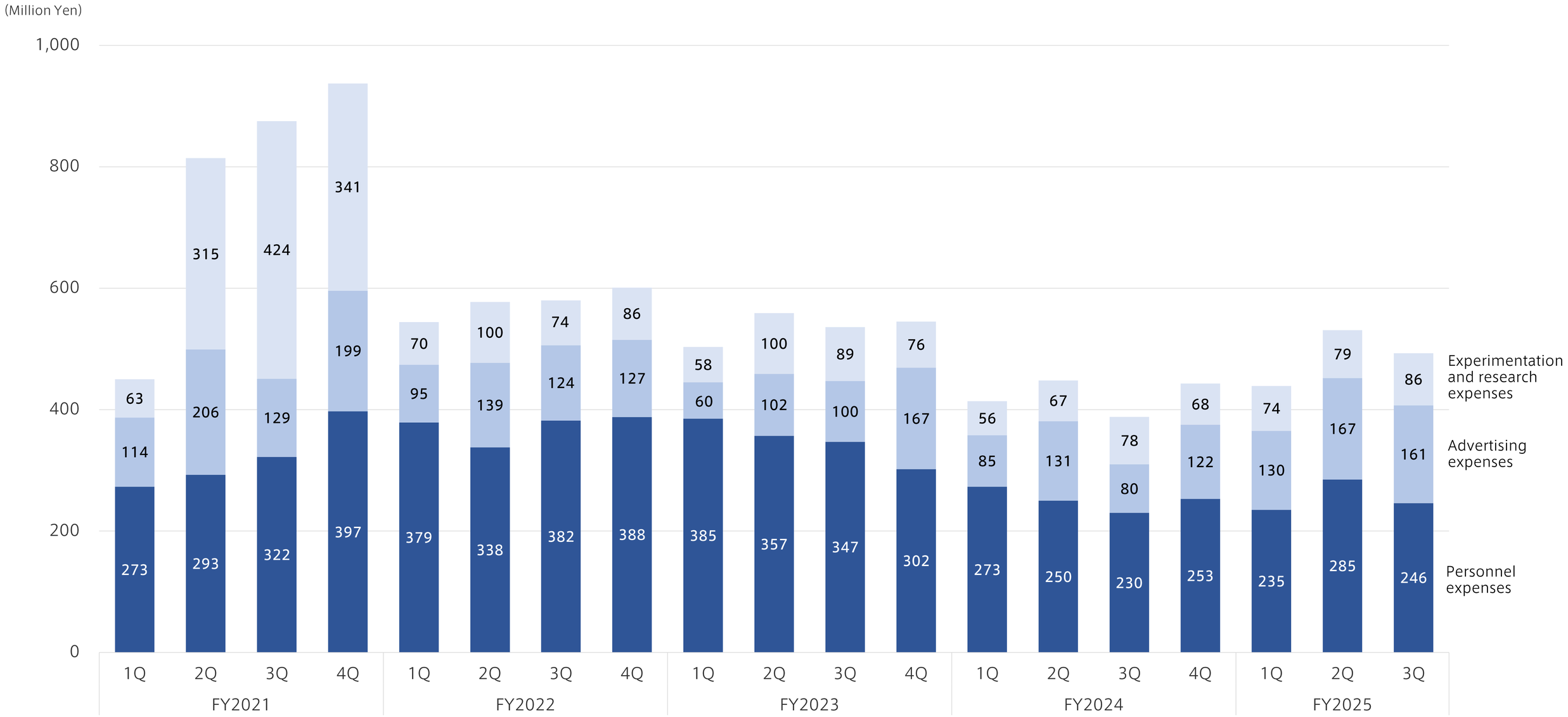
Quarterly major SG&A expenses



※In FY2021, appx. 840 million yen of experimentation and research expenses were for mobile terminals.
Appx. 280 million yen out of such 840 million yen were accounted in 4Q/FY2021.

