Walden Research Japan

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KeyHolder (4712)

Consolidated Fiscal Year (IFRS) (Million Yen)		Revenue	Operating profit	Profit before tax	Profit attributable to owners of parent	EPS (Yen)	DPS (Yen)	BPS (Yen)
FY12/2024		31,090	2,805	2,629	2,500	133.01	10.00	1,165.46
FY12/2025		35,630	1,573	1,058	857	45.56	10.00	1,201.11
FY12/2026CoE		36,000	1,600	-	1,000	53.14	11.00	-
FY12/2025	YoY	14.6%	(43.9%)	(59.8%)	(65.7%)	-	-	-
FY12/2026CoE	YoY	1.0%	1.7%	-	16.6%	-	-	-

Consolidated Half Year (IFRS) (Million Yen)		Revenue	Operating profit	Profit before tax	Profit attributable to owners of parent	EPS (Yen)	DPS (Yen)	BPS (Yen)
Q1 to Q2 FY12/2025		16,833	628	371	287	-	-	-
Q3 to Q4 FY12/2025		18,797	944	686	570	-	-	-
Q1 to Q2 FY12/2026		17,617	1,030	787	520	-	-	-
Q3 to Q4 FY12/2026CoE		18,382	569	-	479	-	-	-
Q1 to Q2 FY12/2026	YoY	4.7%	63.9%	111.9%	81.3%	-	-	-
Q3 to Q4 FY12/2026CoE	YoY	(2.2%)	(39.7%)	-	(15.9%)	-	-	-

Source: Company data; calculations by WRJ

1.0 Executive Summary (17 September 2026)

Creating New Earnings Opportunities

KeyHolder, which integrates the planning, production, development and monetization of a wide range of IP (talent, artists and content), centered on Nogizaka46 as its core IP, is advancing initiatives to further expand its medium- to long-term earnings opportunities by leveraging the earnings power of its existing IP. The Company is broadening the activity domains and monetization opportunities of existing IP such as Nogizaka46, SKE48 and Novelbright. It is also expanding Video Production Business beyond traditional variety show production into dramas, films, distribution and overseas projects, while seeking to expand its social media advertising and digital marketing operations in Advertising Agency Business. Over the medium to long term, the Company aims to strengthen and develop its existing businesses through collaboration with external companies, use of big data from its fan club platform, the introduction of new technologies, the acquisition of creative talent and the reinforcement of its promotional capabilities. Beyond these initiatives, it has positioned the development of fully proprietary IP, for which it itself holds the rights and which offers multiple monetization opportunities including global expansion, as a future strategic theme. At present, many of these initiatives remain at the discussion and consideration stage, and the timing and scale of their specific earnings contributions remain unclear. Nevertheless, the direction of gradually building new sources of earnings while leveraging the earnings power of existing businesses has become clearer than before, representing a key consideration in assessing the Company's medium- to long-term earnings potential.

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2.0 Company Profile

Group Policy "Creating Abundance"

Company Name	KeyHolder, Inc. Company Website (English Contents) Share price (Japanese)
Established	25 December 1967
Listing	26 November 1998: Tokyo Stock Exchange Standard Market (ticker: 4712)
Capital	¥92m (as of the end of June 2026)
No. of Shares	18,967,410 shares, including 148,974 treasury shares (as of the end of June 2026)
Main Features	● A holding company that has grown through a series of M&A transactions ● Advocating "the creation of new proprietary IP content" ● Developing an integrated IP business spanning artist and actor management, live tours, video production for television programs and films, and social media advertising operations
Segments	Ⅰ. Entertainment Business Ⅱ. Video Production Business Ⅲ. Advertising Agency Business Ⅳ. Logistics Business Ⅴ. Other Business
Representative	President and CEO: Yushi Oide
Major Shareholders	J Trust Co., Ltd. 30.06%, Yasushi Akimoto 7.65%, Omotesando Capital Co., Ltd. 7.29%, SMEJ Plus, INC. 2.61%, Atsushi Morita 2.01% and Forthree, Inc. 1.59% (as of the end of June 2026, excluding treasury shares)
Head Office	Shibuya-ku, Tokyo, JAPAN
No. of Personnel	Consolidated: 1,053 (as of the end of December 2025)

Source: Company data

3.0 Group Policy

Sustainable Value Circulation

Under its Group Policy, "Creating Abundance," the Company is seeking to expand medium- to long-term earnings opportunities by enhancing the earnings power of existing IP and businesses while utilizing the management resources accumulated through these businesses to create new IP and business domains. In addition to broadening the activity domains and monetization opportunities of existing IP, the Company intends to strengthen functions in adjacent businesses such as video production, advertising and digital content, and utilize the expertise, human resources, external relationships and customer touchpoints accumulated in each business in subsequent business development. This approach can be regarded as the foundation of the Company's medium- to long-term strategy.

A distinctive feature of the Company's business structure is that it has multiple business functions built around its IP, rather than relying solely on the monetization of the IP itself. In live entertainment, talent, artists and content serve as the basis for creating multiple earnings opportunities through live performances, events, merchandise sales and fan clubs, while video production, advertising and digital content operations also generate their own earnings opportunities. By utilizing the expertise and functions accumulated in each business to develop existing IP and create new business opportunities, the Group has scope to expand its earnings opportunities as a whole.

Accordingly, in considering the Company's medium- to long-term earnings power, an important consideration will be not only the expansion of earnings from its existing IP and businesses, but also how it utilizes the management resources accumulated across its operations to create new IP and business domains. Whether the Company can establish a cycle in which earnings and management resources generated by existing businesses are directed toward subsequent growth opportunities, thereby creating new sources of earnings, will be important in assessing the sustainable expansion of its earnings opportunities.

Selected Company History

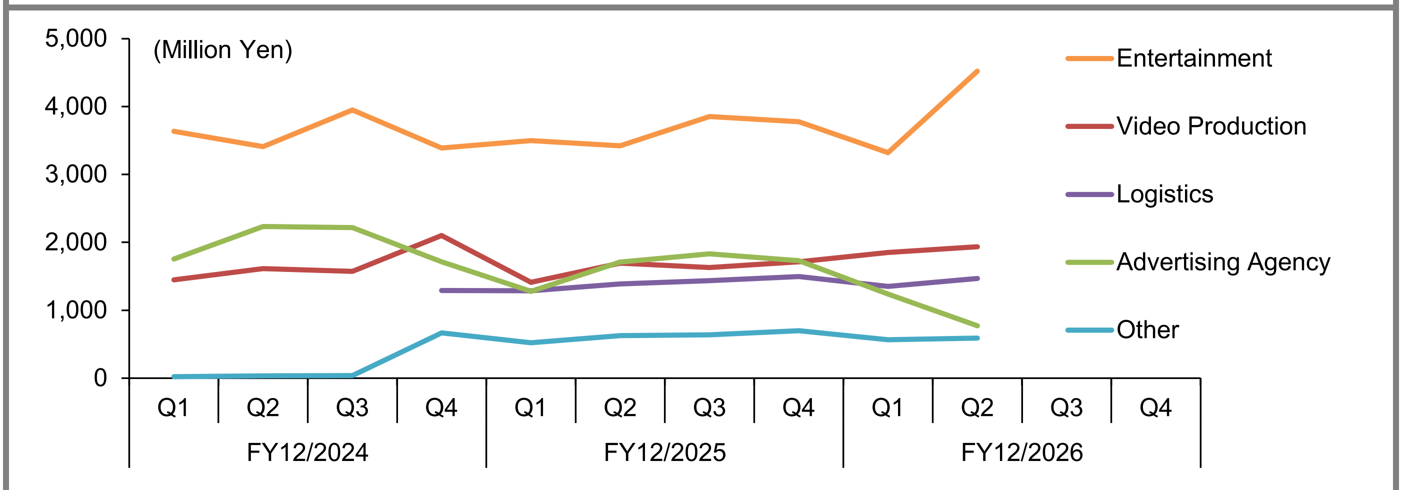
Date	Events
December 1967	Established Sigma Co., Ltd. with the aim of conducting game machine installation operations centered on imported amusement machines
November 1998	Registered shares for over-the-counter trading with the Japan Securities Dealers Association (currently the Tokyo Stock Exchange)
October 2000	Merged Sigma Co., Ltd. (the surviving company), Technical Management Co., Ltd. and Tamaki Design Co., Ltd. under the umbrella of ARUZE CORP. (currently Universal Entertainment Corporation), and changed the corporate name to ADORES, Inc.
October 2017	Transitioned to a holding company structure, changed the corporate name to “KeyHolder, Inc.” and made ADORES, Inc. a wholly owned subsidiary
March 2018	Transferred all shares of ADORES, Inc., withdrew from the game center operation business and shifted toward the Entertainment Business
April 2018	Established KeyStudio Co., Ltd. to engage in the live entertainment business and KeyProduction Co., Ltd. to engage in the television program production business
July 2018	Established FA Project Co., Ltd., a joint venture engaged in artist and talent management as well as the planning, development and production of new projects
December 2018	Established SKE Co., Ltd., an entertainment production company engaged in the operation and management of idols and talents
April 2019	Made allfuz, Inc. a wholly owned subsidiary through a share exchange and acquired 100% of the shares of WHURLIN LARGE Co., Ltd., which operates the Video & TV Program Production Business, making it a subsidiary
August 2019	Integrated the production functions of KeyProduction Co., Ltd. and Image Field Inc., with WHURLIN LARGE Co., Ltd. as the base, to form UNITED PRODUCTIONS Co., Ltd.
October 2019	Acquired all shares of Wizenlarge Co., Ltd., which provides personnel dispatch services in video & TV program production, making it a subsidiary
August 2020	Acquired 100% of the shares of North River Inc., making it a subsidiary and bringing its 50% stake in Nogizaka46 LLC into the Group, with Nogizaka46 LLC becoming an equity-method affiliate
January 2022	Integrated UNITED PRODUCTIONS Co., Ltd. and Wizenlarge Co., Ltd. to form one of Japan’s leading independent video & TV program production companies
January 2024	North River Inc. acquired 51% of the shares of 10ANTZ Co., Ltd., making it a second-tier subsidiary of the Company
October 2024	Acquired 100% of the shares of TOPOS ENTERPRISE Co., which currently operates the Logistics Business, making it a subsidiary
May 2025	Acquired 100% of the shares of Red List Co., Ltd., which operates the steakhouse “Empire Steak House Roppongi,” making it a subsidiary
August 2025	Acquired 100% of the shares of AOI Corporation, Inc., an entertainment production company, making it a subsidiary
April 2026	Implemented an organizational restructuring involving absorption-type company splits and mergers among 4 consolidated subsidiaries

