

February 12, 2026

## Consolidated Financial Results for the Fiscal Year Ended December 31, 2025 (Under Japanese GAAP)

Company name: Kyodo Public Relations Co., Ltd.  
 Listing: Tokyo Stock Exchange  
 Securities code: 2436  
 URL: <https://www.kyodo-pr.co.jp>  
 Representative: Masataka Ishiguri, President & CEO  
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 Scheduled date of annual general meeting of shareholders: March 27, 2026  
 Scheduled date to commence dividend payments: March 30, 2026  
 Scheduled date to file annual securities report: March 26, 2026  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results briefing: Yes (for institutional investors and analysts)

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

### 1. Consolidated financial results for the fiscal year ended December 31, 2025 (from January 1, 2025 to December 31, 2025)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
December 31, 2025	8,554	16.8	1,302	21.2	1,307	20.9	863	64.1
December 31, 2024	7,323	6.2	1,074	27.8	1,082	25.4	526	7.9

Note: Comprehensive income For the fiscal year ended December 31, 2025: ¥1,001 million [68.4%]  
 For the fiscal year ended December 31, 2024: ¥594 million [(0.9)%]

Fiscal year ended	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
	Yen	Yen	%	%	%
December 31, 2025	98.96	96.89	22.7	21.0	15.2
December 31, 2024	60.60	59.90	16.5	19.3	14.7

Reference: Share of profit (loss) of entities accounted for using equity method  
 For the fiscal year ended December 31, 2025: ¥(2) million  
 For the fiscal year ended December 31, 2024: ¥0 million

#### (2) Consolidated financial position

As of	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
December 31, 2025	6,656	4,699	62.9	479.80
December 31, 2024	5,810	3,889	58.8	392.59

Reference: Equity  
 As of December 31, 2025: ¥4,178 million  
 As of December 31, 2024: ¥3,417 million

#### (3) Consolidated cash flows

Fiscal year ended	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
December 31, 2025	855	(108)	(427)	3,543
December 31, 2024	911	(36)	(310)	3,225

## 2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended December 31, 2024	-	0.00	-	12.00	12.00	104	19.8	3.2
Fiscal year ended December 31, 2025	-	0.00	-	14.00	14.00	122	14.1	2.8
Fiscal year ending December 31, 2026 (Forecast)		0.00		16.00	16.00		15.5	

## 3. Forecast of consolidated financial results for the fiscal year ending December 31, 2026 (from January 1, 2026 to December 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending June 30, 2026	4,500	13.7	700	10.7	700	11.7	392	10.4	44.93
Fiscal year ending December 31, 2026	10,000	16.9	1,600	22.8	1,600	22.3	900	4.3	103.17

\* **Notes**

- (1) Significant changes in the scope of consolidation during the period: Yes  
Excluded: 1 company (KOLTECH Inc.)
- (2) 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
- (3) Number of issued shares (common shares)

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

As of December 31, 2025	8,814,992 shares
As of December 31, 2024	8,809,992 shares

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

As of December 31, 2025	78,870 shares
As of December 31, 2024	105,591 shares

- (iii) Average number of shares outstanding during the period

Fiscal year ended December 31, 2025	8,723,155 shares
Fiscal year ended December 31, 2024	8,682,230 shares

**[Reference] Overview of non-consolidated financial results**

**1. Non-consolidated financial results for the fiscal year ended December 31, 2025 (from January 1, 2025 to December 31, 2025)**

**(1) Non-consolidated operating results**

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
December 31, 2025	5,473	14.1	958	15.7	970	(2.4)	764	21.0
December 31, 2024	4,797	4.1	828	23.5	994	17.9	632	4.8

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
December 31, 2025	87.68	85.86
December 31, 2024	72.80	71.95

**(2) Non-consolidated financial position**

As of	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
December 31, 2025	5,175	4,014	74.5	441.51
December 31, 2024	4,488	3,306	70.7	364.32

Reference: Equity

As of December 31, 2025: ¥3,857 million

As of December 31, 2024: ¥3,171 million

**2. Non-consolidated earnings forecast for the fiscal year ending December 31, 2026 (January 1, 2026 ~ December 31, 2026)**

(Percentages indicate year-on-year changes.)

