



Medium-Term Management Plan

2025-2027 (FY2025 Results Incorporated)

CELSYS, Inc.
February 13, 2026

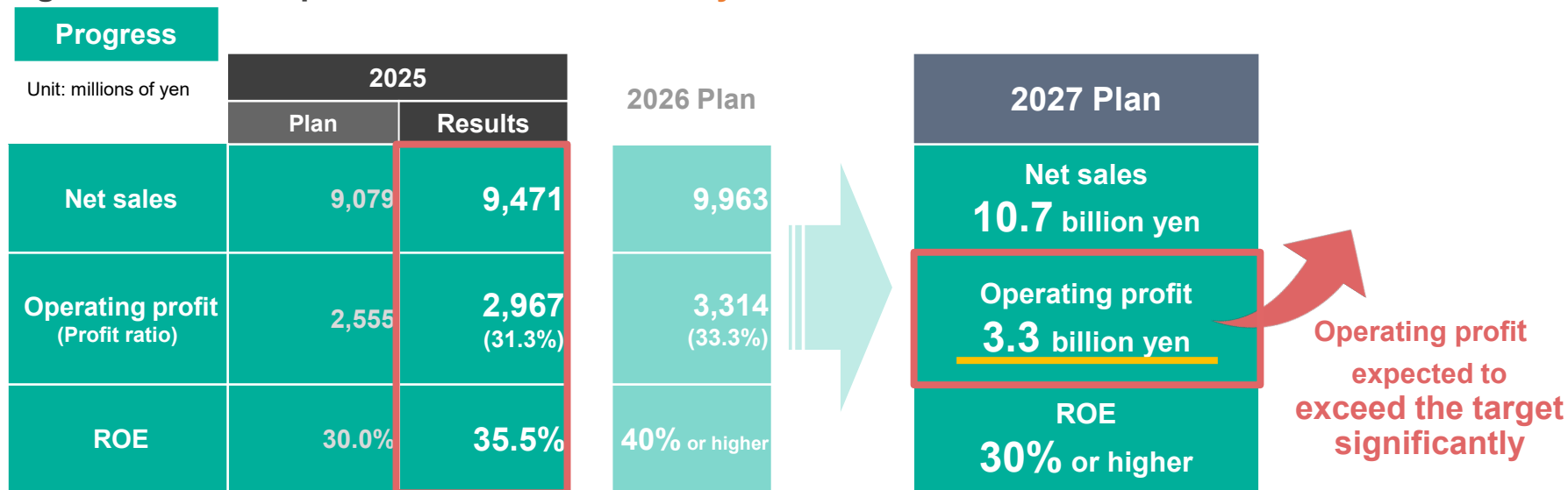
* Slides 1 and 2 of this material show information that incorporates progress in FY2025 and forecasts into the Medium-Term Management Plan 2025–2027 announced in 2024.

Slide 3 and the slides that follow reiterate the content of the Medium-Term Management Plan announced on February 14, 2025.



Progress on the Medium-Term Management Plan and Future Outlook

Business operations and net sales are progressing in line with the plan, while the operating profit target for 2027 is expected to be achieved **one year earlier than scheduled**.



Operating profit in 2027 is expected to exceed the target significantly due to:

- Business investment implemented steadily at a constant scale
 - ▶ Maintain operating profit in the 30% range during the Medium-Term Management Plan period
- Applying the advertising expenses-to-net sales ratio benchmark of 14% to 16%
 - ▶ 2025 result: 14.4% ▶ 2026 plan: 14.5%




Medium-Term Management Plan (Reiterated) 2025-2027

CELSYS, Inc.
February 14, 2025

* The following reiterate the content of the Medium-Term Management Plan 2025– 2027 announced on February 14, 2025.



- 
- 1 Mission & Vision
 - 2 Business Domains
 - 3 Quantitative Targets of the
Medium-Term Management Plan
 - 4 Business Overview and Strategy
 - Appendix



01. Mission & Vision

Creating a more passionate world

Our vision of “creation” goes beyond just “creative activities.”

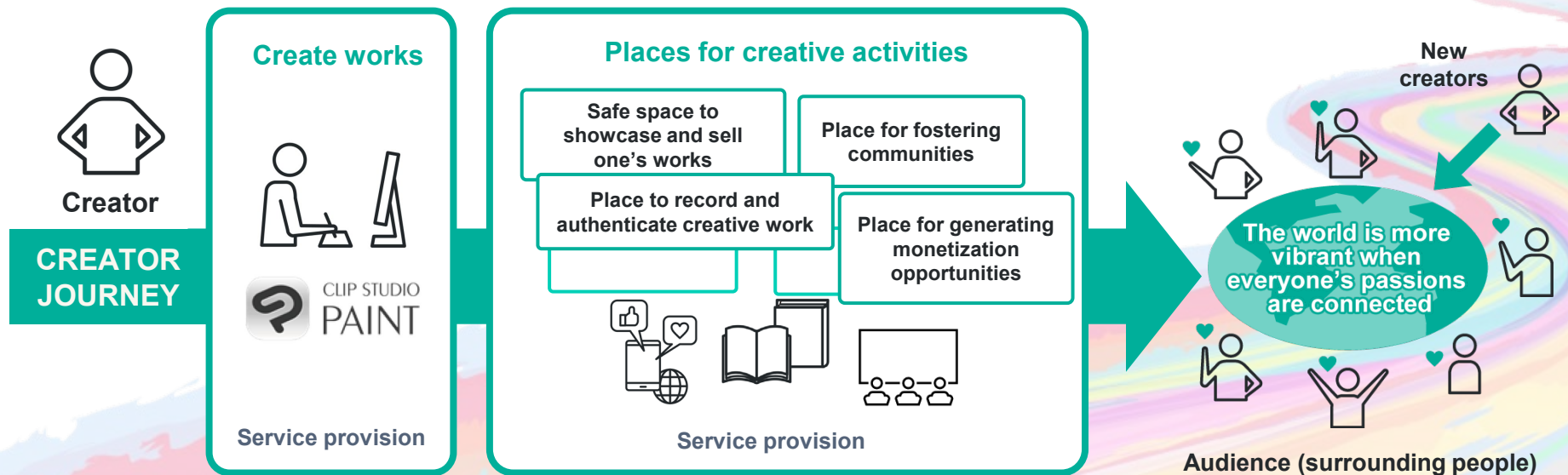
It is not only about supporting creators but also about expanding the passion and engagement of people worldwide through the content they create.

From this, new communities emerge, fostering connections that transcend generations, borders, and cultures.

**We will continue to embrace “Creation,”
expanding new realms of passion yet to be discovered.**

Celsys contributes to creators and audiences in the creator economy market.

Through providing services that support every stage of their journey—the “**CREATOR JOURNEY**”—we strive to create “a world that is more vibrant when everyone’s passions are connected.”