4.0 Recent Trading and Prospects

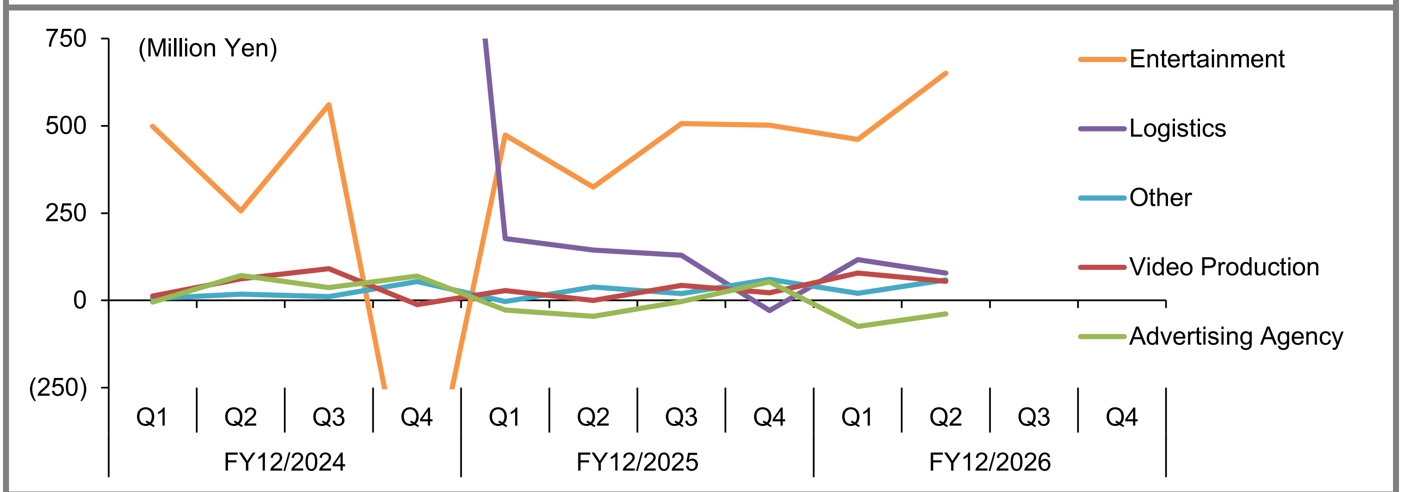
Q1 to Q2 (January–June) FY12/2026

For Q1 to Q2 (January–June) FY12/2026, revenue came in at ¥17,617m (up 4.7% YoY), operating profit ¥1,030m (up 63.9%), profit before tax ¥787m (up 111.9%) and profit attributable to owners of parent ¥520m (up 81.3%), while operating profit margin came in at 5.9% (up 2.1% points). These results represented 48.9% of the full-year Company forecast for revenue and 64.4% for operating profit, suggesting particularly strong progress in terms of earnings.

Revenue



Segment Profit



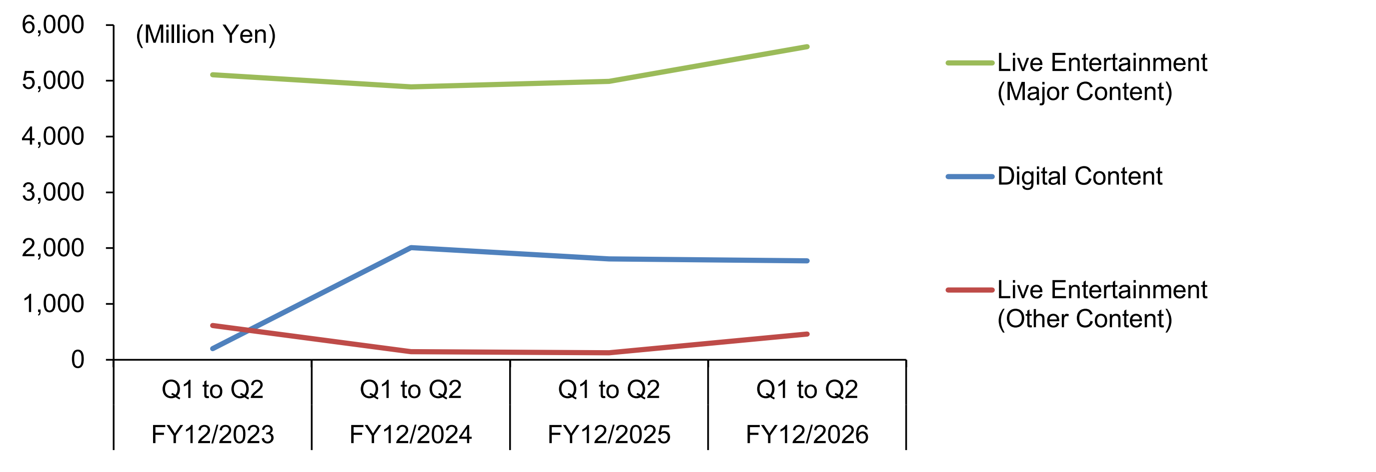
Source: Company data; calculations by WRJ

The mainstay Entertainment Business was the key contributor to the Company's substantial profit growth. A decrease in adjustments, mainly general and administrative expenses not attributable to reportable segments, also contributed to the increase. According to the Company, this reflected the reversal of an allowance for doubtful accounts and reductions in other expenses. Meanwhile, profit growth in Video Production Business was largely offset by a profit decline in Logistics Business, while profit growth in Other Business was largely offset by wider losses in Advertising Agency Business. Earnings contributions therefore varied across segments.

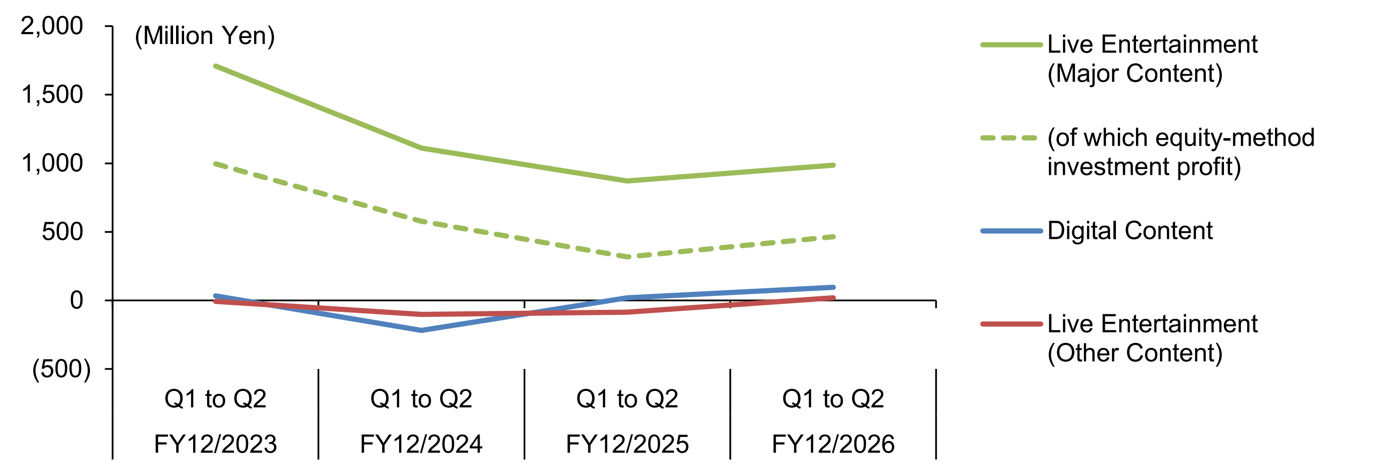
Entertainment Business (44.5% of Revenue and 79.0% of Segment Profit)

For Q1 to Q2 (January–June), Entertainment Business posted revenue of ¥7,844m (up 13.3%), segment profit of ¥1,112m (up 39.1%) and a segment profit margin of 14.2% (up 2.6% points). Its 79.0% share of segment profit suggests that the business accounts for a substantial portion of the Company's operating profit.