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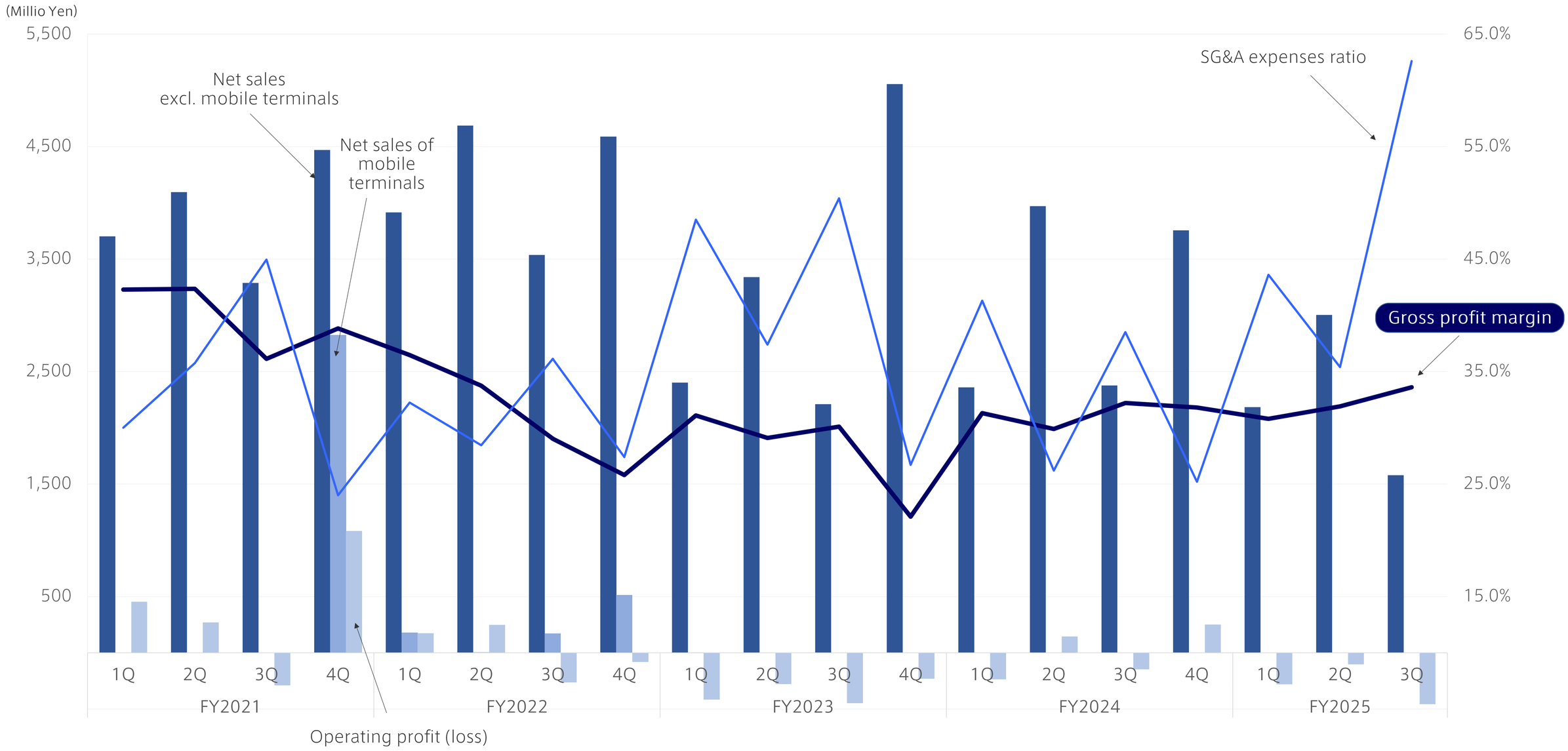
Quarterly net sales, operating profit, GP margin and SG&A expenses ratio