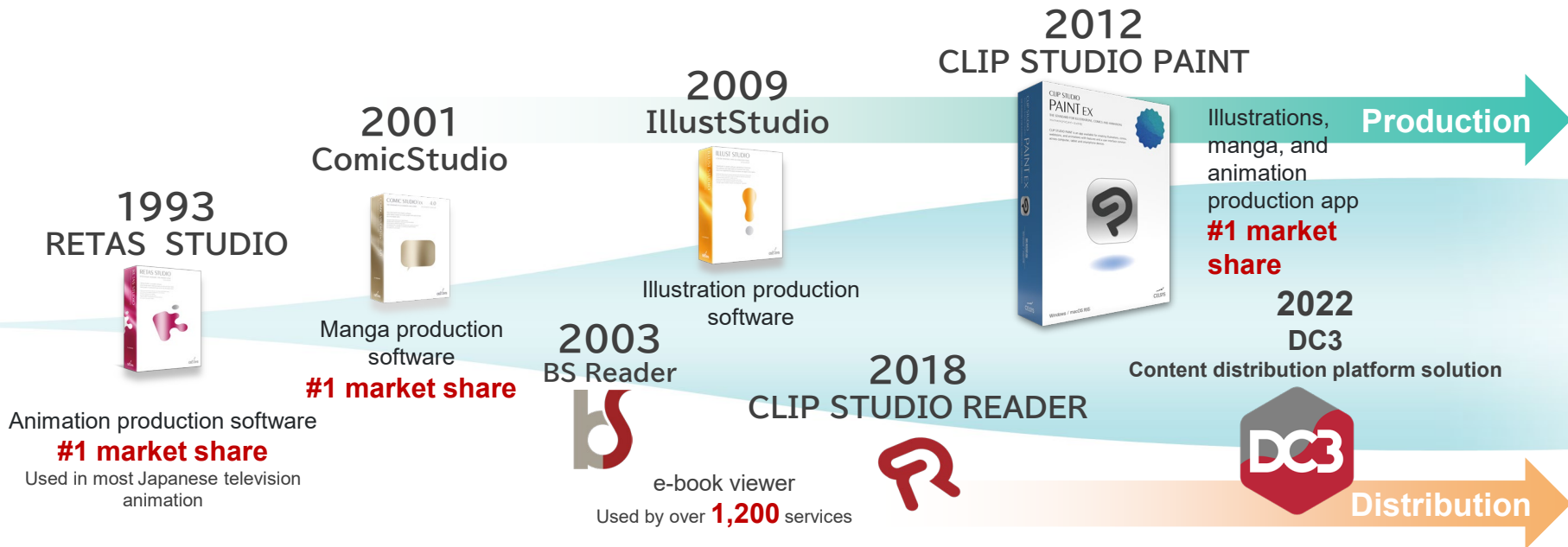


02. Business Domains

Reasons why people choose Celsys

Consistently providing solutions **closely linked to creators** since our foundation
High technical ability in the fields of digital content production and distribution

Highly trusted by digital content creators





services in the creator platform field.

Creator Support

Financing (Fundraising)

Operations (Accounting services, etc.)

Agents (Vtuber offices, etc.)

Sales support (Influencer marketing, etc.)

Business scope expansion

Solutions to support production

Production support CLIP STUDIO PAINT

CEL SYS

Driving service development on Creator Platform through distribution solutions

Distribution support DC3

Application

500 billion yen

Fan communities (Social websites)

200 billion yen

Skills (Skill markets)

300 billion yen

Crowdfunding

1.4 trillion yen

Online (Content sales sites)

60 billion yen

Offline (Conventions, etc.)

Games, music, video, livestreams

Illustrations, photos (Social media and other posting sites)

Business domain up to now

Business scope expansion

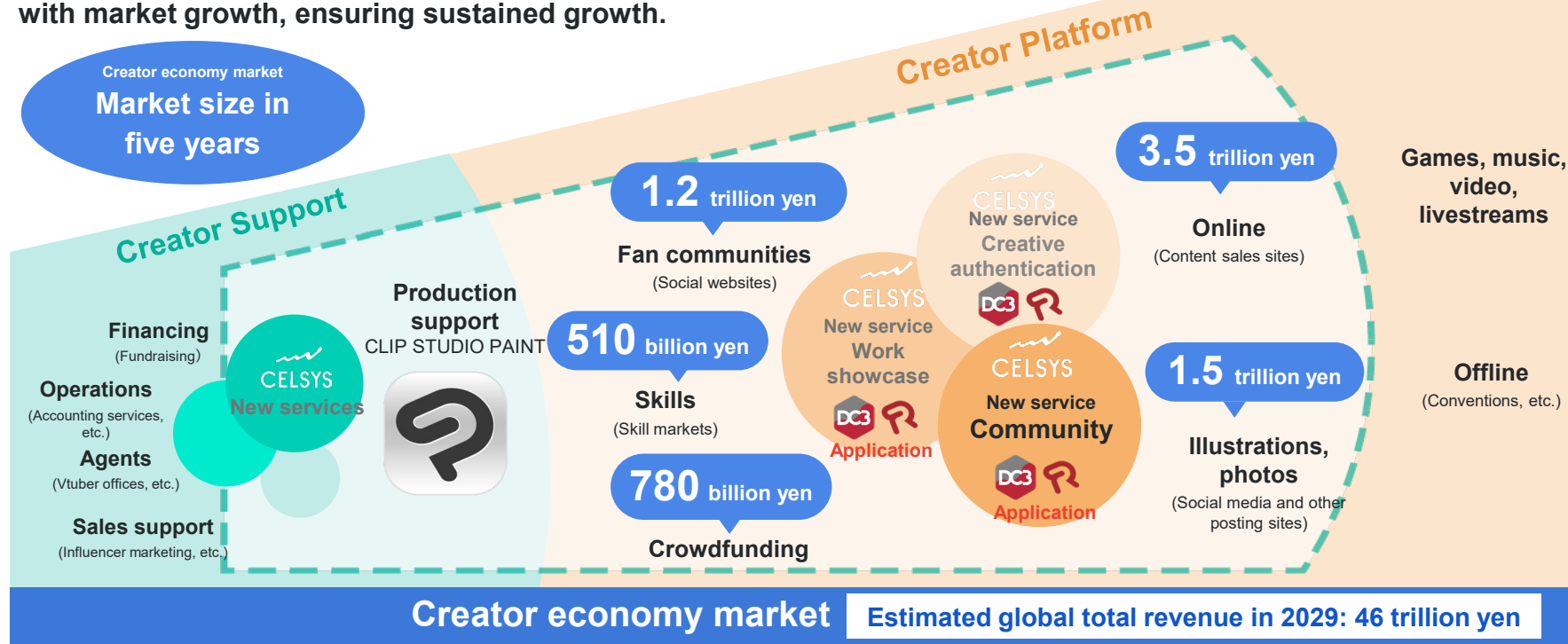
Creator economy market

Estimated global total revenue: 18 trillion yen

8

Growing creator economy market

The global creator economy market continues to expand, growing at an annual rate of 117%. As the market grows, the number of active creators is also expected to increase. Consequently, our new services are anticipated to gain more users in line with market growth, ensuring sustained growth.



Referenced source: Based on independent estimations using sales scale data from relevant services, derived from "In-Depth Research on Creator Economy Market" (2024) and "Survey Results on Domestic Creator Economy" (2024). The overseas market is estimated to be 10 times the size of the domestic market, as indicated by "Survey Results on Domestic Creator Economy" (2024).

Business and fields from 2025

We will implement a restructuring of our existing businesses and fields starting in 2025 to leverage the strengths of CLIP STUDIO PAINT, e-books, and DC3 Solution, and thereby expand our business domain in the creator economy market.

Until 2024

Content Production
Solutions business

Content Distribution
Solutions business

In addition to providing the CLIP STUDIO PAINT app, provide places for the activities of creators who use applications

From 2025 onward

Celsys's business

Creator Support field

Slide
P.18-

Steady growth will continue through the expansion of apps and services centered around CLIP STUDIO PAINT.

Creator Platform field

Slide
P.25-

New services will be developed in the creator economy market to establish a new core business pillar.

