

### Consolidated Financial Results for the Fiscal Year Ended December 31, 2024 [Japanese GAAP]

February 12, 2025

Company name Sun\* Inc.

Stock Exchange listing Tokyo

Code 4053 URL http://sun-asterisk.com/

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Contact (Title) **CFO** (Name) Yuya Fukutomi TEL 03 (6419) 7655

Scheduled date of annual general meeting of shareholders: March 27, 2025

Scheduled date for filing the annual report: March 28, 2025 Scheduled date for commencement of dividend payment: -

Availability of supplementary briefing material on annual financial results: Yes

Holding of financial result presentation: Yes (For institutional investors and analysts,)

(Amounts less than one million yen are rounded down)

1. Consolidated Financial Results for the Fiscal Year Ended December 31, 2024 (January 1, 2024 – December 31, 2024)

(1) Consolidated Operating Results (Accumulated)

(% indicates changes from the previous corresponding period)

|                   | Net sal        | les  | Operating income Ordinary income |        | Net income<br>attributable to<br>shareholders of pare<br>company |        |                |        |
|-------------------|----------------|------|----------------------------------|--------|--|--------|----------------|--------|
| Fiscal Year ended | million<br>yen | %    | million<br>ven                   | %      | million<br>ven   | %      | million<br>yen | %      |
| December 31, 2024 | 13,568         | 8.4  | 1,444                            | (18.6) | 1,454  | (36.2) | 1,023          | (34.8) |
| December 31, 2023 | 12.516         | 16.5 | 1,775                            | 96.8   | 2,279  | 99.2   | 1.569          | 90.4   |

(Note) Comprehensive

income:

Fiscal Year ended December 31, 2024:

1,288

million yen

(26.5%)

Fiscal Year ended December 31, 2023:

1,752 million yen 54.7%

|                   | Net income per share | Net income per share (diluted) | Return on equity | Ordinary income to total shares | Operating income to net sales |
|-------------------|----------------------|--------------------------------|------------------|---------------------------------|-------------------------------|
| Fiscal Year ended | yen                  | yen                            | %                | %                               | %                             |
| December 31, 2024 | 26.87                | 25.41                          | 10.3             | 11.3                            | 10.6                          |
| December 31, 2023 | 41.25                | 38.83                          | 18.2             | 21.2                            | 14.2                          |

(2) Consolidated Financial Position

| (2) Consolitation 1 distribution |              |             |              |                      |  |  |  |
|----------------------------------|--------------|-------------|--------------|----------------------|--|--|--|
|                                  | Total assets | Net assets  | Equity ratio | Net assets per share |  |  |  |
|                                  | million yen  | million yen | %            | yen                  |  |  |  |
| As of December 31, 2024          | 13,976       | 10,294      | 73.6         | 273.43               |  |  |  |
| As of December 31, 2023          | 11,859       | 9,499       | 80.1         | 249.48               |  |  |  |

(Reference) Shareholders' Equity

As of December 31, 2024

10,293

million yen

As of December 31, 2023

9,498

million yen

# (3) Consolidated Cash Flows

| (5) Consolidated Cash I lows |                                     |                                     |                                     |   |  |  |  |
|------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---|--|--|--|
|                              | Cash flow from operating activities | Cash flow from investing activities | Cash flow from financing activities | Cash and cash equivalents at the end of fiscal year |  |  |  |
|                              | million yen                         | million yen                         | million yen                         | million yen   |  |  |  |
| As of December 31, 2024      | 1,010                               | (260)                               | 720                                 | 6,217   |  |  |  |
| As of December 31, 2023      | 1,883                               | (326)                               | (224)                               | 4,633   |  |  |  |

### 2. Cash Dividends

|  |        | Cash dividends per share for the Fiscal Year (yen) |        |          |       |  |  |  |
|--|--------|--|--------|----------|-------|--|--|--|
|  | 1Q-end | 2Q-end   | 3Q-end | Year-end | Total |  |  |  |
|  | yen    | yen  | yen    | yen      | yen   |  |  |  |
| Year ending December 31, 2023            | _      | 0.00   | _      | 0.00     | 0.00  |  |  |  |
| Year ending December 31, 2024            | _      | 0.00   | _      | 0.00     | 0.00  |  |  |  |
| Year ending December 31, 2025 (forecast) | _      | 0.00   | _      | 0.00     | 0.00  |  |  |  |

