



Q3 FY2025 Financial Results Presentation

Leifras Co., Ltd. (Nasdaq: LFS) | December 2025

Forward-Looking Statements

This presentation contains forward-looking statements that reflect our current expectations and views of future events, all of which are subject to risks and uncertainties. Forward-looking statements give our current expectations or forecasts of future events. You can identify these statements by the fact that they do not relate strictly to historical or current facts. You can find many (but not all) of these statements by the use of words such as "approximates," "believes," "hopes," "expects," "anticipates," "estimates," "projects," "intends," "plans," "will," "would," "should," "could," "may" or other similar expressions in this presentation. These statements are likely to address our growth strategy, financial results and product and development programs. You must carefully consider any such statements and should understand that many factors could cause actual results to differ from our forward-looking statements. These factors may include inaccurate assumptions and a broad variety of other risks and uncertainties, including some that are known and some that are not. No forward-looking statement can be guaranteed and actual future results may vary materially. Factors that could cause actual results to differ from those discussed in the forward-looking statements include, but are not limited to: assumptions about our future financial and operating results, including revenue, income, expenditures, cash balances, and other financial items; our ability to execute our growth, and expansion, including our ability to meet our goals; current and future economic and political conditions; our capital requirements and our ability to raise any additional financing which we may require; our ability to attract customers and further enhance our brand recognition; our ability to hire and retain qualified management personnel and key employees in order to enable us to develop our business; trends and competition in the sports instruction services industry and the social support services industry; and other assumptions described in this presentation underlying or relating to any forward-looking statements.

We describe certain material risks, uncertainties and assumptions that could affect our business, including our financial condition and results of operations, under "Risk Factors" in the Registration Statement on Form F-1 (File No. 333-283712) (the "Registration Statement"), we filed with the U.S. Securities and Exchange Commission (the "SEC"). We base our forward-looking statements on our management's beliefs and assumptions based on information available to our management at the time the statements are made. We caution you that actual outcomes and results may, and are likely to, differ materially from what is expressed, implied or forecast by our forward-looking statements. Accordingly, you should be careful about relying on any forward-looking statements. Except as required under the federal securities laws, we do not have any intention or obligation to update publicly any forward-looking statements after the distribution of this presentation, whether as a result of new information, future events, changes in assumptions, or otherwise.

The forward-looking statements made in this presentation relate only to events or information as of the date on which the statements are made in this presentation. Except as required by law, we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events, or otherwise, after the date on which the statements are made or to reflect the occurrence of unanticipated events. You should read this presentation, along with the Registration Statement and the documents that are filed as exhibits to the Registration Statement, carefully and with the understanding that our actual future results may differ materially from what we currently expect.

1. **Company Overview**
2. Business model and Seasonality of Operations
3. School Club Support Business — Market & Revenue Mix
4. Q3 FY2025 Highlights
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Our corporate philosophy is “to change and design sports”.
We believe that challenges facing schools, families, administrations, and corporations can be improved and resolved by social contribution and educational guidance through sports.

Corporate Information

● Company Name	Leifras Co., Ltd.
● Date of Incorporation	August 28, 2001
● Representative	Kiyotaka Ito, CEO and Founder
● Head Office	Ebisu Garden Place Tower 20F, 4-20-3 Ebisu, Shibuya-ku, Tokyo, Japan
● Number of Employees	3,718 (as of December 2024)
● Ticker Symbol	LFS

Sports School Business

A Core Business Driving Our Growth – “Sports School Business”

Our approach to sports education emphasizes the development of non-cognitive skills, which are crucial for success both inside and outside the sports arena. Following our teaching principle “acknowledge, praise, encourage, and motivate,” our classes integrate non-cognitive skills, such as motivation, teamwork, strategic thinking, and sportsmanship, into our sports curriculum. For instance, our soccer program focuses on developing technical skills, tactical understanding, and teamwork, and our martial arts programs in karate and kendo promote physical fitness and self-discipline. Our holistic approach integrates physical and mental development, setting us apart in the industry.

