



Full Year Results FY2025 (2026/03)

# Financial Results Data Book

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## CROOZ, Inc.

TSE Standard; Code 2138

This document presents quantitative data related to financial conditions and key indicators for CROOZ. Going forward, we will be updating the data and releasing it on a quarterly basis. We hope that it will be useful as a reference when analyzing our company.

[Note] Figures are continuing operations only and are approximate reference values.

Total of continuing operations only	Fiscal Year: 2023 (2024/3)					Fiscal Year: 2024 (2025/3)					Fiscal Year: 2025 (2026/3)				
	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year
Sales	736	915	1,167	1,374	4,193	1,594	1,864	1,183	3,536	8,179	2,670	2,732	3,234	3,523	12,160
(% of same Q previous year)	203.8%	213.4%	218.3%	216.7%	214.0%	216.5%	203.7%	101.3%	257.3%	195.0%	162.5%	141.3%	138.0%	148.2%	146.6%
Operating profit	-79	-95	-102	13	-262	-123	-117	-58	191	-107	-79	-25	2	206	103
(% of sales)	-	-	-	21.1%	-	-	-	-	1419.9%	-	-	-	13.7%	177.6%	-
Hotel Conversion Business	Fiscal Year: 2023 (2024/3)					Fiscal Year: 2024 (2025/3)					Fiscal Year: 2025 (2026/3)				
	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year
Sales ※1	5	18	25	36	84	48	77	99	118	344	142	149	188	226	706
(% of same Q previous year)	-	-	-	-	-	948.4%	424.5%	396.7%	327.0%	406.2%	295.2%	191.8%	188.5%	191.5%	205.2%
Operating profit ※1	0	3	8	17	29	17	27	36	40	121	37	42	55	72	207
(% of same Q previous year)	-	-	-	-	-	5031.8%	732.4%	429.5%	234.5%	408.8%	214.8%	152.9%	150.9%	179.5%	170.0%
Number of employees ※2	-	-	-	-	-	6	6	6	6	6	6	6	6	6	6
Hotel occupancy rate	-	-	-	-	-	-	-	-	-	-	84.5%	79.8%	85.6%	76.6%	81.6%
Hotel rate per night (JPY)	-	-	-	-	-	-	-	-	-	-	57,386	39,840	54,136	53,284	53,284
Number of hotel rooms	-	-	-	-	-	-	-	-	-	-	7	10	11	12	12
Number of properties acquired (cumulative)	1	2	2	3	3	4	6	6	7	7	7	7	10	10	10
Total acquisition value (cumulative)	526	2,226	2,226	3,432	3,432	4,532	9,800	9,800	11,450	11,450	11,450	11,450	16,329	16,329	16,329
Number of properties sold	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent improvement rate ※3															
Properties acquired in 2023/3	-	-	-	-	-	-	-	-	-	-	130.2%	130.2%	130.2%	130.2%	130.2%
Properties acquired in 2024/3	-	-	-	-	-	-	-	-	-	-	120.9%	124.3%	132.0%	137.8%	137.8%
Properties acquired in 2025/3	-	-	-	-	-	-	-	-	-	-	118.3%	122.5%	123.2%	123.7%	123.7%
Properties acquired in 2026/3	-	-	-	-	-	-	-	-	-	-	-	-	102.1%	103.2%	103.2%
Care and welfare staffing services Business	Fiscal Year: 2023 (2024/3)					Fiscal Year: 2024 (2025/3)					Fiscal Year: 2025 (2026/3)				
	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year
Sales	-	-	0	4	5	59	83	114	126	384	161	222	339	415	1,139
(% of same Q previous year)	-	-	-	-	-	-	-	11641.3%	2603.2%	6577.3%	1479.2%	1572.2%	1431.0%	327.9%	649.2%
Operating profit	0	-20	-20	-23	-64	-29	-26	-22	-27	-105	-36	-43	-34	-33	-147
(% of same Q previous year)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Average unit price of staff in operation (JPY)	-	-	242,068	284,617	267,598	249,580	256,270	254,661	244,077	251,147	244,722	223,037	220,235	209,687	224,420
Number of staff in operation	-	-	15	44	44	94	120	161	178	178	239	400	557	715	715
New hires	-	-	19	57	76	73	66	66	90	348	153	283	343	408	1,191
Net increase	-	-	15	29	44	50	26	41	17	134	61	161	157	158	537
Engineer staffing services Business	Fiscal Year: 2023 (2024/3)					Fiscal Year: 2024 (2025/3)					Fiscal Year: 2025 (2026/3)				
	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year
Sales	277	358	444	510	1,591	633	708	810	844	2,996	936	990	1,085	1,181	4,193
(% of same Q previous year)	220.3%	225.5%	224.5%	220.1%	222.6%	228.0%	197.3%	182.3%	165.3%	188.2%	147.9%	139.8%	134.0%	126.2%	135.8%
Operating profit	-2	0	-31	-18	-52	-7	13	52	52	110	43	54	37	87	222
(% of same Q previous year)	-	-	-	-	-	-	-	-	-	-	-	403.8%	71.2%	165.0%	201.5%
Average unit price of engineer in operation (J	556,898	573,935	575,372	582,208	572,103	590,621	587,419	588,972	580,549	586,890	583,919	576,336	590,595	588,657	584,877
Number of engineer in operation	201	251	292	352	352	412	474	530	588	588	623	674	729	793	793
New hires	42	55	49	67	213	86	85	81	90	342	84	77	100	89	350
Net increase	34	50	40	44	168	58	51	48	44	201	39	34	54	57	184