Six months ending Fiscal year ending	Net sales		Operating profit		Ordinary profit		Profit		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
June 30, 2026	2,800	8.3	500	6.6	500	7.2	335	9.0	38.40
December 31, 2026	6,000	9.6	1,050	9.6	1,050	8.2	704	(7.9)	80.70

\* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

\* Proper use of earnings forecasts, and other special matters

(Note on Forward-Looking Statements)

• The forward-looking statements, including forecasts of financial results, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable. However, the Company makes no guarantee that these forecasts will be achieved. Actual financial results, etc. may differ substantially due to various factors. For details on the conditions on which earnings forecasts are based and precautions to be taken when using earnings forecasts, please refer to "Outlook for the Next Fiscal Period" on page 2 of the Appendix.

(Method of accessing the contents of the financial results briefing)

• The Company is scheduled to hold an earnings briefing for institutional investors and analysts on Tuesday, February 17, 2026 at 14:00.

The financial results briefing materials to be used on the day of the meeting will be posted on the Company's website below.

<https://www.kyodo-pr.co.jp/investor/>

# Consolidated balance sheet

(Thousands of yen)

	As of December 31, 2024	As of December 31, 2025
<b>Assets</b>		
<b>Current assets</b>		
Cash and deposits	3,259,899	3,578,057
Notes receivable - trade	-	3,377
Accounts receivable - trade	1,268,975	1,668,686
Contract assets	28,672	17,056
Costs on service contracts in progress	133,063	141,949
Other	61,353	109,911
Allowance for doubtful accounts	(6,454)	(3,713)
<b>Total current assets</b>	<b>4,745,510</b>	<b>5,515,324</b>
<b>Non-current assets</b>		
<b>Property, plant and equipment</b>		
Buildings and structures	173,321	182,826
Accumulated depreciation	(79,085)	(91,728)
Buildings and structures, net	94,236	91,098
Land	4,196	4,196
Other	82,515	106,335
Accumulated depreciation	(61,154)	(65,266)
Other, net	21,361	41,069
<b>Total property, plant and equipment</b>	<b>119,793</b>	<b>136,363</b>
<b>Intangible assets</b>		
Goodwill	363,899	285,737
Other	62,425	46,235
<b>Total intangible assets</b>	<b>426,324</b>	<b>331,972</b>
<b>Investments and other assets</b>		
Investment securities	116,194	126,481
Shares of subsidiaries and associates	16,119	13,446
Leasehold and guarantee deposits	186,325	183,970
Deferred tax assets	34,453	125,696
Retirement benefit asset	145,905	208,370
Distressed receivables	51,012	51,170
Other	19,567	14,843
Allowance for doubtful accounts	(51,012)	(51,170)
<b>Total investments and other assets</b>	<b>518,564</b>	<b>672,808</b>
<b>Total non-current assets</b>	<b>1,064,682</b>	<b>1,141,145</b>
<b>Total assets</b>	<b>5,810,193</b>	<b>6,656,470</b>