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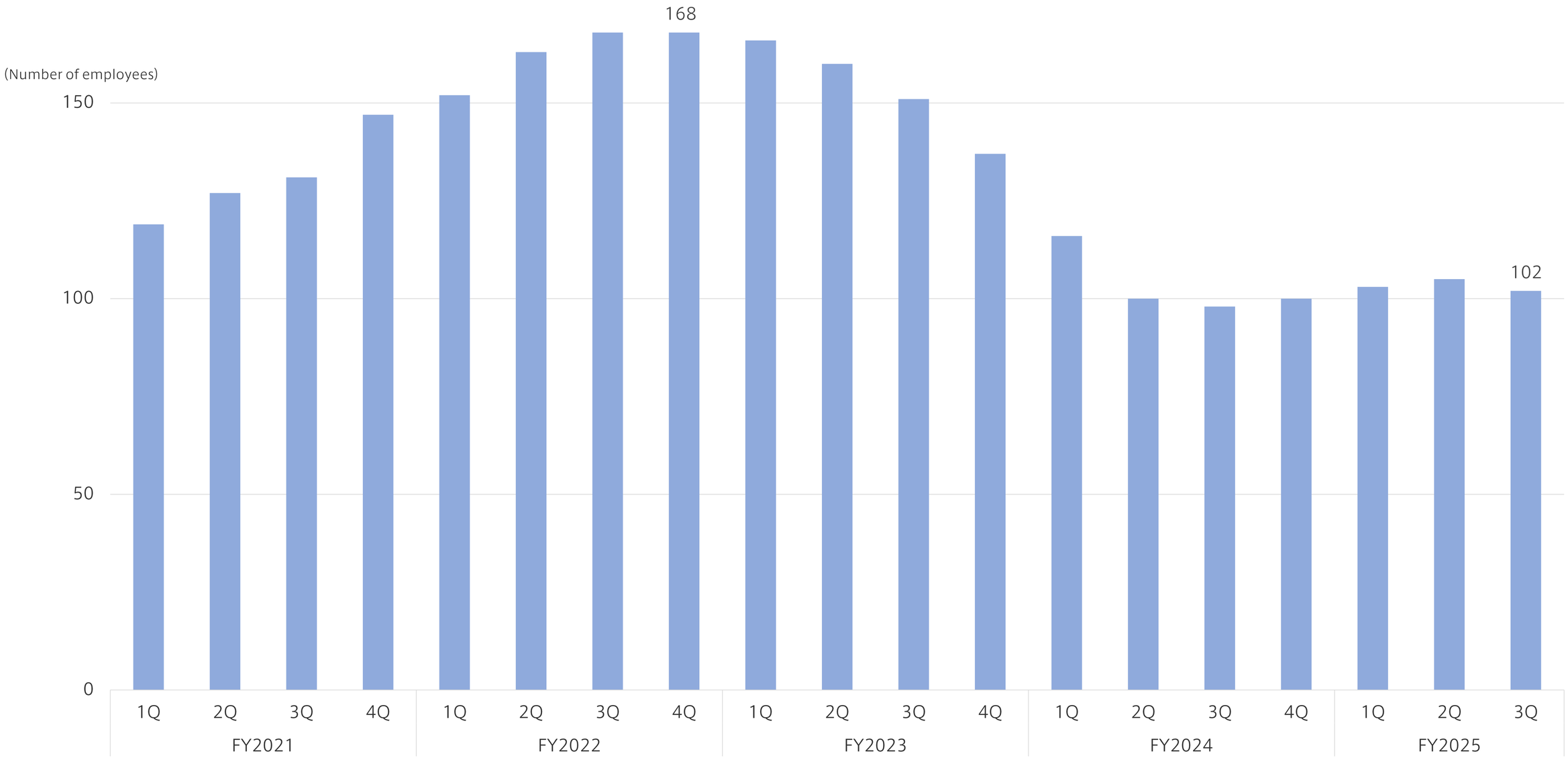
Number of employees