As of December 31, 2024, we were recognized as one of Japan’s largest operators of children’s sports schools in terms of both membership and facilities. As of September 30, 2025, we held our sports classes at more than 4,500 facility locations in Japan nationwide, serving 71,500 members.

In 2020, we entered into a joint research agreement Kyushu Sangyo University to develop the “Milabo” system, which measures, visualizes, and provides feedback on children’s non-cognitive abilities, helping parents and coaches tailor support for each child’s development.



School Club Support Business

A Core Pillar of Our Growth Strategy

– “School Club Support Business”

Building upon our experience and know-how in sports education, our social business mainly dispatches sports coaches to meet various community needs. Our school club support business provides sports coaching in school club activities and physical education classes and coordinates collaborations between school clubs and private companies.

As of September 30, 2025, we supported 360 schools nationwide.

In particular, we have entered into agreements with the Nagoya City Board of Education. As of September 30, 2025, we were commissioned for 238 elementary schools.

Our growth in contracting schools for outsourced club activities stems from our decade-long expertise in the school sector, establishing us as a pioneering player in school club support business.



After-School Daycare Service

Balancing Social Contribution and Business Growth

– “After-School Daycare Service”

The after-school daycare service “LEIF” emphasizes the holistic development of children with disabilities or unique developmental characteristics by integrating sports with educational and therapeutic activities. Soccer therapy, in particular, has proven to be an effective tool for improving social and life skills, fostering independence, and enhancing the overall quality of life for children with developmental disabilities. The program also includes activities such as art, music, and drama therapy, ensuring a well-rounded development for the children. These services aim to foster children’s independence and provide group living environments to improve their life skills and social skills. Additionally, we conduct workshops and training sessions for parents, equipping them with the knowledge and skills to better support their children with developmental disabilities.

As of December 31, 2024, the Company operated 18 locations nationwide and had 1,018 active members.



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Business model

Currently, our revenue is primarily generated from two main business segments
the “Sports School Business” and the “Social Business”.

Sports School Business

● Service Overview

Our approach to sports education emphasizes the development of non-cognitive skills, which are crucial for success both inside and outside the sports arena. Following our teaching principle “acknowledge, praise, encourage, and motivate,” our classes integrate non-cognitive skills, such as motivation, teamwork, strategic thinking, and sportsmanship, into our sports curriculum.

● Revenue Sources

- Membership fees, including registration fees, monthly membership fees, and annual membership fees
- Event hosting, including tournaments and camps

Social Business

● Service Overview

Our social business leverages over a decade of the know-how accumulated in the sports school business since our foundation and expanded into adjacent business areas with significant synergies, including: school club support, where we provide sports coaching in school club activities and physical education classes, mainly based on outsourcing contracts commissioned by local governments; LEIF after-school daycare, which supports children with disabilities or developmental characteristics through soccer therapy; and elderly healthcare, where we offer exercise programs for the elderly.

● Revenue Sources

- Mainly from outsourcing contract fees

Seasonality of Operations

Seasonality: Our business is subject to seasonal fluctuations.