3. Consolidated Financial Forecast for the Fiscal Year Ending December 31, 2024 (January 1, 2024 - December 31, 2024) (% indicates changes from the previous corresponding period.)

|        | Net sa         | les  | Operating income |     | Ordinary income |      | Net income<br>attributable to<br>shareholders of parent<br>company |      | Net income per share |
|--------|----------------|------|------------------|-----|-----------------|------|--|------|----------------------|
|        | million<br>yen | %    | million<br>yen   | %   | million<br>yen  | %    | million<br>yen   | %    | yen                  |
| FY2024 | 15,351         | 13.1 | 1,504            | 4.2 | 1,605           | 10.3 | 1,288  | 25.9 | 33.85                |

(Note) Since the Company manages its operations on an annual basis, the consolidated financial forecast for the second quarter (accumulated) is omitted. For details, please refer to "1. Qualitative Information on Consolidated Financial Results,

(4) Explanation of Consolidated Earnings Forecasts and Other Forward-looking Statements" on page 3 of the attached materials.

#### ※ Notes

(1) Significant changes in subsidiaries during the current fiscal year

(Changes in specified subsidiaries due to changes in the scope of consolidation): None

- (2) Changes in accounting policies, changes in accounting estimates, revisions, and restatements
  - (1) Changes in accounting policies due to revision of accounting standards, etc.: None
  - 2 Changes in accounting policies other than ①: None
  - (3) Change of accounting estimates: None
  - 4) Restatement: None
- (3) Number of shares outstanding (common shares)

(1) Number of shares outstanding at the end of the period (including treasury shares)

| - Transcer of Shares outstanding  | g at the ona or the | period (me | rading treasury shares,    |            |         |  |  |
|---|---------------------|------------|----------------------------|------------|---------|--|--|
| Fiscal Year ended December 2024   | 38,413,660          | shares     | As of December 31, 2023    | 38,075,500 | shares  |  |  |
| 2 Number of treasury shares at the end of the period                            |                     |            |                            |            |         |  |  |
| Fiscal Year ended December  | 766.532             | shares     | As of December 31, 2023    | 132        | shares  |  |  |
| 2024  | 700,332             | Silares    | As of December 31, 2023    | 132        | Sitates |  |  |
| 3 Average number of shares during the period (Cumulative total for the quarter) |                     |            |                            |            |         |  |  |
| Fiscal Year ended December  | 38,079,330          | shares     | Fiscal Year ended December | 38,038,650 | shares  |  |  |
| 2024  | 30,079,330          | Shales     | 2023                       | 30,030,030 | snares  |  |  |

(Reference) Overview of Non-consolidated Financial Results

- 1. Non-consolidated Financial Results for the Fiscal Year Ended December 31, 2024 (January 1, 2024 December 31, 2024)
- (1) Non-consolidated Operating Results (Accumulated)

(% indicates changes from the previous corresponding period)

|                   |         |      | (,,              |        | manges mom      |        |  | <u> </u> |
|-------------------|---------|------|------------------|--------|-----------------|--------|--|----------|
|                   | Net sal | les  | Operating income |        | Ordinary income |        | Net inco<br>attributab<br>shareholders | ole to   |
|                   |         |      |                  |        |                 |        | company                                |          |
| Fiscal Year ended | million | %    | million          | %      | million         | %      | million                                | %        |
|                   | yen     | 70   | yen              | 70     | yen             | 70     | yen                                    | 70       |
| December 31, 2024 | 10,810  | 11.9 | 513              | (22.6) | 509             | (16.6) | 358                                    | 33.2     |
| December 31, 2023 | 9,657   | 22.2 | 663              | 149.1  | 611             | 181.4  | 269                                    | 202.4    |

|                   | Net income per share | Net income per share (diluted) |
|-------------------|----------------------|--------------------------------|
| Fiscal Year ended | yen                  | yen                            |
| December 31, 2024 | 9.43                 | 8.91                           |
| December 31, 2023 | 7.08                 | 6.67                           |

(2) Non-consolidated Financial Position

|                         | Total assets | Net assets  | Equity ratio | Net assets per share |
|-------------------------|--------------|-------------|--------------|----------------------|
|                         | million yen  | million yen | %            | yen                  |
| As of December 31, 2024 | 7,760        | 4,300       | 55.4         | 114.23               |
| As of December 31, 2023 | 6,456        | 4,424       | 68.5         | 116.20               |

(Reference) Shareholders' Equity As of December 31, 2024 4,300 million yen As of December 31, 2023 4,424 million yen

※ Information about the proper usage of forecast financial results, and other special instructions The forward-looking statements, including business forecasts, contained in this document are based on information currently available to the Company and certain assumptions deemed reasonable, and are not intended as a promise by the Company that they will be achieved. Actual results may differ materially due to a variety of factors. Please refer to "1. Qualitative Information on Consolidated Financial Results, (4) Explanation of Consolidated Earnings Forecasts and Other Forwardlooking Statements" on page 3 of the attached materials for the conditions that form the assumptions for earnings forecasts and cautions concerning the use of earnings forecast.