※ Temporary staff and part-time workers are not included

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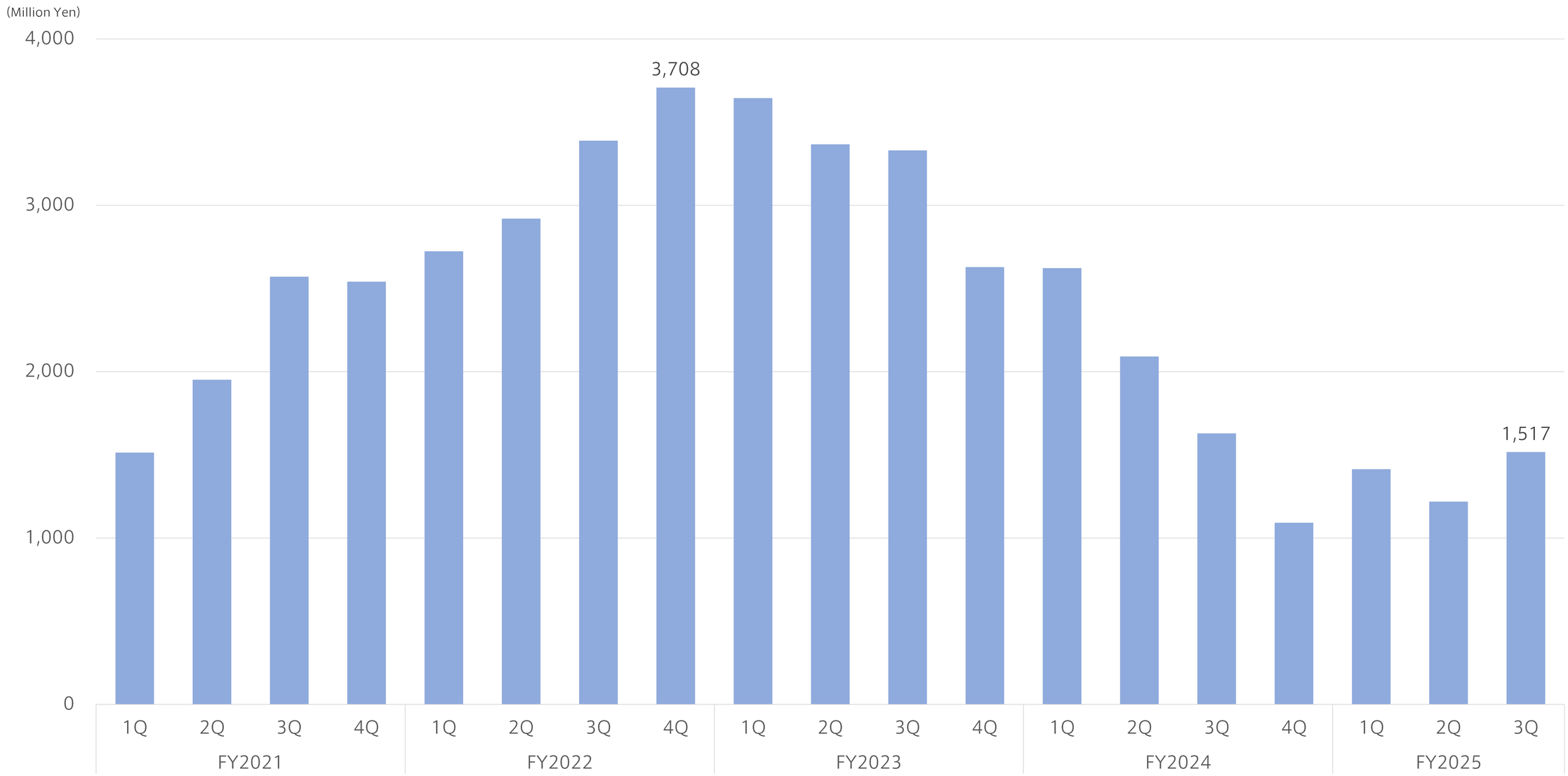
Inventory



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Consolidated statement of income by quarters

(Million Yen)