	As of December 31, 2024	As of December 31, 2025
<b>Liabilities</b>		
Current liabilities		
Accounts payable - trade	398,092	525,569
Short-term borrowings	50,000	50,000
Current portion of long-term borrowings	182,169	159,740
Accounts payable - other	183,830	234,063
Accrued expenses	94,730	112,610
Income taxes payable	269,711	259,086
Contract liabilities	78,399	78,480
Provision for bonuses	123,377	157,641
Provision for shareholder benefit program	16,000	17,000
Provision for loss on orders received	2,729	484
Other	167,596	184,598
Total current liabilities	1,566,636	1,779,274
Non-current liabilities		
Long-term borrowings	306,898	147,158
Retirement benefit liability	10,497	10,704
Provision for retirement benefits for directors (and other officers)	2,275	14,208
Other	34,727	6,122
Total non-current liabilities	354,398	178,193
Total liabilities	1,921,034	1,957,468
Net assets		
Shareholders' equity		
Share capital	553,812	555,786
Capital surplus	548,082	507,184
Retained earnings	2,314,221	3,072,978
Treasury shares	(66,762)	(49,878)
Total shareholders' equity	3,349,353	4,086,070
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	42,639	43,057
Remeasurements of defined benefit plans	25,259	49,521
Total accumulated other comprehensive income	67,899	92,578
Share acquisition rights	136,143	157,780
Non-controlling interests	335,761	362,573
Total net assets	3,889,158	4,699,002
Total liabilities and net assets	5,810,193	6,656,470

# Consolidated statement of income

(Thousands of yen)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Net sales	7,323,625	8,554,609
Cost of sales	4,009,584	4,761,781
Gross profit	3,314,041	3,792,827
Selling, general and administrative expenses	2,239,304	2,490,077
Operating profit	1,074,736	1,302,750
Non-operating income		
Interest income	223	4,388
Dividend income	1,310	1,367
Rental income	7,618	7,676
Foreign exchange gains	8,133	-
Share of profit of entities accounted for using equity method	61	-
Surrender value of insurance policies	-	4,729
Other	1,738	2,895
Total non-operating income	19,085	21,057
Non-operating expenses		
Interest expenses	6,006	5,497
Rental expenses on real estate	4,902	5,335
Foreign exchange losses	-	1,859
Share of loss of entities accounted for using equity method	-	2,673
Other	734	536
Total non-operating expenses	11,643	15,902
Ordinary profit	1,082,179	1,307,904
Extraordinary losses		
Loss on retirement of non-current assets	234	-
Office relocation expenses	-	1,430
Loss on cancellation of leases	-	985
Loss on valuation of investment securities	48,089	-
Total extraordinary losses	48,323	2,415
Profit before income taxes	1,033,855	1,305,489
Income taxes - current	412,676	438,243
Income taxes - deferred	(45)	(109,775)
Total income taxes	412,631	328,467
Profit	621,223	977,021
Profit attributable to non-controlling interests	95,053	113,811
Profit attributable to owners of parent	526,170	863,210

## Consolidated statement of comprehensive income

(Thousands of yen)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Profit	621,223	977,021
Other comprehensive income		
Valuation difference on available-for-sale securities	(19,611)	417
Remeasurements of defined benefit plans, net of tax	(6,715)	24,261
Total other comprehensive income	(26,326)	24,678
Comprehensive income	594,896	1,001,700
Comprehensive income attributable to		
Comprehensive income attributable to non-controlling interests	95,053	113,811
Comprehensive income attributable to owners of parent	499,843	887,889

## Consolidated statement of changes in equity

Fiscal year ended December 31, 2024

(Thousands of yen)

	Shareholders' equity					Accumulated other comprehensive income		
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income
Balance at beginning of period	547,891	538,512	1,874,686	(83,261)	2,877,829	62,251	31,975	94,226
Changes during period								
Issuance of new shares	5,921	5,921			11,842			
Dividends of surplus			(86,635)		(86,635)			
Profit attributable to owners of parent			526,170		526,170			
Purchase of treasury shares				(23)	(23)			
Restricted stock		3,648		16,522	20,170			
Net changes in items other than shareholders' equity						(19,611)	(6,715)	(26,326)
Total changes during period	5,921	9,569	439,534	16,499	471,524	(19,611)	(6,715)	(26,326)
Balance at end of period	553,812	548,082	2,314,221	(66,762)	3,349,353	42,639	25,259	67,899