<sup>\*</sup> The report is not subject to annual audit by certified public accountants or audit firms.

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### 1. Qualitative Information on the Consolidated Financial Results for This Interim

#### (1) Explanation of Consolidated Financial Results

Overview of business performance for the current fiscal year During this consolidated fiscal year, the Japanese economy is recovering gradually thanks to the effects of various policies and an improving employment and income environment. On the other hand, the economic outlook both at home and abroad remains uncertain due to fluctuations in global financial and capital markets.

In this business environment, in order to provide the services necessary to meet the challenges facing our customers, our group has developed two service lines within the single segment of the "Digital Creative Studio Business": "Creative & Engineering," which creates digital products together with customers, and "Talent Platform," which discovers and develops the talent necessary to create digital products and provides them to customers. We are working to increase the number of customers and the average customer value as our priority issue.

In the "Creative & Engineering," due to continued, stable, and solid orders from existing clients and a continuing increase in new clients, the number of stock-type clients was 131 companies, average monthly customer sales was 5,389,000 yen, and sales revenue was 11,586 million yen (up 6.9% year on year). In the "Talent Platform," sales revenue was 1,981 million yen (up 18.2% year on year).

As a result, in this consolidated fiscal year, sales were 13,568 million yen (up 8.4% year on year), gross profit was 6,965 million yen (up 6.4%), operating profit was 1,444 million yen (down 18.6%), ordinary profit was 1,454 million yen (down 36.2%), and net profit attributable to owners of parent was 1,023 million yen (down 34.8%).

Segment information is omitted because Group operates in a single segment – i.e., Digital Creative Studio Business.

### (2) Explanation of Consolidated Financial Position

#### (Assets)

Current assets at the end of this consolidated fiscal year were 12,235 million yen, up 2,187 million yen from the end of the previous consolidated fiscal year. This was mainly due to an increase of 1,847 million yen in cash and deposits due to an increase in sales in the "Creative & Engineering", and an increase of 248 million yen in accounts receivable due to an increase in sales in the "Creative & Engineering".

Fixed assets were 1,741 million yen, a decrease of 70 million yen compared to the end of the previous consolidated fiscal year. This was mainly due to a decrease of 154 million yen in other investments As a result, total assets at the end of this consolidated fiscal year were 13,976 million yen, an increase of 2,117 million yen compared to the end of the previous consolidated fiscal year.

### (Liabilities)

Current liabilities at the end of this consolidated fiscal year were 3,268 million yen, up 1,233 million yen from the end of the previous consolidated fiscal year. This was mainly due to an increase of 1,250 million yen in short-term borrowings due to borrowing execution.

Fixed liabilities were 414 million yen, up 89 million yen from the end of the previous consolidated fiscal year. This was mainly due to an increase of 114 million yen in long-term advances received.

As a result, liabilities at the end of this consolidated fiscal year were 3,682 million yen, up 1,322 million yen from the end of the previous consolidated fiscal year.

### (Net Assets)

Net assets at the end of the current consolidated fiscal year amounted to 10,294 million yen, up 794 million yen from the end of the previous consolidated fiscal year, mainly due to an increase of 1,023 million yen in retained earnings due to the recording of net income attributable to owners of the parent.

# (3) Overview of Consolidated Cash Flow

Cash and cash equivalents ("cash") at the end of this consolidated fiscal year increased 1,584 million yen from the end of the previous fiscal year to 6,217 million yen. The status of each cash flow and their factors during the first half of the current fiscal year are as follows.

### (Cash flows from operating activities)

Net cash provided by operating activities was an expenditure of 1,010 million yen (provided 1,883 million yen in the previous consolidated fiscal year). This was mainly due to factors such as the recording of 1,422 million

yen in profit before taxes and other adjustments and an increase in interest and dividends received of 302 million yen, while factors such as an increase in accounts receivable of 214 million yen and a decrease in corporate taxes paid of 526 million yen contributed to this.