Seasonality in the Sports School Business

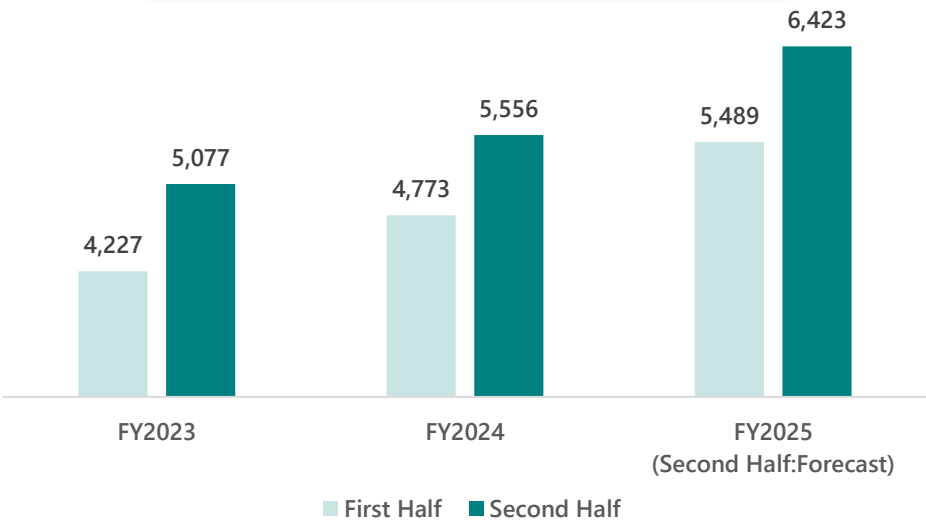
- The number of members temporarily declines around March, which is the graduation season in Japan.
- Membership then increases again from April to June, coinciding with the start of the new school year.
- Event-related revenue peaks during Japan’s long school holidays —specifically in March, August, and December to January.

Seasonality in the Social Business

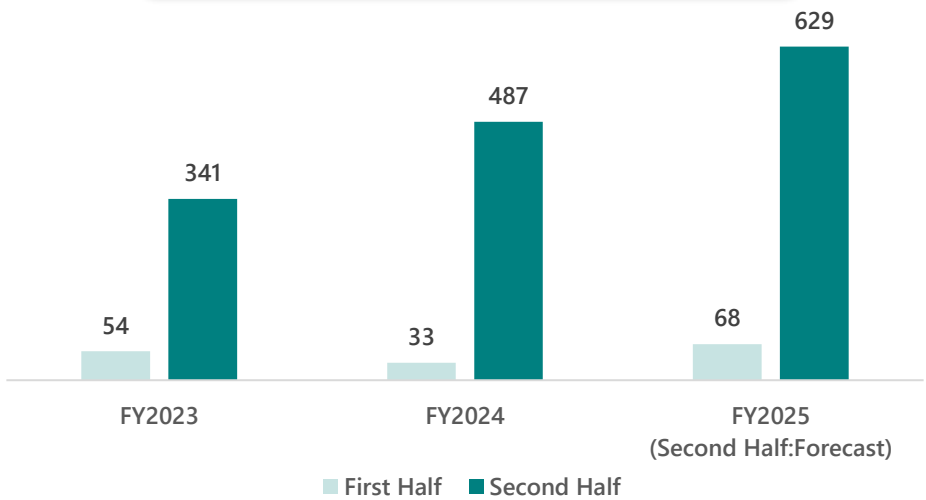
In the Social Business, cash flow tends to fluctuate seasonally, as payments from certain contracts with government agencies are concentrated around March, which marks the end of Japan’s fiscal year.

For more detailed information, please refer to the section “Trend Information” within “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in our Registration Statement.

Revenue (in million of JPY)



Operating Income (in million of JPY)



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School Club Support Business — Market ¹

- There are approximately 9,800 junior high schools across Japan, including both public and private institutions
(Source: Government Statistics Portal, URL: https://www.e-stat.go.jp/stat-search/files?page=1&stat_infid=000040309509).

- Policy on Club Activity Reform Promoted by the Japan Sports Agency (Publicly Released Data)

From fiscal year 2023 to 2025, the period was designated as a reform promotion period, during which various local governments promoted pilot projects. However, from fiscal year 2026 onwards, it will be the "reform implementation period," and the transition from individual schools to regional and private organizations will be fully implemented..

Regarding weekday club activities, we will promote further reforms while addressing various challenges. First, the national government will consider feasible activity models and countermeasures for challenges that local governments can implement, while local governments will proceed with initiatives tailored to local circumstances.

