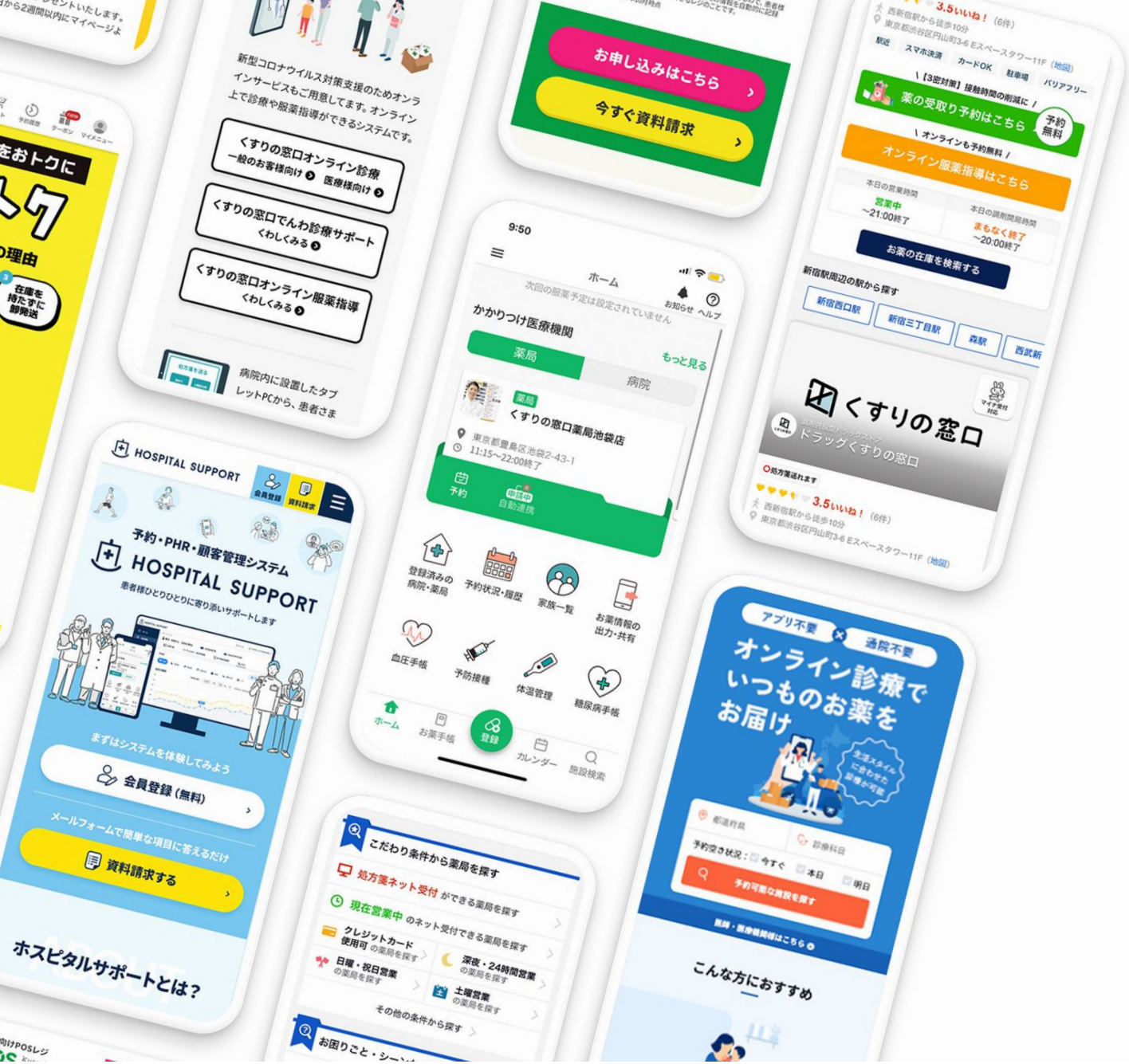
November 13, 2026

Financial Results Briefing Material for the Second Quarter of the Fiscal Year Ending March 2027

Kusurinomadoguchi, Inc.

Securities Code: 5592

©kusurinomadoguchi, inc. All Right Reserved.



Contents

1. TOPIX

2. Q2 FY3/2027 Consolidated Financial Results

3. Performance by Business

- Healthcare Automation Business
- Everyone's Medicine Box Business
- Core Systems Business
- Wellness Platform Business

4. Capital Strategy

5. Appendix

©kusurinomadoguchi, inc. All Right Reserved.

TOPIX

©kusurinomadoguchi, inc. All Right Reserved.

Management Resources and Competitive Advantages

We operate multiple businesses — Healthcare Automation Business, Everyone's Medicine Box Business, Core Systems Business, and Wellness Platform Business — generating synergies across each and differentiating ourselves from competitors.

Furthermore, as part of our business expansion, we actively pursue M&A (mergers and acquisitions) to meet customer needs, enter new markets, and acquire new technologies.

In new businesses, we leverage our existing facility network and accumulated data to differentiate from competitors and deliver unique value.
In this way, we pursue sustainable growth through diversified business development.



©kusurinomadoguchi, inc. All Right Reserved.

Expanding Functions by Leveraging Accumulated Data

We are leveraging accumulated data to expand functions that improve the convenience of services serving as touchpoints with users, and the EPARK Medication Notebook App surpassed 8 million downloads in October 2026. The expansion of user touchpoints has increased the value of adoption for member facilities, leading to growth in the number of member facilities and the number of services adopted.

User Touchpoint Growth Drives More Member Facilities

Users : Greater convenience, more touchpoints

As of October 2026
Over 8 million DLs
EPARK Medication Notebook App

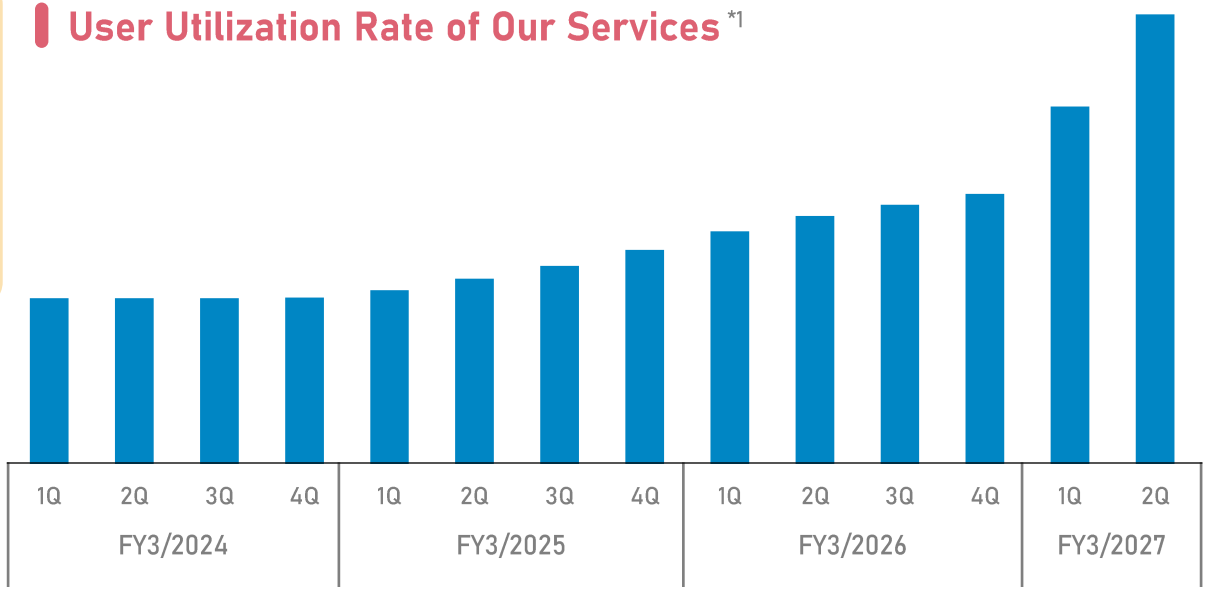


iOS 4.54
Android 4.36

Our Services : Continuously expanding functions and services

- Pharmacies
- Medical institutions
- Insurers

User Utilization Rate of Our Services *1



1 Expansion of Functions and Services

To improve user convenience, expanding functions and services

2 Increase in User Touchpoints

More opportunities for users to engage with our services

3 Growth in Member Facilities and Adoptions

More member facilities and a wider range of services available for customers to adopt

4 Continued Use & ARPU Growth

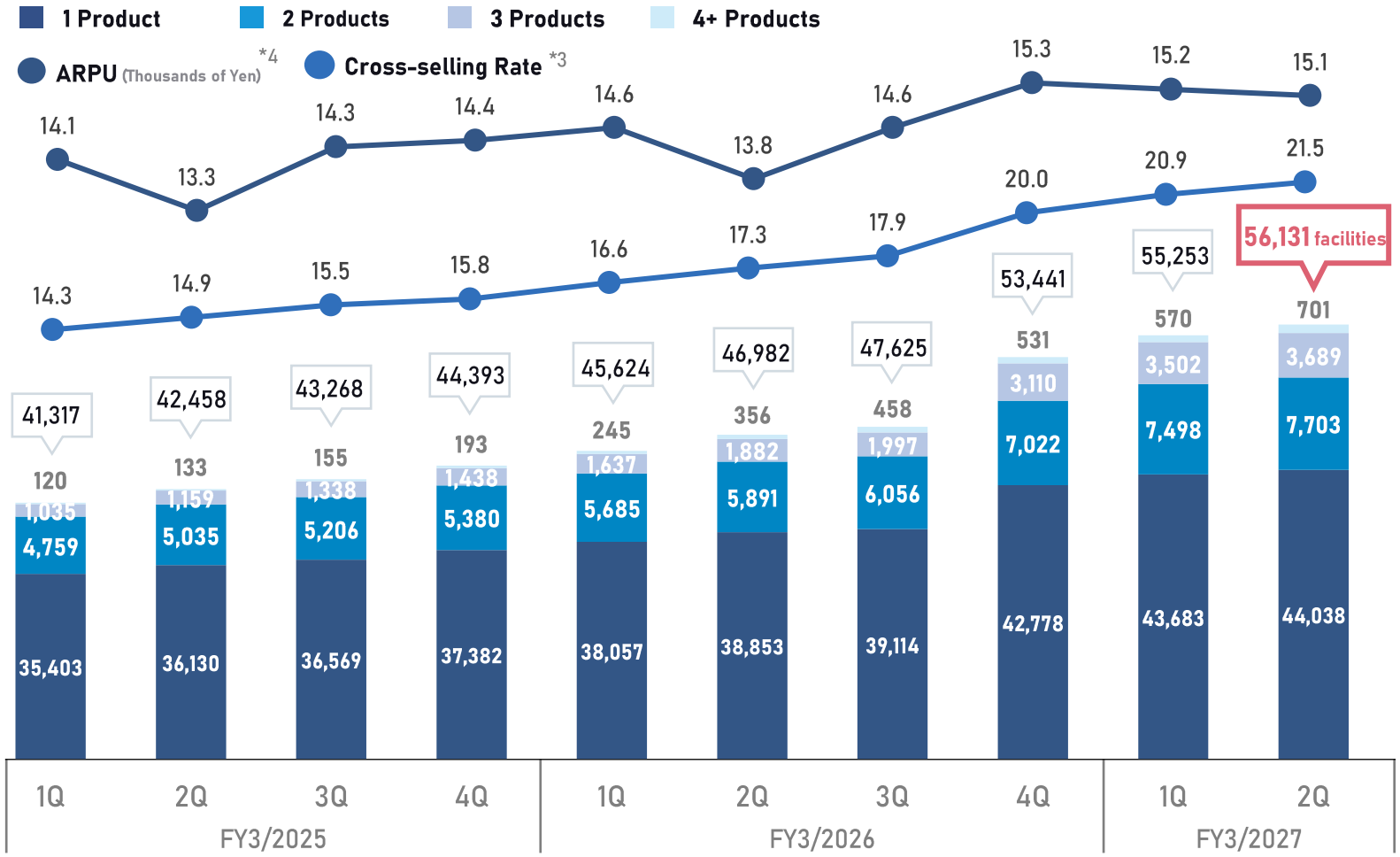
Adoption of multiple services makes cancellation less likely, contributing to our growth

*1. Users whose reservation was accepted or who completed My Shop registration (health checkup result registration for complete medical checkups) in each of the pharmacy, hospital/clinic and complete medical checkup services are counted as one per service. A user who used multiple services is counted up to a maximum of three.

