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February 13, 2026

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

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 Listing: Tokyo Stock Exchange  
 Securities code: 3663  
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 Scheduled date of annual general meeting of shareholders: March 30, 2026  
 Scheduled date of commencing dividend payments: March 31, 2026  
 Scheduled date of filing annual securities report: March 31, 2026  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results briefing: None

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

### 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.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
December 31, 2025	9,471	32.6	2,967	4.2	2,934	(1.7)	1,681	74.4
December 31, 2024	7,143	18.9	2,848	30.9	2,985	33.1	963	(28.0)

	Basic earnings per share	Diluted earnings per share	Return on equity (ROE)	Ordinary profit to total assets	Operating profit to net sales ratio
Fiscal year ended	Yen	Yen	%	%	%
December 31, 2025	55.23	55.14	35.5	36.5	31.3
December 31, 2024	30.47	—	16.1	35.5	39.9

Reference: Equity in earnings (losses) of affiliates For the fiscal year ended December 31, 2025: ¥— million  
 For the fiscal year ended December 31, 2024: ¥— million

(Note) The financial results for the fiscal year ended December 31, 2024 are presented on a non-consolidated basis and do not include the earnings or losses of the Company's subsidiary (&DC3 Inc.).

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

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
December 31, 2025	7,910	4,334	54.0	144.22
December 31, 2024	8,156	5,264	63.7	168.21

Reference: Equity  
 As of December 31, 2025: ¥4,273 million  
 As of December 31, 2024: ¥5,195 million

### (3) Non-consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Ending balance of cash and cash equivalents
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
December 31, 2025	2,616	(901)	(3,022)	4,039
December 31, 2024	—	—	—	—

(Note) The cash flows for the fiscal year ended December 31, 2024 were disclosed on a consolidated basis. However, beginning with the three months ended March 31, 2025, the cash flows are disclosed on a non-consolidated basis. Accordingly, cash flows for the fiscal year ended December 31, 2024 are not presented.

## 2. Cash dividends

	Annual dividends per share					Total dividends (total)	Payout ratio (consolidated)	Dividends to net assets ratio (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	—	12.00	—	12.00	24.00	745	78.8	12.7
Fiscal year ended December 31, 2025	—	22.00	—	14.00	36.00	1,085	65.2	23.0
Fiscal year ending December 31, 2026 (Forecast)	—	18.00	—	20.00	38.00			

## 3. Non-consolidated financial results forecast 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		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	5,016	5.8	1,598	4.2	1,579	3.1	1,054	21.1	35.57
Full year	9,963	5.2	3,317	11.8	3,282	11.8	2,192	30.4	73.97

**\* Notes**

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

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

(2) 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	36,271,180 shares
As of December 31, 2024	36,271,180 shares

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

As of December 31, 2025	6,639,764 shares
As of December 31, 2024	5,385,381 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended December 31, 2025	30,434,791 shares
Fiscal year ended December 31, 2024	31,623,179 shares

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

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

Financial results forecasts and other forward-looking statements provided in these materials are based on information available to the Company and certain other assumptions deemed reasonable as of the date of publication of this document, and do not represent any guarantee that the Company will achieve these results. Actual financial results and other aspects of business performance may differ significantly from these forecasts owing to various factors. Please refer to “1. Overview of Operating Results, etc. (4) Future outlook” on page 4 of the attached materials for conditions forming the basis for financial results forecasts, notes regarding the use of financial results forecasts, and other information.

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## 1. Overview of Operating Results, etc.

### (1) Overview of operating results for the fiscal year under review

The Company operates a business that develops and provides services and platforms in the globally expanding creator economy market. To achieve further growth, we are working to strengthen our revenue base and management structure.

Following structural reforms including the sale of the UI/UX business in 2023, the listing on the Prime Market of the Tokyo Stock Exchange in 2024, and the absorption-type merger with our subsidiary, &DC3, Inc., in January 2025, the Company has completed the development of its management structure to advance toward the next stage of growth. In light of this, we have formulated our “Medium-Term Management Plan 2025–2027.” Under this Medium-Term Management Plan, we have set forth our vision as “Creating a More Passionate World.” Through providing services that support the “CREATOR JOURNEY”—the path through which creators produce works and audiences enjoy them in the creator economy market—we strive to create “a world that is more vibrant when everyone’s passions are connected.” As part of this Medium-Term Management Plan, we have designated a return on equity (ROE) of 30% or higher during the period as an important KPI.