Regarding weekend club activities, including those local governments that have not yet started, the goal is to achieve regional implementation in principle for all school club activities within the reform implementation period.



Note: All years indicated refer to the Academic Year (AY).

Source: Japan Sports Agency "Executive Meeting on Regional Sports and Cultural Arts Creation and Club Activities Reform" Final Summary Overview ①
(https://www.mext.go.jp/sports/content/20250516-spt_ori para-000042507_0101.pdf)

Supplementary Materials

● Number of Public and Private Junior High Schools Nationwide

※Source: e-Stat (Portal Site of Official Statistics of Japan) (https://www.e-stat.go.jp/stat-search/files?stat_infid=000040309509)

- Academic Year 2025: 9,827 schools.

● Japan Sports Agency: Policy Direction for Club Activity Reform

※Source: Japan Sports Agency, Club Activity Reform Portal Site (https://www.mext.go.jp/sports/b_menu/sports/mcatetop01/list/1372413_00003.htm)

1. Purpose and Philosophy of the Reform

- Build a sustainable system that allows children to participate in a wide range of sports and cultural activities within their local communities, not only at schools.
- Maintain the educational value of club activities while improving teachers' workloads and coaching environments.

2. Approach to Future Reform

- Roadmap : The Implementation Period will cover Academic Years 2026–2033, with the first half (2026–2028) followed by a mid-term review and then the second half (2029–2033).
- Weekend Club Activities: In principle, the goal is to achieve regional transition for all schools within the Implementation Period. In regions where immediate transition is difficult, temporary measures such as assigning external club instructors will be applied.
- Weekday Club Activities : Continue reforms while addressing local challenges in cooperation with national and local governments.

3. Key Government Programs

I . Regional Transition and Community Club Promotion Project (Budget: ¥1.8 billion)

– Provides financial support and advisory assistance to local governments to promote the regional transition of junior high school club activities.

- Activity Promotion (Subsidies) – Covers club operating costs (e.g., instructor fees), participation support for economically disadvantaged students, and coordination system development (e.g., placement of coordinators)
- Ongoing Support (Commissioned Services) – Includes consultation desks, advisor dispatch, problem-solving assistance, and preparation of safety and quality guidelines.

II . Placement Support for School Club Activity Instructors (Budget: ¥1.5 billion)

Supports the placement of club activity instructors in junior high schools to maintain a stable instructional system until the regional transition is completed.

III . Development of New Community Sports Environments (Budget: ¥0.3 billion)

Supports the establishment of comprehensive community sports clubs and promotes the use of private sports facilities and digital tools (e.g., matching apps) to improve club operations

4. Cost Sharing

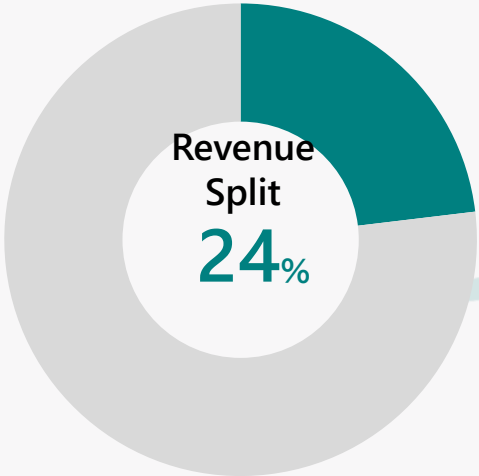
- A balanced framework will be developed between participant contributions and public funding (national, prefectural, and municipal).
- Financial assistance will be provided to ensure that economic disparities among households do not lead to unequal access to club activities.

