

**Summary of Q&A Session at the Financial Results Briefing  
for the Full Year Ended December 31, 2024**

Date: 21 February 2025 (Friday)

Presenter: Co-Founder, Executive Director, Chairman & CEO: Hiromi Tazaki

Executive Director, Head of Administration, CFO & CHRO: Toshihiko Okino

Q1: Could you explain in more detail the background of the recovery in IT and telecommunications industries? Also, what do you think about its continuity?

A1: The main reason for the recovery was that we were able to explore small and medium-sized IT companies, build relationships, and strengthen our pipelines, rather than sticking to 1 of the largest IT companies. In terms of continuity, demand for IT/DX job offers by IT companies and operating companies is likely to remain strong. In addition, as IT techniques evolve, we anticipate an increase in the number of highly specialised jobs and diverse needs. Therefore, we intend to strengthen this area.

Q2: I recognize that you plan to hire 150 new graduates in FY2025, a significant increase from about 50 in the previous year. Is there any risk that the productivity of existing consultants will decline due to the acceptance support? What do you think about the system for accepting new graduates?

A2: In addition to group-style training, we will strengthen our system for accepting employees by strengthening sections with HRBP functions called People Partner Division and providing education and training. In addition to reducing the educational burden on existing consultants, we will work to quickly bring new graduate consultants into force.

Q3: What is your image of the operating margin when revenue is JPY200 billion in ten years.

A3: We would like to bring our operating margin back to 35%. We will strive to achieve the target of 35% by promoting internally what we need to do, such as ensuring business efficiency through BPR and reducing costs.

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