Revenue (Breakdown by Division)



Segment Profit (Breakdown by Division)



Source: Company data

By division, Live Entertainment (Major Content) forms the core of earnings, with Nogizaka46 at its center. In addition to earnings from live performances, merchandise sales and fan club-related activities, segment profit related to Nogizaka46 includes equity-method investment profit from Nogizaka46 LLC. The IP therefore supports earnings in Entertainment Business through multiple channels. SKE48 and Novelbright also contribute to the division's earnings as major content, but Nogizaka46 has a particularly significant presence. Nogizaka46 LLC is 50% owned by North River Inc., a wholly owned subsidiary of the Company, and is an equity-method affiliate of the Company.

Meanwhile, Live Entertainment (Other Content) reflects the performance of talent and artists outside the major content portfolio. Digital Content primarily comprises the planning, development and operation of smartphone game apps by 10ANTZ Co., Ltd. (a 51%-owned subsidiary of North River Inc. and a consolidated subsidiary of the Company). Its business model generates earnings through the continued operation of game content utilizing existing IP and related real-world events.

Live Entertainment (Major Content: Nogizaka46, SKE48 and Novelbright)

For Q1 to Q2 (January–June), Live Entertainment (Major Content: Nogizaka46, SKE48 and Novelbright) posted revenue of ¥5,612m (up 12.5%) and segment profit of ¥986m (up 13.2%). Nogizaka46, its core IP, is a female idol group engaged in a wide range of activities spanning music, live performances and events, video appearances, streaming content, merchandise sales and fan club operations.

Live Entertainment (Major Content: Nogizaka46, SKE48 and Novelbright)

Nogizaka46

SKE48

Novelbright

Source: Company data

Meanwhile, SKE48 is a female idol group based in Sakae, Nagoya. With performances at its dedicated theater as its foundation, the group engages in music activities, events and fan club operations, maintaining ongoing activities rooted in the local community. Novelbright began as a rock band and has expanded its live performance activities while building recognition through music streaming and social media. In addition to live tours and performances at large venues, the band engages in activities including music streaming and merchandise sales.

Nogizaka46 continues to show a strong ability to attract audiences to in-person live performances and events, with an increase in the number of performances driving a year-on-year increase of approximately 115,000 in attendance. According to the Company, the increase in performances led to higher attendance, while exclusive projects for fan club members also contributed to revenue growth. Accordingly, the increase in attendance can be viewed not simply as improved attendance per performance, but as the result of more performance opportunities combined with a sustained ability to attract audiences. Exclusive projects for fan club members also create earnings opportunities through touchpoints with existing fans outside live performances, thereby extending earnings opportunities beyond in-person events. Furthermore, equity-method investment profit from Nogizaka46 LLC increased year-on-year.

Meanwhile, profitability at SKE48 deteriorated due to sluggish CD sales and a temporary reduction in the number of theater performances in preparation for its transition to a new organizational structure. According to the Company, the reduction in theater performances is temporary and reflects preparations for the transition. Looking ahead, developments in theater performances and music activities following the transition, together with trends in CD sales, are likely to have a significant impact on profitability. Novelbright, meanwhile, recorded strong ticket sales for its arena tour as well as growth in merchandise sales. Both ticket and merchandise sales associated with live performances contributed to earnings, creating multiple monetization opportunities arising from live performances. Its specific sources of earnings can therefore be regarded as different from those of Nogizaka46, the Company's core IP.

Digital Content

For Q1 to Q2 (January–June), Digital Content posted revenue of ¥1,770m (down 2.2%) and segment profit of ¥96m (up 405.3%). 10ANTZ Co., Ltd. (a 51%-owned subsidiary of North River Inc. and a consolidated subsidiary of the Company), which operates this division, plans, develops and operates game apps including "NOGIKOI," the official Nogizaka46 game app, "HINAKOI," the official Hinatazaka46 game app and "SAKUKOI," the official Sakurazaka46 game app. Of these titles, "NOGIKOI" marked the 10th anniversary of its launch in April 2026.

While revenue edged down year-on-year, profitability improved substantially. According to the Company, real-world events related to app-based games continued to perform strongly, while a review of development costs for new content also contributed to improved profitability, reflecting the effectiveness of its event initiatives and cost controls. By operating real-world events alongside existing game apps, the division extends touchpoints between existing IP and fans from digital content to in-person events, thereby creating new earnings opportunities. Looking ahead, a key consideration will be how the division balances the development costs of new content with profitability while securing earnings through the continued operation of existing titles and real-world events.

Video Production Business (21.5% of Revenue and 9.5% of Segment Profit)

For Q1 to Q2 (January–June), Video Production Business posted revenue of ¥3,785m (up 22.0%), segment profit of ¥134m (up 367.3%) and a segment profit margin of 3.5% (up 2.6% points). With existing television program production as its earnings base, the business produces variety shows such as "Chidori no Oni Renchan" and "THE Kamiwaza Challenge," while production of new regular programs has also been confirmed. It also operates in dramas, films and personnel dispatch for video production. In its distribution operations under "KeyHolder Pictures," the first title was screened at more theaters and attracted more viewers than initially expected. Meanwhile, overseas projects continue to face contract-related and other delays, as well as the impact of upfront costs, suggesting that challenges remain in terms of profitability. The expansion of its business domains beyond traditional television program production into dramas and films, personnel dispatch, distribution and overseas projects will be important in assessing its medium- to long-term earnings opportunities. While recent results show revenue and profit growth and improved profitability, progress varies across the new business areas.

Advertising Agency Business (11.4% of Revenue and negative 8.2% of Segment Profit)

For Q1 to Q2 (January–June), Advertising Agency Business posted revenue of ¥2,011m (down 32.7%), segment loss of ¥115m (year-earlier period: segment loss of ¥74m) and a segment profit margin of negative 5.7% (down 3.2% points). In the Digital Advertising division, both revenue and profit fell below their year-earlier levels due to reduced advertising spending by a major client operating hair-removal treatment clinics. Meanwhile, this division is expanding its workforce to strengthen sales capabilities, reshuffling its client portfolio and implementing cost controls. The existing Advertising Agency division is also streamlining unprofitable projects following the organizational restructuring effective 1 April. According to the Company, improvements in profitability in the existing Advertising Agency division and the benefits of reshuffling the Digital Advertising division's client portfolio have begun to emerge, with the Digital Advertising division recently generating a profit on a monthly basis.

Logistics Business (16.0% of Revenue and 13.9% of Segment Profit)

For Q1 to Q2 (January–June), Logistics Business posted revenue of ¥2,818m (up 5.4%), segment profit of ¥196m (down 39.0%) and a segment profit margin of 7.0% (down 5.1% points). In addition to the storage and transportation of general cargo, the business provides storage, management and transportation services for amusement machines used at amusement facilities. Its revenue structure combines general delivery operations with recurring revenue from warehouse storage. In particular, the specialized nature of amusement machines means that logistics services for amusement facilities center on storage in dedicated warehouses with high security requirements. Although transport frequency is limited, there is ongoing demand for storage over a given period. Partly because of these specialized characteristics, logistics services for amusement facilities are more profitable than general logistics.

For Q1 to Q2 (January–June), revenue increased on the back of factors including growth in the number of general cargo handling cases. Meanwhile, the year-earlier period included ¥122m in one-off gains, including a gain on reversal of guarantee obligations, which affected the year-on-year profit comparison. According to the Company, excluding these one-off factors, profit from general cargo increased by ¥107m year-on-year, with both revenue and profit progressing steadily against the plan. Accordingly, the year-on-year profit decline needs to be assessed in light of the fact that the comparison period included these one-off factors.

Other Business (6.6% of Revenue and 5.7% of Segment Profit)

For Q1 to Q2 (January–June), Other Business posted revenue of ¥1,157m (up 1.0%), segment profit of ¥80m (up 129.9%) and a segment profit margin of 6.9% (up 3.9% points). This business comprises multiple operations with differing earnings characteristics, including real estate management, wholesale, convenience store-related and hotel-related operations, and food and beverage operations. Wholesale, convenience store-related and hotel-related operations account for the largest share of revenue, while real estate management makes a substantial contribution to earnings. In food and beverage operations, Red List Co., Ltd., which became a subsidiary through the acquisition of 100% of its shares in May 2025, operates "Empire Steak House Roppongi," adding a source of earnings distinct from the existing operations.

For Q1 to Q2, revenue was broadly unchanged year-on-year, while segment profit increased substantially, indicating improved profitability. A distinctive feature of the business is its combination of operations with differing characteristics and an earnings structure that does not depend on any single operation.