Distribution Solutions

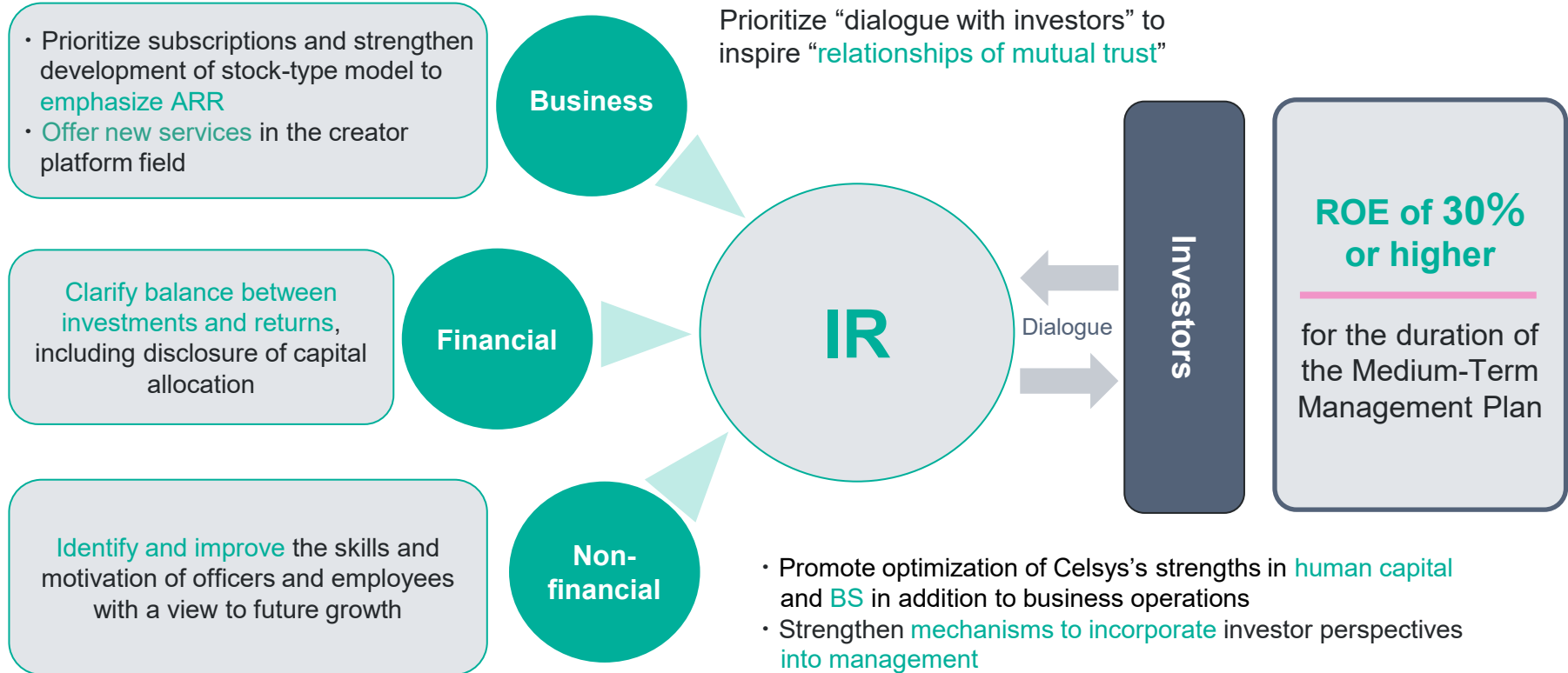
Value of creator platform services will be enhanced by leveraging e-books and DC3 Solution.



03. Quantitative Targets of the Mid-Term Management Plan

Essential activities of the Medium-Term Management Plan

Initiated initiatives toward management with awareness of stock price and capital cost



2025-2027 Financial results plans

(Unit: millions of yen)

	Financial results			Plan
	2022	2023	2024	2025
Net sales	7,543	8,091	8,204	9,079
Net sales (excl. UI/UX business)	6,355	7,020	8,204	9,079
Growth rate (%) (excl. UI/UX business)	9.4%	10.5%	16.9%	10.7%
Operating profit	1,465	1,352	2,146	2,555
Operating profit (excl. UI/UX business)	1,965	1,432	2,146	2,555
Operating profit margin (%) (excl. UI/UX business)	30.9%	20.4%	26.2%	28.1%
ROE*	14.3%	8.5%	23.6%	30.0%

*ROE = Profit / ((Equity at the end of the previous period + Equity at the end of the period) / 2)

Sales	Profit
<ul style="list-style-type: none"> •Subscription sales are driving revenue growth (see P.14). •Sales (one-time purchase) are gradually declining. •New platform services are still in the early development stage. 	<ul style="list-style-type: none"> •Profitability improved in 2024 due to the effects of structural reforms. •Stable profit growth is expected from 2025 onward.
Advertising & Promotion	Investment
<ul style="list-style-type: none"> •Managed based on a benchmark of 14%-16% of sales. 	<ul style="list-style-type: none"> •Conducted at a stable and consistent scale.

2027 Plan

Net sales
10.7 billion yen

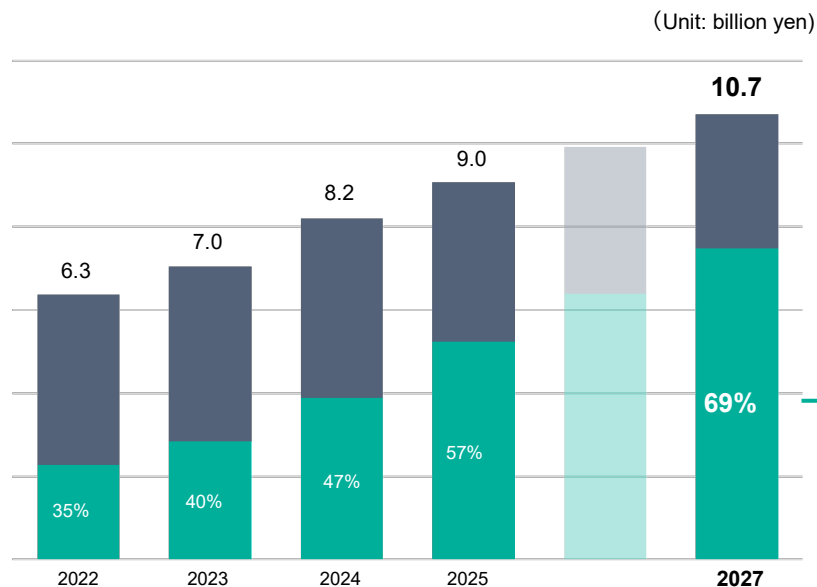
Operating profit
3.3 billion yen

ROE 30 % or higher

Subscription sales composition and trends

Subscriptions are driving overall sales, and revenue is planned to increase by about 2.5 billion yen by 2027. Subscription sales will account for about 2/3 of total sales, and a stable revenue structure is aimed.

Sales composition (excluding UI/UX business) and trends

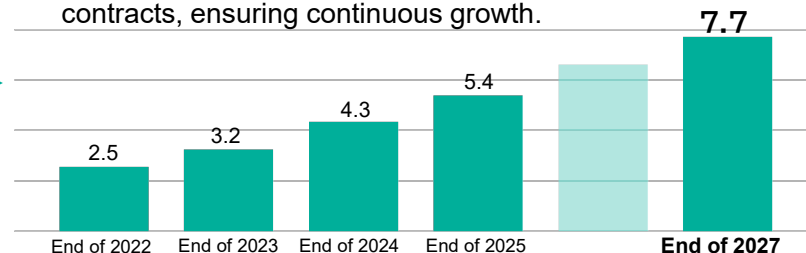


■ Subscriptions

■ Platform services, tool sales, and distribution solutions

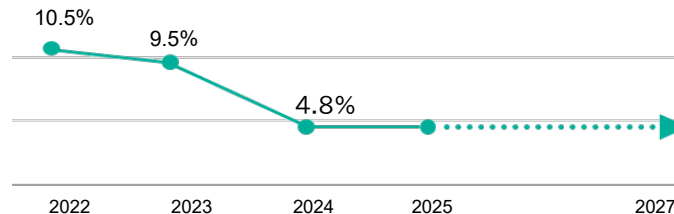
ARR trends

- Implement initiatives to increase the number of contracts, ensuring continuous growth.



Churn rate trends

- Maintain 5% or lower



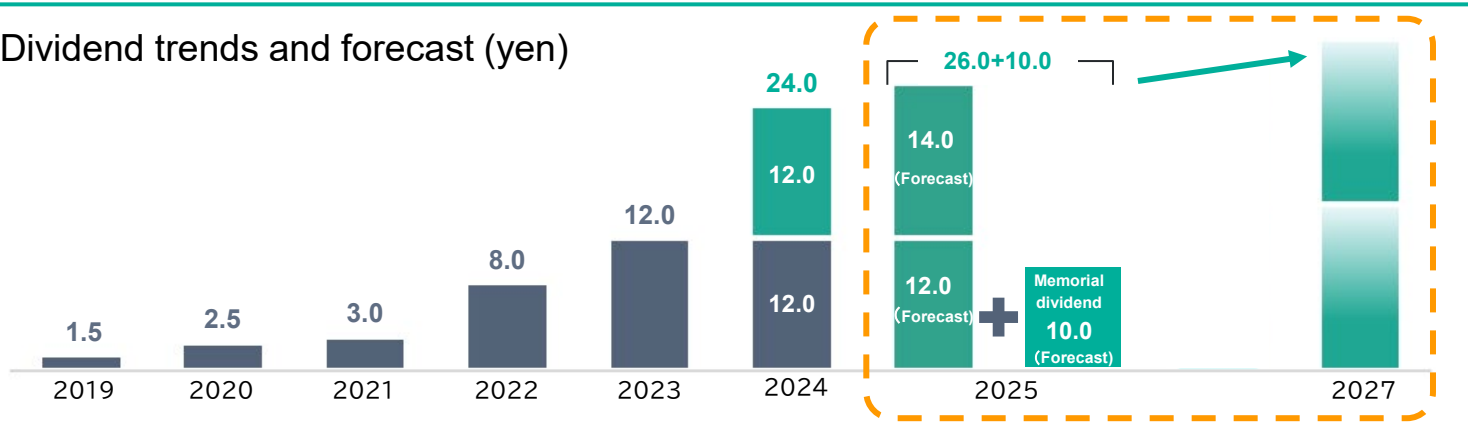
Capital policy

Shareholder returns

Dividend payout ratio: 30% or more

- Maintain stable dividends
- Strive for medium-to long-term growth

Dividend trends and forecast (yen)



Utilization of treasury shares

Use as compensation for M&As

- Reduce financial burden at time of acquisitions for corporate growth

Business strategies such as capital alliances, etc.

