

Consolidated Financial Results
for the Six Months Ended June 30, 2025
[Japanese GAAP]



August 12, 2025

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 Stock exchange listing: Tokyo Stock Exchange
 Code number: 2124
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 Scheduled date of filing semi-annual securities report: August 12, 2025
 Scheduled date of commencing dividend payments: –
 Availability of supplementary briefing material on financial results: Available

(Amounts of less than one million yen are rounded down.)

1. Consolidated Financial Results for the Six Months Ended June 30, 2025 (January 1, 2025 to June 30, 2025)

(1) Consolidated Operating Results (% indicates changes from the previous corresponding period.)

	Net Sales		Operating Income		Ordinary Income		Profit Attributable to Owners of Parent	
Six months ended	million yen	%	million yen	%	million yen	%	million yen	%
June 30, 2025	23,247	21.7	6,238	43.1	6,247	43.3	4,270	48.6
June 30, 2024	19,097	10.7	4,358	4.7	4,360	4.7	2,873	(4.9)

(Note) Comprehensive income: Six months ended June 30, 2025: ¥4,240 million [40.3%]

Six months ended June 30, 2024: ¥3,022 million [(4.2)%]

	Earnings Per Share	Diluted Earnings Per Share
Six months ended	yen	yen
June 30, 2025	26.95	—
June 30, 2024	17.97	—

(Note) Diluted earnings per share are not presented as there were no dilutive shares.

(2) Consolidated Financial Position

	Total Assets	Net Assets	Equity Ratio
As of	million yen	million yen	%
June 30, 2025	26,288	18,469	70.3
December 31, 2024	26,013	18,095	69.6

(Reference) Equity: As of June 30, 2025: ¥18,469 million

As of December 31, 2024: ¥18,095 million

2. Dividends

	Annual Dividends				
	1st Quarter-end	2nd Quarter-end	3rd Quarter-end	Year-end	Total
	yen	yen	yen	yen	yen
Fiscal year ended December 31, 2024	—	0.00	—	26.00	26.00
Fiscal year ending December 31, 2025	—	0.00			
Fiscal year ending December 31, 2025 (Forecast)			—	35.00	35.00

(Note) Revision to the forecast for dividends announced most recently: Yes

3. Consolidated Financial Results Forecast for the Fiscal Year Ending December 31, 2025 (January 1, 2025 to December 31, 2025)

(% indicates changes from the previous corresponding period.)

	Net Sales		Operating Income		Ordinary Income		Profit Before Income Taxes		Profit Attributable to Owners of Parent		Earnings Per Share
	million yen	%	million yen	%	million yen	%	million yen	%	million yen	%	yen
Full year	46,300	18.2	11,200	23.2	11,200	22.8	11,200	34.2	7,800	39.0	49.23

(Note) Revision to the financial results forecast announced most recently: Yes

*Notes:

- (1) Significant changes in the scope of consolidation during the six months ended June 30, 2025: None
New: –
Excluded: –
- (2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements: Yes
- (3) Changes in accounting policies, changes in accounting estimates and retrospective restatement
 - 1) Changes in accounting policies due to the revision of accounting standards: Yes
 - 2) Changes in accounting policies other than 1) above: None
 - 3) Changes in accounting estimates: None
 - 4) Retrospective restatement: None
- (4) Total number of issued shares (common shares)
 - 1) Total number of issued shares at the end of the period (including treasury shares):
As of June 30, 2025: 165,557,200 shares
As of December 31, 2024: 165,557,200 shares
 - 2) Total number of treasury shares at the end of the period:
As of June 30, 2025: 6,818,738 shares
As of December 31, 2024: 7,423,728 shares
 - 3) Average number of shares during the period:
Six months ended June 30, 2025: 158,461,885 shares
Six months ended June 30, 2024: 159,858,857 shares

*These semi-annual financial results are outside the scope of review by a certified public accountant or an audit firm.

*Disclaimer Regarding the Use of the Financial Results Forecast and Other Special Notes

The financial results forecast and other forward-looking statements in this document are based on information currently available and certain assumptions the Company deems to be reasonable. Actual results may differ significantly from these forecasts due to a variety of factors. For the assumptions used for the financial results forecasts and the notes regarding the use thereof, please refer to “(3) Explanation of Consolidated Financial Results Forecast and Other Forward-looking Information” on page 3 of the attachments.

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1. Qualitative Information on Quarterly Financial Results

(1) Explanation of Operating Results

During the six months ended June 30, 2025, the Japanese economy saw an improvement in business sentiment in various sectors such as the materials industry, including steel, paper, and pulp, information services, business-to-business services, and business-to-consumer services. However, business sentiment deteriorated in sectors such as automobiles and machinery, which are affected by U.S. trade policies, and leasing and real estate, where interest rate and price rises are a concern. The Bank of Japan's Tankan survey released in June showed mixed results, with business sentiment improving among large manufacturing companies for the first time in two quarters, while sentiment among large non-manufacturing companies deteriorated for the first time in two quarters.