Statement of Profit or Loss (Cumulative / Quarterly)

Statement of Profit or Loss (Million Yen)	Cons.Act Q1 12/2025	Cons.Act Q1 to Q2 12/2025	Cons.Act Q1 to Q3 12/2025	Cons.Act Q1 to Q4 12/2025	Cons.Act Q1 12/2026	Cons.Act Q1 to Q2 12/2026	Cons.Act Q1 to Q3 12/2026	Cons.Act Q1 to Q4 12/2026	YoY Net Chg.
Revenue	**7,993**	**16,833**	**26,217**	**35,630**	**8,327**	**17,617**	**-**	**-**	**+784**
Cost of revenue	6,572	13,825	21,425	29,299	6,757	14,126	-	-	+300
Gross profit	1,420	3,007	4,791	6,330	1,569	3,491	-	-	+484
SG&A expenses	1,325	2,836	4,284	5,663	1,405	3,010	-	-	+174
Equity-method investment profit	282	310	455	789	269	456	-	-	+145
Other income and expenses (net)	109	147	184	116	82	93	-	-	(53)
Operating profit	**487**	**628**	**1,148**	**1,573**	**515**	**1,030**	**-**	**-**	**+401**
Financial income and costs (net)	(126)	(257)	(380)	(514)	(119)	(243)	-	-	+13
Profit before tax	**360**	**371**	**767**	**1,058**	**396**	**787**	**-**	**-**	**+415**
Income tax expenses	73	70	119	59	84	222	-	-	+152
Profit	**286**	**300**	**648**	**999**	**312**	**564**	**-**	**-**	**+263**
Profit attributable to owners of parent	296	287	578	857	317	520	-	-	+233
Profit attributable to non-controlling interests	(9)	13	70	141	(5)	43	-	-	+30
Profit attributable to owners of parent	**296**	**287**	**578**	**857**	**317**	**520**	**-**	**-**	**+233**
Revenue YoY	+16.5%	+19.0%	+19.6%	+14.6%	+4.2%	+4.7%	-	-	-
Operating profit YoY	+41.0%	+23.8%	+7.4%	(43.9%)	+5.8%	+63.9%	-	-	-
Profit before tax YoY	+9.2%	(22.2%)	(24.5%)	(59.8%)	+10.0%	+111.9%	-	-	-
Profit YoY	+25.2%	(14.6%)	(12.2%)	(56.0%)	+8.8%	+87.6%	-	-	-
Profit attributable to owners of parent YoY	(10.1%)	(40.4%)	(33.7%)	(65.7%)	+7.0%	+81.3%	-	-	-
Gross profit margin	17.8%	17.9%	18.3%	17.8%	18.8%	19.8%	-	-	+2.0%
SG&A ratio	16.6%	16.8%	16.3%	15.9%	16.9%	17.1%	-	-	+0.2%
Operating profit margin	6.1%	3.7%	4.4%	4.4%	6.2%	5.9%	-	-	+2.1%
Profit before tax margin	4.5%	2.2%	2.9%	3.0%	4.8%	4.5%	-	-	+2.3%
Profit margin	3.6%	1.8%	2.5%	2.8%	3.7%	3.2%	-	-	+1.4%
Profit attributable to owners of parent margin	3.7%	1.7%	2.2%	2.4%	3.8%	3.0%	-	-	+1.2%
Corporate tax rate	20.4%	19.0%	15.5%	5.6%	21.3%	28.3%	-	-	+9.3%

Statement of Profit or Loss (Million Yen)	Cons.Act Q1 12/2025	Cons.Act Q2 12/2025	Cons.Act Q3 12/2025	Cons.Act Q4 12/2025	Cons.Act Q1 12/2026	Cons.Act Q2 12/2026	Cons.Act Q3 12/2026	Cons.Act Q4 12/2026	YoY Net Chg.
Revenue	**7,993**	**8,839**	**9,383**	**9,413**	**8,327**	**9,290**	**-**	**-**	**+450**
Cost of revenue	6,572	7,253	7,599	7,874	6,757	7,368	-	-	+114
Gross profit	1,420	1,586	1,784	1,539	1,569	1,922	-	-	+335
SG&A expenses	1,325	1,510	1,447	1,379	1,405	1,605	-	-	+94
Equity-method investment profit	282	27	145	334	269	186	-	-	+158
Other income and expenses (net)	109	37	37	(68)	82	10	-	-	(26)
Operating profit	**487**	**141**	**519**	**425**	**515**	**514**	**-**	**-**	**+373**
Financial income and costs (net)	(126)	(130)	(123)	(134)	(119)	(123)	-	-	+6
Profit before tax	**360**	**11**	**395**	**290**	**396**	**390**	**-**	**-**	**+379**
Income tax expenses	73	(3)	48	(59)	84	138	-	-	+141
Profit	**286**	**14**	**347**	**350**	**312**	**252**	**-**	**-**	**+238**
Profit attributable to owners of parent	296	(9)	290	279	317	203	-	-	+212
Profit attributable to non-controlling interests	(9)	23	56	71	(5)	49	-	-	+25
Profit attributable to owners of parent	**296**	**(9)**	**290**	**279**	**317**	**203**	**-**	**-**	**+212**
Revenue YoY	+16.5%	+21.3%	+20.7%	+2.7%	+4.2%	+5.1%	-	-	-
Operating profit YoY	+41.0%	(12.9%)	(7.4%)	(75.5%)	+5.8%	+264.1%	-	-	-
Profit before tax YoY	+9.2%	(92.5%)	(26.5%)	(82.0%)	+10.0%	-	-	-	-
Profit YoY	+25.2%	(88.6%)	(10.0%)	(77.1%)	+8.8%	-	-	-	-
Profit attributable to owners of parent YoY	(10.1%)	-	(25.5%)	(82.9%)	+7.0%	-	-	-	-
Gross profit margin	17.8%	17.9%	19.0%	16.3%	18.8%	20.7%	-	-	+2.7%
SG&A ratio	16.6%	17.1%	15.4%	14.7%	16.9%	17.3%	-	-	+0.2%
Operating profit margin	6.1%	1.6%	5.5%	4.5%	6.2%	5.5%	-	-	+3.9%
Profit before tax margin	4.5%	0.1%	4.2%	3.1%	4.8%	4.2%	-	-	+4.1%
Profit margin	3.6%	0.2%	3.7%	3.7%	3.7%	2.7%	-	-	+2.6%
Profit attributable to owners of parent margin	3.7%	(0.1%)	3.1%	3.0%	3.8%	2.2%	-	-	+2.3%
Corporate tax rate	20.4%	(27.2%)	12.2%	(20.5%)	21.3%	35.4%	-	-	+62.5%

Source: Company data; calculations by WRJ

Segment Information (Cumulative / Quarterly)

Segment Information (Million Yen)	Cons.Act Q1 12/2025	Cons.Act Q1 to Q2 12/2025	Cons.Act Q1 to Q3 12/2025	Cons.Act Q1 to Q4 12/2025	Cons.Act Q1 12/2026	Cons.Act Q1 to Q2 12/2026	Cons.Act Q1 to Q3 12/2026	Cons.Act Q1 to Q4 12/2026	YoY Net Chg.
Entertainment	3,500	6,923	10,775	14,550	3,321	7,844	-	-	+920
Video Production	1,409	3,103	4,730	6,445	1,850	3,785	-	-	+682
Advertising Agency	1,277	2,987	4,816	6,547	1,239	2,011	-	-	(975)
Logistics	1,285	2,672	4,110	5,605	1,349	2,818	-	-	+145
Other	519	1,145	1,784	2,480	566	1,157	-	-	+11
Revenue	**7,993**	**16,833**	**26,217**	**35,630**	**8,327**	**17,617**	**-**	**-**	**+784**
Entertainment	474	800	1,307	1,808	461	1,112	-	-	+312
Video Production	28	28	72	94	78	134	-	-	+105
Advertising Agency	(28)	(74)	(78)	(25)	(75)	(115)	-	-	(40)
Logistics	177	321	450	421	117	196	-	-	(125)
Other	(3)	34	54	114	20	80	-	-	+45
Segment Profit	**648**	**1,110**	**1,806**	**2,414**	**602**	**1,408**	**-**	**-**	**+297**
Adjustments	(161)	(481)	(658)	(841)	(86)	(377)	-	-	+104
Operating Profit	**487**	**628**	**1,148**	**1,573**	**515**	**1,030**	**-**	**-**	**+401**
Entertainment	13.5%	11.6%	12.1%	12.4%	13.9%	14.2%	-	-	+2.6%
Video Production	2.0%	0.9%	1.5%	1.5%	4.2%	3.5%	-	-	+2.6%
Advertising Agency	(2.2%)	(2.5%)	(1.6%)	(0.4%)	(6.1%)	(5.7%)	-	-	(3.2%)
Logistics	13.8%	12.0%	11.0%	7.5%	8.7%	7.0%	-	-	(5.1%)
Other	(0.6%)	3.0%	3.1%	4.6%	3.7%	6.9%	-	-	+3.9%
Segment Profit Margin	**8.1%**	**6.6%**	**6.9%**	**6.8%**	**7.2%**	**8.0%**	**-**	**-**	+1.4%
Adjustments	(2.0%)	(2.9%)	(2.5%)	(2.4%)	(1.0%)	(2.1%)	-	-	+0.7%
Operating Profit Margin	**6.1%**	**3.7%**	**4.4%**	**4.4%**	**6.2%**	**5.9%**	**-**	**-**	**+2.1%**