- Strengthen strategic partnerships

Stock-based compensation

- Enhance corporate value by sharing value with shareholders

Key indicators

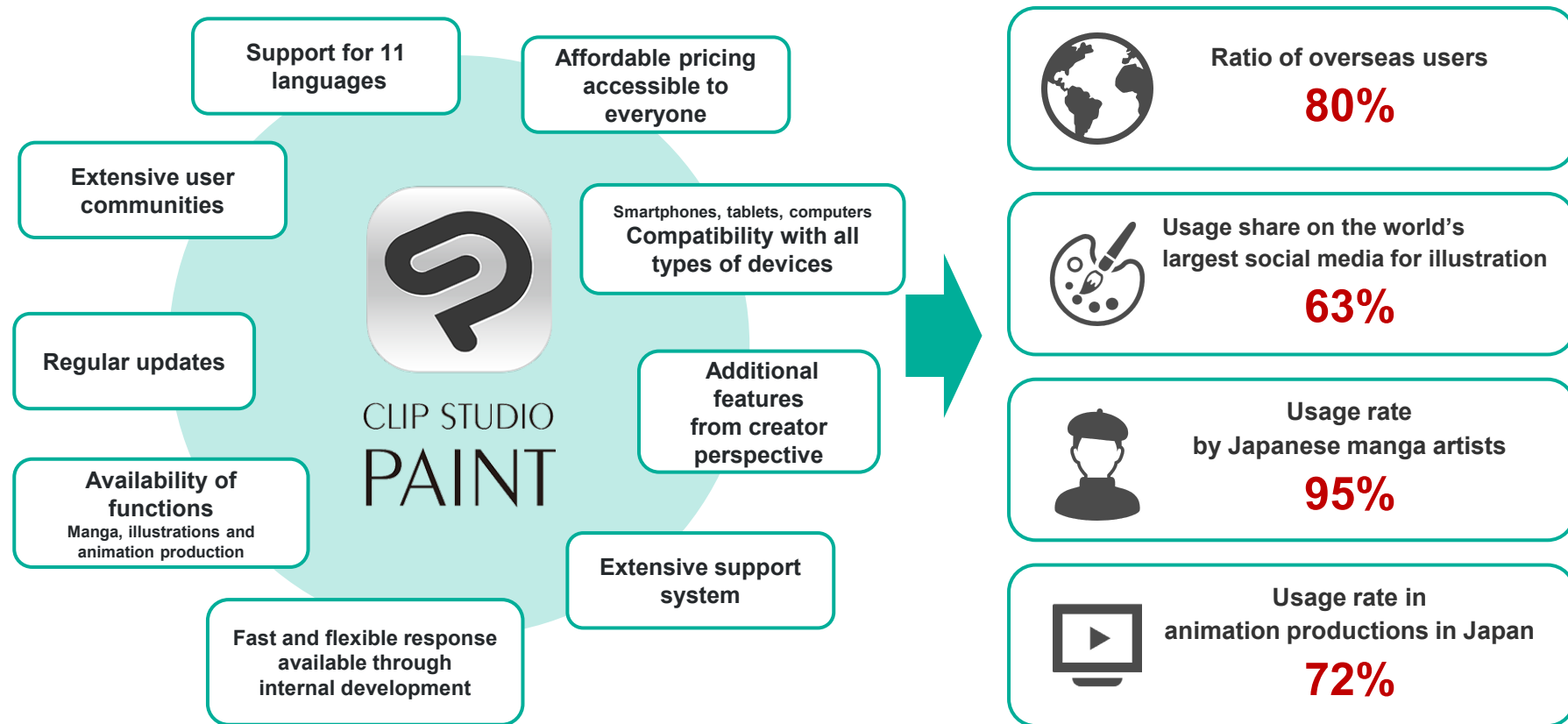
Indicator	Disclosure timing	Monthly progress report	2025 plan	2027 target
ROE	Year-end financial results		30.0%	30% or higher
Operating profit	Quarterly financial results		2.55 billion yen	3.3 billion yen
Net sales	Monthly	○	9.07 billion yen	10.7 billion yen
Subscription ARR	Monthly	○	5.4 billion yen (year-end)	7.7 billion yen (year-end)
CLIP STUDIO PAINT churn rate	Monthly	○	5% or lower	5% or lower
Number of platform users	Monthly	○	11 million (year-end)	14 million (year-end)

Monthly progress report: https://www.celsys.com/en/irinfo_news/contents_type=47



04. Business Overview and Strategy

CLIP STUDIO PAINT's strengths in the market



CLIP STUDIO PAINT's position in the market



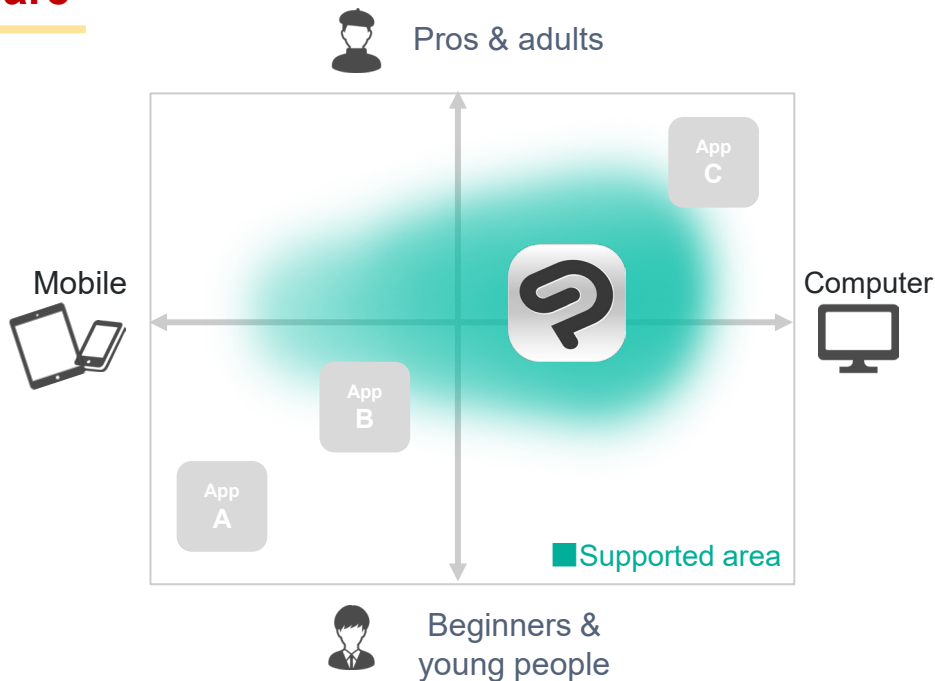
CLIP STUDIO
PAINT

Paint application
#1 sales/market share*



Used by **47.10 million** creators worldwide

Position and targets

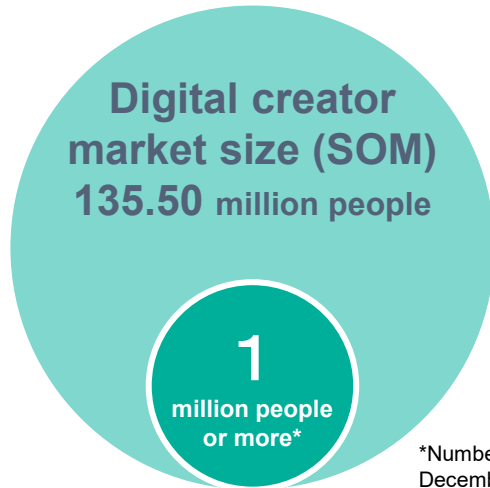


*Ranked #1 in the BCN Award for graphics software for FY2015/2016/2017/2019.