Starting with the fiscal year under review, we reviewed our previous business segments and consolidated them into a single segment. Previously, our operations were divided into two segments: the “Content Production Solutions business,” which focused on development and sales of CLIP STUDIO PAINT, a software product for producing illustrations, manga, Webtoon, and animation; and the “Content Distribution Solutions business,” which included DC3 Solution and e-book Solution. As a result of the integration, the former has been redefined as the “Creator Support field” and the latter as the “Creator Platform field” from the fiscal year under review.

Starting with the fiscal year under review, the Company has transitioned to non-consolidated financial reporting. Accordingly, in this document, the Company states financial results for the fiscal year under review in comparison with the consolidated financial results in the previous fiscal year.

While continuing to further enhance the profitability of “CLIP STUDIO PAINT,” the Company will expand its business domain to encompass the entire creator economy market. By leveraging the trust and strengths earned from creators through its production solutions, as well as the assets accumulated through its distribution solutions, the Company aims to develop and provide new services in the Creator Platform field, establishing a new core pillar of its business.

In the fiscal year under review, we continued to prioritize management focused on CLIP STUDIO PAINT, our made-in-Japan, subscription model-based creative service for creators, which is globally recognized, make strategic investment, and strive to enhance corporate value.

Our operating results for the first fiscal year of the Medium-Term Management Plan 2025–2027 progressed well in line with the plan. Our business progressed solidly, with CLIP STUDIO PAINT at the core, and we recorded new highs in our major KPIs, such as net sales and operating profit. We have established a foundation for sustainable growth and achieved management with an awareness of financial soundness.

As a result, for the fiscal year under review, the Company’s net sales amounted to ¥9,471,638 thousand (up 15.4% year-on-year), and operating profit amounted to ¥2,967,854 thousand (up 38.3% year-on-year).

Ordinary profit amounted to ¥2,934,988 thousand (up 28.8% year-on-year) due to factors such as recording of ¥21,291 thousand in dividend income and ¥7,401 thousand in interest income as non-operating income, while ¥27,291 thousand in commission expenses for purchase of treasury shares and ¥34,475 thousand in foreign exchange losses were recorded as non-operating expenses. Profit amounted to ¥1,681,102 thousand (up 20.1% year-on-year) due to the recording of ¥480,307 thousand in loss on valuation of investment securities and ¥555,180 thousand in reward to founders as extraordinary losses and the recording of ¥397,745 thousand in income taxes, despite the recording of ¥153,875 thousand in gain on extinguishment of tie-in shares as extraordinary income. The achievement rates on the revision to the full-year financial results forecasts announced on November 14, 2025 are 102.3% for net sales and 102.3% for operating profit.

As a result, the ROE for the fiscal year under review was 35.5%, and we achieved the target ROE of 30% or higher, one of the important KPIs set under the Medium-Term Management Plan.

The Company emphasizes shareholder returns, and with regard to the acquisition of treasury shares, a cumulative total of ¥6,500,000 thousand was executed, including ¥1,000,000 thousand in the fiscal year ended December 31, 2022, ¥2,000,000 thousand in the fiscal year ended December 31, 2023, ¥1,500,000 thousand in the fiscal year ended December 31, 2024, and ¥2,000,000 thousand in the fiscal year ended December 31, 2025. In addition, for the fiscal year ended December 31, 2025, the Company plans to pay an annual dividend of ¥36 per share (an increase of ¥12 from the previous year), comprising an interim dividend of ¥22, which includes a commemorative dividend of ¥10 per share for the listing on the Prime Market of the Tokyo Stock Exchange, and a year-end dividend of ¥14.

Net sales by field are as follows.

	Fiscal year ended December 31, 2024 Amount (thousands of yen)	Fiscal year ended December 31, 2025 Amount (thousands of yen)	Year-on- year change (%)
Creator Support (Expansion phase)	6,811,317	8,122,870	19.3
Creator Platform (Preparation phase)	1,393,641	1,348,768	(3.2)
Total	8,204,959	9,471,638	15.4