### (Cash flows from investing activities)

Net cash used in investing activities was 260 million yen (used 326 million yen in the previous fiscal year). This was mainly due to a decrease in 202 million yen due to the acquisition of investment securities.

### (Cash flows from financing activities)

Net cash provided in investing activities was 720 million yen (used 224 yen in the previous fiscal year). This was mainly due to an increase in short-term borrowings of 1,250 million yen, while there was a decrease in treasury stock purchases of 520 million yen.

# (4) Explanation of Consolidated Earnings Forecasts and Other Forward-looking Statements Future Outlook

The Group has used the number of stock-type customers and the average monthly customer sales of stock-type customers in Creative & Engineering as objective indicators (hereinafter, KPIs) to judge the achievement of management goals. However, from the fiscal year ending December 2025, the KPIs will be changed to the number of unique customers in Creative & Engineering (the actual number of customers who conducted transactions during the target period) and the average monthly customer sales (the total sales for the target period divided by the total number of customers with transactions during the same period). Previously, the number of stock-type customers was the KPI, but as sales to flow-type customers have increased and become more important, we have determined that it is appropriate to use the total number of trading customers and the average monthly sales of all customers as KPIs.

In addition, we will reorganize our service lines and position the businesses related to game development and fan community app development, etc., within the previous "Creative & Engineering" service line as a new service line called "Incubation and Others."

### (1) Creative & Engineering

This service line mainly supports Japanese clients in terms of creativity and engineering, from business idea creation to product development and continuous product growth, and generates revenue through quasi-agency or contract agreements with clients.

The number of unique customers and average monthly customer sales for the fiscal year ending December 2025 are set based on the trend of orders received up to the fiscal year ending December 2024. The number of unique customers is expected to increase due to the strengthening of lead generation and lead nurturing, and the number of unique customers is expected to increase by 6 companies from the previous fiscal year to 278 companies (2.2% increase from the previous consolidated fiscal year) in the fiscal year ending December 2025. In addition, the average monthly customer sales for the fiscal year ending December 2025 is expected to increase by 86,000 yen from the previous fiscal year to 5,208,000 yen (1.7% increase), and the sales of this service line for the fiscal year ending December 2025 are expected to be 11,845 million yen (13.8% increase).

### (2) Talent Platform

This service line discovers and develops IT talent both domestically and internationally, supporting clients in promoting digitalization from a human resources perspective.

The need for IT talent is on the rise, and this trend is expected to continue in the fiscal year ending December 2025. As such, sales for this service line for the fiscal year ending December 2025 are expected to be 2,279 million yen (up 15.0% from the previous consolidated fiscal year).

### (3) Incubation and Others

This service line is mainly involved in the production of digital content such as games and vertical manga, as well as the development and operation of a fan community system exclusively for professional artists. With stable demand for existing content and services expected, sales for this service line for the fiscal year ending December 2025 are expected to be 1,226 million yen (up 3.9% from the previous consolidated fiscal year).

Based on the status of each service line above, we forecast consolidated performance for the fiscal year ending December 2025 as follows: sales of 15,351 million yen (13.1% increase from the previous consolidated fiscal year), operating profit of 1,504 million yen (4.2% increase), ordinary profit of 1,605 million yen (10.3% increase), and net profit attributable to parent company shareholders of 1,288 thousand yen (25.9% increase).

# 2. Basic Policy for adopting Accounting Standards

In consideration of the comparability of consolidated financial statements and intercompany comparability, the Group's policy for the time being is to prepare consolidated financial statements under Japanese GAAP. Concerning the adoption of IFRS, the Group intends to respond appropriately in consideration of various domestic and international circumstances.