The most used app for submitting works on pixiv for Dec. 2015 - Dec. 2023 (Dec. 2015 - Dec. 2023 as determined by Celsys based on figures provided by pixiv)

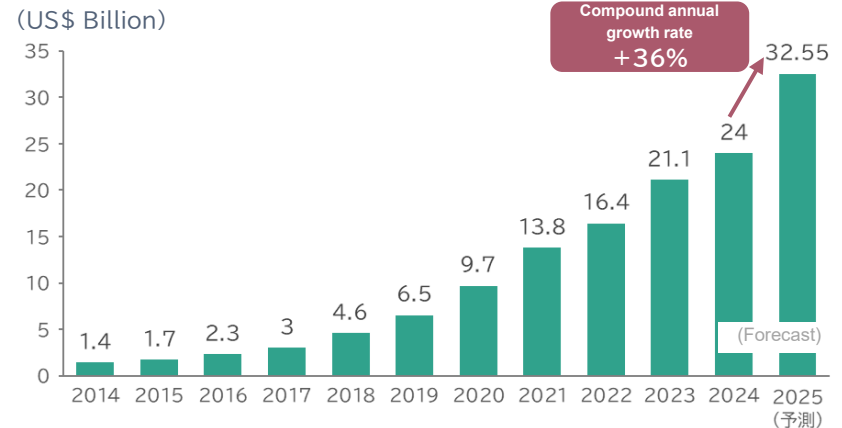
CLIP STUDIO PAINT's market

CLIP STUDIO PAINT has access to approximately 135.5 million potential users worldwide.



*Number of subscription users as of December 31, 2024

The **Global creator** economy market continues to experience significant growth.



*According to the "Future of Creativity" study conducted by Adobe, there are 303 million creators active globally, and it is estimated that there are 260.58 million active creators, excluding influencers. The study defines creators as professionals and non-professionals creating original content for their jobs or passions, and the number of creators in the design (including illustration) and video fields are estimated to be 135.5 million, approximately 52% of the total population.

"Future of Creativity" (https://www.adobe.com/content/dam/cc/jp/news-room/pdfs/202208/20220826_adobe-future-of-creativity.pdf)

*Market scale of the creator economy: Influencer Marketing Hub "Influencer Marketing Benchmark Report 2025" (<https://influencermarketinghub.com/influencer-marketing-benchmark-report/>)

"2025's Creator Economy Statistics That Will Blow You Away" (<https://www.wpbeginner.com/research/creator-economy-statistics-that-will-blow-you-away/#aioseo-general-creator-economy-statistics>)

Priority measures for the Creator Support field

Efforts by CLIP STUDIO PAINT for further growth

**Increase number of users on subscription contracts,
continue growth of ARR**

▼ Priority measures

- (1) Increase new user acquisition by strengthening global expansion
- (2) Expand the user base by engaging with young and light users
- (3) Increase the retention rate by strengthening user communities

CLIP STUDIO PAINT's measures for growth (1)

Increase new user acquisition by strengthening global expansion

■ Strengthen multilingual support

Implement initiatives to improve localization quality, mainly targeting emerging countries*

⇒ Contribute to increase the number of users

*Southeast Asia (Thailand and Indonesia), South America (Brazil), etc.



■ Priority future measures beyond multilingual support

(1) Optimization aligned with local culture

⇒ Enhance responses that not only localize content but also embrace the local culture.

Maximize the number of users in each region through promotional activities.

(2) Expand availability in simplified Chinese

⇒ The mobile version has been launched since December 2022 and continues to grow.

Promote expansion to computers and others to acquire more users.

(3) Diversification of settlement methods

⇒ Expand support for payment methods used in each region.

Reduce barriers to payment and ensure the acquisition of potential users.

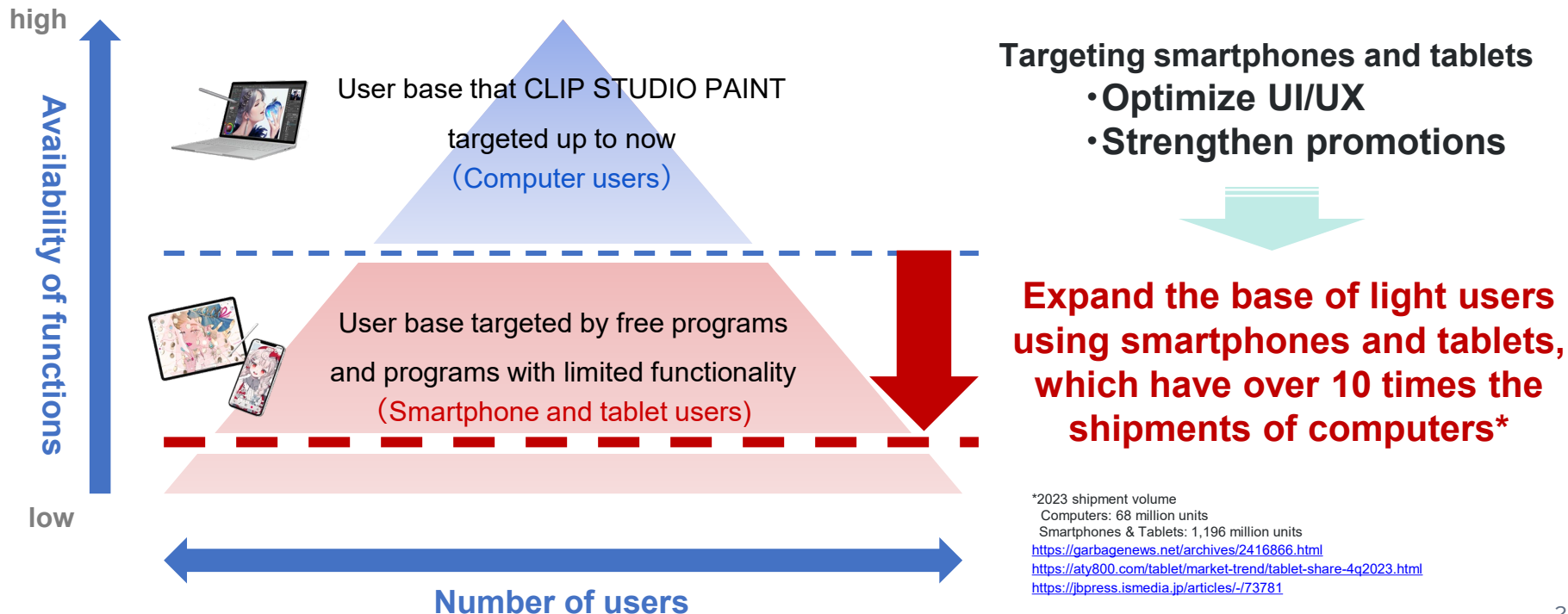


Implement measures optimized for the culture and needs of each region to become the first choice for creators worldwide.

CLIP STUDIO PAINT's measures for growth (2)

Expand the user base by engaging with young and light users

Focus on strengthening competitiveness in tablets, smartphones, and other mobile environments

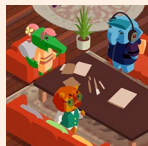


CLIP STUDIO PAINT's measures for growth (3) Strengthen user communities to improve retention rate

Services to inspire
anyone to start
drawing



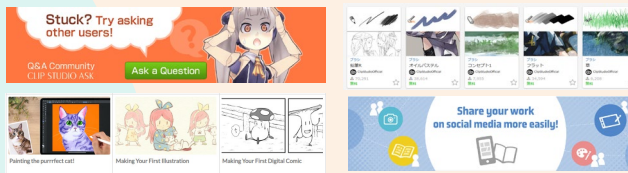
Develop new community services to motivate continued creative activities



Enhance services that support creators in utilizing their works



Enhance services that provide techniques for mastering CLIP STUDIO PAINT



Strengthen
communities to
improve the
retention rate

Over **9 million**
creators worldwide
have registered.