#### <Creator Support field>

The Creator Support field provides services related to content production worldwide through CLIP STUDIO PAINT, the illustration, manga, Webtoon and animation app, which supports the creative activities of creators active in the graphics industry. Cumulative shipments of CLIP STUDIO PAINT, the Company's core service, reached a total of 59.57 million units by December 2025 (up 26.5% year-on-year) and 60.00 million units by January 2026. In addition, the Annual Recurring Revenue (ARR) of the same application provided under a subscription model was ¥5.4 billion in December 2025 (up 25.4% year-on-year), recording a new high. For the provision of a license to use CLIP STUDIO PAINT via a subscription model, the Company's focus, subscription plans may lower the barriers to using the software by offering the software at a low price, but the short-term profitability is limited compared with the one-time purchase versions. That being said, the aim of increasing subscription model contracts will continue, as stable earnings in the medium to long term are expected to be generated with continued use. The monthly churn rate of CLIP STUDIO PAINT subscription contracts was 4.6% at the end of December 2025. CLIP STUDIO PAINT is offered in 11 languages, and more than 80% of its shipments are of non-Japanese versions for overseas markets. To further increase sales and the number of users, the Company will continue to strengthen marketing efforts not only for the English-, Korean-, German-, and French-speaking areas, but also for high growth potential emerging countries in Southeast Asia and the Central and South American region, as well as localization efforts to enhance payment options.

In the fiscal year under review, we made a major update of CLIP STUDIO PAINT in March 2025, with the aim of boosting both sales and the number of users of CLIP STUDIO PAINT, and Version 4.0 was released. Version 4.0, which was released globally, received a strong response and achieved sales results that exceeded the initial plan. The Company continues sales to users of the one-time purchase model and has implemented an offering model under which those users are required to sign an additional subscription contract or buy the new version on special offer to make use of all the latest functions available in Version 4.0 or later. This offering model has led to an increase in subscription contracts and improved sales from existing outright purchase users purchasing the new version. In conjunction with the major version update, the Company also revised the price of the one-time purchase version with the aim of improving profitability and ensuring the continued provision of services, implementing a price increase of up to 8%. The price will be revised to match the increased value of services with the regular release of major updates in the future.

#### <Creator Platform field>

In the Creator Platform field, the Company develops, provides, and operates a service platform that can serve as a new place for creators' activities by leveraging the trust and strengths cultivated with CLIP STUDIO PAINT, as well as the assets accumulated through its distribution solutions, and aims to stimulate creative activities and expand its business in the creator economy market and in broader fields beyond content production.

In the fiscal year under review, the Company promoted the planning and consideration of new platform services, while conducting research on the ecosystem, global industry trends, and service models in the creator economy market. The Company continues its planning and development efforts to launch a platform to support creators' monetization and services to strengthen user communities globally in 2026 or later. At the same time, efforts have been made to strengthen the organizational structure to support the development of new services, by optimizing human resources through internal reassignments.

In addition, the Company continued to operate its existing community services that support the use of CLIP STUDIO PAINT, while implementing continuous functional improvements to enhance user retention among subscription users. The Company also worked to increase the number of users of its platform services through initiatives such as operating Mochikomi online, a service that supports matching aspiring manga artists and manga editors seeking new talent, as well as implementing functional updates.

The number of users worldwide of the Company's creator platform services exceeded 11 million (up 20.4% year-on-year).

(2) Overview of financial position for the fiscal year under review

Total assets at the end of the fiscal year under review amounted to ¥7,910,280 thousand, down ¥246,377 thousand from the end of the previous fiscal year. The main factors include increases of ¥424,282 thousand in deferred tax assets, ¥229,817 thousand in software in progress, ¥226,355 thousand in prepaid expenses, ¥145,302 thousand in accounts receivable - trade, and ¥93,344 thousand in allowance for doubtful accounts, and decreases of ¥1,102,544 thousand in cash and deposits mainly due to share buybacks and ¥95,838 thousand in investment securities.

Liabilities at the end of the fiscal year under review amounted to ¥3,576,266 thousand, up ¥684,527 thousand from the end of the previous fiscal year. The main factors include a decrease of ¥267,398 thousand in income taxes payable, and increases of ¥583,170 thousand in provision for retirement benefits for directors (and other officers), ¥237,008 thousand in advances received, ¥63,186 thousand in accounts payable - trade, and ¥38,182 thousand in provision for retirement benefits.

Net assets at the end of the fiscal year under review amounted to ¥4,334,014 thousand, down ¥930,905 thousand from the end of the previous fiscal year. The main factors include increases of ¥639,397 thousand in retained earnings and ¥387,449 thousand in valuation difference on available-for-sale securities, and an increase of ¥1,965,443 thousand in treasury shares due to share buybacks. The equity-to-asset ratio was 54.0%.