# 2. Consolidated Financial Statements and Primary Notes

|                                | • |                     |
|--------------------------------|---|---------------------|
| (1) Consolidated Balance Sheet |   | (Unit: million ven) |

|   |                   | (                 |
|---|-------------------|-------------------|
|   | As of             | As of             |
|   | December 31, 2023 | December 31, 2024 |
| Assets                                    |                   |                   |
| Current assets                            |                   |                   |
| Cash and cash equivalent                  | 7,946             | 9,794             |
| Notes and accounts receivable - trade and | 1,422             | 1,670             |
| contract assets                           |                   |                   |
| Work in process                           | 68                | 60                |
| Other                                     | 656               | 72:               |
| Allowance for doubtful accounts           | (45)              | (21               |
| Total current assets                      | 10,047            | 12,233            |
| Noncurrent assets                         |                   |                   |
| Property, plant, and equipment            |                   |                   |
| Buildings and structures                  | 381               | 390               |
| Accumulated depreciation                  | (211)             | (273)             |
| Buildings and structures (Net)            | 170               | 11                |
| Machinery and equipment                   | 318               | 40                |
| Accumulated depreciation                  | (236)             | (306              |
| Machinery and equipment (Net)             | 81                | 93                |
| Total property, plant and equipment       | 252               | 21                |
| Intangible assets                         |                   |                   |
| Goodwill                                  | 456               | 41                |
| Other                                     | 51                | 5:                |
| Total intangible assets                   | 507               | 46                |
| Investments and other assets              |                   |                   |
| Investment securities                     | 489               | 67.               |
| Deferred tax assets                       | 102               | 7                 |
| Other                                     | 634               | 53                |
| Allowance for doubtful accounts           | (174)             | (228)             |
| Total investments and other assets        | 1,051             | 1,06              |
| Total noncurrent assets                   | 1,811             | 1,74              |
| Total assets                              | 11,859            | 13,97             |
|   |                   |                   |

|  |                   | (Onit. million yen) |
|--|-------------------|---------------------|
|  | As of             | As of               |
|  | December 31, 2023 | December 31, 2024   |
| Liabilities                                |                   |                     |
| Current liabilities                        |                   |                     |
| Notes and accounts payable - trade         | 242               | 371                 |
| Short-term loans payable                   | _                 | 1,250               |
| Accounts payable - other                   | 66                | 192                 |
| Accrued expenses                           | 408               | 449                 |
| Income taxes payable                       | 328               | 218                 |
| Contract liabilities                       | 295               | 280                 |
| Provisions for bonuses                     | 195               | 145                 |
| Other                                      | 497               | 361                 |
| Total current liabilities                  | 2,035             | 3,268               |
| Noncurrent liabilities                     |                   |                     |
| Long-term loans payable                    | 11                | _                   |
| Asset retirement obligations               | 95                | 96                  |
| Deferred tax liabilities                   | 85                | 71                  |
| Other                                      | 132               | 246                 |
| Total noncurrent liabilities               | 324               | 414                 |
| Total liabilities                          | 2,359             | 3,682               |
| Net assets                                 |                   |                     |
| Shareholders' equity                       |                   |                     |
| Capital stock                              | 1,717             | 1,731               |
| Capital surplus                            | 1,702             | 1,716               |
| Retained earnings                          | 5,445             | 6,468               |
| Treasury stock                             | (0)               | (520)               |
| Total shareholders' equity                 | 8,865             | 9,396               |
| Accumulated other comprehensive income     |                   |                     |
| Valuation difference on available-for-sale | 19                | 29                  |
| securities                                 |                   |                     |
| Foreign currency translation adjustment    | 614               | 868                 |
| Total accumulated other comprehensive      | 633               | 897                 |
| income                                     |                   |                     |
| Stock subscription rights                  | 0                 | 0                   |
| Total net assets                           | 9,499             | 10,294              |
| Total liabilities and net assets           | 11,859            | 13,976              |
|  |                   |                     |

# (2) Consolidated Statements of Income and Comprehensive Income (Consolidated statements of income for the Fiscal Year ended December 31, 2024)

Fiscal Year ended Fiscal Year ended December 31, 2023 December 31, 2024 Net sales 12,516 13,568 6,602 Cost of sales 5,971 6,545 6,965 Gross profit Selling, general and administrative expenses 4,770 5,521 1,775 1,444 Operating income Non-operating income 402 177 Interest income Foreign exchange gains 180 Subsidy income 1 Other 11 590 189 Total non-operating income Non-operating expense Interest expense 6 151 Provision for doubtful accounts 78 19 Foreign exchange losses 178 Other 85 2,279 1,454 Total non-operating expense Ordinary income 55 0 Extraordinary gains Gain of sales of fixed assets Other 58 0 Total extraordinary gains 8 Extraordinary losses Loss on valuation of investments 73 Loss on valuation of investments in affiliates 53 33 Loss on valuation of shares in affiliates 40 25 Head office relocation expenses 7 Loss on valuation of investment securities 21 Loss on sale of investment securities 229 32 Other 2,107 1,422 Total extraordinary losses 398 Income before income taxes 582 0 (43) Income taxes - current 399 Income taxes - deferred 538 1,023 1,569 Total income taxes 1,023 Net income 1.569 12,516 13,568 Net income attributable to shareholders of parent company