©kusurinomadoguchi, inc. All Right Reserved.

Cross-selling Progressing through Comprehensive Service Offering

Cross-selling to existing customers has progressed, with the number of facilities using multiple products increasing 48.8% YoY, which has also helped curb the churn rate. We will continue to aim for stable growth in Recurring revenue through further enhancement of functions.



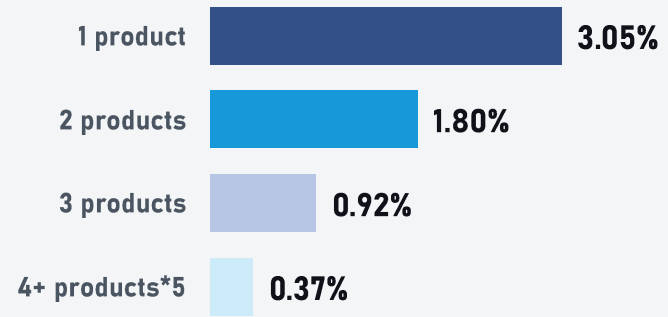
Number of Contracted Facilities*1
56,131 facilities
YoY +19.5%

Facilities with Multiple Products*2
12,093 facilities
YoY +48.8%

Cross-selling Rate*3
21.5%
YoY +4.2pt

ARPU*4
15.1 thousand yen
YoY +8.9%

Annual Churn Rate by Number of Products Adopted (FY3/2026 Actual)



The more products adopted, the lower the churn rate
Approx. one-eighth for 4+ products compared with 1 product

*1 Number of contracted facilities (pharmacies, medical institutions and nursing care facilities) as of the end of each quarter
*2 Number of facilities using two or more products
*3 Cross-selling rate = Facilities with multiple products ÷ Number of Contracted Facilities
*4 (Recurring revenue of Healthcare Automation Business + Everyone's Medicine Box Business + Core Systems) ÷ Number of contracted facilities at quarter-end ÷ 3 months, calculated on a 1-month basis

*5 Churn rates for 4 or more products are weighted by the number of facilities
*The number of products is counted as the number of types adopted among the main products defined for each sector (6 types each for pharmacies and medical institutions, and 3 types for nursing care facilities). Multiple services within the same category (such as reservation services) are counted as 1 product.

©kusurinomadoguchi, inc. All Right Reserved.

Q2 FY3/2027 Consolidated Financial Results

©kusurinomadoguchi, inc. All Right Reserved.

Q2 FY3/2027 Cumulative Consolidated Financial Results

FY3/2027 Q2

Recurring revenue in each business accumulated steadily, resulting in significant increases in both revenue and profit YoY.

Consolidated Revenue	Consolidated Operating Profit	Recurring Gross Profit
7.23 billion yen	1.51 billion yen	2.22 billion yen
YoY +24.2%	YoY +19.9%	YoY +34.5%

Healthcare Automation Business

Revenue grew significantly, driven by an increase in Online prescription acceptances and the consolidation effect of Medi web Co.,Ltd., and the gross profit margin improved by 5.1 points YoY, resulting in significant increases in both revenue and profit.

Revenue	Recurring Gross Profit
3.17 billion yen	1.26 billion yen
YoY +35.7%	YoY +65.2%

Everyone's Medicine Box Business

Revenue increased due to the steady accumulation of Recurring revenue. Meanwhile, Recurring gross profit decreased slightly YoY due to the reversal of one-time profit recorded in the first quarter of the previous fiscal year; excluding this impact, it increased and has remained solid.

Revenue	Recurring Gross Profit
1.90 billion yen	0.74 billion yen
YoY +11.8%	YoY △1.0%

Core Systems Business

In addition to strong customer acquisition at MOINET SYSTEM, CO., revenue and profit increased YoY owing to the consolidation effect of Techno Network Co., Ltd. and a steady increase in the number of contracted facilities.

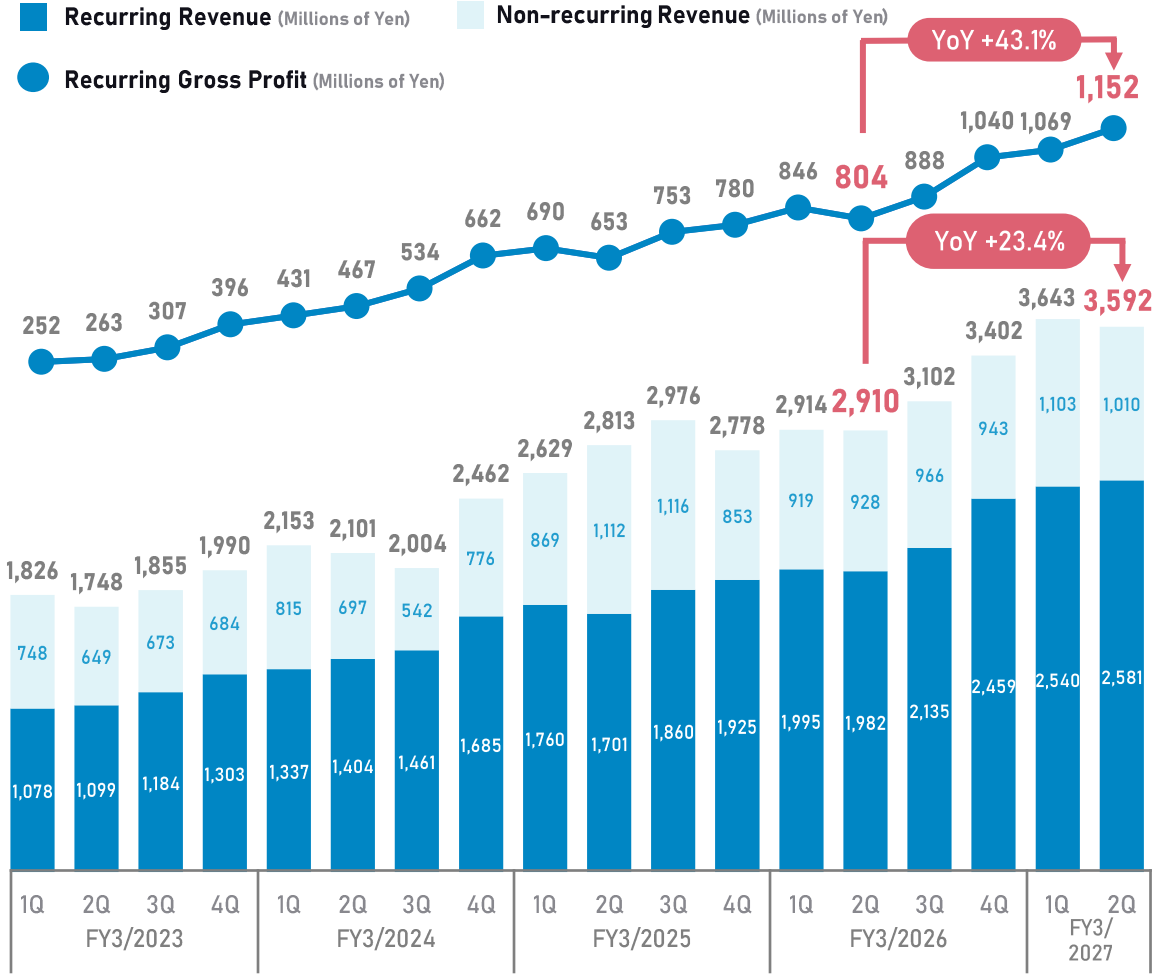
Revenue	Recurring Gross Profit
2.01 billion yen	0.37 billion yen
YoY +18.2%	YoY +45.6%

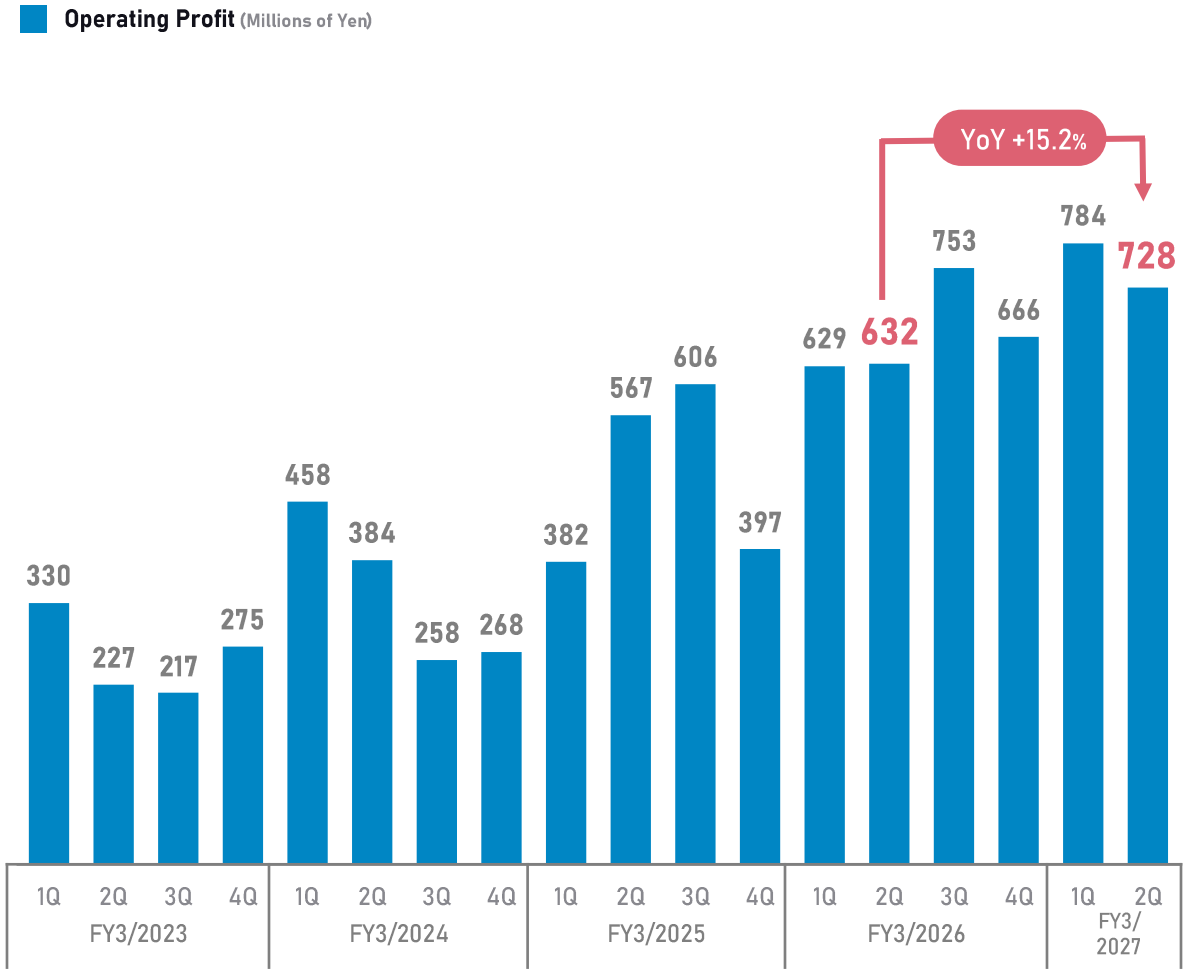
*As we operate as a single reporting segment, revenue and Recurring gross profit of each business are used as key performance indicators.

©kusurinomadoguchi, inc. All Right Reserved.