(3) Overview of cash flows for the fiscal year under review

Starting with the fiscal year under review, the Company has transitioned to non-consolidated financial reporting. Accordingly, the Company does not present the cash flows for the previous fiscal year or make an analysis of the cash flows for the fiscal year under review in comparison with the cash flows for the previous fiscal year.

Cash and cash equivalents (the “funds”) at the end of the fiscal year under review amounted to ¥4,039,786 thousand. Cash flows from each activity for the fiscal year under review and their factors are as follows.

(Cash flows from operating activities)

Net cash provided by operating activities amounted to ¥2,616,170 thousand. This was mainly due to factors that decreased funds, such as ¥1,089,956 thousand in income taxes paid and ¥127,843 thousand in others, as well as factors that increased funds, such as recording ¥2,078,848 thousand in pre-tax net profit, recording ¥677,504 thousand in depreciation, and ¥555,180 thousand in reward to founders and ¥480,307 thousand in loss on valuation of investment securities.

(Cash flows from investing activities)

Net cash used in investing activities amounted to ¥901,507 thousand. This was mainly due to factors such as ¥864,587 thousand in purchase of intangible assets such as software and ¥61,701 thousand in purchase of property, plant and equipment such as tools, furniture and fixtures.

(Cash flows from financing activities)

Net cash used in financing activities amounted to ¥3,022,936 thousand. This was mainly due to factors such as ¥2,000,013 thousand in purchase of treasury shares and ¥1,042,882 thousand in dividends paid. As a result, the balance of cash and cash equivalents at the end of the fiscal year under review amounted to ¥4,039,786 thousand.

(4) Future outlook

The Company will continue to operate its business and strive to achieve sustainable revenue growth in accordance with the Medium-Term Management Plan 2025–2027.

In the Creator Support field, the Company will strive to acquire new users by strengthening the continued global expansion, expand the user base by engaging with young and light users, and increase the rate of continued use by strengthening the user community, while ensuring development investment and implementing measures to increase subscription contracts, aiming to increase the number of users on subscription contracts and continue ARR growth.

In the Creator Platform field, the Company will develop and provide new platform services and also develop new services to strengthen user communities of creators, and will strive to build a second pillar of its revenue base and achieve revenue growth.

Taking the above into account, net sales are expected to amount to ¥9,963 million, operating profit ¥3,317 million, ordinary profit ¥3,282 million, and profit ¥2,192 million for the fiscal year ending December 31, 2026. The ROE is expected to be at least 40%. The Company plans to pay dividends of an annual total of ¥36 for the fiscal year ended December 31, 2025, including a commemorative dividend for the listing of its stock on the Prime Market of the Tokyo Stock Exchange. Meanwhile, the Company plans to increase dividends for the fiscal year ending December 31, 2026 to an annual total of ¥38, including an interim dividend of ¥18 and a year-end dividend of ¥20, to further enhance shareholder returns.

As for the Medium-Term Management Plan 2025–2027, the Company disclosed today the “Medium-Term Management Plan 2025–2027 (FY2025 Results Incorporated),” which includes the financial results plan for the fiscal year ending December 31, 2026. Please refer to the disclosure in addition to this document.

## 2. Basic Policy on Selection of Accounting Standards

The Company intends to continue preparing its non-consolidated financial statements using Japanese GAAP for the foreseeable future, taking into consideration the comparability of non-consolidated financial statements by term and comparability between companies. Furthermore, the policy for the future will be to make considerations taking into account the trends in the foreign shareholder ratio and the state of domestic and international affairs.



### 3. Non-consolidated Financial Statements and Major Notes

#### (1) Non-consolidated balance sheet

(Unit: thousands of yen)