# (Consolidated statements of income for the Fiscal Year ended December 31, 2024)

(Unit: million yen) Fiscal Year ended Fiscal Year ended December 31, 2023 December 31, 2024 1,569 1,023 Net income Other comprehensive income 4 10 Valuation difference on available-for-sale Foreign currency translation adjustments 178 254 183 264 Total other comprehensive income 1,752 1,288 Comprehensive income (Details) 1,752 1,288 Attributable to owners of the Company Attributable to non-controlling interests

# (3) Consolidated Statements of Changes in Equity (Consolidated statements of income for the Fiscal Year ended December 31, 2023)

|  | Sharholders' equity |                 |                   |                 | ,                                |
|--|---------------------|-----------------|-------------------|-----------------|----------------------------------|
|  | Common stock        | Capital surplus | Retained earnings | Treasury stocks | Total<br>shareholders'<br>equity |
| Balance at beginning of fiscal year                  | 1,713               | 1,698           | 3,876             | (0)             | 7,287                            |
| Changes of items during fiscal year                  |                     |                 |                   |                 |                                  |
| Issuance of new shares                               | 4                   | 4               |                   |                 | 9                                |
| Net income attributable to owners of parent          |                     |                 | 1,569             |                 | 1,569                            |
| Acquisition of treasury stock                        |                     |                 |                   |                 |                                  |
| Net changes of items other than shareholders' equity |                     |                 |                   |                 |                                  |
| Total changes of items during fiscal year            | 4                   | 4               | 1,569             |                 | 1,578                            |
| Balance at the end of fiscal year                    | 1,717               | 1,702           | 5,445             | (0)             | 8,865                            |

|  | Accumulated  | other comprehe                                   | nsive income   |                                 |                  |
|--|--|--|--|---------------------------------|------------------|
|  | Valuation<br>difference on<br>available-for-<br>sales-securities | Foreign<br>currency<br>translation<br>adjustment | Total<br>accumulated<br>other<br>comprehensive<br>income | Stock<br>subscription<br>rights | Total net assets |
| Balance at beginning of fiscal year                  | 14   | 435  | 449  | 0                               | 7,736            |
| Changes of items during fiscal year                  |  |  |  |                                 |                  |
| Issuance of new shares                               |  |  |  | 0                               | 9                |
| Net income attributable to owners of parent          |  |  |  |                                 | 1,569            |
| Acquisition of treasury stock                        |  |  |  |                                 |                  |
| Net changes of items other than shareholders' equity | 4  | 178  | 183  |                                 | 183              |
| Total changes of items during fiscal year            | 4  | 178  | 183  | 0                               | 1,762            |
| Balance at the end of fiscal year                    | 19   | 614  | 633  | 0                               | 9,499            |

# (Consolidated statements of income for the Fiscal Year ended December 31, 2024)

|  | Sharholders' equity |                 |                   |                 | ,                                |
|--|---------------------|-----------------|-------------------|-----------------|----------------------------------|
|  | Common stock        | Capital surplus | Retained earnings | Treasury stocks | Total<br>shareholders'<br>equity |
| Balance at beginning of fiscal year                  | 1,717               | 1,702           | 5,445             | Δ0              | 8,865                            |
| Changes of items during fiscal year                  |                     |                 |                   |                 |                                  |
| Issuance of new shares                               | 13                  | 13              |                   |                 | 27                               |
| Net income attributable to owners of parent          |                     |                 | 1,023             |                 | 1,023                            |
| Acquisition of treasury stock                        |                     |                 |                   | △520            | △520                             |
| Net changes of items other than shareholders' equity |                     |                 |                   |                 |                                  |
| Total changes of items during fiscal year            | 13                  | 13              | 1,023             | △520            | 530                              |
| Balance at the end of fiscal year                    | 1,731               | 1,716           | 6,468             | △520            | 9,396                            |