Services that
support users
desiring to learn
how to draw

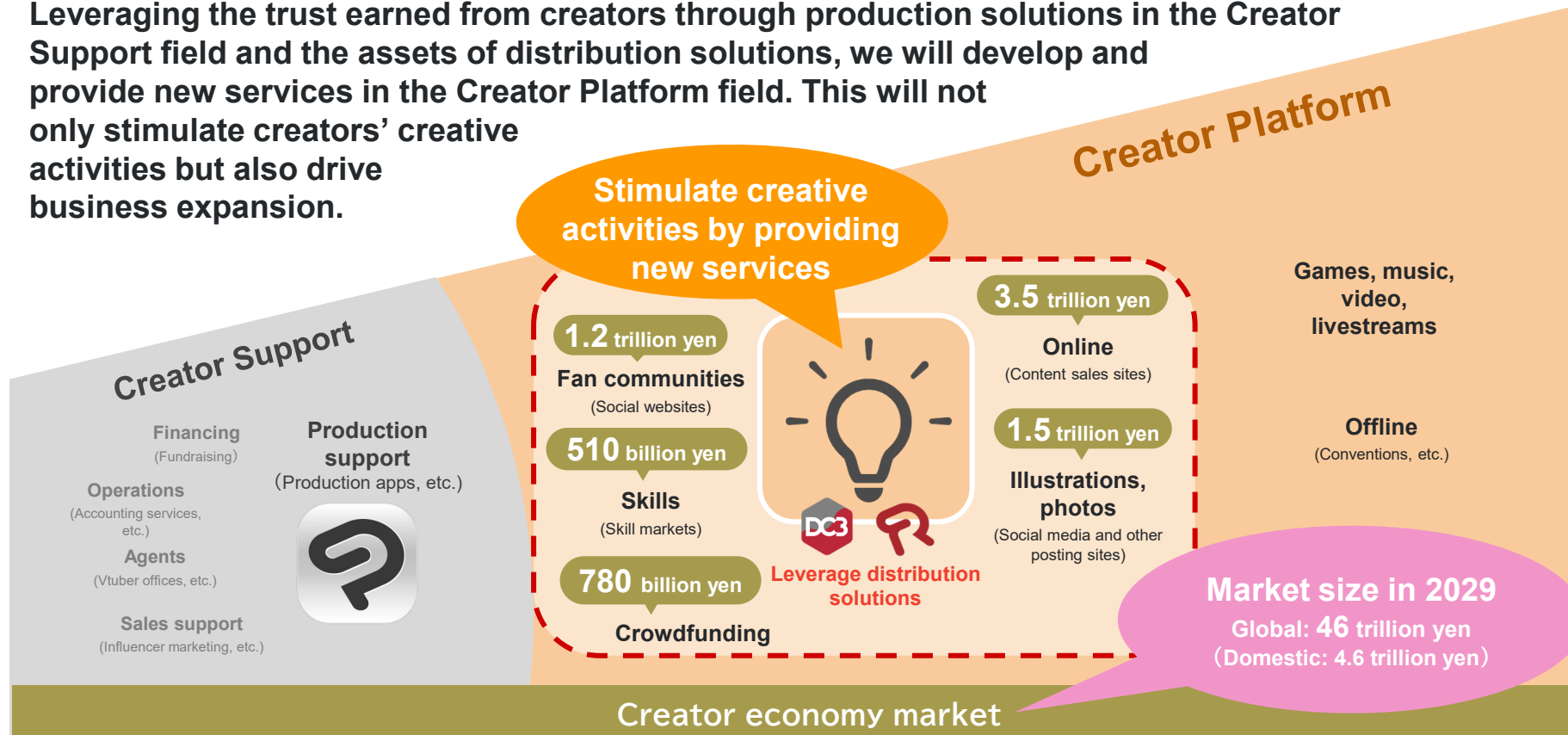
Boost user community services to improve the retention rate

In the “**CREATOR JOURNEY**” where creators and audiences interact, we aim to provide additional value beyond the phase of creating works by expanding platform services and establishing a new core pillar of our business.



Creator Platform field: business domain

Leveraging the trust earned from creators through production solutions in the Creator Support field and the assets of distribution solutions, we will develop and provide new services in the Creator Platform field. This will not only stimulate creators' creative activities but also drive business expansion.



Expand our business domain to encompass the entire creator economy market and create new services

Service planning & development

Create new opportunities for profit generation by providing creators with various places for activities and stimulating creative activities

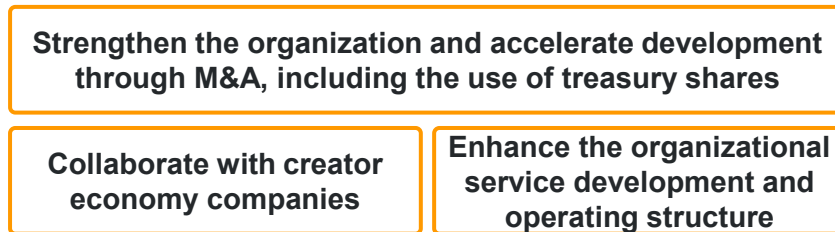
— Concept of new services —



Organizational expansion & alliances

Secure necessary personnel and strengthen partnerships with other companies to enter the creator economy market

— Initiatives to accelerate business expansion —

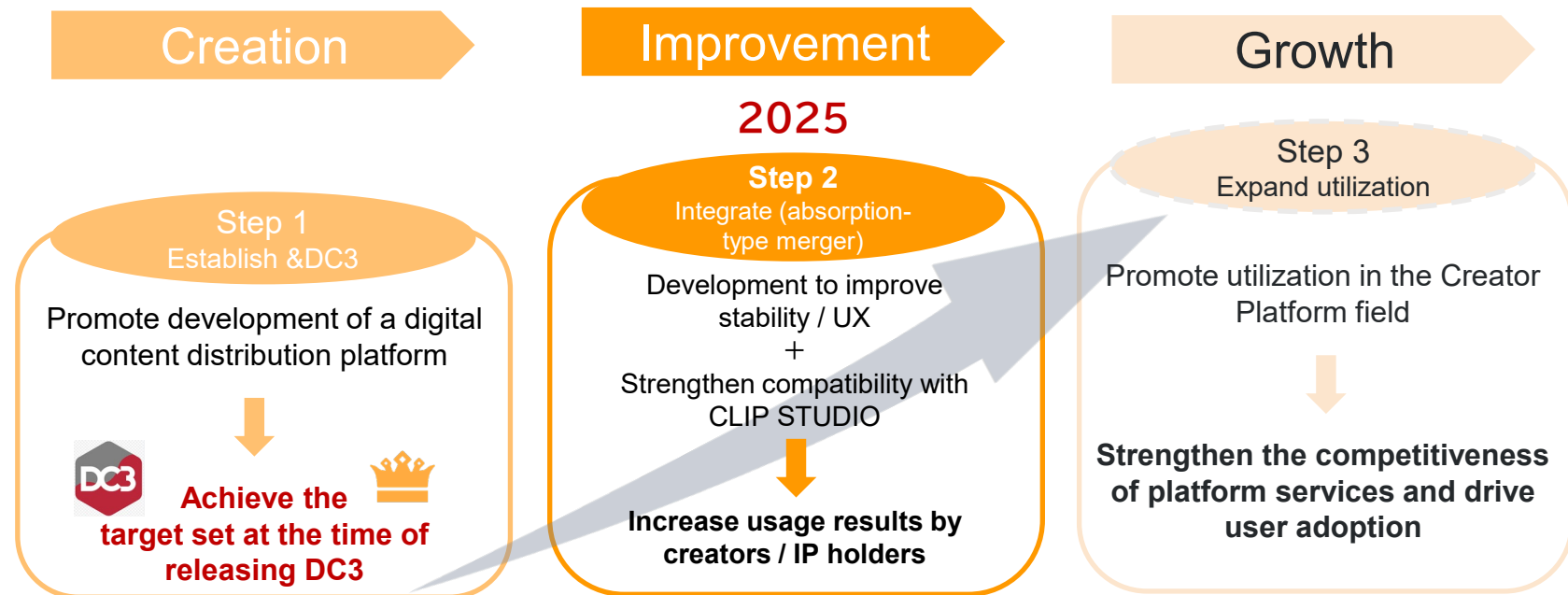


Start concrete service planning in 2025 and aim for an official release in 2026

Set the number of platform users as a new KPI*

Future development of DC3 Solution

“DC3” is a content distribution platform solution designed for the Web3 era, enabling the treatment of all digital data, including manga, books, music, and videos, as unique and irreplaceable “assets.” By having already established such a content distribution platform, the Company holds a globally leading position. To maintain our competitive edge, we will transition to Step 2 in 2025.