	Previous fiscal year (December 31, 2024)	Fiscal year under review (December 31, 2025)
<b>Assets</b>		
Current assets		
Cash and deposits	5,188,846	4,086,301
Accounts receivable - trade	220,827	366,130
Finished goods	18,837	13,604
Raw materials and supplies	142,483	96,983
Accounts receivable - other	323,374	458,341
Prepaid expenses	111,979	338,334
Other	45,704	-
Allowance for doubtful accounts	(154)	(93,499)
Total current assets	6,051,898	5,266,196
Non-current assets		
Property, plant and equipment		
Buildings	185,650	187,599
Accumulated depreciation	(88,556)	(102,273)
Buildings (net)	97,094	85,326
Tools, furniture and fixtures	268,004	308,660
Accumulated depreciation	(219,441)	(243,993)
Tools, furniture and fixtures (net)	48,563	64,667
Total property, plant and equipment	145,657	(149,993)
Intangible assets		
Patent right	24,273	33,423
Trademark right	33,632	33,613
Software	905,316	918,689
Software in progress	46,552	276,369
Other	31,796	18,878
Total intangible assets	1,041,571	1,280,974
Investments and other assets		
Investment securities	663,486	567,648
Shares of subsidiaries and associates	44,915	10,056
Leasehold and guarantee deposits	131,364	133,364
Deferred tax assets	77,763	502,046
Total investments and other assets	917,529	1,213,115
Total non-current assets	2,104,759	2,644,083
<b>Total assets</b>	<b>8,156,658</b>	<b>7,910,280</b>

(Unit: thousands of yen)

	Previous fiscal year (December 31, 2024)	Fiscal year under review (December 31, 2025)
<b>Liabilities</b>		
Current liabilities		
Accounts payable - trade	67,966	131,152
Accounts payable - other	162,976	156,573
Advances received	1,091,638	1,328,647
Accrued expenses	74,199	76,029
Income taxes payable	723,354	455,956
Provision for bonuses	64,064	70,499
Other	196,201	213,973
Total current liabilities	2,380,401	2,432,831
Non-current liabilities		
Provision for retirement benefits for directors (and other officers)	192,642	775,812
Provision for retirement benefits	297,741	335,924
Other	20,953	31,698
Total non-current liabilities	511,336	1,143,434
Total liabilities	2,891,738	3,576,266
<b>Net assets</b>		
Shareholders' equity		
Share capital	10,000	10,000
Capital surplus		
Legal capital surplus	2,500	2,500
Other capital surplus	6,386,067	6,403,039
Total capital surplus	6,388,567	6,405,539
Retained earnings		
Other retained earnings		
Retained earnings brought forward	3,741,289	4,380,687
Total retained earnings	3,741,289	4,380,687
Treasury shares	(4,678,793)	(6,644,237)
Total shareholders' equity	5,461,063	4,151,989
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	(265,744)	121,704
Total valuation and translation adjustments	(265,744)	121,704
Share acquisition rights	69,600	60,320
Total net assets	5,264,919	4,334,014
<b>Total liabilities and net assets</b>	<b>8,156,658</b>	<b>7,910,280</b>

(2) Non-consolidated statements of income

(Unit: thousands of yen)

	Previous fiscal year (from January 1, 2024 to December 31, 2024)	Fiscal year under review (from January 1, 2025 to December 31, 2025)
Net sales	7,143,207	9,471,638
Cost of sales	2,253,365	3,669,305
Gross profit	4,889,841	5,802,333
Selling, general and administrative expenses	2,041,125	2,834,479
Operating profit	2,848,716	2,967,854
Non-operating income		
Interest income	4,253	7,401
Commission income	2,230	-
Dividend income	37,932	21,291
Foreign exchange gains	118,030	-
Other	-	1,089
Total non-operating income	162,447	29,781
Non-operating expenses		
Commission expenses	20,468	27,291
Foreign exchange losses	-	34,475
Extra retirement payments	3,818	-
Other	1,278	879
Total non-operating expenses	25,565	62,647
Ordinary profit	2,985,598	2,934,988
Extraordinary income		
Gain on reversal of share acquisition rights	9,280	-
Gain on extinguishment of tie-in shares	-	153,875
Gain on liquidation of subsidiaries	139,510	-
Other	-	37,460
Total extraordinary income	148,790	191,335
Extraordinary losses		
Impairment loss	62,080	-
Loss on valuation of investment securities	303	480,307
Loss on retirement of non-current assets	0	11,988
Loss on valuation of shares of subsidiaries and associates	819,969	-
Reward to founders	-	555,180
Loss on support for subsidiaries and associates	400,000	-
Total extraordinary losses	1,282,353	1,047,475
Pre-tax net profit	1,852,035	2,078,848
Income taxes - current	729,226	822,028
Income taxes - deferred	159,020	(424,282)
Total income taxes	888,247	397,745
Profit	963,788	1,681,102