	Share acquisition rights	Non-controlling interests	Total net assets
Balance at beginning of period	118,210	240,708	3,330,974
Changes during period			
Issuance of new shares			11,842
Dividends of surplus			(86,635)
Profit attributable to owners of parent			526,170
Purchase of treasury shares			(23)
Restricted stock			20,170
Net changes in items other than shareholders' equity	17,933	95,053	86,659
Total changes during period	17,933	95,053	558,184
Balance at end of period	136,143	335,761	3,889,158

## Consolidated statement of changes in equity

Fiscal year ended December 31, 2025

(Thousands of yen)

	Shareholders' equity					Accumulated other comprehensive income		
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income
Balance at beginning of period	553,812	548,082	2,314,221	(66,762)	3,349,353	42,639	25,259	67,899
Changes during period								
Issuance of new shares	1,973	1,973			3,947			
Dividends of surplus			(104,452)		(104,452)			
Profit attributable to owners of parent			863,210		863,210			
Purchase of treasury shares		(47,070)		(17)	(47,087)			
Restricted stock		4,198		16,900	21,098			
Net changes in items other than shareholders' equity						417	24,261	24,678
Total changes during period	1,973	(40,898)	758,757	16,883	736,716	417	24,261	24,678
Balance at end of period	555,786	507,184	3,072,978	(49,878)	4,086,070	43,057	49,521	92,578

	Share acquisition rights	Non-controlling interests	Total net assets
Balance at beginning of period	136,143	335,761	3,889,158

Changes during period			
Issuance of new shares			3,947
Dividends of surplus			(104,452)
Profit attributable to owners of parent			863,210
Purchase of treasury shares			(47,087)
Restricted stock			21,098
Net changes in items other than shareholders' equity	21,636	26,811	73,127
Total changes during period	21,636	26,811	809,843
Balance at end of period	157,780	362,573	4,699,002

## Consolidated statement of cash flows

(Thousands of yen)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Cash flows from operating activities		
Profit before income taxes	1,033,855	1,305,489
Depreciation	56,453	59,626
Increase (decrease) in allowance for doubtful accounts	(10,362)	(2,609)
Increase (decrease) in provision for bonuses	34,657	34,263
Increase (decrease) in provision for shareholder benefit program	(1,000)	1,000
Increase (decrease) in net defined benefit asset and liability	(59,645)	(26,361)
Increase (decrease) in provision for retirement benefits for directors (and other officers)	291	300
Interest and dividend income	(1,534)	(5,756)
Interest expenses	5,857	5,497
Loss on retirement of non-current assets	234	-
Surrender value of insurance policies	-	(4,729)
Share-based payment expenses	35,858	43,869
Loss (gain) on valuation of investment securities	48,089	-
Share of loss (profit) of entities accounted for using equity method	(61)	2,673
Decrease (increase) in trade receivables	(38,480)	(386,672)
Decrease (increase) in inventories	(3,975)	(7,110)
Decrease (increase) in advance payments to suppliers	-	(14,525)
Decrease (increase) in distressed receivables	7,559	(157)
Increase (decrease) in trade payables	(123,473)	119,806
Increase (decrease) in accrued expenses	(9,247)	17,094
Increase (decrease) in accrued consumption taxes	2,542	23,659
Increase (decrease) in advances received	18,862	-
Amortization of goodwill	147,739	132,255
Other, net	22,307	5,881
Subtotal	1,166,529	1,303,495
Interest and dividends received	1,502	5,751
Interest paid	(5,897)	(5,489)
Income taxes paid	(250,984)	(448,353)
Net cash provided by (used in) operating activities	911,149	855,404