Q2 FY3/2027 Consolidated Financial Results

Revenue, Recurring gross profit and operating profit all grew significantly YoY. Meanwhile, QoQ, revenue decreased due to the reversal of special demand for master data updates associated with the legal amendment in the previous quarter, and operating profit decreased due to an increase in non-recurring cost of sales associated with upfront investments. Recurring revenue and Recurring gross profit reached record highs.





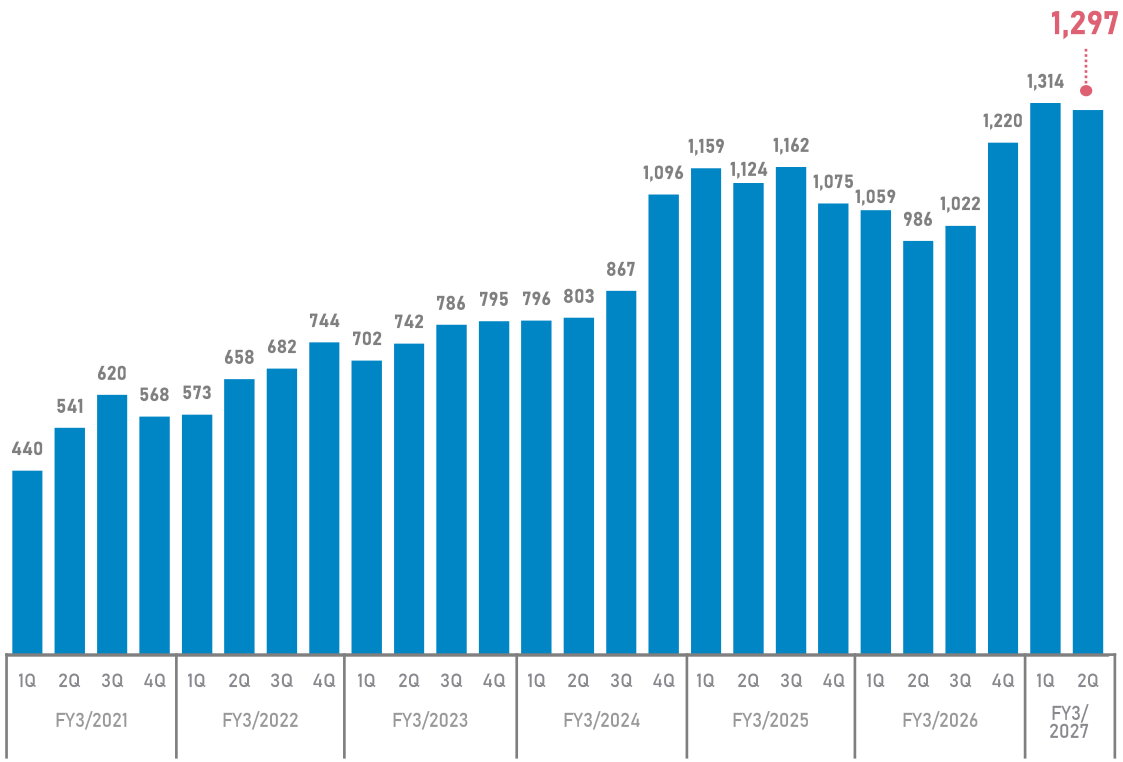
©kusurinomadoguchi, inc. All Right Reserved.

Consolidated SG&A Expenses and Number of Employees

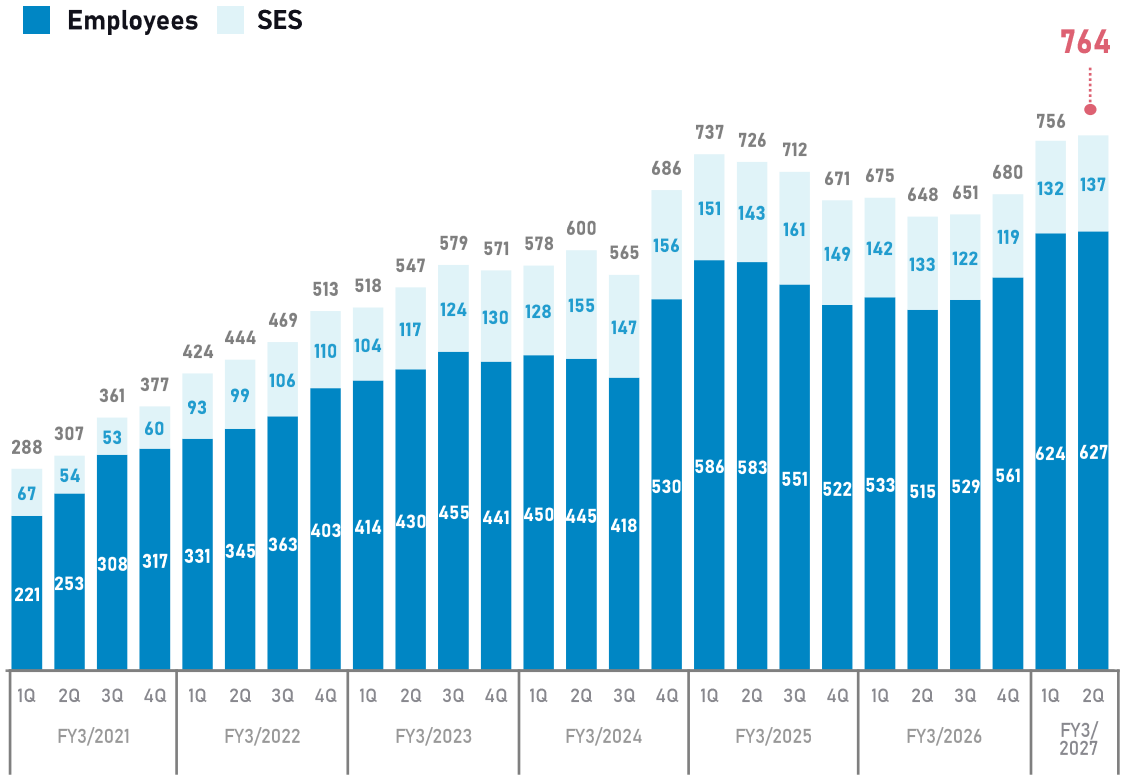
SG&A expenses decreased QoQ, reflecting the reversal of temporary expenses recorded in Q1.

By actively promoting the use of AI to improve the efficiency and productivity of internal operations, we aim to reduce SG&A expenses and strengthen our earnings base.

SG&A Expenses (Unit: Millions of Yen)



Number of Employees (Unit: People)



©kusurinomadoguchi, inc. All Right Reserved.

Consolidated Income Statement

Net income attributable to owners of the parent decreased YoY.
In the same period of the previous year, tax expenses temporarily decreased by approximately ¥600 million due to the additional recognition of deferred tax assets related to tax loss carryforwards in connection with a capital reduction; the decrease reflects the reversal of this effect.
Operating profit and ordinary profit increased YoY, and progress against the full-year earnings forecast is also on track.

Unit: Millions of Yen	FY3/2027 Q2	FY3/2026 Q2	Change	Growth Rate (%)	Full-Year Forecast	Progress Rate
Revenue	7,236	5,825	+1,411	+24.2%	14,400	50%
Gross Profit	4,125	3,308	+817	+24.7%	-	-
Operating Profit	1,513	1,262	+250	+19.9%	3,100	49%
Ordinary Profit	1,506	1,252	+253	+20.3%	3,100	49%
Net income attributable to owners of the parent	1,505	1,620	△115	△7.1%	3,100	49%
EBITDA	2,338	1,983	+355	+17.9%	-	-

©kusurinomadoguchi, inc. All Right Reserved.

Consolidated Balance Sheet

Due to the holidays in September, payments for Purchasing support services were deferred to October, resulting in a temporarily higher balance of Cash and Cash Equivalents at the end of Q2. These payments were completed in October, and the balance has since returned to normal levels.
In addition, Cash and Cash Equivalents excluding the impact decreased from the end of Q1 due to the acquisition of treasury shares of ¥500 million and the additional acquisition of shares of our subsidiary, Hi-Bridge Inc.

Unit: Millions of Yen	FY3/2027 Q2	Excl. Impact	FY3/2026 Q2	Growth Rate (%)	Excl. Impact Growth Rate (%)	FY3/2027 Q1	Growth Rate (%)	Excl. Impact Growth Rate (%)
Total Assets	26,649	17,554	13,336	+99.8%	+31.6%	18,227	+46.2%	△3.7%
Current Assets	18,079	8,985	6,111	+195.8%	+47.0%	9,931	+82.0%	△9.5%
Cash and Cash Equivalents	12,854	3,760	1,954	+557.8%	+92.4%	4,509	+185.1%	△16.6%
Non-current Assets	8,569	8,569	7,225	+18.6%	+18.6%	8,296	+3.3%	+3.3%
Total Liabilities	15,279	6,185	3,927	+289.1%	+57.5%	6,771	+125.7%	△8.7%
Current Liabilities	14,133	5,038	2,637	+436.0%	+91.1%	5,564	+154.0%	△9.4%
Non-current Liabilities	1,146	1,146	1,290	△11.2%	△11.2%	1,207	△5.1%	△5.1%
Equity	11,369	11,369	9,409	+20.8%	+20.8%	11,456	△0.8%	△0.8%

©kusurinomadoguchi, inc. All Right Reserved.

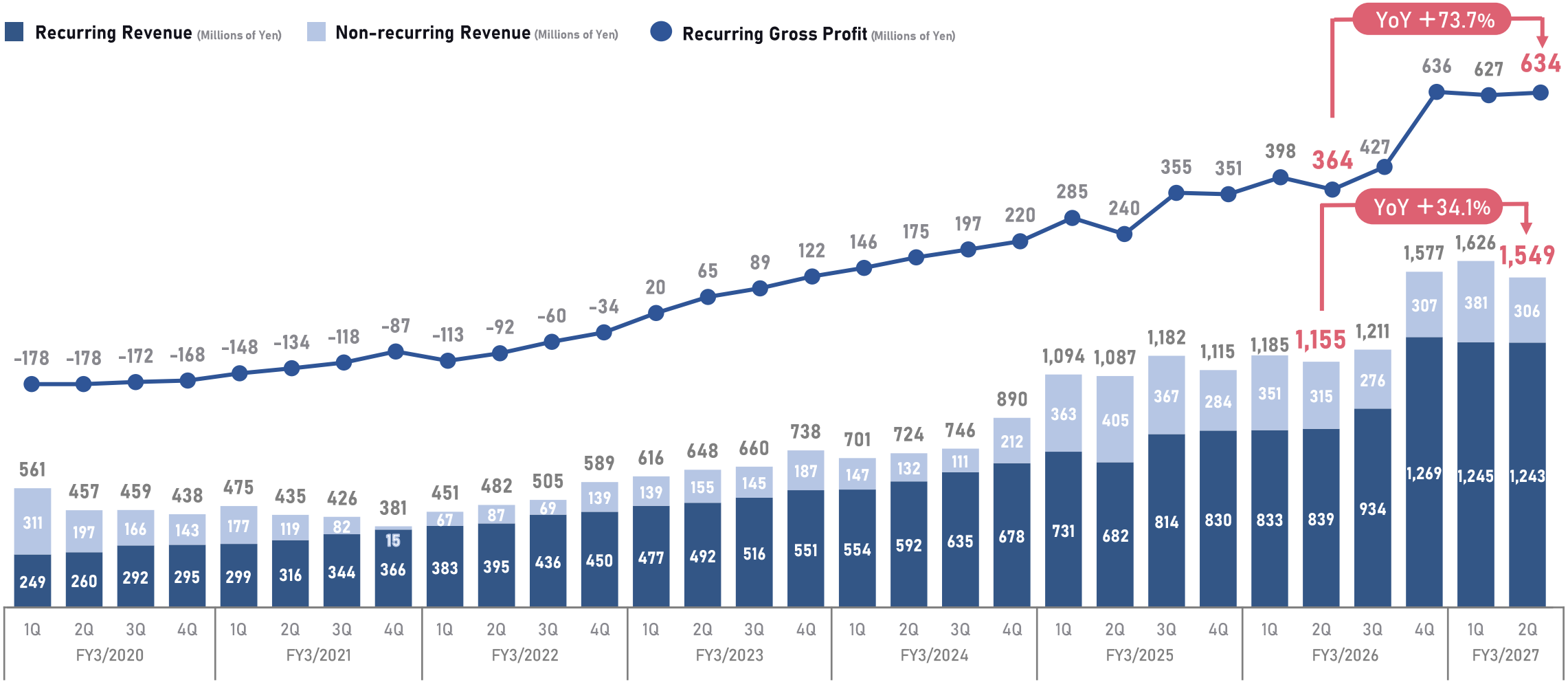
Performance by Business

Healthcare Automation Business

©kusurinomadoguchi, inc. All Right Reserved.