	FY2021				FY2022				FY2023				FY2024				FY2025		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Net sales	3,702	4,095	3,288	7,293	4,092	4,691	3,708	5,101	2,405	3,339	2,210	5,055	2,359	3,970	2,376	3,755	2,184	3,003	1,578
Gross Profit	1,565	1,734	1,187	2,832	1,492	1,583	1,076	1,314	749	970	665	1,117	738	1,185	766	1,195	671	958	530
	42.3%	42.4%	36.1%	38.8%	36.5%	33.7%	29.0%	25.8%	31.1%	29.1%	30.1%	22.1%	31.3%	29.9%	32.2%	31.8%	30.8%	31.9%	33.6%
SG&A expenses	1,111	1,464	1,478	1,748	1,319	1,334	1,340	1,397	1,166	1,249	1,113	1,349	974	1,040	913	944	952	1,062	988
	30.0%	35.8%	45.0%	24.0%	32.2%	28.4%	36.1%	27.4%	48.5%	37.4%	50.4%	26.7%	41.3%	26.2%	38.5%	25.2%	43.6%	35.4%	62.6%
Personnel expenses	273	293	322	397	379	338	382	388	385	357	347	302	273	250	230	253	235	285	246
Advertising expenses	114	206	129	199	95	139	124	127	60	102	100	167	85	131	80	122	130	167	161
Experimentation and research expenses	63	315	424	341	70	100	74	86	58	100	89	76	56	67	78	68	74	79	86
Operating profit	454	270	(290)	1,083	172	248	(263)	(82)	(416)	(278)	(448)	(231)	(236)	145	(147)	251	(280)	(103)	(457)
	12.3%	6.6%	(8.8%)	14.9%	4.2%	5.3%	(7.1%)	(1.6%)	(17.3%)	(8.3%)	(20.3%)	(4.6%)	(10.0%)	3.7%	(6.2%)	6.7%	(12.8%)	(3.5%)	(29.0%)
Ordinary profit	462	245	(300)	1,054	144	224	(294)	(60)	(354)	(243)	(431)	(208)	(160)	193	(262)	323	(300)	(95)	(457)
Profit attributable to owners of parent	301	146	(179)	747	96	137	(190)	(40)	(1,144)	(241)	(435)	(251)	(160)	192	(263)	298	(301)	(95)	(458)

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Net sales by region/product category by quarters

(Million yen)

	FY2021				FY2022				FY2023				FY2024				FY2025		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Net sales	3,702	4,095	3,288	7,293	4,092	4,691	3,708	5,101	2,405	3,339	2,210	5,055	2,359	3,970	2,376	3,755	2,184	3,003	1,578
Net sales by region																			
Japan	2,439 65.9%	3,028 74.0%	2,263 68.8%	5,782 79.3%	2,905 71.0%	2,832 60.4%	2,132 57.5%	3,047 59.7%	1,744 72.5%	2,452 73.4%	1,323 59.9%	3,286 65.0%	1,898 80.5%	2,096 52.8%	1,631 68.6%	2,399 63.9%	1,572 72.0%	1,951 65.0%	1,001 63.5%
Overseas	1,262 34.1%	1,066 26.0%	1,024 31.2%	1,511 20.7%	1,187 29.0%	1,859 39.6%	1,576 42.5%	2,053 40.3%	660 27.5%	887 26.6%	886 40.1%	1,769 35.0%	460 19.5%	1,874 47.2%	744 31.4%	1,356 36.1%	611 28.0%	1,052 35.0%	576 36.5%
South Korea	974 26.3%	714 17.5%	579 17.6%	1,048 14.4%	715 17.5%	1,405 30.0%	956 25.8%	1,250 24.5%	318 13.2%	468 14.0%	515 23.3%	1,026 20.3%	214 9.1%	1,131 28.5%	395 16.7%	573 15.3%	329 15.1%	626 20.9%	303 19.3%
North America	94 2.5%	85 2.1%	101 3.1%	159 2.2%	160 3.9%	152 3.3%	132 3.6%	213 4.2%	118 4.9%	131 3.9%	160 7.3%	220 4.4%	109 4.6%	155 3.9%	136 5.8%	201 5.4%	116 5.3%	141 4.7%	160 10.2%
Other	194 5.2%	266 6.5%	343 10.5%	303 4.2%	311 7.6%	301 6.4%	487 13.2%	590 11.6%	224 9.3%	288 8.6%	209 9.5%	521 10.3%	136 5.8%	587 14.8%	212 8.9%	581 15.5%	166 7.6%	284 9.5%	112 7.1%
Net sales by product category																			
Air conditioning	680 18.4%	1,168 28.5%	817 24.9%	681 9.3%	740 18.1%	1,231 26.3%	930 25.1%	894 17.5%	460 19.1%	779 23.3%	433 19.6%	768 15.2%	340 14.4%	1,004 25.3%	324 13.7%	442 11.8%	308 14.1%	706 23.5%	208 13.2%
Kitchen appliance	2,167 58.5%	2,210 54.0%	2,009 61.1%	3,244 44.5%	2,732 66.8%	2,925 62.3%	2,103 56.7%	3,075 60.3%	1,598 66.4%	2,137 64.0%	1,547 70.0%	3,995 79.0%	1,879 79.7%	2,703 68.1%	1,882 79.2%	3,061 81.5%	1,726 79.0%	2,142 71.4%	1,263 80.0%
Mobile terminals	- -	- -	- -	2,847 39.0%	177 4.3%	5 0.1%	172 4.6%	513 10.1%	2 0.1%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Other	854 23.1%	715 17.5%	460 14.0%	519 7.1%	441 10.8%	529 11.3%	502 13.5%	617 12.1%	344 14.3%	422 12.7%	229 10.4%	291 5.8%	139 5.9%	262 6.6%	168 7.1%	251 6.7%	149 6.8%	153 5.1%	107 6.8%