(3) Non-consolidated statements of changes in net assets  
Previous fiscal year (from January 1, 2024 to December 31, 2024)

(Unit: thousands of yen)

	Shareholders' equity					
	Share capital	Capital surplus			Retained earnings	
		Legal capital surplus	Other capital surplus	Total capital surplus	Other retained earnings Retained earnings brought forward	Total retained earnings
Opening balance	3,076,576	2,326,576	994,884	3,321,460	3,541,816	3,541,816
Changes during period						
Capital reduction	(3,066,576)	(2,324,076)	5,390,653	3,066,576		
Dividends of surplus					(764,315)	(764,315)
Profit					963,788	963,788
Purchase of treasury shares						
Disposal of treasury shares						
Gain on disposal of treasury shares			530	530		
Net changes in items other than shareholders' equity						
Total changes during period	(3,066,576)	(2,324,076)	5,391,183	3,067,107	199,473	199,473
Ending balance	10,000	2,500	6,386,067	6,388,567	3,741,289	3,741,289

	Shareholders' equity		Valuation and translation adjustments		Share acquisition rights	Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Opening balance	(3,186,624)	6,753,229	12,796	12,796	78,880	6,844,905
Changes during period						
Capital reduction		-				-
Dividends of surplus		(764,315)				(764,315)
Profit		963,788				963,788
Purchase of treasury shares	(1,499,934)	(1,499,934)				(1,499,934)
Disposal of treasury shares	7,765	7,765				7,765
Gain on disposal of treasury shares		530				530
Net changes in items other than shareholders' equity			(278,540)	(278,540)	(9,280)	(287,820)
Total changes during period	(1,492,169)	(1,292,165)	(278,540)	(278,540)	(9,280)	(1,579,986)
Ending balance	(4,678,793)	5,461,063	(265,744)	(265,744)	69,600	5,264,919

Fiscal year under review (from January 1, 2025 to December 31, 2025)

(Unit: thousands of yen)

	Shareholders' equity					
	Share capital	Capital surplus			Retained earnings	
		Legal capital surplus	Other capital surplus	Total capital surplus	Other retained earnings Retained earnings brought forward	Total retained earnings
Opening balance	10,000	2,500	6,386,067	6,388,567	3,741,289	3,741,289
Changes during period						
Capital reduction	-	-	-	-		
Dividends of surplus					(1,041,705)	(1,041,705)
Profit					1,681,102	1,681,102
Purchase of treasury shares						
Disposal of treasury shares						
Gain on disposal of treasury shares			16,971	16,971		
Net changes in items other than shareholders' equity						
Total changes during period	-	-	16,971	16,971	639,397	639,397
Ending balance	10,000	2,500	6,403,039	6,405,539	4,380,687	4,380,687

	Shareholders' equity		Valuation and translation adjustments		Share acquisition rights	Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Opening balance	(4,678,793)	5,461,063	(265,744)	(265,744)	69,600	5,264,919
Changes during period						
Capital reduction		-				-
Dividends of surplus		(1,041,705)				(1,041,705)
Profit		1,681,102				1,681,102
Purchase of treasury shares	(2,000,013)	(2,000,013)				(2,000,013)
Disposal of treasury shares	34,570	34,570				34,570
Gain on disposal of treasury shares		16,971				16,971
Net changes in items other than shareholders' equity			387,449	387,449	(9,280)	378,169
Total changes during period	(1,965,443)	(1,309,074)	387,449	387,449	(9,280)	(930,905)
Ending balance	(6,644,237)	4,151,989	121,704	121,704	60,320	4,334,014

## (4) Non-consolidated cash flow statements

(Unit: thousands of yen)

	Fiscal year under review (from January 1, 2025 to December 31, 2025)
Cash flows from operating activities	
Pre-tax net profit	2,078,848
Depreciation	677,504
Share-based payment expenses	18,800
Increase (decrease) in allowance for doubtful accounts	93,344
Increase (decrease) in provision for bonuses	6,434
Increase (decrease) in provision for retirement benefits	38,182
Increase (decrease) in provision for retirement benefits for directors (and other officers)	15,655
Loss (gain) on extinguishment of tie-in shares	(153,875)
Payment of reward to founders	555,180
Interest and dividend income	(28,692)
Loss on retirement of property, plant and equipment and intangible assets	11,988
Loss (gain) on valuation of investment securities	480,307
Decrease (increase) in trade receivables	(6,182)
Decrease (increase) in inventories	50,734
Increase (decrease) in trade payables	(32,955)
Other	(127,843)
Subtotal	3,677,429
Interest and dividends received	28,692
Income taxes refund	4
Income taxes paid	(1,089,956)
Net cash provided by (used in) operating activities	2,616,170
Cash flows from investing activities	
Payments into time deposits	(3,601)
Purchase of property, plant and equipment	(61,701)
Purchase of intangible assets	(864,587)
Purchase of shares of subsidiaries and associates	(10,056)
Proceeds from sale of investment securities	40,440
Other	(2,000)
Net cash provided by (used in) investing activities	(901,507)