|  | Accumulated  | other comprehe                                   | nsive income   |                                 |                  |
|--|--|--|--|---------------------------------|------------------|
|  | Valuation<br>difference on<br>available-for-<br>sales-securities | Foreign<br>currency<br>translation<br>adjustment | Total<br>accumulated<br>other<br>comprehensive<br>income | Stock<br>subscription<br>rights | Total net assets |
| Balance at beginning of fiscal year                  | 19   | 614  | 633  | 0                               | 9,499            |
| Changes of items during fiscal year                  |  |  |  |                                 |                  |
| Issuance of new shares                               |  |  |  | 0                               | 27               |
| Net income attributable to owners of parent          |  |  |  |                                 | 1,023            |
| Acquisition of treasury stock                        |  |  |  |                                 | △520             |
| Net changes of items other than shareholders' equity | 10   | 254  | 264  |                                 | 264              |
| Total changes of items during fiscal year            | 10   | 254  | 264  | 0                               | 794              |
| Balance at the end of fiscal year                    | 29   | 868  | 897  | 0                               | 10,294           |

|  |  | (Unit: million yen)  |
|--|--|--|
|  | Fiscal Year ended<br>December 31, 2023<br>(Jan. 1 - Dec. 31) | Fiscal Year ended<br>December 31, 2024<br>(Jan. 1 - Dec. 31) |
| Cash flows from operating activities                         | 2.10=  |  |
| Income before income taxes and minority interests            | 2,107  | 1,422  |
| Depreciation and amortization                                | 123  | 136  |
| Amortization of goodwill                                     | 70   | 72   |
| Increase (decrease) in allowance for doubtful accounts       | 135  | 28   |
| Increase (decrease) in accrued bonuses                       | 105  | (49)   |
| Interest income  | (402)  | (178)  |
| Interest expenses  | 6  | 7  |
| Gain on sales of fixed assets                                | (55)   | (0)  |
| Sales and valuation losses(gain) on investment securities    | 40   | 32   |
| Losses on valuation of affiliated company shares             | 53   | <del>-</del>   |
| Losses on valuation of affiliated company investments        | 73   | _  |
| Decrease (increase) in trade receivables and contract assets | (256)  | (214)  |
| Decrease (increase) in inventories                           | (1)  | 2  |
| Increase (decrease) in accounts receivable                   | (29)   | 126  |
| Increase (decrease) in accounts receivable                   | (222)  | 38   |
| Increase (decrease) in deposits                              | 0  | (160)  |
| Increase (decrease) in accrued consumption taxes             | 189  | (157)  |
| Increase (decrease) in contract liabilities                  | 98   | (15)   |
| Increase (decrease) in accounts payable                      | (56)   | 122  |
| Increase (decrease) in accrued expenses                      | 75   | 41   |
| Other  | (218)  | (13)   |
| Subtotal   | 1,839  | 1,242  |
| Interest income received                                     | 401  | 302  |
| Interest payments  | (5)  | (7)  |
| Income taxes paid  | (351)  | (526)  |
| Cash flows from operating activities                         | 1,883  | 1,010  |
| Cash flows from investing activities                         |  |  |
| Payments into time deposits                                  | (177)  | (91)   |
| Proceeds from withdrawal of long-term deposits               | _  | 149  |
| Purchases of property, plant and equipment                   | (95)   | (76)   |
| Payments for purchase of investment securities               | (51)   | (202)  |
| Other  | (2)  | (39)   |
| Cash flows from investing activities                         | (326)  | (260)  |
| Cash flows from financing activities                         |  |  |
| Net increase (decrease) in short-term loans payable          | (180)  | 1,250  |
| Payment for the acquisition of treasury stock                | =  | (520)  |
| Other  | (44)   | (9)  |
| Cash flows from financing activities                         | (224)  | 720  |
| Effect of exchange rate changes on cash                      | 14   | 114  |
| Net increase (decrease) in cash                              | 1,346  | 1,584  |
| Cash at beginning of year                                    | 3,287  | 4,633  |
| Net increase (decrease) in cash                              | 4,633  | 6,217  |
| The mercase (decrease) in cash                               | 7,033  | 0,217  |

### (5) Notes on the Consolidated Financial Statements

(Notes on Going-Concern Assumptions)

Not applicable.

(Segment Information, etc.)

[Segment information]

This information is omitted because the Group operates in a single segment, the digital creative studio business.