Healthcare Automation Business | Revenue & Recurring Gross Profit

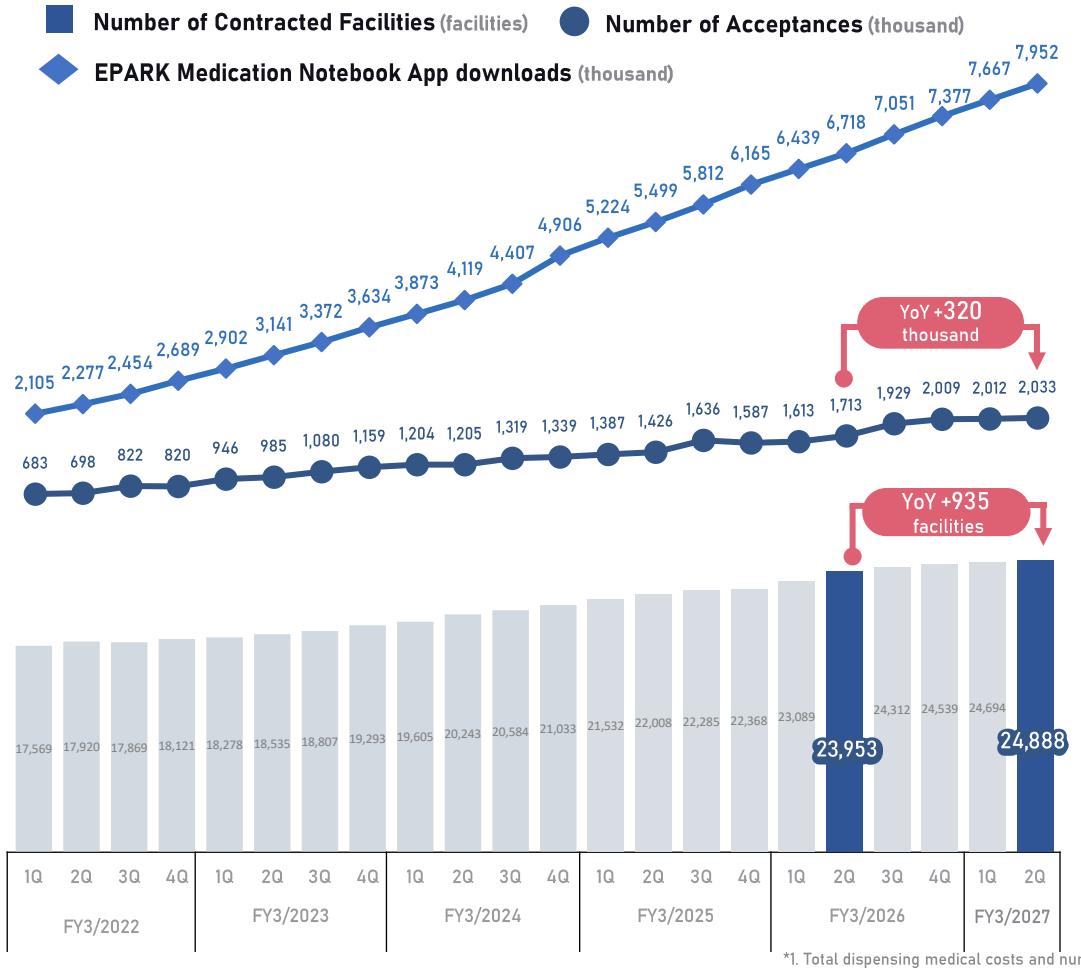
Driven by increases in the number of Online prescription acceptances and member facilities, as well as the consolidation effect of Medi web Co.,Ltd., both revenue and Recurring gross profit increased significantly YoY.



©kusurinomadoguchi, inc. All Right Reserved.

Healthcare Automation Business | KPI (Key Performance Indicators)

The Number of Contracted Facilities, number of acceptances and EPARK Medication Notebook App downloads all increased steadily. Our market share in the number of prescriptions remains at approximately 2.1%, and we will expand our share in this market, which has further room for growth.



Number of Prescriptions*1

Approx. **890** million

Our online prescription acceptance target (SAM) **450** million

Long-term prescription ratio*3 **370 million**

Pediatric prescriptions*3 **80 million**

Our Share
Approx. **2.1%** *2

Health checkup & complete medical checkup examinees*5

Approx. **72.66** million people

*These figures are our own estimates and are not figures published by MHLW or MIC.

Our Share
Not disclosed

Number of Pharmacy Facilities*4

Approx. **63,000** facilities

Our Share
Approx. **39.2%**

Self-operation market facilities*6

Approx. **16,800** facilities

Our Share
Not disclosed

*1. Total dispensing medical costs and number of prescriptions (number of acceptances), April 2025 – March 2026
*2. Calculated at 1.2 prescriptions per acceptance
*3. Based on *1, the ratio of target prescriptions was calculated from receipt data of facilities contracted for receipt computer system linkage;
that ratio was multiplied by the annual number of prescriptions issued nationwide to estimate the market size
*4. From MHLW "Report on Public Health Administration and Services" (Reiwa 7 (2025))
*5. MHLW "Comprehensive Survey of Living Conditions 2022" (checkup rate) / "FY2023 Specific Health
Checkups and Specific Health Guidance Implementation Status" (reference figures) / Statistics Bureau, MIC
"Population Estimates" (as of October 1, 2022; used to calculate the population aged 20 and over)
*6. *4 + MHLW "Survey of Medical Institutions" (preliminary figures as of the end of December 2025), number of general clinics

©kusurinomadoguchi, inc. All Right Reserved.

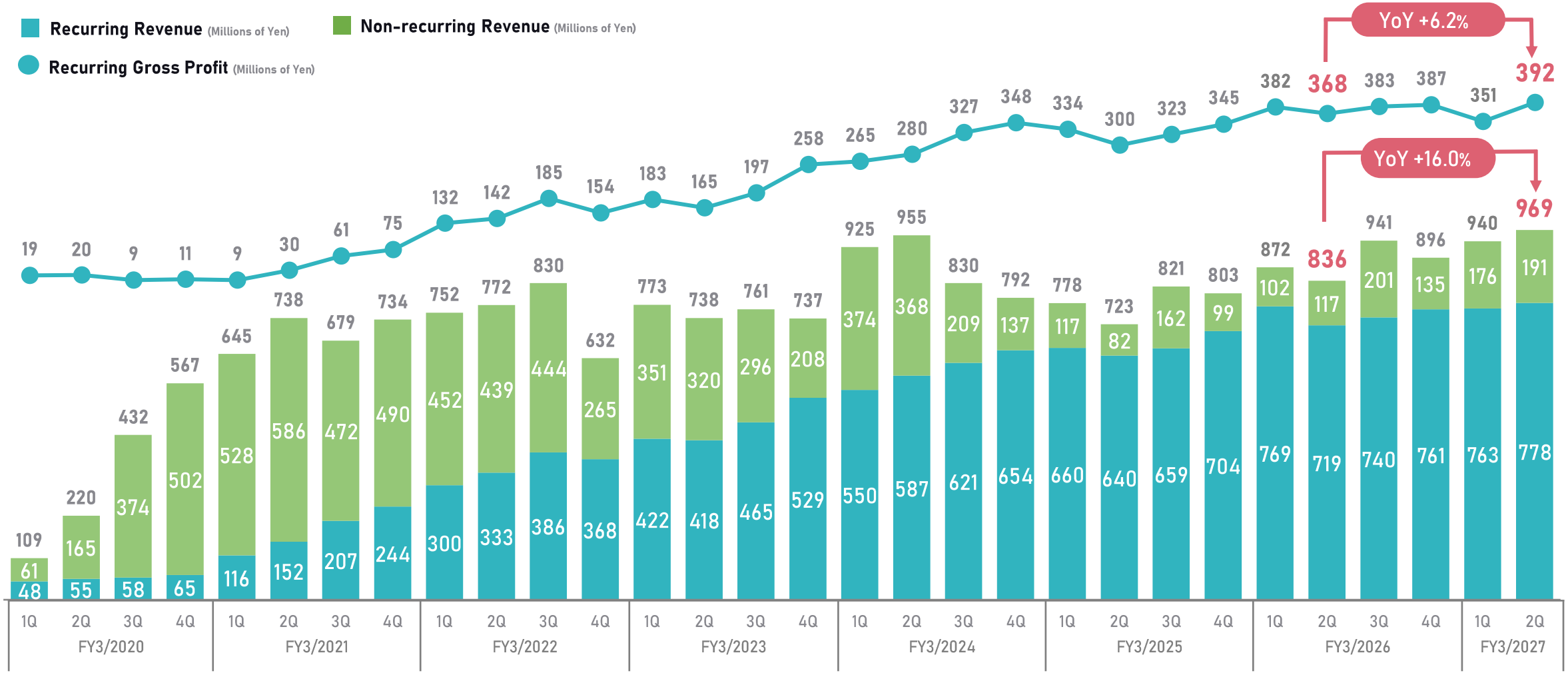
Performance by Business

Everyone's Medicine Box Business

©kusurinomadoguchi, inc. All Right Reserved.