(Thousands of yen)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Cash flows from investing activities		
Payments into time deposits	(34,142)	(30,564)
Proceeds from withdrawal of time deposits	34,143	30,542
Purchase of property, plant and equipment and intangible assets	(33,197)	(51,104)
Purchase of investment securities	(4,059)	(9,052)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	-	(61,356)
Proceeds from refund of leasehold and guarantee deposits	563	16,022
Proceeds from cancellation of insurance funds	-	12,018
Other, net	105	(15,065)
Net cash provided by (used in) investing activities	(36,587)	(108,561)
Cash flows from financing activities		
Repayments of long-term borrowings	(227,488)	(182,169)
Redemption of bonds	(10,000)	(10,000)
Proceeds from exercise of employee share options	7,995	2,665
Proceeds from issuance of share acquisition rights	5,090	-
Purchase of treasury shares	(23)	(17)
Purchase of treasury shares of subsidiaries	-	(134,070)
Dividends paid	(86,304)	(104,384)
Net cash provided by (used in) financing activities	(310,730)	(427,975)
Effect of exchange rate change on cash and cash equivalents	5,140	(498)
Net increase (decrease) in cash and cash equivalents	568,972	318,368
Cash and cash equivalents at beginning of period	2,656,181	3,225,154
Cash and cash equivalents at end of period	3,225,154	3,543,523

## Balance sheet

(Thousands of yen)

	As of December 31, 2024	As of December 31, 2025
<b>Assets</b>		
<b>Current assets</b>		
Cash and deposits	2,047,746	2,193,322
Notes receivable - trade	-	3,377
Accounts receivable - trade	950,114	1,152,147
Costs on service contracts in progress	81,118	98,445
Advance payments to suppliers	3,242	9,966
Prepaid expenses	20,672	33,799
Other	10,124	20,021
Allowance for doubtful accounts	(3,198)	(692)
<b>Total current assets</b>	<b>3,109,820</b>	<b>3,510,387</b>
<b>Non-current assets</b>		
<b>Property, plant and equipment</b>		
Buildings	79,106	77,292
Tools, furniture and fixtures	13,050	31,435
Land	4,196	4,196
Other	844	384
<b>Total property, plant and equipment</b>	<b>97,197</b>	<b>113,308</b>
<b>Intangible assets</b>		
Telephone subscription right	1,977	1,977
Software	19,733	10,477
Other	0	0
<b>Total intangible assets</b>	<b>21,711</b>	<b>12,455</b>
<b>Investments and other assets</b>		
Investment securities	116,194	126,481
Shares of subsidiaries and associates	896,767	1,036,567
Distressed receivables	14,641	14,890
Leasehold and guarantee deposits	131,211	129,018
Prepaid pension costs	109,508	136,076
Deferred tax assets	5,050	109,418
Other	1,407	1,647
Allowance for doubtful accounts	(14,641)	(14,890)
<b>Total investments and other assets</b>	<b>1,260,139</b>	<b>1,539,209</b>
<b>Total non-current assets</b>	<b>1,379,048</b>	<b>1,664,973</b>
<b>Total assets</b>	<b>4,488,868</b>	<b>5,175,361</b>

	As of December 31, 2024	As of December 31, 2025
<b>Liabilities</b>		
Current liabilities		
Accounts payable - trade	254,796	343,898
Current portion of long-term borrowings	130,416	111,495
Accounts payable - other	114,190	159,555
Accrued expenses	17,342	21,521
Accrued consumption taxes	67,863	77,433
Income taxes payable	219,661	178,175
Contract liabilities	51,995	33,860
Deposits received	45,206	38,408
Provision for bonuses	107,611	134,080
Provision for shareholder benefit program	16,000	17,000
Other	668	736
Total current liabilities	1,025,751	1,116,166
Non-current liabilities		
Long-term borrowings	144,773	33,278
Other	11,633	11,633
Total non-current liabilities	156,406	44,911
<b>Total liabilities</b>	<b>1,182,157</b>	<b>1,161,077</b>
Net assets		
Shareholders' equity		
Share capital	553,812	555,786
Capital surplus		
Legal capital surplus	494,567	496,541
Other capital surplus	53,515	57,713
Total capital surplus	548,082	554,254
Retained earnings		
Legal retained earnings	13,500	13,500
Other retained earnings		
General reserve	150,000	150,000
Retained earnings brought forward	1,929,892	2,590,368
Total retained earnings	2,093,392	2,753,868
Treasury shares	(66,762)	(49,878)
Total shareholders' equity	3,128,525	3,814,030
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	42,639	43,057
Total valuation and translation adjustments	42,639	43,057
Share acquisition rights	135,545	157,196
<b>Total net assets</b>	<b>3,306,711</b>	<b>4,014,283</b>
<b>Total liabilities and net assets</b>	<b>4,488,868</b>	<b>5,175,361</b>