### [Related information]

Previous fiscal year ended 2022 (January 1, 2023 - December 31, 2023)

1. Information by product/service

(Unit: million yen)

|                             |                           |                 | (Omin minion ) on |
|-----------------------------|---------------------------|-----------------|-------------------|
|                             | Creative &<br>Engineering | Talent Platform | Total             |
| Sales to external customers | 10,840                    | 1,676           | 12,516            |

### 2. Information by region

#### (1) Net sales

Sales to external customers in Japan are more than 90% of net sales in the consolidated statements of income, and information by region is omitted.

### (2) Property, plant, and equipment

(Unit: million yen)

| Japan | Vietnam | Total |
|-------|---------|-------|
| 196   | 55      | 252   |

### 3. Information by major customer

This is omitted as there were no external customers whose net sales account for more than 10% of net sales in the consolidated statements of income.

Current fiscal year ended 2023 (January 1, 2024 - December 31, 2024)

### 1. Information by product/service

(Unit: million yen)

|                             | Creative &<br>Engineering | Talent Platform | Total  |
|-----------------------------|---------------------------|-----------------|--------|
| Sales to external customers | 11,601                    | 1,981           | 13,583 |

### 2. Information by region

### (1) Net sales

Sales to external customers in Japan are more than 90% of net sales in the consolidated statements of income, and information by region is omitted.

### (2) Property, plant, and equipment

(Unit: million yen)

| Japan | Vietnam | Other | Total |
|-------|---------|-------|-------|
| 178   | 32      | 0     | 211   |

### 3. Information by major customer

This is omitted as there were no external customers whose net sales account for more than 10% of net sales in the consolidated statements of income.

[Information on Impairment of Fixed Assets by Reportable Segment]

This information is omitted because the Group operates in a single segment, the digital creative studio business.

[Information on Amortization and Unamortized balance of Goodwill by Reportable Segment]

This information is omitted because the Group operates in a single segment, the digital creative studio business.

[Information on gain on negative goodwill by reportable segment] There are no applicable items

# (Per Share Information)

|                                | For the fiscal year ended December 31, 2023 | For the fiscal year ended December 31, 2024 |
|--------------------------------|---|---|
| Net assets per share           | 249.48 yen                                  | 388.76 yen                                  |
| Net income per share           | 41.25 yen                                   | 29.50 yen                                   |
| Net income per share (diluted) | 38.83 yen                                   | 27.89 yen                                   |

| (Note) 1. Earnings per share and earnings per share (diluted) were calculated based on the following:   |   |   |
|---|---|---|
|   | For the fiscal year ended December 31, 2023 | For the fiscal year ended December 31, 2024 |
| Net income per share  |   |   |
| Net income attributable to shareholders of the parent company (million yen)   | 1,569                                       | 1,123                                       |
| Amount not belonging to common shareholders' (million yen)  | _   | _   |
| Net income attributable to shareholders of the parent attributable to common stock (million yen)  |   | 1,123                                       |
| Average number of shares of common stock during the fiscal year (share)   | 38,038,650                                  | 38,079,330                                  |
| Net income per share (diluted)  |   |   |
| Net income adjustments attributable to owners of parent company (million yen)   | _   | _   |
| Increase in shares of common stock (share)  | 2,370,894                                   | 2,195,143                                   |
| (Share subscription rights (share))   | (2,370,894)                                 | (2,195,143)                                 |
| Residual securities excluded in the calculation of profit after adjustment for residual securities due to the fact that these securities had no dilutive effect | _   | _   |

2. Net assets per share were calculated based on the following:

|  | For the fiscal year ended December 31, 2023 | For the fiscal year ended December 31, 2024 |
|--|---|---|
| Total net assets on consolidated balance sheet (million yen)               | 9,499                                       | 14,635                                      |
| Amount to be deducted from total net assets (million yen)                  | 0   | 0   |
| Amount attributable to common stock (million yen)                          | 9,498                                       | 14,635                                      |
| Number of common shares used for calculating net assets per share (shares) | 38,075,368                                  | 37,647,128                                  |

# (Significant Subsequent Events)

(Borrowing large amounts of money)

At the Board of Directors meeting held on December 18, 2024, the Company resolved to borrow from Sumitomo Mitsui Banking Corporation, Ltd. pursuant to a special overdraft agreement, and has borrowed as follows.

Use of Funds: Working Capital

Lender: Sumitomo Mitsui Banking Corporation

Total Loan Amount: 1,500 million. yen
Interest Rate: Floating Interest Rate
Date of Loan Execution: January 20, 2025
Repayment Method: Installment Repayment
Repayment Deadline: December 30, 2025

Collateral Status: Unsecured