Call center, job listings & recruitment Business	Fiscal Year: 2023 (2024/3)					Fiscal Year: 2024 (2025/3)					Fiscal Year: 2025 (2026/3)				
	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year
Sales	374	358	369	457	1,559	349	363	-664	1,602	1,650	483	534	556	806	2,381
(% of same Q previous year)	159.1%	132.8%	109.8%	113.7%	125.4%	93.5%	101.4%	-	350.2%	105.9%	138.0%	147.3%	-	50.4%	144.2%
Operating profit	-11	-18	21	113	105	-10	1	-69	191	113	-21	2	9	209	200
(% of same Q previous year)	-	-	140.0%	253.3%	172.1%	-	-	-	168.4%	107.5%	-	142.5%	-	109.4%	176.5%
Number of employees	125	124	115	108	108	125	122	124	114	114	125	118	117	115	115

Ada. Business (E-commerce Business)	Fiscal Year: 2023 (2024/3)					Fiscal Year: 2024 (2025/3)					Fiscal Year: 2025 (2026/3)				
	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year
Sales	79	179	327	365	951	552	701	913	753	2,920	947	835	1,064	893	3,740
(% of same Q previous year)	-	-	-	-	-	695.8%	389.6%	279.1%	206.5%	306.9%	171.6%	119.1%	116.5%	118.5%	128.1%
Operating profit	-7	-5	-15	-8	-35	-10	-4	17	1	2	29	12	48	-17	73
(% of same Q previous year)	-	-	-	-	-	-	-	-	-	-	-	-	284.1%	-	2731.6%

Common costs	Fiscal Year: 2023 (2024/3)					Fiscal Year: 2024 (2025/3)					Fiscal Year: 2025 (2026/3)				
	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year
Operating profit	-59	-54	-65	-66	-245	-82	-129	-71	-67	-351	-132	-94	-113	-111	-451

Progress on announced mid-term management plan ※4				
	FY2025/3	FY2026/3	FY2027/3	FY2028/3
Sales plan	4,700	6,800	9,400	13,000
Actual	4,955	7,713	-	-
Achievement rate	105.4%	113.4%	-	-

※ Figures are stated in millions of JPY, except for items marked "(JPY)" in the item name, which are stated in JPY.

※1 Through FY2026/3, rental income and similar items are recorded under non-operating income. As the business has been formalized, figures are shown as if it had been treated as a business segment from the outset, for reference.

※2 Includes employees holding concurrent positions; figures are for reference only.

※3 Because rent improvement effects do not materialize immediately after acquisition, the calculation covers only properties acquired by the end of the prior fiscal year.

For sold properties, the final improvement rate at the time of sale is carried forward.

※4 This mid-term management plan reflects figures for three businesses (Engineer staffing + Care and welfare staffing + Call center, job listings & recruitment).

A profit target of JPY 1.5 billion has been disclosed for FY2028/3, but interim profit plans are not disclosed.