Under these circumstances, in the Domestic Recruitment Business, which accounts for about 90% of the Company's consolidated net sales, the U.S. trade policies have had only small impact on the net sales. In addition, unlike the same period of last year, we have not observed any slowdown in the mobility of job seekers due to wage-increase expectations, and recruitment activity among middle- and high-class human resources, the core target of our business, remained robust. As a result, during the six months ended June 30, 2025, continuing from the three months ended March 31, 2025, our consolidated net sales showed significant year-on-year growth, surpassing our initial forecasts.

This fiscal year, while carefully monitoring changes in market conditions, the Domestic Recruitment Business strengthened executive recruitment across all industries and our offices centered on high-salary segments, our core business. As a result, during the six months ended June 30, 2025, our placement results in the executive recruitment field increased by 45% year on year. Those for specialist field we concentrated on also surpassed our initial targets. In addition, we are expanding our regional presence and opened a Hokkaido branch in May 2025.

As for strengthening human capital, which is the greatest driver of our growth, in the first half of this fiscal year, we were able to add approximately 250 consultants including about 150 new graduates, almost in line with our initial plan. Amid the increasing number of junior-level employees, we are further reinforcing training programs by extending the period for training programs upon entering the Company and establishing a new department (HRBP; Human Resource Business Partners) responsible for on-the-job training (OJT) functions.

With regard to selling, general and administrative expenses, based on this fiscal year's group goal of "Maximum Growth with Minimum Cost," we have been enhancing efficiency in middle and back-office operations from the beginning of the fiscal year and continuing to review overall costs.

Regarding the Overseas Business, the market conditions remain difficult, especially in Asia. In response, we dispatched our sales directors to our overseas offices, aiming to cultivate the local recruitment market among Japanese affiliated companies. This initiative supports to promote Global Account Management, and to intensify training for consultants and managers in each country.

In the Domestic Job Offer Advertising Business, we are working to expand our business by promoting cooperation with the Company's Domestic Recruitment Business to increase job postings and job seeker registrations while focusing on direct recruiting.

As a result, for the six months ended June 30, 2025, net sales reached ¥23,247 million (up 21.7% year on year). By segment, the Domestic Recruitment Business, the Domestic Job Offer Advertising Business, and the Overseas Business had net sales of ¥21,147 million (up 24.4% year on year), ¥206 million (up 8.4% year on year), and ¥1,893 million (down 0.5% year on year), respectively.

In terms of profit, operating income was ¥6,238 million (up 43.1% year on year), ordinary income was ¥6,247 million (up 43.3% year on year), and profit attributable to owners of parent was ¥4,270 million (up 48.6% year on year). By segment, the Domestic Recruitment Business posted ¥6,095 million in profit (up 42.1% year on year), the Domestic Job Offer Advertising Business posted ¥50 million in profit (up 150.9% year on year), and the Overseas Business posted ¥99 million in profit (a loss of ¥31 million in the same period of the previous fiscal year).

The following is the sales performance by segment for the six months ended June 30, 2025:

Segment	Net sales (Million yen)	Year-on-year comparison (%)
Domestic Recruitment Business	21,147	124.4
Domestic Job Offer Advertising Business	206	108.4
Overseas Business	1,893	99.5
Total	23,247	121.7

(Note) Intersegment transactions were eliminated.

The following is the sales performance by segment and industry:

Segment/industry	Net sales (Million yen)	Year-on-year comparison (%)
1. Domestic Recruitment Business		
Electrical, machinery, chemical	7,645	121.4
Consumer goods, services	4,857	128.4
Medical, healthcare	3,477	136.9
IT, telecom	2,771	127.0
Consulting	1,011	78.7
Financial services	1,354	151.7
Other	29	118.7
Domestic Recruitment Business Total	21,147	124.4
2. Domestic Job Offer Advertising Business		
Domestic Job Offer Advertising Business Total	206	108.4
3. Overseas Business		
Overseas Business Total	1,893	99.5
Total	23,247	121.7

(Note) Intersegment transactions were eliminated.

(2) Explanation of Financial Position

Total assets at the end of the second quarter ended June 30, 2025 increased by ¥274 million from the end of the previous fiscal year to ¥26,288 million. Accounts receivable - trade increased by ¥662 million, prepaid expenses increased by ¥357 million, and lease and guarantee deposits increased by ¥169 million, although cash and deposits decreased by ¥964 million as a result of dividend payments, etc.

Liabilities decreased by ¥98 million from the end of the previous fiscal year to ¥7,819 million. Accrued expenses decreased by ¥183 million and provision for stocks payment decreased by ¥74 million, although provision for bonuses increased by ¥115 million and income taxes payable increased by ¥52 million.

Net assets increased by ¥373 million from the end of the previous fiscal year to ¥18,469 million, and the equity ratio came out to be 70.3%. The Company posted profit attributable to owners of parent of ¥4,270 million, but paid dividends of surplus totaling ¥4,151 million.

(3) Explanation of Consolidated Financial Results Forecast and Other Forward-looking Information

During the six months ended June 30, 2025, in the Domestic Recruitment Business, which accounts for about 90% of the Company's consolidated net sales, there has been only small impact of the U.S. trade policies on our net sales, which we were initially concerned about. In addition, unlike the same period of last year, we have not observed any slowdown in the mobility of job seekers due to wage-increase expectations.