Segment Information (Million Yen)	Cons.Act Q1 12/2025	Cons.Act Q2 12/2025	Cons.Act Q3 12/2025	Cons.Act Q4 12/2025	Cons.Act Q1 12/2026	Cons.Act Q2 12/2026	Cons.Act Q3 12/2026	Cons.Act Q4 12/2026	YoY Net Chg.
Entertainment	3,500	3,423	3,851	3,775	3,321	4,523	-	-	+1,100
Video Production	1,409	1,693	1,627	1,714	1,850	1,934	-	-	+240
Advertising Agency	1,277	1,709	1,828	1,731	1,239	772	-	-	(937)
Logistics	1,285	1,386	1,437	1,494	1,349	1,469	-	-	+82
Other	519	626	638	696	566	590	-	-	(35)
Revenue	**7,993**	**8,839**	**9,383**	**9,413**	**8,327**	**9,290**	**-**	**-**	**+450**
Entertainment	474	325	507	501	461	651	-	-	+325
Video Production	28	-	43	22	78	55	-	-	+55
Advertising Agency	(28)	(46)	(3)	53	(75)	(39)	-	-	+6
Logistics	177	144	129	(29)	117	78	-	-	(65)
Other	(3)	38	19	59	20	59	-	-	+21
Segment Profit	**648**	**461**	**696**	**607**	**602**	**805**	**-**	**-**	**+343**
Adjustments	(161)	(320)	(176)	(182)	(86)	(290)	-	-	+29
Operating Profit	**487**	**141**	**519**	**425**	**515**	**514**	**-**	**-**	**+373**
Entertainment	13.5%	9.5%	13.2%	13.3%	13.9%	14.4%	-	-	+4.9%
Video Production	2.0%	0.0%	2.7%	1.3%	4.2%	2.9%	-	-	+2.9%
Advertising Agency	(2.2%)	(2.7%)	(0.2%)	3.1%	(6.1%)	(5.1%)	-	-	(2.4%)
Logistics	13.8%	10.4%	9.0%	(1.9%)	8.7%	5.4%	-	-	(5.0%)
Other	(0.6%)	6.1%	3.1%	8.6%	3.7%	10.1%	-	-	+4.0%
Segment Profit Margin	**8.1%**	**5.2%**	**7.4%**	**6.5%**	**7.2%**	**8.7%**	**-**	**-**	+3.4%
Adjustments	(2.0%)	(3.6%)	(1.9%)	(1.9%)	(1.0%)	(3.1%)	-	-	+0.5%
Operating Profit Margin	**6.1%**	**1.6%**	**5.5%**	**4.5%**	**6.2%**	**5.5%**	**-**	**-**	**+3.9%**

Source: Company data; calculations by WRJ

Statement of Cash Flows (Cumulative / Quarterly)

Statement of Cash Flows (Million Yen)	Cons.Act Q1 12/2025	Cons.Act Q1 to Q2 12/2025	Cons.Act Q1 to Q3 12/2025	Cons.Act Q1 to Q4 12/2025	Cons.Act Q1 12/2026	Cons.Act Q1 to Q2 12/2026	Cons.Act Q1 to Q3 12/2026	Cons.Act Q1 to Q4 12/2026	YoY Net Chg.
Cash flows from operating activities	498	1,276	2,898	3,178	716	1,603	-	-	+326
Cash flows from investing activities	592	505	292	251	(225)	110	-	-	(394)
Cash flows from operating and investing activities	**1,090**	**1,781**	**3,190**	**3,430**	**490**	**1,713**	**-**	**-**	**(68)**
Cash flows from financing activities	(691)	(1,158)	(1,995)	(2,444)	(743)	(1,186)	-	-	(27)

Statement of Cash Flows (Million Yen)	Cons.Act Q1 12/2025	Cons.Act Q2 12/2025	Cons.Act Q3 12/2025	Cons.Act Q4 12/2025	Cons.Act Q1 12/2026	Cons.Act Q2 12/2026	Cons.Act Q3 12/2026	Cons.Act Q4 12/2026	YoY Net Chg.
Cash flows from operating activities	498	778	1,621	280	716	886	-	-	+108
Cash flows from investing activities	592	(87)	(212)	(40)	(225)	336	-	-	+423
Cash flows from operating and investing activities	**1,090**	**691**	**1,408**	**239**	**490**	**1,222**	**-**	**-**	**+531**
Cash flows from financing activities	(691)	(467)	(836)	(448)	(743)	(443)	-	-	+24

Source: Company data; calculations by WRJ

Statement of Financial Position (Quarterly)

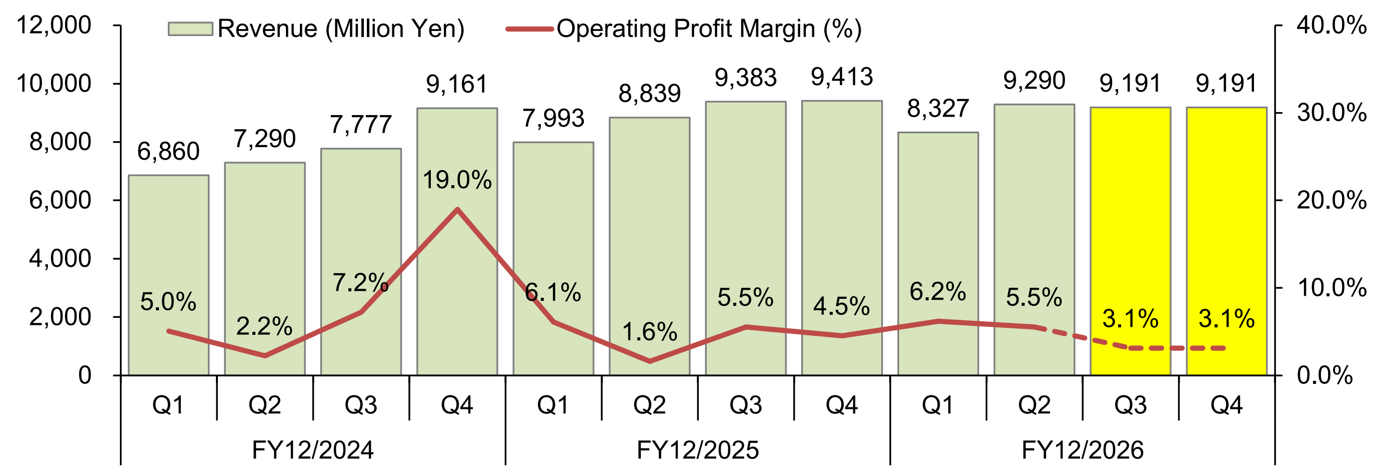
Statement of Financial Position (Million Yen)	Cons.Act Q1 12/2025	Cons.Act Q2 12/2025	Cons.Act Q3 12/2025	Cons.Act Q4 12/2025	Cons.Act Q1 12/2026	Cons.Act Q2 12/2026	Cons.Act Q3 12/2026	Cons.Act Q4 12/2026	YoY Net Chg.
Cash and cash equivalents	4,510	4,734	5,305	5,096	4,844	5,624	-	-	+890
Trade and other receivables	4,239	4,522	4,605	5,261	4,411	4,788	-	-	+265
Other financial assets	658	726	782	759	759	840	-	-	+114
Inventories	502	391	513	681	680	817	-	-	+425
Other	434	361	362	465	477	415	-	-	+53
Total current assets	**10,344**	**10,736**	**11,569**	**12,265**	**11,172**	**12,485**	**-**	**-**	**+1,748**
Property, plant and equipment	22,802	22,791	22,467	22,004	20,701	20,303	-	-	(2,487)
Goodwill	5,637	5,831	5,915	5,915	5,915	5,915	-	-	+83
Intangible assets	1,162	1,074	982	906	819	733	-	-	(340)
Investment property	3,206	3,184	3,212	3,190	3,236	3,214	-	-	+30
Investments accounted for using the equity method	8,068	7,795	7,941	8,275	8,544	8,431	-	-	+635
Other financial assets	1,767	1,974	2,009	1,907	2,066	1,994	-	-	+19
Other	367	342	372	364	356	339	-	-	(3)
Total non-current assets	**43,011**	**42,995**	**42,900**	**42,564**	**41,640**	**40,933**	**-**	**-**	**(2,062)**
Total assets	**53,356**	**53,732**	**54,470**	**54,830**	**52,813**	**53,418**	**-**	**-**	**(313)**
Trade and other payables	3,897	4,044	4,735	5,212	4,293	4,340	-	-	+295
Bonds and borrowings	1,198	1,246	1,184	1,281	1,374	1,504	-	-	+258
Other financial liabilities	1,860	1,824	1,859	1,913	1,796	1,748	-	-	(76)
Other	1,205	1,292	1,636	1,495	1,704	2,182	-	-	+890
Total current liabilities	**8,162**	**8,407**	**9,415**	**9,903**	**9,168**	**9,775**	**-**	**-**	**+1,368**
Bonds and borrowings	3,138	3,232	3,031	3,048	3,020	3,020	-	-	(211)
Other financial liabilities	18,170	18,163	17,599	17,198	15,940	15,637	-	-	(2,525)
Other	1,848	1,882	2,028	1,929	1,822	1,867	-	-	(14)
Total non-current liabilities	**23,157**	**23,277**	**22,659**	**22,176**	**20,782**	**20,526**	**-**	**-**	**(2,751)**
Total liabilities	**31,319**	**31,685**	**32,075**	**32,079**	**29,950**	**30,302**	**-**	**-**	**(1,382)**
Total equity attributable to owners of parent	**22,040**	**22,027**	**22,319**	**22,603**	**22,733**	**22,938**	**-**	**-**	**+910**
Non-controlling interests	(3)	19	76	147	129	178	-	-	+158
Total equity	**22,036**	**22,047**	**22,395**	**22,750**	**22,862**	**23,116**	**-**	**-**	**+1,069**
Total liabilities and equity	**53,356**	**53,732**	**54,470**	**54,830**	**52,813**	**53,418**	**-**	**-**	**(313)**
Equity attributable to owners of parent	22,040	22,027	22,319	22,603	22,733	22,938	-	-	+910
Interest-bearing debt	4,336	4,478	4,216	4,330	4,394	4,525	-	-	+46
Net debt	(173)	(255)	(1,089)	(766)	(450)	(1,098)	-	-	(843)
Equity ratio	41.3%	41.0%	41.0%	41.2%	43.0%	42.9%	-	-	-
Net debt-to-equity ratio	(0.8%)	(1.2%)	(4.9%)	(3.4%)	(2.0%)	(4.8%)	-	-	-
ROE (12 months)	11.7%	10.9%	10.2%	3.9%	3.9%	4.9%	-	-	-
ROA (12 months)	6.5%	6.0%	5.5%	1.9%	2.1%	2.8%	-	-	-
Days for inventory turnover	7	5	6	8	9	10	-	-	-
Quick ratio	107%	110%	105%	105%	101%	107%	-	-	-
Current ratio	127%	128%	123%	124%	122%	128%	-	-	-