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Consolidated Balance Sheet

(Million Yen)

	At the end of FY2024	At the end of FY2025_3Q
Current assets		
Cash and deposits	1,345	975
Accounts receivable - trade	2,367	720
Merchandise and finished goods	1,092	1,517
Other	726	1,105
Non-current assets		
Property, plant and equipment	464	538
Intangible assets	147	109
Other	38	101
Total assets	6,182	5,067
Current liabilities		
Accounts payable - trade	717	484
Short-term borrowings	100	100
Current portion of long-term borrowings	303	191
Provision for product warranties	186	121
Other	500	454
Non-current liabilities		
Long-term borrowings	25	169
Total liabilities	1,832	1,521
Total net assets	4,349	3,546
Total liabilities and net assets	6,182	5,067

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Forecast　Net sales by product category

(Million Yen)

	FY2024 Actual	FY2025 Initial Forecast	FY2025 Revised Forecast
Kitchen appliance	9,527	9,785	7,670
Air conditioning	2,112	1,681	1,598
Other	822	1,033	530
Total Net Sales	12,462	12,500	9,800

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Forecast　Major SG&A expenses

(Million Yen)

	FY2024 Actual	FY2025 Initial Forecast	FY2025 Revised Forecast
Personnel expenses	1,007	1,100	1,060
Advertising expenses	419	590	655
Experimentation and research expenses	270	330	324

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Products

BALMUDA The Toaster

BALMUDA The Toaster Pro

ReBaker

BALMUDA The Range

BALMUDA The Range S

BALMUDA The Brew

BALMUDA The Pot

MoonKettle

BALMUDA The Gohan

BALMUDA The Plate Pro

Table Stove

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Products

The GreenFan

GreenFan Studio

GreenFan Cirq

GreenFan C2

BALMUDA The Pure

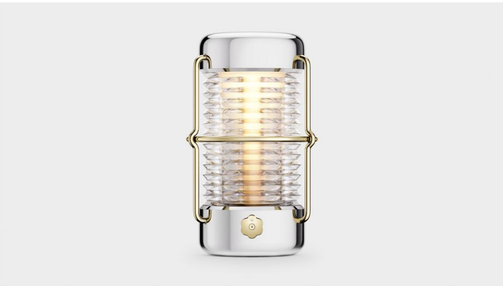
Rain

BALMUDA The Speaker

BALMUDA The Lantern

BALMUDA The Light

BALMUDA The Cleaner Lite



Sailing　Lantern

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