## Statement of income

(Thousands of yen)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Net sales	4,797,178	5,473,100
Cost of sales	2,702,826	3,105,669
Gross profit	2,094,352	2,367,430
Selling, general and administrative expenses	1,265,992	1,409,296
Operating profit	828,359	958,134
Non-operating income		
Interest income	120	2,805
Dividend income	151,308	1,365
Rental income	7,618	7,676
Foreign exchange gains	8,218	-
Consulting fee income	4,800	8,850
Other	1,846	1,089
Total non-operating income	173,912	21,786
Non-operating expenses		
Interest expenses	2,489	2,235
Rental expenses on real estate	4,902	5,335
Other	-	1,704
Total non-operating expenses	7,392	9,275
Ordinary profit	994,879	970,645
Extraordinary losses		
Loss on retirement of non-current assets	-	0
Loss on valuation of investment securities	48,089	-
Total extraordinary losses	48,089	0
Profit before income taxes	946,789	970,645
Income taxes - current	320,900	310,901
Income taxes - deferred	(6,141)	(105,184)
Total income taxes	314,758	205,716
Profit	632,030	764,928

## Statement of changes in equity

Fiscal year ended December 31, 2024

(Thousands of yen)

	Shareholders' equity									
	Share capital	Capital surplus			Retained earnings				Treasury shares	Total shareholders' equity
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings		
						General reserve	Retained earnings brought forward			
Balance at beginning of period	547,891	488,646	49,866	538,512	13,500	150,000	1,384,497	1,547,997	(83,261)	2,551,140
Changes during period										
Issuance of new shares	5,921	5,921		5,921						11,842
Dividends of surplus							(86,635)	(86,635)		(86,635)
Profit							632,030	632,030		632,030
Purchase of treasury shares									(23)	(23)
Disposal of treasury shares										
Restricted stock			3,648	3,648					16,522	20,170
Net changes in items other than shareholders' equity										
Total changes during period	5,921	5,921	3,648	9,569	-	-	545,395	545,395	16,499	577,385
Balance at end of period	553,812	494,567	53,515	548,082	13,500	150,000	1,929,892	2,093,392	(66,762)	3,128,525

	Accumulated other comprehensive income		Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Balance at beginning of period	62,251	62,251	117,988	2,731,380
Changes during period				
Issuance of new shares				11,842
Dividends of surplus				(86,635)
Profit				632,030
Purchase of treasury shares				(23)
Disposal of treasury shares				-
Restricted stock				20,170
Net changes in items other than shareholders' equity	(19,611)	(19,611)	17,557	(2,054)
Total changes during period	(19,611)	(19,611)	17,557	575,330
Balance at end of period	42,639	42,639	135,545	3,306,711

## Statement of changes in equity

Fiscal year ended December 31, 2025

(Thousands of yen)

	Shareholders' equity									
	Share capital	Capital surplus			Retained earnings				Treasury shares	Total shareholders' equity
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings		
						General reserve	Retained earnings brought forward			
Balance at beginning of period	553,812	494,567	53,515	548,082	13,500	150,000	1,929,892	2,093,392	(66,762)	3,128,525
Changes during period										
Issuance of new shares	1,973	1,973		1,973						3,947
Dividends of surplus							(104,452)	(104,452)		(104,452)
Profit							764,928	764,928		764,928
Purchase of treasury shares									(17)	(17)
Disposal of treasury shares									21,098	21,098
Restricted stock			4,198	4,198					(4,198)	