Source: Company data; calculations by WRJ

Company Forecast for FY12/2026

The initial Company forecast for FY12/2026, announced on 13 February 2026, remains unchanged, calling for revenue of ¥36,000m (up 1.0% YoY), operating profit of ¥1,600m (up 1.7%) and profit attributable to owners of parent of ¥1,000m (up 16.6%), representing revenue and profit growth. An operating profit margin of 4.4% (up 0.0% point) is also projected. The planned annual dividend for FY12/2026 also remains unchanged at ¥11.00 per share (yearend only; payout ratio of 20.7%). This represents a planned increase of ¥1.00 per share compared with ¥10.00 per share (yearend only; payout ratio of 21.9%) for FY12/2025.

Revenue and Operating Profit Margin



Source: Company data; calculations by WRJ (Q3 and Q4 FY12/2026: the Company forecast for H2, evenly allocated)

As noted earlier, Q1 to Q2 (January–June) results represented 48.9% of the full-year Company forecast for revenue and 64.4% for operating profit, suggesting particularly strong progress in terms of earnings. The Company has maintained its full-year forecast and aims to achieve it by steadily executing the projects scheduled for H2 (July–December). Regarding shareholder returns, the Company has indicated that it intends to actively consider a further dividend increase in light of its performance, while remaining mindful of a progressive dividend approach.

Company Forecast for FY12/2026 and Actual Results

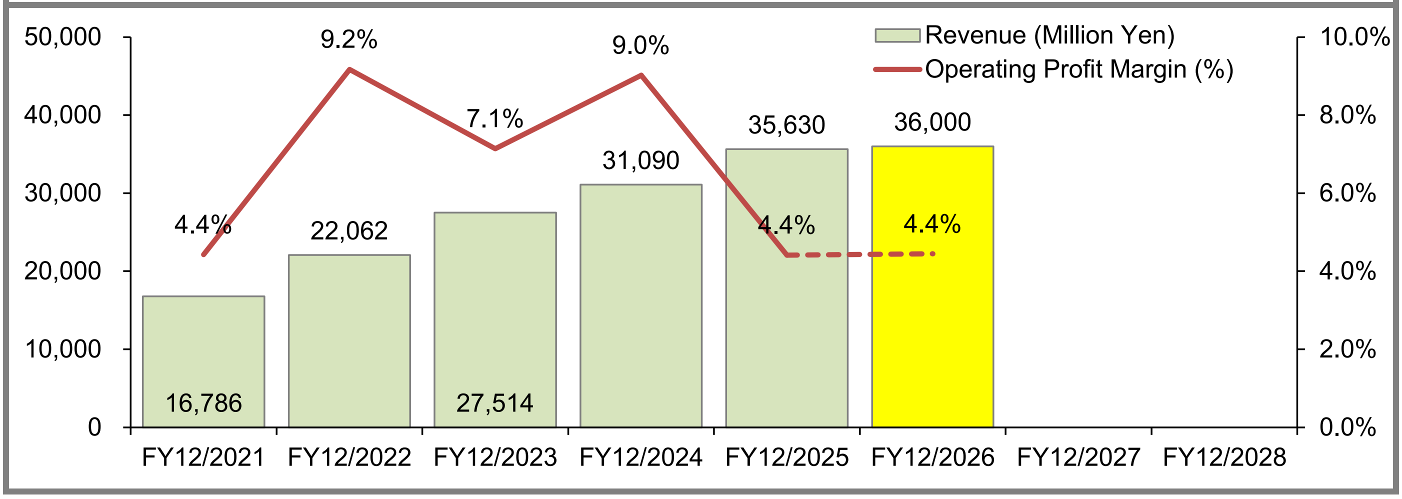
Cons. Fiscal Year (IFRS) (Million Yen)	Date	Event	Revenue	Operating profit	Profit before tax	Profit attributable to owners of parent
FY12/2026CoE	13-Feb-26	Q4 Results	36,000	1,600	-	1,000
FY12/2026CoE	14-May-26	Q1 Results	36,000	1,600	-	1,000
FY12/2026CoE	07-Aug-26	Q2 Results	36,000	1,600	-	1,000
		Amount of Gap	0	0	-	0
		Rate of Gap	0.0%	0.0%	-	0.0%
FY12/2026CoE	13-Feb-26	Q4 Results	36,000	1,600	-	1,000
FY12/2026CoE	07-Aug-26	Q2 Results	36,000	1,600	-	1,000
		Amount of Gap	0	0	-	0
		Rate of Gap	0.0%	0.0%	-	0.0%
Cons. Half Year (IFRS) (Million Yen)	**Date**	**Event**	**Revenue**	**Operating profit**	**Profit before tax**	**Profit attributable to owners of parent**
Q1 to Q2 FY12/2026CoE	13-Feb-26	Q4 Results	-	-	-	-
Q1 to Q2 FY12/2026CoE	14-May-26	Q1 Results	-	-	-	-
Q1 to Q2 FY12/2026Act	07-Aug-26	Q2 Results	17,617	1,030	787	520
		Amount of Gap	-	-	-	-
		Rate of Gap	-	-	-	-
Q1 to Q2 FY12/2026CoE	13-Feb-26	Q4 Results	-	-	-	-
Q1 to Q2 FY12/2026Act	07-Aug-26	Q2 Results	17,617	1,030	787	520
		Amount of Gap	-	-	-	-
		Rate of Gap	-	-	-	-
Cons. Half Year (IFRS)	**Date**	**Event**	**Revenue**	**Operating profit**	**Profit before tax**	**Profit attributable to owners of parent**
Q3 to Q4 FY12/2026CoE	13-Feb-26	Q4 Results	-	-	-	-
Q3 to Q4 FY12/2026CoE	14-May-26	Q1 Results	-	-	-	-
Q3 to Q4 FY12/2026CoE	07-Aug-26	Q2 Results	18,382	569	-	479
		Amount of Gap	-	-	-	-
		Rate of Gap	-	-	-	-
Q3 to Q4 FY12/2026CoE	13-Feb-26	Q4 Results	-	-	-	-
Q3 to Q4 FY12/2026CoE	07-Aug-26	Q2 Results	18,382	569	-	479
		Amount of Gap	-	-	-	-
		Rate of Gap	-	-	-	-

Source: Company data; calculations by WRJ

Medium- to Long-Term Earnings Outlook

In considering the Company's medium- to long-term earnings power, it is important first to recognize that it is rebuilding its underlying earnings power after substantial short-term fluctuations. From FY12/2024 to FY12/2025, headline profit levels fluctuated significantly due to one-off factors associated with M&A transactions. For FY12/2024, the Company recorded an impairment loss of ¥909m related to goodwill and associated assets arising from an M&A transaction in Entertainment Business, as well as a gain on negative goodwill of ¥2,551m from an M&A transaction in Logistics Business. The latter transaction also led to substantial increases in right-of-use assets and lease liabilities, resulting in interest expenses on lease liabilities being recorded as financial expenses from FY12/2025 onward. Historical performance therefore includes fluctuations that cannot be explained solely by the underlying earnings power of each business.