Everyone's Medicine Box Business | Revenue & Recurring Gross Profit

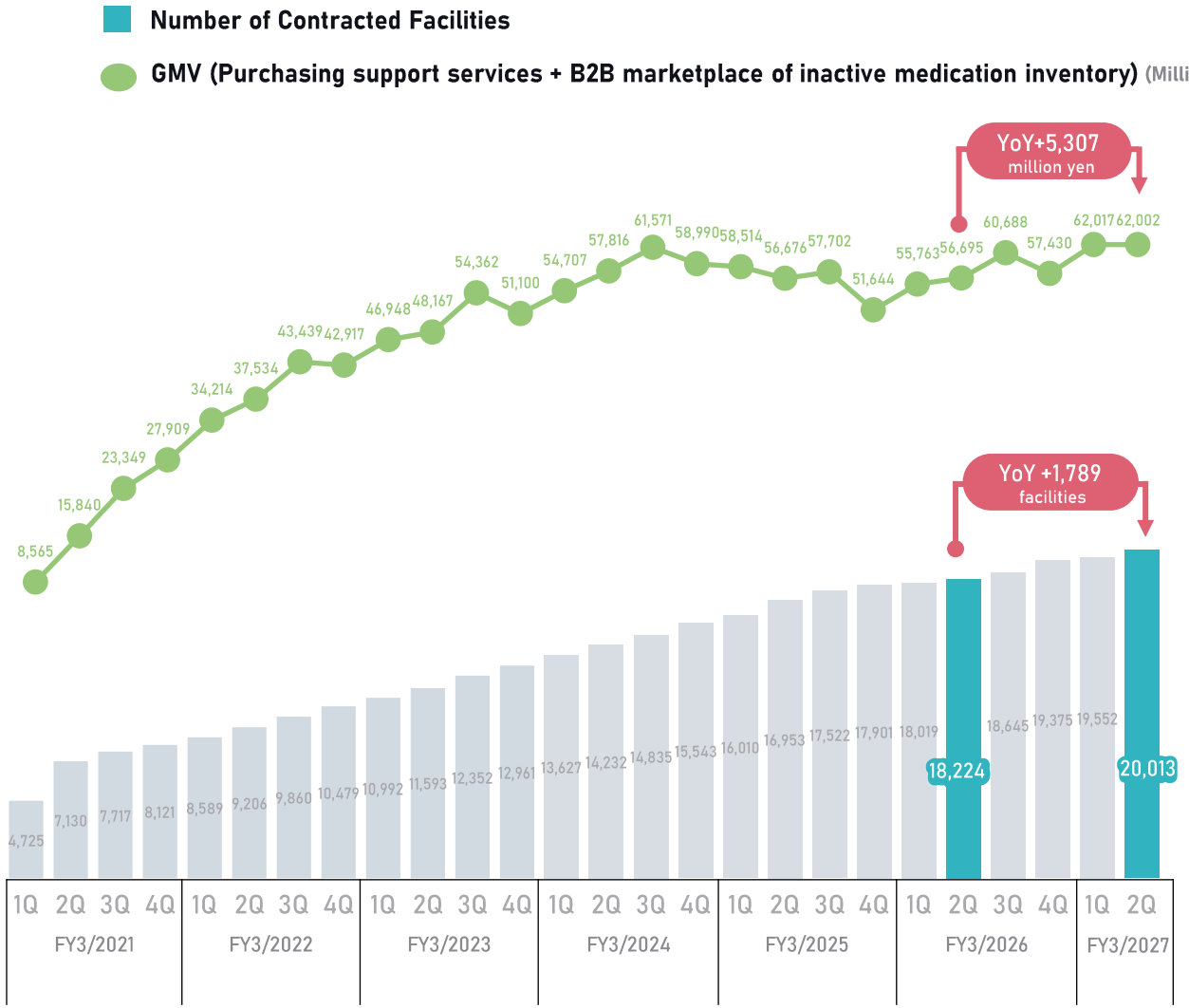
Both revenue and Recurring gross profit increased YoY.
Recurring revenue accumulated YoY on the back of an increase in the number of member facilities, and both reached record highs on a quarterly basis.



 ©kusurinomadoguchi, inc. All Right Reserved.

Everyone's Medicine Box Business | KPI (Key Performance Indicators)

*Purchasing support services + B2B marketplace of inactive medication inventory



Pharmaceutical GMV

Approx. **11.8** trillion yen*3

Our Share

Approx. **2.0%**

Pharmacies*3

Approx. **4.0** trillion yen

+

Hospitals/Clinics*3

Approx. **7.8** trillion yen

Target facilities

Approx. **180,000** facilities

Our Share

Approx. **11.3%**

Pharmacies*1

63,417 facilities

+

Medical institutions*2

113,644 facilities

*1. From MHLW "Report on Public Health Administration and Services" (Reiwa 7 (2025))
*2. From MHLW "Survey of Medical Institutions" (preliminary figures as of the end of July 2026 (Reiwa 8))
*3. IQVIA pharmaceutical market statistics △ sales data (period: April 2025 – March 2026)

©kusurinomadoguchi, inc. All Right Reserved.

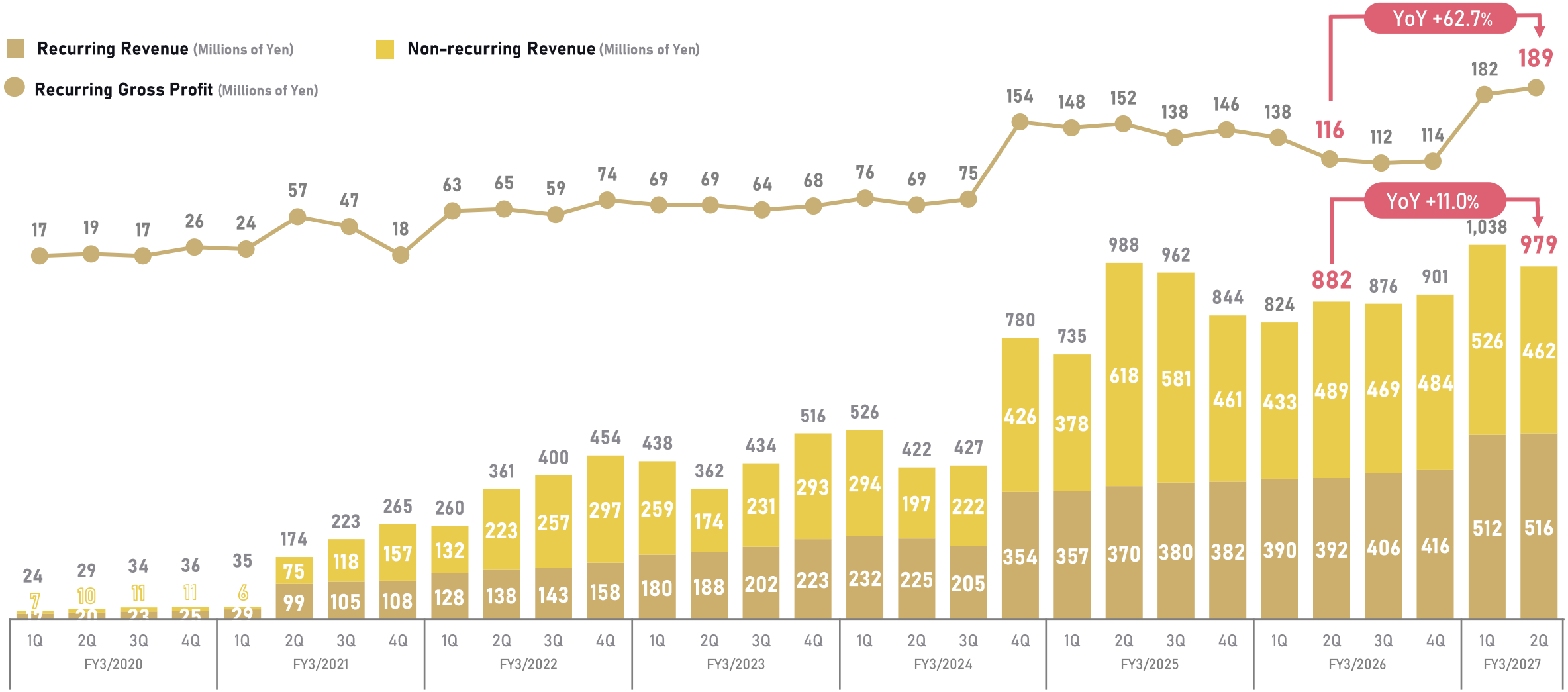
Performance by Business

Core Systems Business

©kusurinomadoguchi, inc. All Right Reserved.

Core Systems Business | Revenue & Recurring Gross Profit

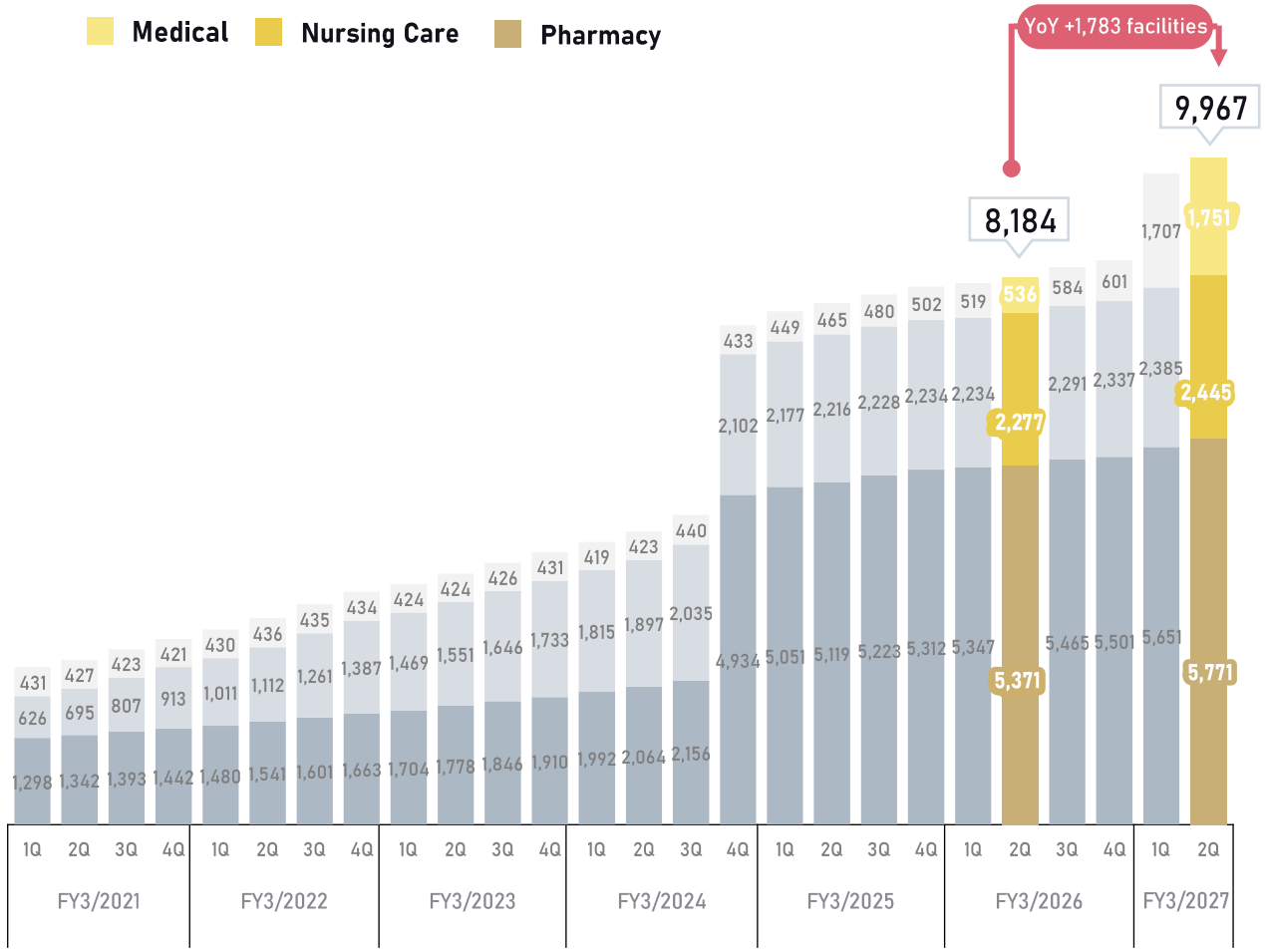
In addition to strong customer acquisition at MOINET SYSTEM, CO., revenue and profit increased YoY owing to the consolidation effect of Techno Network Co., Ltd. and a steady increase in the number of contracted facilities. Revenue and profit decreased QoQ due to the reversal of temporary special demand arising from the legal amendment in Q1; excluding this impact, both revenue and profit increased QoQ as well.



©kusurinomadoguchi, inc. All Right Reserved.

Core Systems Business | KPI (Key Performance Indicators)

Number of Contracted Facilities by Sector (Quarterly)



Target facilities

Approx. **250,000** facilities

Our Share

Approx. **3.9%**

Pharmacies[*1]
63,417 facilities

+

Medical institutions[*2]
113,644 facilities

+

Nursing Care Facilities[*3]
77,915 facilities

*1. From MHLW "Report on Public Health Administration and Services" (Reiwa 7 (2025))
*2. From MHLW "Survey of Medical Institutions" (preliminary figures as of the end of July 2026 (Reiwa 8))
*3. From MHLW "Survey of Institutions and Establishments for Long-term Care" (October 2024 (Reiwa 6))

©kusurinomadoguchi, inc. All Right Reserved.