Net changes in items other than shareholders' equity										
Total changes during period	1,973	1,973	4,198	6,172	-	-	660,475	660,475	16,883	685,504
Balance at end of period	555,786	496,541	57,713	554,254	13,500	150,000	2,590,368	2,753,868	(49,878)	3,814,030

	Accumulated other comprehensive income		Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Balance at beginning of period	42,639	42,639	135,545	3,306,711
Changes during period				
Issuance of new shares				3,947
Dividends of surplus				(104,452)
Profit				764,928
Purchase of treasury shares				(17)
Disposal of treasury shares				21,098
Restricted stock				-
Net changes in items other than shareholders' equity	417	417	21,650	22,068
Total changes during period	417	417	21,650	707,572
Balance at end of period	43,057	43,057	157,196	4,014,283

(Notes on segment information, etc.)

Segment Information

1. Overview of Reporting Segments

The Group's reporting segments are those of the constituent units of the Group for which separate financial information is available and are subject to periodic review by the Board of Directors in order to determine the allocation of management resources and evaluate business performance.

In addition to establishing product and service-specific business divisions in the PR business, VAZ Co., Ltd. for the influencer marketing business and Keywalker Co., Ltd. for the AI and big data solutions business have formulated comprehensive strategies and are developing their businesses.

Accordingly, the Group is comprised of three segments: PR Business, Influencer Marketing Business, and AI & Big Data Solutions Business.

The main contents of each business are as follows.

Business Segments	Principal Businesses
Pr service	Support for public relations activities, agency services, consulting services, crisis management, public relations, Internet-related services
Influencer marketing	Production Business, Media Business, Agency Business, Influencer Promotion Business
AI big data solution segment	Provision of solutions for collecting, organizing, accumulating, visualizing, and analyzing big data, R&D of natural language processing engines, provision of automatic processing systems for routine tasks, provision of automatic processing systems for routine tasks

2. Method of calculating the amount of sales, profits or losses, assets, liabilities and other items for each reporting segment

The method of accounting for the reported business segments is in accordance with the accounting policy adopted to prepare consolidated financial statements.

Profit in the reporting segment is a figure based on operating income.

3. Information on the amount of sales, profits or losses, assets, liabilities, and other items for each reporting segment.

The previous fiscal year (January 1, 2024 to December 31, 2024)

(Thousands of yen)

	Reporting Segments				Adjustment amount (Note 1)	Amount recorded in consolidated financial statements (Note 2)
	Pr service	Influencer marketing	AI big data solution segment	Total		
Sales						
Revenues from external customers	5,445,920	986,223	891,481	7,323,625	-	7,323,625
Transactions with other segments	1,360	24,981	3,252	29,593	(29,593)	-
Total	5,447,280	1,011,205	894,733	7,353,219	(29,593)	7,323,625
Segment Profit	947,923	83,487	171,694	1,203,105	(128,368)	1,074,736
Segment Assets	4,261,854	486,895	661,147	5,409,897	400,296	5,810,193
Other items						
Depreciation	35,045	4,256	17,151	56,453	-	56,453
Investments in entities accounted for using equity method	16,119	-	-	16,119	-	16,119
Increase in property, plant and equipment and intangible assets	15,068	3,271	14,930	33,271	-	33,271

Note: 1. The amount of adjustment is as follows.

(1) Segment profit adjustment of (128,368) thousand yen, amortization of goodwill (128,434) thousand yen, and each reported segment It includes 66 thousand yen for the entire company that has not been allocated to the company.

(2) The adjustment amount of 400,296 thousand yen for segment assets includes goodwill of 363,899 thousand yen.