Revenue and Operating Profit Margin



Source: Company data; calculations by WRJ

Following these substantial short-term fluctuations, the Company has entered a renewed growth phase, with FY12/2025 as the starting point. From FY12/2025 to FY12/2026, the effects of factors that caused significant fluctuations in profit levels have largely run their course. These include one-off impairment losses and gains on negative goodwill, as well as the year-on-year impact of the new recognition of interest expenses on lease liabilities. The Company is therefore moving into a phase in which the underlying earnings power of each business is reflected more directly in its performance. For Q1 to Q2 (January–June) FY12/2026, the Company achieved revenue and profit growth, with particularly strong progress toward its full-year forecast in terms of earnings. The core Entertainment Business drove profit growth, while profitability also improved in Video Production Business and Other Business. Although challenges remain in Advertising Agency Business and Logistics Business, the Company appears to be rebuilding its earnings.

Against this backdrop of a rebuilding earnings base, the Company has set “Dramatic Expansion & Development” as its KeyHolder Group outlook for FY12/2026. According to the Company, it plans to focus on creating new IP through active relationships with companies in other industries and sectors, while strengthening and developing its existing IP, developing and acquiring proprietary IP and making effective use of its cash position. In parallel with these growth initiatives, it intends to strengthen the earnings structure of its existing businesses by streamlining unprofitable projects. Accordingly, with one-off factors and the effects on year-on-year comparisons having largely run their course and underlying earnings power being reflected more directly in performance, the Company can be regarded as being at a stage of further strengthening its earnings base and creating new sources of earnings.

At the core of this strategy are initiatives to further enhance the earnings power of existing IP. Centered on Nogizaka46, Entertainment Business has a portfolio of IP and multiple earnings opportunities spanning SKE48, Novelbright, actors and talent, and digital content. Nogizaka46, in particular, has multiple monetization opportunities encompassing live performances and events, merchandise sales and fan clubs, while equity-method investment profit from Nogizaka46 LLC also contributes to the Company’s earnings. For Q1 to Q2 (January–June) FY12/2026, an increase in the number of performances drove a year-on-year increase of approximately 115,000 in attendance, while exclusive projects for fan club members also contributed to revenue growth. In light of these results, there appears to be scope to expand the earnings opportunities available from each existing IP by increasing performance opportunities and diversifying fan touchpoints, rather than simply continuing existing activities.

Meanwhile, earnings trends vary across existing IP. Profitability at SKE48 deteriorated due to sluggish CD sales and a temporary reduction in the number of theater performances in preparation for its transition to a new organizational structure. By contrast, Novelbright recorded strong ticket and merchandise sales for its arena tour. In addition to strengthening existing IP, the Company is broadening its IP portfolio by acquiring and developing new talent and artists through initiatives including the addition of AOI Corporation, Inc., a wholly owned subsidiary, to the Group and newcomer discovery auditions.

Digital Content also helps expand earnings opportunities from existing IP. By continuing to operate game apps such as “NOGIKOI,” “HINAKOI” and “SAKUKOI” while organizing related real-world events, the Company extends digital fan touchpoints to in-person events. Profitability has recently improved through factors including a review of development costs for new content and the strong performance of real-world events. Alongside the continued operation of existing titles and the expansion of fan touchpoints and monetization opportunities, appropriate control of development costs will be important in expanding earnings opportunities from existing IP.

The potential for renewed growth is not limited to Entertainment Business. With traditional television program production as its earnings base, Video Production Business is expanding into dramas and films, personnel dispatch, distribution and overseas projects. In distribution operations under "KeyHolder Pictures," the first title was screened at more theaters and attracted more viewers than initially expected. Meanwhile, overseas projects continue to face contract-related and other delays, as well as the impact of upfront costs. Accordingly, a key consideration for medium- to long-term earnings opportunities will be whether the Company can maintain and expand its earnings base in existing program production while developing new areas, including distribution and overseas projects, into recurring sources of earnings.

In parallel with creating new sources of earnings, the Company is also working to improve the earnings structure of its existing businesses. In Advertising Agency Business, it is streamlining unprofitable projects following the organizational restructuring effective 1 April 2026. The Digital Advertising division is also reshuffling its client portfolio, strengthening its sales organization and implementing cost controls. Although the Company reports that the benefits of these initiatives have begun to emerge in some areas, the business continues to record a segment loss. Whether these initiatives lead to sustained improvements in earnings will therefore be a key consideration. In Logistics Business, future measures include reducing dependence on specific clients, expanding sales channels, advancing automation and IT utilization, reviewing costs and utilizing vacant warehouse space. There is therefore scope to strengthen the earnings base by improving utilization rates at existing facilities and the client mix.

In addition to strengthening existing IP and businesses, the Company has positioned collaboration with external companies and the development of fully proprietary IP as longer-term growth opportunities. Options for future collaboration include partnerships with financial institutions and funds, utilization of big data accumulated on its fan club platform, and alliances with major entertainment companies and talent agencies. The Company has indicated a phased approach in which it seeks to strengthen, develop and "maximize" its existing businesses and IP through the introduction of new technologies, the acquisition of creative talent and the reinforcement of promotional capabilities, with the longer-term aim of developing fully proprietary IP for which it holds the rights itself. By holding the rights itself, the Company aims to establish multiple monetization opportunities, with the development of sister groups and global auditions also presented as future options. However, these remain future strategic measures and options at the discussion and consideration stage. Specific projects and the timing and scale of earnings contributions remain unclear.

To date, the Company has built a range of functions within the Group to plan, develop, deploy and monetize IP, including artist and talent management, live performances and events, video production, digital content, and advertising and promotion. If plans for fully proprietary IP take shape, the Company is expected to utilize these functions across the Group, linking the planning and development of new IP with promotion and monetization across multiple businesses. Whether the Company can advance from expanding earnings opportunities from existing IP to creating IP for which it holds the rights itself will be important in assessing changes in its medium- to long-term earnings structure.

From a financial perspective, cash and cash equivalents stood at ¥5,624m as of the end of June 2026. In explaining its medium- to long-term strategy, the Company has indicated that approximately ¥12,000m could be available for use if, in addition to its own cash, 50% of the cash and deposits held by its equity-method affiliate Nogizaka46 LLC were assumed to be available in the future. This does not mean that the Company currently holds approximately ¥12,000m in cash and deposits. The Company is considering options for funding future IP development and the strengthening of its businesses, including its own funds and collaboration with external strategic partners. Accordingly, how it directs earnings and management resources generated by existing businesses toward subsequent growth opportunities will also be important in assessing its medium- to long-term earnings power.

Taken together, these developments suggest that, following substantial short-term fluctuations, the Company has entered a renewed growth phase in which the underlying earnings power of each business is reflected more directly in performance. At the same time, it aims to further enhance the earnings power of existing IP and businesses and create new sources of earnings through external collaboration and the development of fully proprietary IP. Many initiatives remain at the discussion and consideration stage, and the timing and scale of their specific earnings contributions remain unclear. The central consideration in assessing the Company's medium- to long-term earnings power will be how far it can build on renewed growth in its existing businesses to develop new sources of earnings in stages.

5.0 Financial Statements

Statement of Profit or Loss

Statement of Profit or Loss (Million Yen)	Cons.Act FY 12/2021	Cons.Act FY 12/2022	Cons.Act FY 12/2023	Cons.Act FY 12/2024	Cons.Act FY 12/2025	Cons.CoE FY 12/2026	YoY Net Chg.
Revenue	**16,786**	**22,062**	**27,514**	**31,090**	**35,630**	**36,000**	**+369**
Cost of revenue	13,087	17,820	22,957	25,962	29,299	-	-
Gross profit	3,699	4,241	4,556	5,128	6,330	-	-
SG&A expenses	3,943	3,658	3,855	5,014	5,663	-	-
Equity-method investment profit	852	1,340	1,337	947	789	-	-
Other income and expenses (net)	135	101	(73)	1,744	116	-	-
Operating profit	**743**	**2,024**	**1,965**	**2,805**	**1,573**	**1,600**	**+26**
Financial income and costs (net)	(53)	150	(63)	(175)	(514)	-	-
Profit before tax	**689**	**2,175**	**1,901**	**2,629**	**1,058**	**-**	**-**
Income tax expenses	314	317	(182)	359	59	-	-
Profit	**375**	**1,857**	**2,084**	**2,270**	**999**	**-**	**-**
Profit attributable to owners of parent	461	1,877	2,114	2,500	857	1,000	+142
Profit attributable to non-controlling interests	(86)	(19)	(30)	(230)	141	-	-
Profit attributable to owners of parent	**461**	**1,877**	**2,114**	**2,500**	**857**	**1,000**	**+142**
Revenue YoY	+56.9%	+31.4%	+24.7%	+13.0%	+14.6%	+1.0%	-
Operating profit YoY	(53.7%)	+172.5%	(2.9%)	+42.7%	(43.9%)	+1.7%	-
Profit before tax YoY	(30.8%)	+215.6%	(12.6%)	+38.3%	(59.8%)	-	-
Profit YoY	(66.4%)	+395.1%	+12.2%	+8.9%	(56.0%)	-	-
Profit attributable to owners of parent YoY	(64.2%)	+306.9%	+12.6%	+18.3%	(65.7%)	+16.6%	-
Gross profit margin	22.0%	19.2%	16.6%	16.5%	17.8%	-	-
SG&A ratio	23.5%	16.6%	14.0%	16.1%	15.9%	-	-
Operating profit margin	4.4%	9.2%	7.1%	9.0%	4.4%	4.4%	+0.0%
Profit before tax margin	4.1%	9.9%	6.9%	8.5%	3.0%	-	-
Profit margin	2.2%	8.4%	7.6%	7.3%	2.8%	-	-
Profit attributable to owners of parent margin	2.7%	8.5%	7.7%	8.0%	2.4%	2.8%	+0.4%
Corporate tax rate	45.6%	14.6%	(9.6%)	13.7%	5.6%	-	-