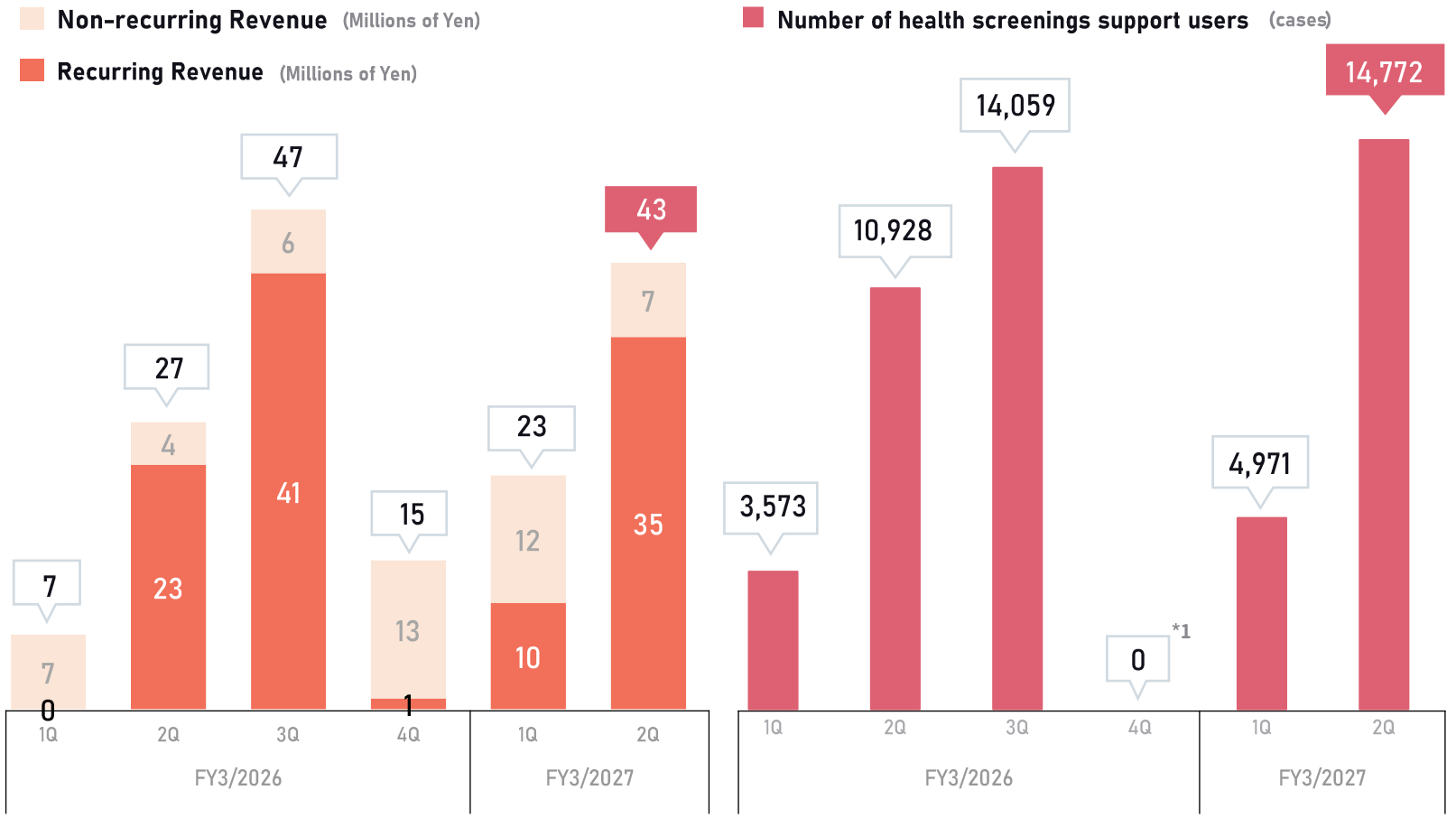
Performance by Business

Wellness Platform Business

©kusurinomadoguchi, inc. All Right Reserved.

Wellness Platform Business | Revenue & KPI (Key Performance Indicators)

Both revenue and the number of users increased YoY, showing steady growth.
As a business that will drive medium- to long-term growth, we will work to further expand revenue and the number of users.



Number of insured persons *2

Approx. **67.67** million people

Japan Health Insurance Association
39.66 million people

+

National Federation of Health Insurance Societies
28.01 million people

Our Share
Not disclosed

*1.Decrease due to the seasonality of health checkups

*Starting FY3/2027, the revenue recognition basis has been revised to recognize revenue upon completion of services.

*2.From MHLW "Health Insurance and Seamen's Insurance Business Status Report for FY2024 (Reiwa 6)" (September 2026)

©kusurinomadoguchi, inc. All Right Reserved.

Capital Strategy

©kusurinomadoguchi, inc. All Right Reserved.

Approach to Capital Allocation

Our strength lies in in-house development capabilities that allow us to quickly reflect customer needs in our services, and we run the planning, development and improvement cycle in a short period. We regard software as an asset that generates future earnings and will continue to invest in service development that differentiates us from competitors.

Growth Investment

Prioritize growth investments that lead to future earnings

- Strengthen in-house development capabilities to quickly reflect customer needs
- Execute the planning, development and improvement cycle in a short period
- Develop services that differentiate us from competitors
- M&A in areas with high affinity to existing businesses

Shareholder Returns

Basic policy of stable and continuous shareholder returns

- Continue stable dividends with a basic policy of a 15% dividend payout ratio
- Consider flexible acquisition of treasury shares

Financial Soundness

Maintain a solid financial base that supports sustainable growth

- Secure cash on hand
- Maintain investment capacity
- Ensure flexibility to respond to changes in the business environment
- Fund management with consideration for safety

©kusurinomadoguchi, inc. All Right Reserved.

くすりの窓口

Delivering new value to the healthcare field
and contributing to “**solving social issues**” through our business

We kindly ask for your support of the Kusurinomadoguchi Group.

©kusurinomadoguchi, inc. All Right Reserved.

Appendix (Business Overview)

©kusurinomadoguchi, inc. All Right Reserved.

Healthcare Automation Business | Business Model

EPARK くすりの窓口
EPARK 人間ドック
EPARK クリニック・病院

One of Japan's largest pharmacy reservation platforms, offering reservation services in the medical and healthcare fields together with clinics and hospitals



As of October 2026
Over 8 million DLs

iOS 4.54
Android 4.36

Cumulative downloads
One of the largest medication notebook apps

EPARK お薬手帳

AI Receptionist



Unmanned checkout machine



EPARK くすりの窓口 Rich Plan (Premium Plan)

EPARK Kusurinomadoguchi premium listing plan

Pharmacy Support

Customer management system specialized in promoting patient repeat visits

Recurring Revenue

EPARK Kusurinomadoguchi
EPARK Medication Notebook App
System usage fee revenue from Online prescription acceptances

EPARK complete medical checkup
EPARK Clinics & Hospitals
Commission on courses taken by users and facility listing fee revenue

Self-operation products
Monthly usage fee revenue from AI Receptionists, unmanned checkout machines, etc.

Rich Plan(Premium Plan) Pharmacy Support
Monthly usage fee revenue from premium listing plans and user repeat promotion

Pharmacy

Hospitals/Clinics

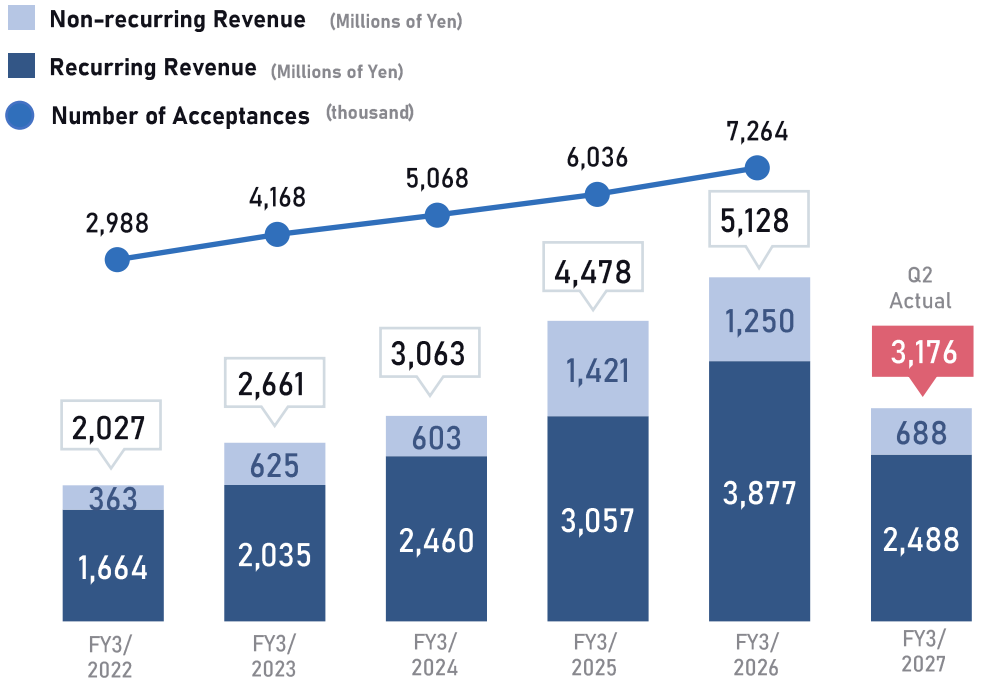
Non-recurring Revenue

EPARK complete medical checkup
EPARK Clinics & Hospitals
Initial installation costs (registration and setup fees, etc.)

Self-operation products
Initial installation costs (unit price, installation costs, etc.)

Rich Plan(Premium Plan) Pharmacy Support
Initial installation costs (installation, registration and setup fees, etc.)

Revenue: Healthcare Automation Business



Recurring revenue: Defined as revenue expected to be earned on a continuing basis to a certain extent under contracts such as monthly usage fees.
Non-recurring revenue: Defined as revenue earned on a one-time basis, such as initial installation fees.

©kusurinomadoguchi, inc. All Right Reserved.

Everyone's Medicine Box Business | Business Model

J-Seed Co.,Ltd.

Providing optimal Purchasing support services through distribution improvement on one of the largest scales in Japan

AI-powered inventory management and automatic ordering system

B2B marketplace of inactive medication inventory

One of Japan's largest drug trading matching sites

Providing an optimal power supply environment for Dispensing Pharmacies and medical institutions

Recurring Revenue

Purchasing support
Commission calculated based on drug purchase amounts

e-Order (Inventory Management)
Monthly usage fee for automated inventory management

B2B marketplace of inactive medication inventory
Commission based on completed drug transactions

Everyone's Medicine Box Electricity
Monthly electricity charges

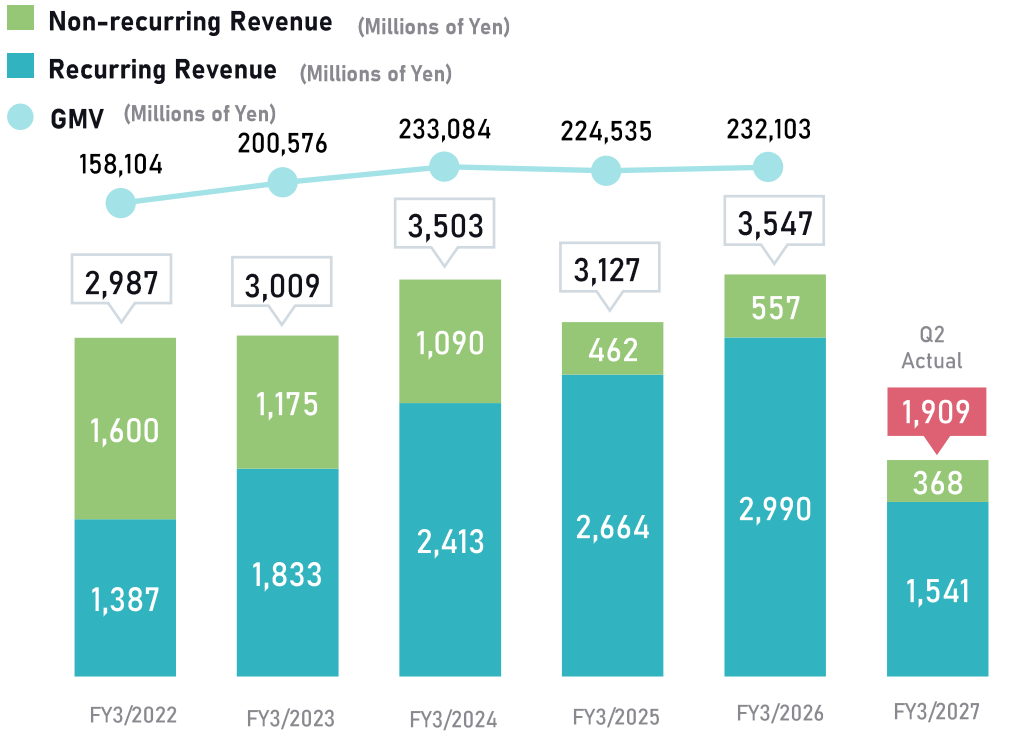
Pharmacy

Hospitals/Clinics

Non-recurring Revenue

e-Order (Inventory Management)
Initial installation costs (setup and registration fees, etc.)