2. Segment profit is adjusted to operating income in the consolidated statements of income.

The current fiscal year (January 1, 2025 to December 31, 2025)

(Thousands of yen)

	Reporting Segments				Adjustment amount (Note 1)	Amount recorded in consolidated financial statements (Note 2)
	Pr service	Influencer marketing	AI big data solution segment	Total		
Sales						
Revenues from external customers	6,184,620	1,294,190	1,075,798	8,554,609	-	8,554,609
Transactions with other segments	3,700	8,980	3,252	15,932	(15,932)	-
Total	6,188,320	1,303,170	1,079,050	8,570,541	(15,932)	8,554,609
Segment Profit	1,140,061	111,791	192,020	1,443,873	(141,123)	1,302,750
Segment Assets	5,032,103	502,042	787,065	6,321,211	335,258	6,656,470
Other items						
Depreciation	42,575	4,029	13,011	59,616	-	59,616
Investments in entities accounted for using equity method	13,446	-	-	13,446	-	13,446
Increase in property, plant and equipment and intangible assets	48,790	4,406	6,342	59,540	-	59,540

Note: 1. The amount of adjustment is as follows.

(1) Segment profit adjustment of (141,123) thousand yen, amortization of goodwill (141,055) thousand yen, and each reported segment It includes 68 thousand yen for the entire company that has not been allocated to the company.

(2) The adjustment amount of 348,278 thousand yen for segment assets includes goodwill of 285,737 thousand yen.

2. Segment profit is adjusted to operating income in the consolidated statements of income.

Related Information

The previous fiscal year (January 1, 2024 to December 31, 2024)

1. Service-Specific Information

(Thousands of yen)

	Reporting Segments					Total
	Retainer	Optional & Spot	Paid Publicity	Influencer Marketing	AI & Big Data Solutions	
Revenues from external customers	2,623,899	2,696,111	125,909	986,223	891,481	7,323,625

2. Regional Information

(1) Net sales

Since sales to external customers in Japan exceed 90% of sales in the consolidated statements of income, the description is omitted.

(2) Property, plant and equipment

The amount of property, plant and equipment located in Japan exceeds 90% of the amount of property, plant and equipment on the consolidated balance sheet, so the description is omitted.

3. Information per main customer

There is no mention of sales to external customers because no one accounts for more than 10% of sales in the consolidated statements of income.

The current fiscal year (January 1, 2025 to December 31, 2025)

1. Service-Specific Information

(Thousands of yen)

	Reporting Segments					Total
	Retainer	Optional & Spot	Paid Publicity	Influencer Marketing	AI & Big Data Solutions	
Revenues from external customers	2,688,199	3,344,184	152,237	1,294,190	1,075,798	8,554,609

2. Regional Information

(1) Net sales

Since sales to external customers in Japan exceed 90% of sales in the consolidated statements of income, the description is omitted.

(2) Property, plant and equipment

The amount of property, plant and equipment located in Japan exceeds 90% of the amount of property, plant and equipment on the consolidated balance sheet, so the description is omitted.

3. Information per main customer

There is no mention of sales to external customers because no one accounts for more than 10% of sales in the consolidated statements of income.

Information on amortization and unamortized balances of goodwill by reporting segment

The previous fiscal year (January 1, 2024 to December 31, 2024)

(Thousands of yen)

	Reporting Segments				Unallocated amounts and elimination	Total
	Pr service	Influencer marketing	AI big data solution segment	Total		
Depreciation for the period	-	-	-	-	147,739	147,739
Balance at the end of the current fiscal year	-	-	-	-	363,899	363,899

Note: The amount of "company-wide elimination" is the amount for the entire company that is not attributable to the reporting segment.

The current fiscal year (January 1, 2025 to December 31, 2025)

(Thousands of yen)

	Reporting Segments				Unallocated amounts and elimination	Total
	Pr service	Influencer marketing	AI big data solution segment	Total		
Depreciation for the period	-	-	-	-	132,255	132,255
Balance at the end of the current fiscal year	-	-	-	-	285,737	285,737

Note: The amount of "company-wide elimination" is the amount for the entire company that is not attributable to the reporting segment.

Information on Negative Goodwill Accrual Gains by Reporting Segment

Not applicable.