Source: Company data; calculations by WRJ

Segment Information

Segment Information (Million Yen)	Cons.Act FY 12/2021	Cons.Act FY 12/2022	Cons.Act FY 12/2023	Cons.Act FY 12/2024	Cons.Act FY 12/2025	Cons.CoE FY 12/2026	YoY Net Chg.
Entertainment	10,096	10,541	11,318	14,383	14,550	-	-
Video Production	4,421	5,321	6,719	6,738	6,445	-	-
Advertising Agency	1,895	5,897	9,371	7,919	6,547	-	-
Logistics	-	-	-	1,290	5,605	-	-
Other	372	300	104	758	2,480	-	-
Revenue	**16,786**	**22,062**	**27,514**	**31,090**	**35,630**	**36,000**	**+369**
Entertainment	1,138	2,205	2,125	589	1,808	-	-
Video Production	129	312	190	154	94	-	-
Advertising Agency	207	29	279	174	(25)	-	-
Logistics	-	-	-	2,689	421	-	-
Other	(45)	68	18	90	114	-	-
Segment Profit	**1,430**	**2,616**	**2,613**	**3,697**	**2,414**	**-**	**-**
Adjustments	(687)	(591)	(647)	(892)	(841)	-	-
Operating Profit	**743**	**2,024**	**1,965**	**2,805**	**1,573**	**1,600**	**+26**
Entertainment	11.3%	20.9%	18.8%	4.1%	12.4%	-	-
Video Production	2.9%	5.9%	2.8%	2.3%	1.5%	-	-
Advertising Agency	11.0%	0.5%	3.0%	2.2%	(0.4%)	-	-
Logistics	-	-	-	208.5%	7.5%	-	-
Other	(12.2%)	22.9%	17.9%	11.9%	4.6%	-	-
Segment Profit Margin	**8.5%**	**11.9%**	**9.5%**	**11.9%**	**6.8%**	**-**	**-**
Adjustments	(4.1%)	(2.7%)	(2.4%)	(2.9%)	(2.4%)	-	-
Operating Profit Margin	**4.4%**	**9.2%**	**7.1%**	**9.0%**	**4.4%**	**4.4%**	**+0.0%**

Source: Company data; calculations by WRJ

Statement of Financial Position

Statement of Financial Position (Million Yen)	Cons.Act FY 12/2021	Cons.Act FY 12/2022	Cons.Act FY 12/2023	Cons.Act FY 12/2024	Cons.Act FY 12/2025	Cons.CoE FY 12/2026	YoY Net Chg.
Cash and cash equivalents	3,607	4,538	5,084	4,110	5,096	-	-
Trade and other receivables	5,284	3,506	3,651	4,636	5,261	-	-
Other financial assets	377	956	987	688	759	-	-
Inventories	376	449	386	543	681	-	-
Other	210	145	231	442	465	-	-
Total current assets	**9,857**	**9,597**	**10,340**	**10,420**	**12,265**	**-**	**-**
Property, plant and equipment	1,633	1,152	937	23,226	22,004	-	-
Goodwill	5,237	5,215	5,218	5,637	5,915	-	-
Intangible assets	1,922	1,959	1,571	1,251	906	-	-
Investment property	1,382	954	934	3,300	3,190	-	-
Investments accounted for using the equity method	5,157	6,495	7,042	7,785	8,275	-	-
Other financial assets	2,481	799	699	2,287	1,907	-	-
Other	29	248	469	365	364	-	-
Total non-current assets	**17,842**	**16,824**	**16,874**	**43,853**	**42,564**	**-**	**-**
Total assets	**27,700**	**26,422**	**27,215**	**54,274**	**54,830**	**-**	**-**
Trade and other payables	3,249	3,077	3,195	4,576	5,212	-	-
Bonds and borrowings	1,381	845	881	1,205	1,281	-	-
Other financial liabilities	1,720	581	642	1,854	1,913	-	-
Other	969	864	737	1,175	1,495	-	-
Total current liabilities	**7,321**	**5,369**	**5,458**	**8,812**	**9,903**	**-**	**-**
Bonds and borrowings	1,749	1,148	1,081	3,123	3,048	-	-
Other financial liabilities	1,205	1,082	690	18,556	17,198	-	-
Other	1,030	826	465	1,842	1,929	-	-
Total non-current liabilities	**3,985**	**3,058**	**2,237**	**23,522**	**22,176**	**-**	**-**
Total liabilities	**11,306**	**8,427**	**7,695**	**32,334**	**32,079**	**-**	**-**
Total equity attributable to owners of parent	**16,769**	**18,389**	**19,957**	**21,933**	**22,603**	**-**	**-**
Non-controlling interests	(375)	(395)	(437)	6	147	-	-
Total equity	**16,393**	**17,994**	**19,519**	**21,939**	**22,750**	**-**	**-**
Total liabilities and equity	**27,700**	**26,422**	**27,215**	**54,274**	**54,830**	**-**	**-**
Equity attributable to owners of parent	16,769	18,389	19,957	21,933	22,603	-	-
Interest-bearing debt	3,130	1,994	1,963	4,329	4,330	-	-
Net debt	(476)	(2,544)	(3,121)	218	(766)	-	-
Equity ratio	60.5%	69.6%	73.3%	40.4%	41.2%	-	-
Net debt-to-equity ratio	(2.8%)	(13.8%)	(15.6%)	1.0%	(3.4%)	-	-
ROE (12 months)	3.0%	10.7%	11.0%	11.9%	3.9%	-	-
ROA (12 months)	2.4%	8.0%	7.1%	6.5%	1.9%	-	-
Days for inventory turnover	11	9	6	8	8	-	-
Quick ratio	121%	150%	160%	99%	105%	-	-
Current ratio	135%	179%	189%	118%	124%	-	-

Source: Company data; calculations by WRJ

Statement of Cash Flows

Statement of Cash Flows (Million Yen)	Cons.Act FY 12/2021	Cons.Act FY 12/2022	Cons.Act FY 12/2023	Cons.Act FY 12/2024	Cons.Act FY 12/2025	Cons.CoE FY 12/2026	YoY Net Chg.
Cash flows from operating activities	676	1,649	1,072	2,349	3,178	-	-
Cash flows from investing activities	57	1,523	665	(3,904)	251	-	-
Cash flows from operating and investing activities	**734**	**3,172**	**1,738**	**(1,555)**	**3,430**	**-**	**-**
Cash flows from financing activities	(521)	(2,241)	(1,192)	582	(2,444)	-	-

Source: Company data; calculations by WRJ

Per Share Data

Per Share Data (Before Adjustments for Split) (Yen)	Cons.Act FY 12/2021	Cons.Act FY 12/2022	Cons.Act FY 12/2023	Cons.Act FY 12/2024	Cons.Act FY 12/2025	Cons.CoE FY 12/2026	YoY Net Chg.
No. of Shares FY End (thousand shares)	18,962	18,967	18,967	18,967	18,967	-	-
Net Profit / EPS (thousand Shares)	17,392	18,822	18,688	18,803	18,819	-	-
Treasury Shares FY End (thousand shares)	27	131	492	148	149	-	-
Basic Earnings per Share	26.53	99.75	113.17	133.01	45.56	53.14	-
Diluted Earnings per Share	26.53	99.75	113.17	133.01	45.56	-	-
Book Value per Share	885.61	976.29	1,080.22	1,165.46	1,201.11	-	-
Dividend per Share	10.00	10.00	20.00	10.00	10.00	11.00	-
Per Share Data (After Adjustments for Split) (Yen)	**Cons.Act FY 12/2021**	**Cons.Act FY 12/2022**	**Cons.Act FY 12/2023**	**Cons.Act FY 12/2024**	**Cons.Act FY 12/2025**	**Cons.CoE FY 12/2026**	**YoY Net Chg.**
Share Split Factor	1	1	1	1	1	1	-
Basic Earnings per Share	26.53	99.75	113.17	133.01	45.56	53.14	-
Book Value per Share	885.61	976.29	1,080.22	1,165.46	1,201.11	-	-
Dividend per Share	10.00	10.00	20.00	10.00	10.00	11.00	-
Payout Ratio	37.7%	10.0%	17.7%	7.5%	21.9%	20.7%	-

Source: Company data; calculations by WRJ

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