Revenue: Everyone's Medicine Box Business



Recurring revenue: Defined as revenue expected to be earned on a continuing basis to a certain extent under contracts such as monthly usage fees.
Non-recurring revenue: Defined as revenue earned on a one-time basis, such as initial installation fees.

GMV: The sum of the value of drugs matched through the B2B marketplace of inactive medication inventory and the drug purchase amount through Purchasing support.

©kusurinomadoguchi, inc. All Right Reserved.

Core Systems Business | Business Model

Pharmacy

Pharmy Connect / Hi-story / Cube.i

Providing Receipt computer systems, electronic drug history systems and dispensing inspection systems to pharmacies

Hospitals/Clinics

HOSPITAC® / Ex-Karte / ORCA

Electronic medical records integrated with medical accounting and ordering / Electronic medical records / Outpatient visit support systems

Nursing Care

コメットケア / ケア記録アプリ / 見守りライフ

Providing billing systems, record-keeping systems and monitoring devices

Recurring Revenue

Pharmy/Hi_story /Cube.i
Monthly usage fee for providing receipt computer, drug history and dispensing inspection systems

HOSPITAC/ Ex-Karte (Electronic medical records)/ ORCA
Monthly usage fee for providing patient information management systems

Comet Care (Electronic Care Records for Nursing Home/Facility)
Monthly usage fee for providing facility user information management systems

Pharmacy

Hospitals/Clinics

Nursing Care

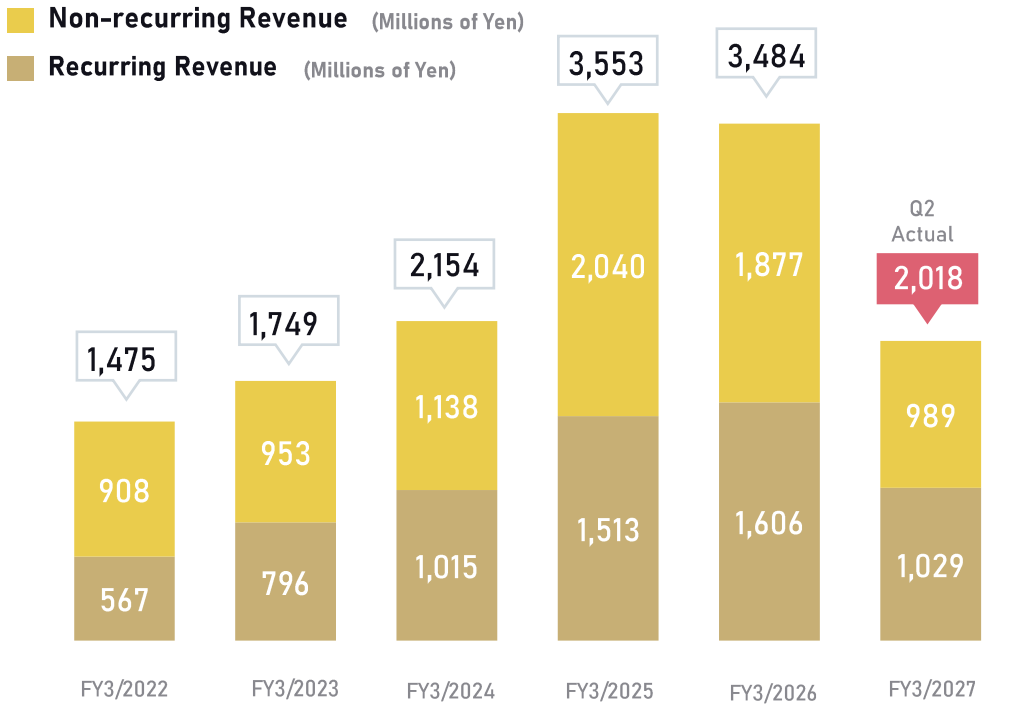
Non-recurring Revenue

Pharmy/Hi_story /Cube.i
Initial installation costs (installation and setup fees, etc.)

HOSPITAC/ Ex-Karte (Electronic medical records)/ ORCA
Initial installation costs (installation and setup fees, etc.)

Comet Care (Electronic Care Records for Nursing Home/Facility)
Initial installation costs (installation and setup fees, etc.)

Revenue: Core Systems Business



Recurring revenue: Defined as revenue expected to be earned on a continuing basis to a certain extent under contracts such as monthly usage fees.
Non-recurring revenue: Defined as revenue earned on a one-time basis, such as initial installation fees.

©kusurinomadoguchi, inc. All Right Reserved.

Wellness Platform Business | Business Model

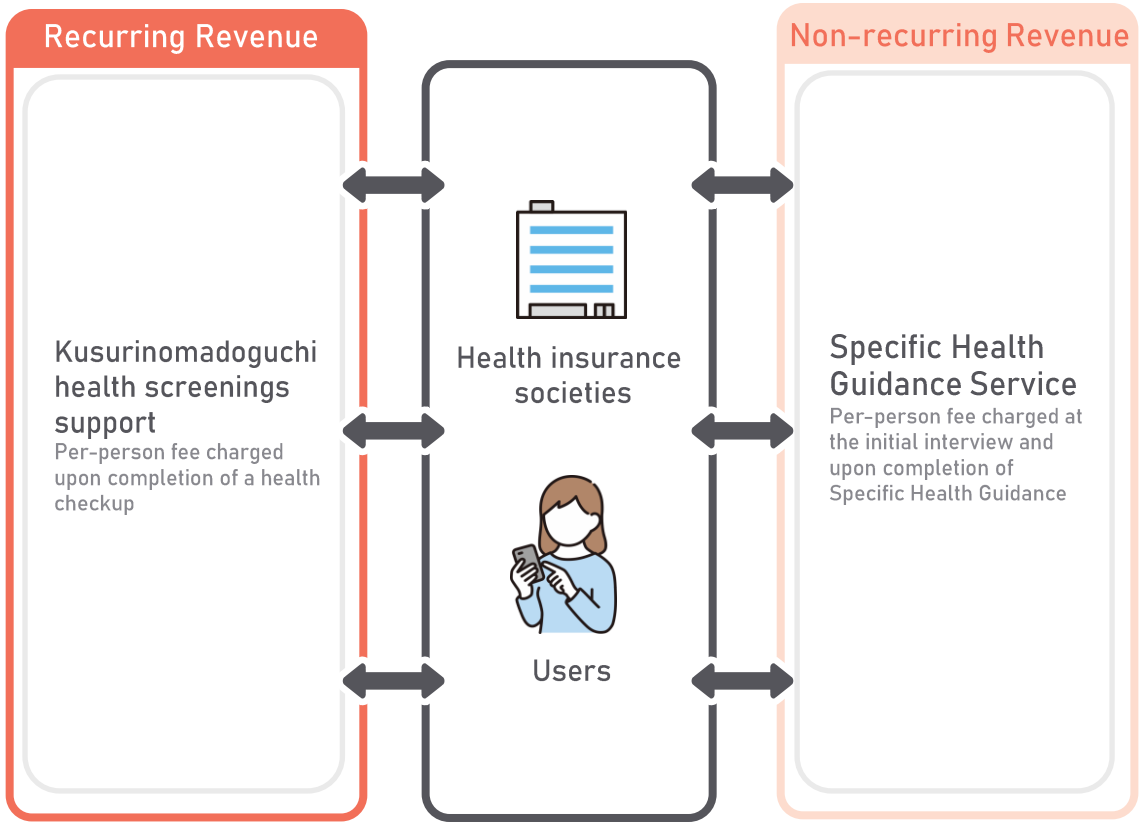
Kusurinomadoguchi health screenings support

Supports everything from contracting and renewals with health checkup facilities to providing an online reservation environment for insured persons, encouraging non-examinees to undergo checkups, and compiling invoices and checkup results

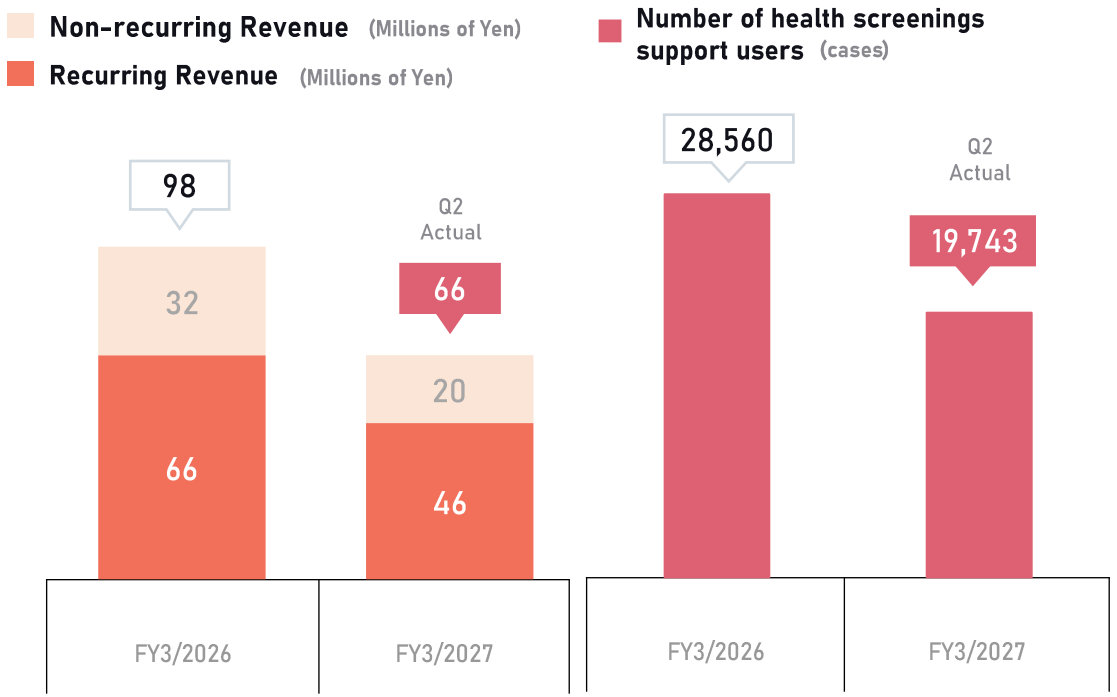
Specific Health Guidance Service



Provides eligible persons with an online environment where they can search for our member pharmacies and choose an interview method such as in-person, telephone or email. Also supports the process from identifying eligible persons and encouraging non-participants to completing Specific Health Guidance.



KPI: Wellness Platform Business



Recurring revenue: Defined as revenue expected to be earned on a continuing basis to a certain extent under contracts such as monthly usage fees.
Non-recurring revenue: Defined as revenue earned on a one-time basis, such as initial installation fees.

©kusurinomadoguchi, inc. All Right Reserved.

Appendix (Risk Information)

©kusurinomadoguchi, inc. All Right Reserved.