Promote utilization of AI technology in fields where we can support creators in their creative activities

Policies

Support creators through technology

Maintain the utmost respect for ethics and rights at all times

- Continue development investment in AI
- Promote utilization of AI technology
- Postpone implementation of functions using image generation AI

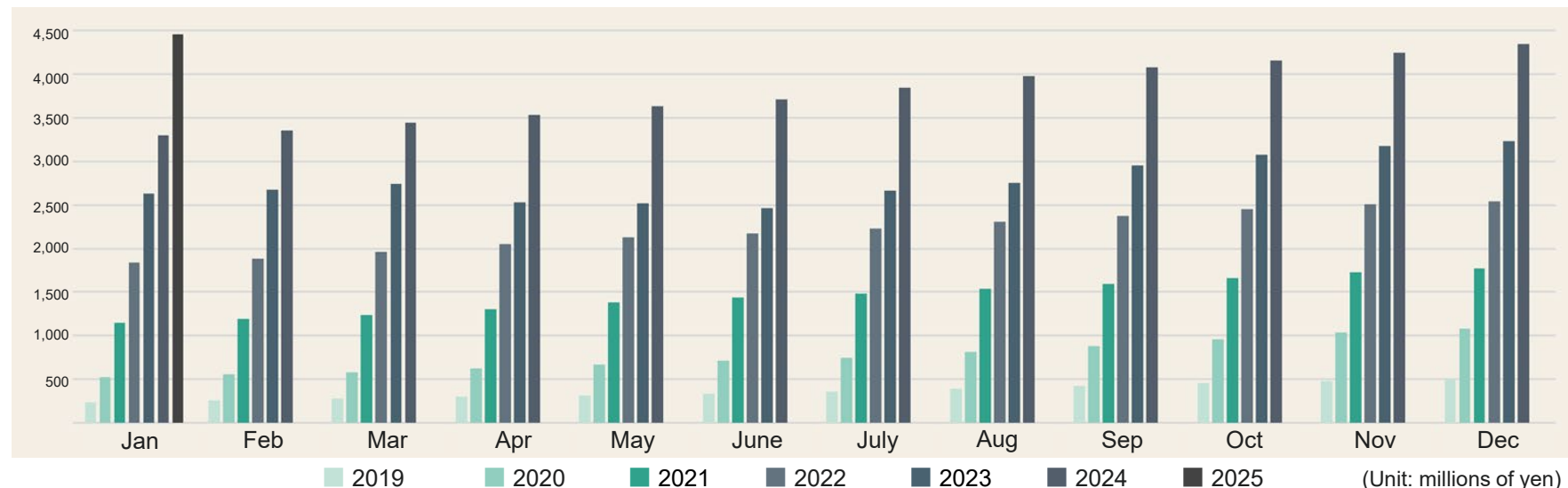


Appendix

Appendix

Monthly Progress Report: Creator Support field

■ Rolling three-month average ARR of CLIP STUDIO PAINT subscription sales

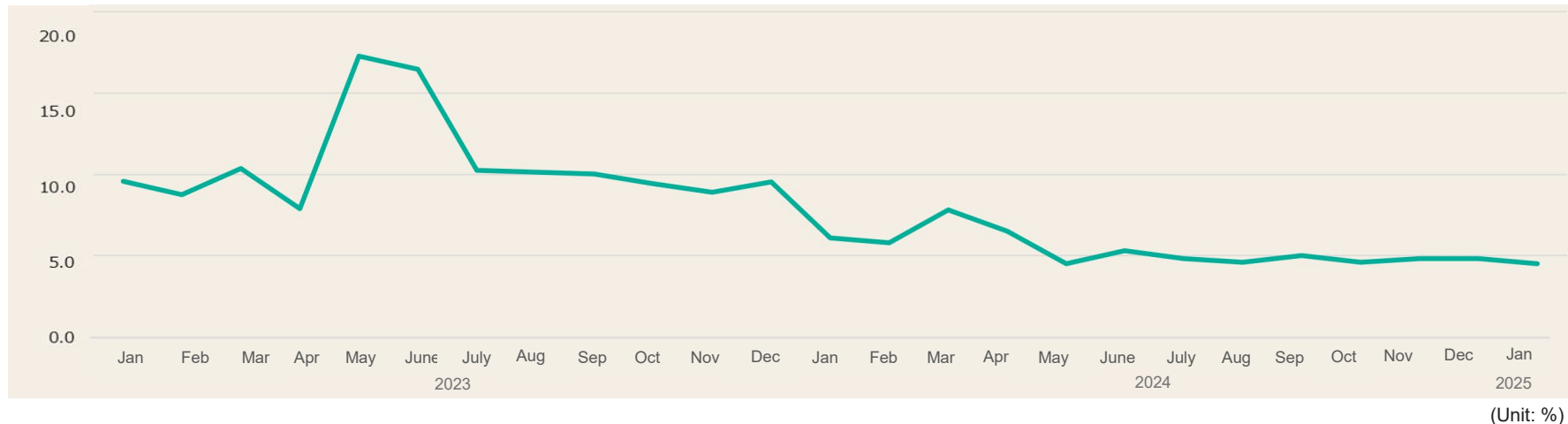


		Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
2019		240	259	280	299	318	334	356	393	424	453	481	503
2020		530	556	585	620	668	710	752	811	882	959	1,032	1,084
2021		1,144	1,191	1,242	1,306	1,380	1,436	1,480	1,538	1,595	1,660	1,725	1,768
2022		1,834	1,884	1,966	2,046	2,124	2,173	2,225	2,309	2,375	2,450	2,506	2,545
2023		2,633	2,676	2,746	2,531	2,523	2,462	2,668	2,755	2,956	3,074	3,178	3,236
2024		3,293	3,358	3,439	3,527	3,631	3,713	3,840	3,972	4,075	4,158	4,240	4,347
2025		4,451											

Note: A rolling three-month average is used for ARR (abbreviation for Annual Recurring Revenue, expected net sales for one year assuming that all contracts are renewed at the time of renewal) as the amount fluctuates due to the fact that the number of business days per month every three months depends on the settlement method (usually 28 business days, but there are special cases of 35 business days), and because adjustments are made at the end of each quarter, when results are calculated.

Monthly Progress Report: Creator Support field

■ CLIP STUDIO PAINT churn rate (paid contracts)



	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
2023	9.6	8.7	10.3	7.9	17.3	16.5	10.3	10.1	10.0	9.4	8.9	9.5
2024	6.1	5.8	7.8	6.5	4.5	5.3	4.8	4.6	5.0	4.6	4.8	4.8
2025	4.5											

Note: This indicator is the customer churn rate based on the number of customers with paid subscription contracts for the SaaS version of CLIP STUDIO PAINT. The rate is calculated based on the number of cancellations during the month relative to the number of contracts as of the end of the previous month. In cases where one customer has multiple contracts, each contract is calculated separately. Due to the nature of the product, which offers monthly contracts that allow customers to use the product as needed, in addition to annual contracts, the same customer may repeatedly sign and cancel contracts, but the calculation includes all such cases.

Note: The payment system used for subscription fees for Windows and macOS was changed in May 2023 in order to strengthen security to prevent authorized payments not going through due to unknown attacks. Although the churn rate temporarily increased significantly due to contracts lapsing at the end of the reregistration period at the end of May with some subscribers not reregistering, the number of new contracts continued to steadily increase, and from July 2023, remained steady.