Social Business Revenue Share Trend

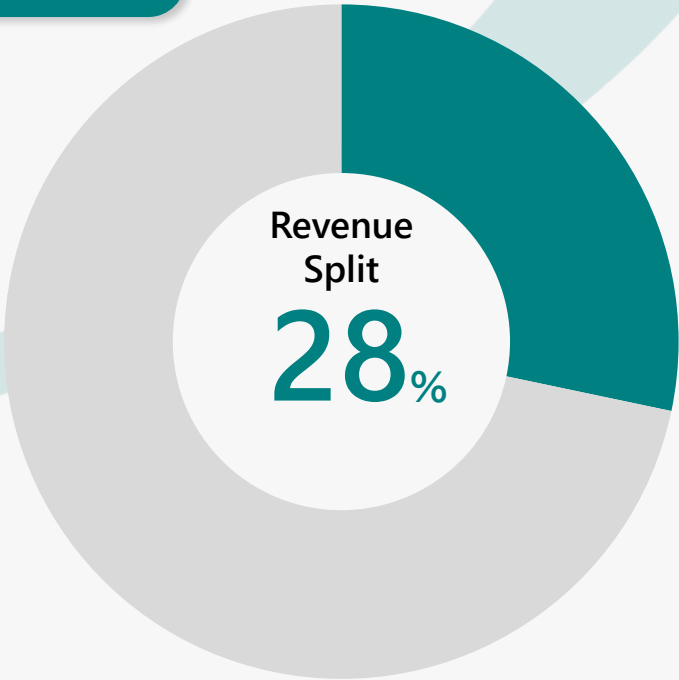
- Increase of the Social Business (Support for School Sports Club Activities) revenue share
- Securing a stable market share with long term business partners, in line with market growth

Social Business Revenue Share Trend

 **Social Business Revenue**
 **Sports School Business Revenue**



FY 2023



Q3 FY2025

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KPI Highlights – Q3 FY2025

- Performance continues to show steady growth, driven by the Sports School Business and the Social Business (Support School Club Support Business and After-school Daycare Service).
- In the Sports School Business, membership temporarily declined in March 2025 due to graduations, and increased during April–June with the beginning of a new school year.
Event hosting revenue also peaked during March, coinciding with school holidays.
- Although we recognize revenue from our social business when services are delivered, in some contracts with certain governmental authorities, our payments are made around the end of March.
- Net Income increased by 0.7% due to the impact of tax on IPO-related costs.

Net Revenue

Q3 FY2025

USD 57,823K

YoY +15.3%

(Q3 FY2024: USD 50,142K)

Income From Operations

Q3 FY2025

USD 2,404K

YoY +49.1%

(Q3 FY2024: USD 1,612K)

Net Income

Q3 FY2025

USD 1,532K

YoY +0.7%

(Q3 FY2024: USD 1,521K)

Number of Sports School Members

Q3 FY2025

71,529 members

YoY +2.3%

(Q3 FY2024: 69,924 members)

Revenue per Capita (Sports School Business)

Q3 FY2025

USD 65k

YoY +6.2%

(Q3 FY2024: USD 61k)

Number of Contracted Schools

Q3 FY2025

360 schools

YoY +53.2%

(Q3 FY2024: 235 schools)

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UNAUDITED INTERIM CONDENSED CONSOLIDATED STATEMENTS OF INCOME

- Growth in membership of the Sports School Business and an increase in the number of contracted schools in the Social Business drove overall performance
- Despite higher expenses associated with business expansion, income from operations +49.1% year-on-year

Summary

(in thousands of USD)	Q3 FY2024	Q3 FY2025	YoY change	YoY % change
NET REVENUE	50,142	57,823	7,681	15.3%
Cost of revenue	-36,351	-41,530	-5,179	14.2%
GROSS PROFIT	13,791	16,293	2,502	18.1%
Selling, general, and administrative expenses	-12,179	-13,889	-1,710	14.0%
INCOME FROM OPERATIONS	1,612	2,404	792	49.1%
INCOME BEFORE INCOME TAX PROVISION	1,722	2,326	604	35.0%
NET INCOME	1,521	1,532	11	0.7%

USD figures are based on JPY to USD ¥147.97=\$1.00

Revenue Growth

Sports School Business

Stable growth driven by increases
in membership and event participation

Revenue **USD 42M**

(YoY % change **+8.9%**)

Factors

- **Membership growth**
Membership increased by 1,605, which drove revenue growth of approximately \$2.1 million.
- **Solid growth in the event business**
The increase of 6,148 event participants contributed approximately \$0.8 million to our revenue.