(Unit: thousands of yen)	
Fiscal year under review (from January 1, 2025 to December 31, 2025)	
Cash flows from financing activities	
Purchase of treasury shares	(2,000,013)
Dividends paid	(1,042,882)
Proceeds from exercise of employee share options	19,960
Net cash provided by (used in) financing activities	(3,022,936)
Net increase (decrease) in cash and cash equivalents	(1,308,273)
Opening balance of cash and cash equivalents	5,145,932
Increase in cash and cash equivalents resulting from merger	202,127
Ending balance of cash and cash equivalents	4,039,786

(5) Notes to non-consolidated financial statements  
 (Note on entity's ability to continue as going concern)  
 Not applicable.

(Change in accounting policies)  
 Not applicable.

(Segment information, etc.)  
 (Segment information)  
 Segment information is omitted as the Company operates a single reportable segment.

(Information on changes in reportable segments)

The Company has previously reported two businesses as reportable segments: the "Content Production Solutions business" and the "Content Distribution Solutions business." However, beginning with the current fiscal year, these have been consolidated into a single reportable segment. The "Content Production Solutions business" is redefined as the "Creator Support field" and the "Content Distribution Solutions business" is redefined as the "Creator Platform field." As a result of the change, the Company now operates a single segment, and therefore, segment information for the fiscal year under review is omitted.

(Equity in earnings and losses, etc.)  
 Not applicable.

(Per share information)

	Previous fiscal year (from January 1, 2024 to December 31, 2024)	Fiscal year under review (from January 1, 2025 to December 31, 2025)
Net assets per share	168.21 yen	144.22 yen
Basic earnings per share	30.47 yen	55.23 yen
Diluted earnings per share	—	55.14 yen

- Notes: 1. Diluted earnings per share for the previous fiscal year are not stated as there are no potential common shares that have a dilution effect.  
 2. The basis for calculating basic earnings per share and diluted earnings per share is as follows.

Item	Previous fiscal year (from January 1, 2024 to December 31, 2024)	Fiscal year under review (from January 1, 2025 to December 31, 2025)
Basic earnings per share		
Profit (Thousands of yen)	963,788	1,681,102
Amount not attributable to shareholders of common shares (Thousands of yen)	—	—
Profit attributable to common shares (Thousands of yen)	963,788	1,681,102
Average number of common shares during the period (Shares)	31,623,178	30,434,791



Item	Previous fiscal year (from January 1, 2024 to December 31, 2024)	Fiscal year under review (from January 1, 2025 to December 31, 2025)
Diluted earnings per share		
Adjustment to profit (Thousands of yen)	—	—
Increase in the number of common shares (Shares)	—	20,000
(of which share acquisition rights (Shares))	—	(20,000)
Outline of potential common shares not used to calculate diluted earnings per share because they do not have dilution effect	12th Share Acquisition Rights by resolution of the Board of Directors meeting held on August 6, 2021 Number of share acquisition rights: 1,500 (Common shares: 150,000 shares)	12th Share Acquisition Rights by resolution of the Board of Directors meeting held on August 6, 2021 Number of share acquisition rights: 1,300 (Common shares: 130,000 shares)

3. The basis for calculating net assets per share is as follows.

Item	Previous fiscal year (December 31, 2024)	Fiscal year under review (December 31, 2025)
Total net assets (Thousands of yen)	5,264,919	4,334,014
Amount deducted from total of net assets (Thousands of yen)	69,600	60,320
(of which share acquisition rights (Thousands of yen))	(69,600)	(60,320)
Net assets at the end of the period for common shares (Thousands of yen)	5,195,319	4,273,694
Number of common shares at the end of the period used to calculate net assets per share (Shares)	30,885,799	29,631,416

(Significant subsequent events)

Not applicable.