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November 13, 2025

Consolidated Financial Results for the Nine Months Ended September 30, 2025 (Under Japanese GAAP)

Company name: CAC Holdings Corporation

Listing: Tokyo Stock Exchange

Securities code: 4725

URL: <https://www.cac-holdings.com/>

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Scheduled date to commence dividend payments: -

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: None

President and Chief Executive Officer
Chief Manager, IR Group, Financial Strategy Dept,

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

1. Consolidated financial results for the nine months ended September 30, 2025 (from January 1, 2025 to September 30, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Adjusted EBITDA*		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Nine months ended September 30, 2025	37,632	(3.9)	3,196	(3.2)	2,386	(6.8)	2,023	(15.0)	1,870	27.1
September 30, 2024	39,145	4.2	3,303	12.4	2,561	9.4	2,381	11.3	1,471	2.5

Note: Comprehensive income For the nine months ended September 30, 2025: ¥ (1,331) million [-%]
For the nine months ended September 30, 2024: ¥ 3,855 million [47.4%]

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Nine months ended September 30, 2025	109.39	-
September 30, 2024	86.20	-

* Adjusted EBITDA= Operating profit + Depreciation + Goodwill amortization + share-based payment expenses

(Note)As of the end of the fiscal year ending December 2024, the provisional accounting treatment for the business combination has been finalized, and the figures for the interim period of the fiscal year ending December 2024 reflect the finalized accounting treatment.

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
	Millions of yen	Millions of yen	%
As of September 30, 2025	48,797	34,695	70.1
December 31, 2024	54,733	37,714	68.3

Reference: Equity

As of September 30, 2025: ¥ 34,230 million
As of December 31, 2024: ¥ 37,368 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended December 31, 2024	-	40.00	-	50.00	90.00
Fiscal year ending December 31, 2025	-	50.00	-		
Fiscal year ending December 31, 2025 (Forecast)				50.00	100.00

Note: Revisions to the forecast of cash dividends most recently announced: None

Note: Breakdown of the third quarter dividend for the fiscal year ending December 31, 2025 :

Commemorative dividend - yen
Special dividend - yen

3. Consolidated financial result forecasts for the fiscal year ending December 31, 2025 (from January 1, 2025 to December 31, 2025)

(Percentages indicate year-on-year changes.)

	Net sales		Adjusted EBITDA*	
	Millions of yen	%	Millions of yen	%
Full year	50,000	(4.0)	3,800	(16.9)

Note: Revisions to the financial result forecast most recently announced: Yes

* Notes: The Group has adopted "Adjusted EBITDA" as a KPI, which indicates the ability of cash generated from its business, and forecast of consolidated financial results is disclosed in "Net sales" and "Adjusted EBITDA" .

(1) Significant changes in the scope of consolidation during the period: None

Newly included: - companies()
Excluded: - companies()

(2) Adoption of accounting treatment specific to the preparation of quarterly consolidated financial statements: None

(3) Changes in accounting policies, changes in accounting estimates, and restatement

- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

(4) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

September 30, 2025	20,541,400 shares
December 31, 2024	20,541,400 shares

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

September 30, 2025	3,433,119 shares
December 31, 2024	3,461,091 shares

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Nine months ended September 30, 2025	17,096,398 shares
Nine months ended September 30, 2024	17,065,647 shares

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

* Proper use of earnings forecasts, and other special matters

The forecasts of financial results and other forward-looking statements contained in this document are calculated based on the information which is available to the Company and assumptions that the Company deems to be reasonable as of the date hereof. Therefore, they do not constitute a guarantee that they will be realized. Please note that the actual results may differ due to various factors.