Social Business

Sustained high growth through an increase
in the number of contracted schools

Revenue **USD 16M**

(YoY % change **+36.4%**)

Factors

- **Growth in the number of contracted schools**
The addition of 125 contracted schools contributed approximately \$3.4 million to our revenue.
- **Growth in after-school daycare services**
Revenue from this service increased by approximately \$0.6 million.

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Full Year 2025 Guidance

- Net sales are expected to be between USD 78.1 million and USD 80.5 million, representing a year-on-year growth of approximately 11.9% to 15.3% compared to the full year of FY2024.
- Operating profit is projected to range between USD 3.9 million to USD 4.7 million, compared with USD 3.5 million recorded for the full year of FY2024.
- These projections are based on the assumption that no business acquisitions, restructuring, or legal settlements will take place during the period.

	FY2023–FY2024 Comparison				FY2024–FY2025 Comparison			
(in thousand of USD)	FY2023 Result	FY2024 Result	YoY change	YoY % change	FY2024 Result	FY2025 Guidance	YoY change	YoY % change
Net Revenue	62,878	69,809	6,931	11.0%	69,809	80,499	10,690	15.3%
						-	-	-
						78,137	8,328	11.9%
Income From Operations	2,674	3,513	839	31.4%	3,513	4,707	1,194	34.0%
						-	-	-
						3,920	407	11.6%
Operating Profit Margin	4.3%	5.0%	0.7%	18.3%	5.0%	5.8%	0.8%	16.0%
						-	-	-
						5.0%	0.0%	0.0%

USD figures are based on JPY to USD ¥147.97=\$1.00

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UNAUDITED INTERIM CONDENSED CONSOLIDATED BALANCE SHEETS

- **Total Assets Growth:** Total Assets increased by USD 1.9 million, primarily due to a rise in non-current assets, with the significant growth in non-current assets mainly driven by investments related to the office relocation.
- **Strong Equity Position:** Total Stockholders' Equity saw a substantial increase of USD 1.7 million , primarily due to the recognition of net Income during the first nine months of 2025. This indicates an improvement in the company's financial stability and accumulated earnings.

Summary

(in thousands of USD)	12/31/2024	09/30/2025	Period to Period change	Period to Period % change
TOTAL CURRENT ASSETS	22,322	22,154	-168	-0.8%
TOTAL NON-CURRENT ASSETS	8,060	10,147	2,087	25.9%
TOTAL ASSETS	30,382	32,301	1,919	6.3%
TOTAL CURRENT LIABILITIES	19,270	19,275	5	0.03%
TOTAL NON-CURRENT LIABILITIES	4,078	4,258	180	4.4%
TOTAL LIABILITIES	23,348	23,533	185	0.8%
TOTAL SHAREHOLDERS' EQUITY	7,034	8,768	1,734	24.6%
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	30,382	32,301	1,919	6.3%

USD figures are based on JPY to USD ¥147.97=\$1.00

UNAUDITED INTERIM CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS

- Operating cash flow: Positive, led by net income & contract liabilities
- Investing cash flow : Outflows from acquisition of property, plant & equipment
- Financing cash flow : Outflows from repayment of borrowings & bonds

Summary

(in thousands of USD)	Q3 FY2024	Q3 FY2025
Net cash provided by (used in) operating activities	-712	2,208
Net cash used in investing activities	-309	-328
Net cash used in financing activities	-1,514	-2,569
Net decrease in cash	-2,535	-689
Cash at the end of the period	15,909	16,467

USD figures are based on JPY to USD ¥147.97=\$1.00



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