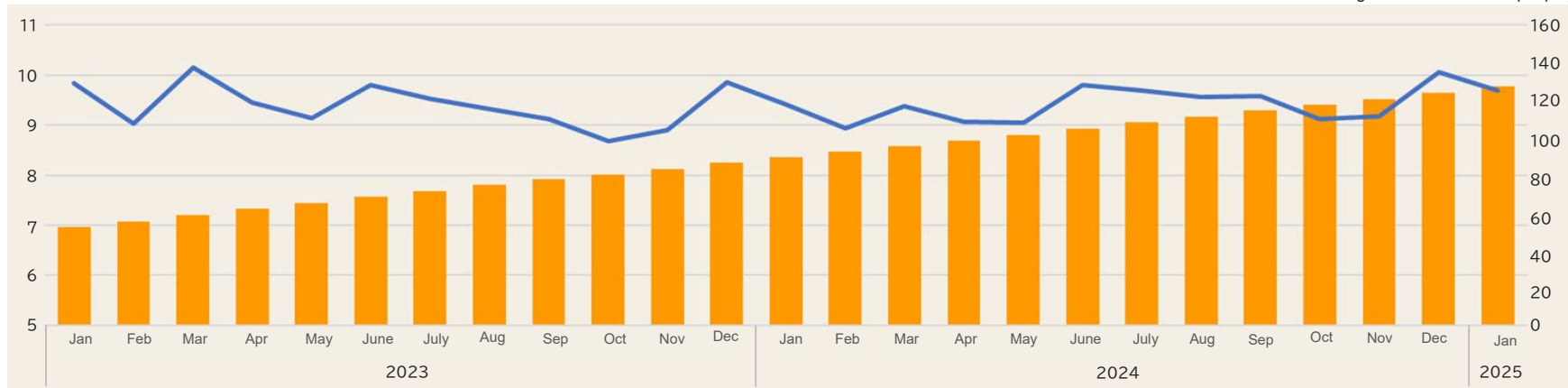
Monthly Progress Report: Creator Platform field

■ Number of platform users

*Excerpt from the monthly progress report for February 2025

(Cumulative number of users: million people)

(Number of new registrations: thousand people)



■ Cumulative number of users

— Number of new registrations

(Unit: person)

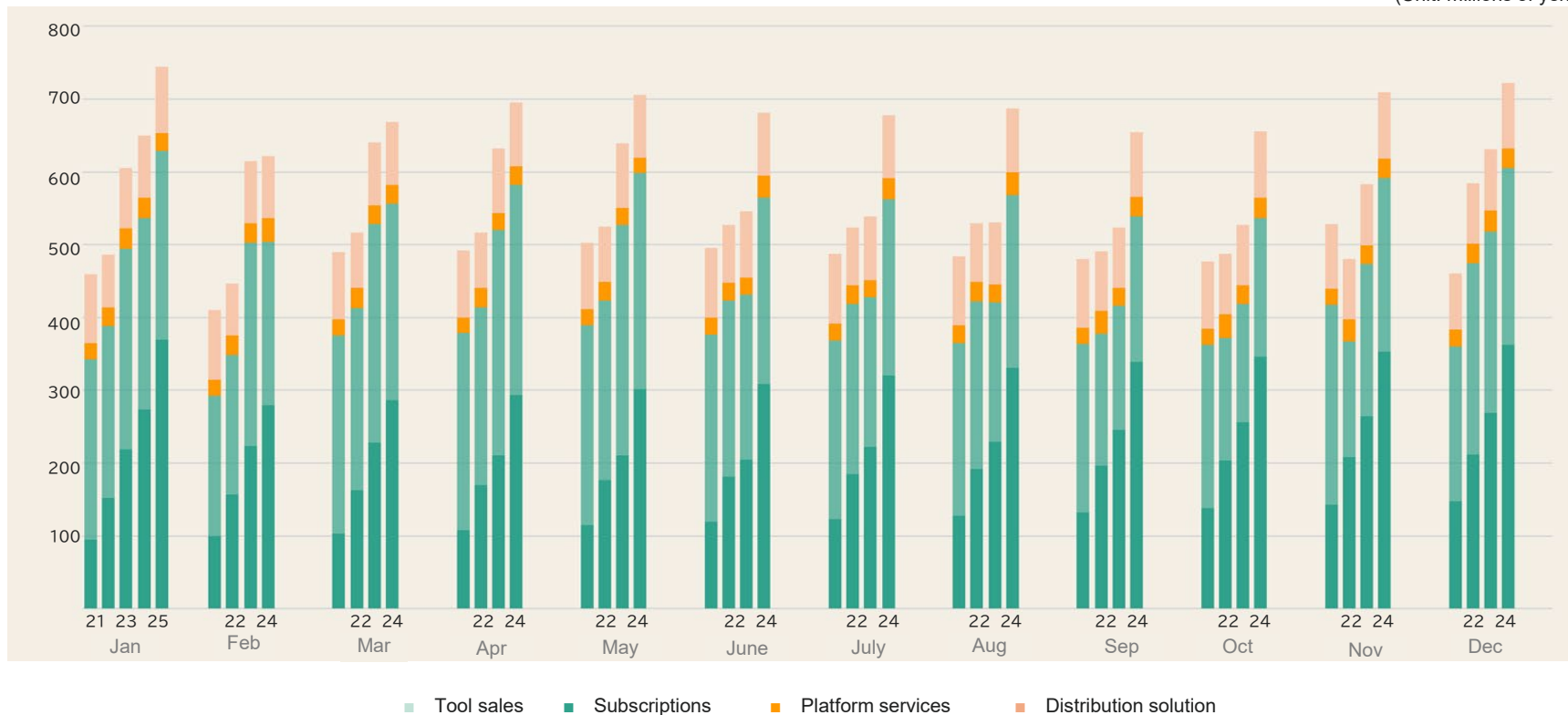
	Number of users	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
2023	Cumulative	6,964,077	7,071,497	7,209,000	7,327,920	7,438,347	7,566,684	7,687,597	7,803,133	7,913,206	8,011,379	8,115,678	8,245,392
	New registration	129,075	107,420	137,503	118,920	110,427	128,337	120,913	115,536	110,073	98,173	104,299	129,714
2024	Cumulative	8,363,385	8,468,239	8,585,307	8,693,667	8,801,454	8,929,352	9,054,656	9,176,596	9,298,658	9,408,838	9,520,267	9,655,270
	New registration	117,993	104,854	117,068	108,360	107,787	127,898	125,304	121,940	122,062	110,180	111,429	135,003
2025	Cumulative	9,780,600											
	New registration	125,330											

Note: The number includes users of services provided in the Creator Platform field as well as users of “CLIP STUDIO ASSETS” and other surrounding services related to CLIP STUDIO PAINT.

Monthly Progress Report

■ Breakdown of rolling three-month average sales of the Creator Support and Creator Platform fields: Graph

(Unit: millions of yen)



Monthly Progress Report

■ Breakdown of rolling three-month average sales of the Creator Support and Creator Platform fields: Details

(Unit: millions of yen)

			Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
2021	Tool sales		248	193	272	271	274	257	245	237	232	225	274	213
	Subscriptions		95	99	103	108	115	119	123	128	132	138	143	147
	Services		22	23	22	21	22	24	24	24	22	22	23	23
	e-books		94	95	93	92	92	96	95	95	94	92	88	77
2022	Tool sales		236	191	250	244	246	242	234	230	181	168	159	262
	Subscriptions		152	157	163	170	177	181	185	192	197	204	208	212
	Services		26	27	28	27	26	25	25	27	31	32	30	28
	e-books		72	71	76	76	76	79	80	81	82	83	84	82
2023	Tool sales		276	280	300	310	317	226	206	192	170	162	209	249
	Subscriptions		219	223	228	210	210	205	222	229	246	256	264	269
	Services		28	27	26	24	24	24	23	24	25	26	26	29
	Distribution solution		83	85	86	88	88	91	88	86	83	83	84	84
2024	Tool sales		263	225	270	289	296	256	242	237	200	191	238	244
	Subscriptions		274	279	286	293	302	309	320	331	339	346	353	362
	Services		28	32	26	26	22	30	30	32	27	28	27	26
	Distribution solution		85	86	87	87	86	86	86	87	89	91	92	90
2025	Tool sales		259											
	Subscriptions		370											
	Platform services		24											
	Distribution solution		91											

Note: A three-month moving average is used as Tubers the amount fluctuates due to the fact that the number of business days per month every three months depends on the settlement method (usually 28 business days, but there are special cases of 35 business days), and because adjustments are made at the end of each quarter, when results are calculated. The figures may display differences from consolidated financial results, or other indicators, as a product of the inclusion of group-internal sales and the practice of rounding down to the nearest million yen.

Subscriptions are CLIP STUDIO PAINT subscription sales.

Tool sales include downloads through the one-time payment model and licenses for corporations.

Platform services include sales of CLIP STUDIO WEB services. Distribution solution include sales related to e-books and DC3.



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