Measures against Information Leakage

As a business operator handling sensitive medical and health information, our Group positions information security as a key management issue and operates layered mechanisms: “hold data separately, do not concentrate it in one place, narrow and monitor entry points, and close weaknesses first.”

Anticipated Risks

(1) Information Security

If sensitive medical or health information is leaked, or if a malfunction occurs in our systems, our operating results and financial position may be affected.

Likelihood: Low　Impact: High

(2) System Failure

The provision of services may be disrupted due to natural disasters, errors in system operation, unauthorized external intrusion, computer virus infection, or other factors.

Likelihood: Low　Impact: High

Our Group's Main Countermeasures

Main Threats

- Unauthorized intrusion
- Virus infection
- Operational errors
- Natural disasters

① Hold separately

Member information such as names and contact details is stored separately from medical and health information, in different environments and under different structures. Medical information is strictly managed within our own environment.

② Do not concentrate in one place

System environments are operated separately for each service, so that a problem in one place is unlikely to spread to others.

③ Narrow and monitor entry points

Attack entry points are narrowed by restricting access from overseas and disabling unnecessary functions,

④ Close weaknesses first

Newly published vulnerability information is checked daily and addressed within deadlines set according to severity. Vulnerability assessments are also

Third-Party Audits

We have obtained ISMS (ISO/IEC 27001) and PrivacyMark (JIS Q 15001) certifications and undergo regular external audits.

©kusurinomadoguchi, inc. All Right Reserved.

Appendix (Financial Information)

©kusurinomadoguchi, inc. All Right Reserved.

EBITDA

EBITDA has expanded steadily, driven by the strengthening of existing businesses as well as the results of continuous software investment and strategic M&A.
We will continue to aim for further expansion of EBITDA while balancing growth investment and strengthening our earnings base for sustainable growth.

Unit: Millions of Yen	FY3/2023	FY3/2024	FY3/2025	FY3/2026	FY3/2027 Q2
Revenue	7,420	8,721	11,199	12,330	7,236
EBITDA	1,883	2,403	3,262	4,186	2,338
Operating Profit	1,050	1,370	1,953	2,681	1,513
Depreciation Expense	788	978	1,221	1,414	750
Amortization of Goodwill	45	54	86	90	74
Operating Margin	14.1%	15.7%	17.4%	21.8%	20.9%
EBITDA Margin	25.4%	27.6%	29.1%	34.0%	32.3%

*EBITDA = Operating Profit + Depreciation Expense + Amortization of Goodwill

©kusurinomadoguchi, inc. All Right Reserved.

Appendix (Earnings Forecast for FY3/2027)

©kusurinomadoguchi, inc. All Right Reserved.

FY3/2027 Earnings Forecast

Unit: Millions of Yen	FY3/2022	FY3/2023	FY3/2024	FY3/2025	FY3/2026	FY3/2027	YoY
Revenue	6,489	7,420	8,721	11,199	12,330	14,400	+16.8%
Cost of Sales	3,117	3,346	3,788	4,724	5,359	-	-
Gross Profit	3,372	4,074	4,932	6,475	6,970	-	-
SG&A Expenses	2,657	3,024	3,562	4,521	4,288	-	-
Operating Profit	715	1,050	1,370	1,953	2,681	3,100	+15.6%
Ordinary Profit	815	938	1,325	1,940	2,666	3,100	+16.3%
Net income attributable to owners of the parent	515	391	870	2,034	2,952	3,100	+5.0%

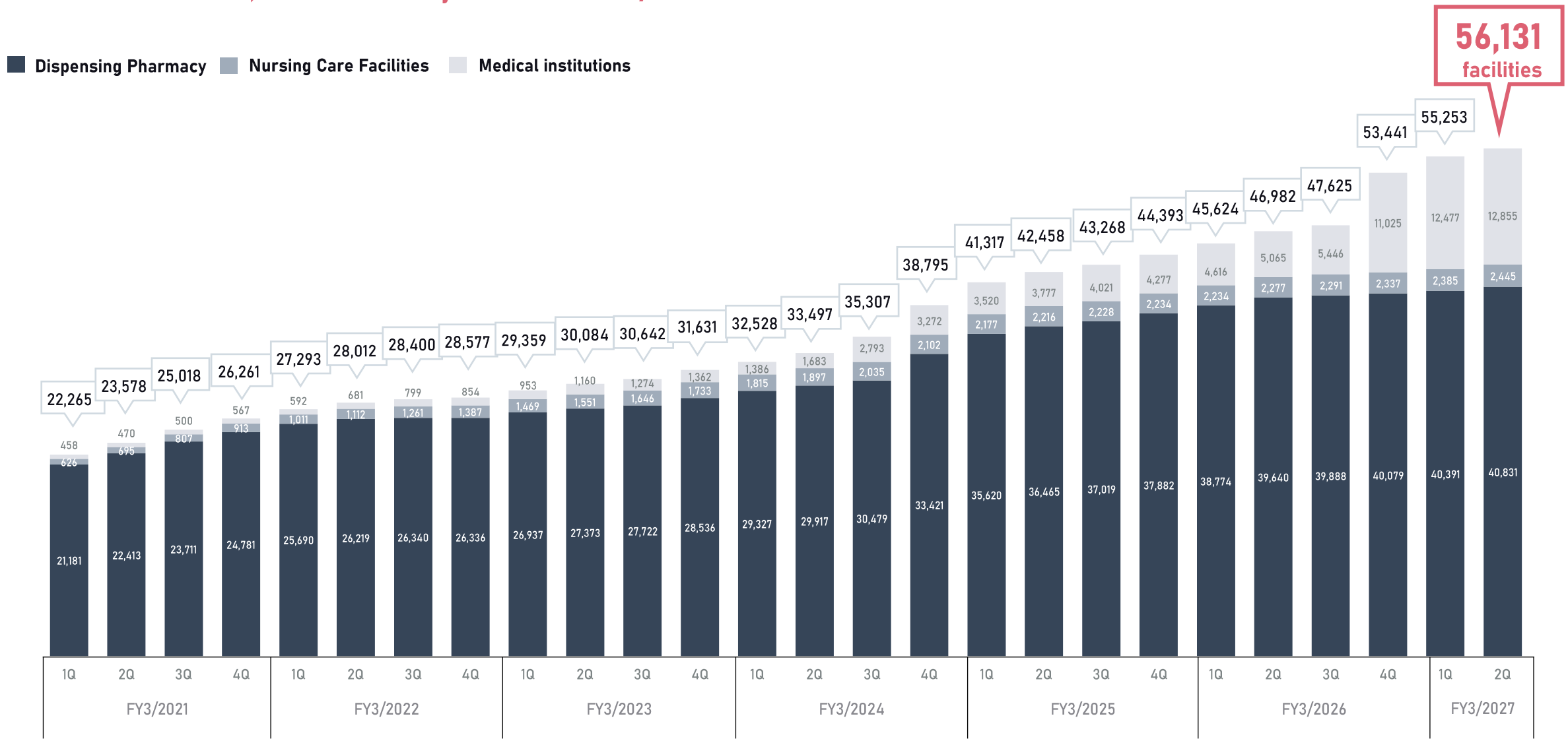
©kusurinomadoguchi, inc. All Right Reserved.

Appendix (Medium-Term Management Plan)

©kusurinomadoguchi, inc. All Right Reserved.

Expansion of Customer Base

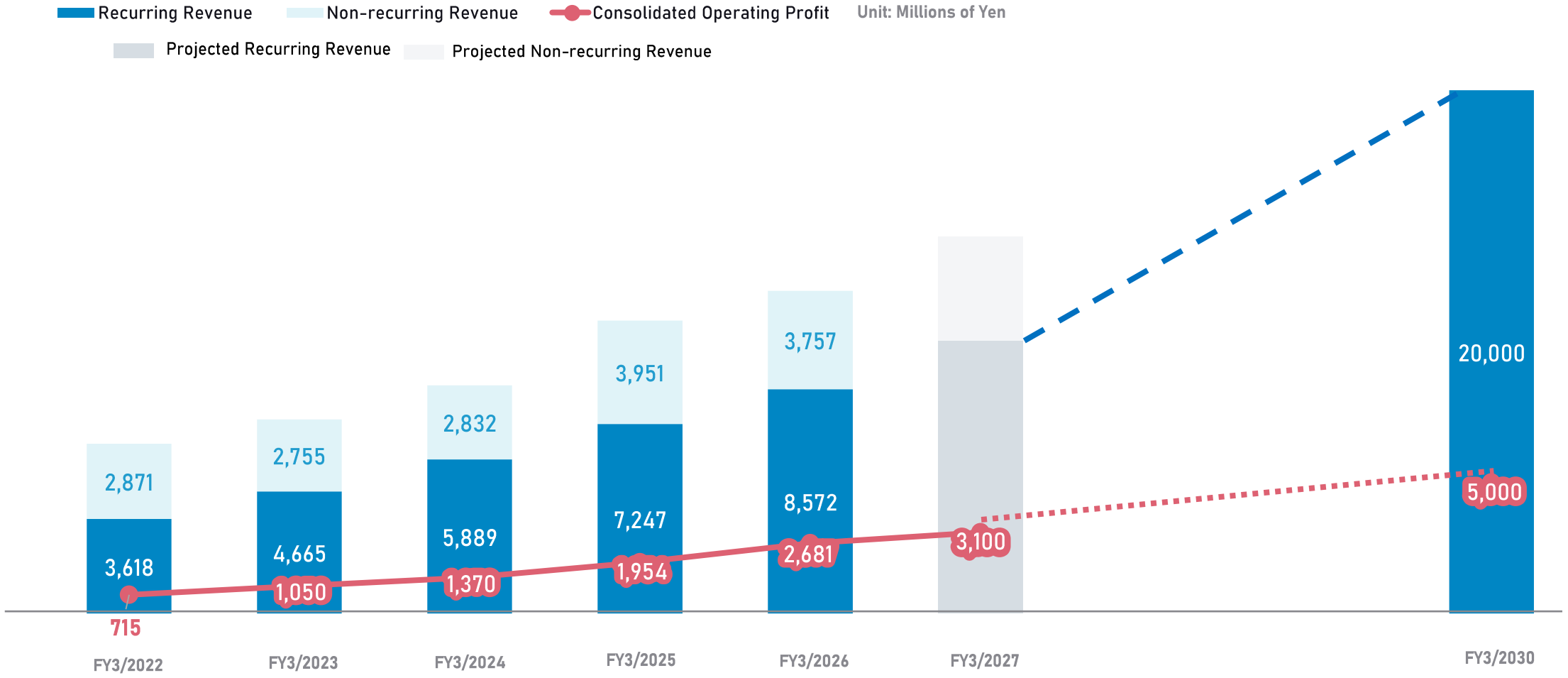
We aim to reach 100,000 facilities by the end of FY3/2030.



©kusurinomadoguchi, inc. All Right Reserved.

Medium-Term Management Plan

While securing stable profits by accumulating Recurring revenue, we aim to achieve, in FY3/2030, Recurring revenue of ¥20 billion and operating profit of ¥5 billion or more. We also set a step-up to a higher market segment of the Tokyo Stock Exchange as a medium- to long-term goal.



©kusurinomadoguchi, inc. All Right Reserved.

Important Notes

Our consolidated financial statements are prepared in accordance with Japanese accounting standards.

This material, including performance forecasts, is based on information currently available to the Company and certain assumptions deemed reasonable at this time. Actual results may differ due to various risks and uncertainties, including changes in economic conditions, customer needs, or legal regulations. We do not guarantee the achievement of these forecasts.

IR Inquiries

Kusurinomadoguchi, Inc. IR, Administration Division

E_mail

ir@kusurinomadoguchi.co.jp

IR Site

https://kusurinomadoguchi.co.jp/ir/

Notice: This document is an excerpt translation of the original Japanese document and is only for reference purposes.
In the event of any discrepancy between this translated document and the original Japanese document, the latter shall prevail.

©kusurinomadoguchi, inc. All Right Reserved.