As a result, the Group's consolidated net sales for the six months ended June 30, 2025 surpassed the consolidated financial results forecast disclosed in the Consolidated Financial Results for the Three Months Ended March 31, 2025 [Japanese GAAP] on May 14, 2025. Mainly due to this, as well as the fact that thorough cost management made selling, general and administrative expenses within the initial budget, operating income, ordinary income, and profit before income taxes surpassed the aforementioned forecast by more than 30%. Given these results and considering the actual figures and the current business conditions, we have revised our full-year consolidated financial results forecast.

In addition, we have revised our year-end dividend forecast for the fiscal year ending December 31, 2025, comprehensively taking into account our shareholder return policy and other factors based on the fact that the upward revision for profit is expected due to revision of the full-year financial results forecast.

(For more details, please refer to "Notice Regarding Difference between Earnings Forecast and Actual Results with Revision of Earnings and Dividends Forecast " disclosed on August 12, 2025.)

2. Semi-annual Consolidated Financial Statements and Principal Notes

(1) Semi-annual Consolidated Balance Sheets

(Million yen)

	As of December 31, 2024	As of June 30, 2025
Assets		
Current assets		
Cash and deposits	19,051	18,086
Accounts receivable - trade	2,685	3,347
Supplies	3	1
Prepaid expenses	459	817
Other	161	150
Allowance for doubtful accounts	(11)	(18)
Total current assets	22,349	22,385
Non-current assets		
Property, plant and equipment		
Buildings	537	563
Accumulated depreciation	(273)	(281)
Buildings, net	264	282
Machinery and equipment	85	85
Accumulated depreciation	(56)	(60)
Machinery and equipment, net	29	25
Vehicles	0	—
Accumulated depreciation	(0)	—
Vehicles, net	—	—
Tools, furniture and fixtures	456	440
Accumulated depreciation	(319)	(308)
Tools, furniture and fixtures, net	137	132
Leased assets	4	4
Accumulated depreciation	(3)	(4)
Leased assets, net	0	0
Construction in progress	0	0
Other	208	218
Accumulated depreciation	(121)	(33)
Other, net	86	184
Total property, plant and equipment	518	623
Intangible assets		
Goodwill	113	101
Software	470	449
Software in progress	251	303
Total intangible assets	834	854
Investments and other assets		
Investment securities	0	0
Investments in capital	0	0
Lease and guarantee deposits	1,055	1,224
Claims provable in bankruptcy, claims provable in rehabilitation and other	10	10
Long-term prepaid expenses	23	24
Deferred tax assets	1,237	1,181
Long-term accounts receivable - other	0	2
Allowance for doubtful accounts	(17)	(19)
Total investments and other assets	2,309	2,423
Total non-current assets	3,663	3,902
Total assets	26,013	26,288

(Million yen)

	As of December 31, 2024	As of June 30, 2025
Liabilities		
Current liabilities		
Lease obligations	0	0
Accounts payable - other	666	618
Accrued expenses	3,229	3,046
Income taxes payable	2,028	2,081
Accrued consumption taxes	832	827
Deposits received	381	351
Unearned revenue	40	53
Provision for bonuses	—	115
Provision for bonuses for directors (and other officers)	99	93
Provision for stocks payment	218	143
Refund liabilities	58	73
Other	169	203
Total current liabilities	7,726	7,607
Non-current liabilities		
Deferred tax liabilities	1	3
Other	189	208
Total non-current liabilities	191	211
Total liabilities	7,917	7,819
Net assets		
Shareholders' equity		
Capital stock	672	672
Capital surplus	1,540	1,640
Retained earnings	19,698	19,819
Treasury shares	(4,210)	(4,027)
Total shareholders' equity	17,700	18,104
Accumulated other comprehensive income		
Foreign currency translation adjustment	394	364
Total accumulated other comprehensive income	394	364
Total net assets	18,095	18,469
Total liabilities and net assets	26,013	26,288

(2) Semi-annual Consolidated Statements of Income and Comprehensive Income
Semi-annual Consolidated Statements of Income

(Million yen)

	For the six months ended June 30, 2024	For the six months ended June 30, 2025
Net sales	19,097	23,247
Cost of sales	1,450	1,708
Gross profit	17,646	21,538
Selling, general and administrative expenses		
Remuneration for directors (and other officers)	346	303
Salaries and allowances	7,192	8,514
Legal welfare expenses	990	1,186
Retirement benefit expenses	240	250
Provision for bonuses	24	115
Provision for bonuses for directors (and other officers)	—	93
Provision for share awards	115	140
Provision of allowance for doubtful accounts	7	9
Rent expenses on land and buildings	687	773
Depreciation	270	190
Amortization of goodwill	61	11
Advertising expenses	992	1,318
Other	2,357	2,390
Total selling, general and administrative expenses	13,287	15,299
Operating income	4,358	6,238
Non-operating income		
Interest income	4	8
Reversal of allowance for doubtful accounts	3	—
Insurance fee income	3	—
Other	5	14
Total non-operating income	17	23
Non-operating expenses		
Interest expenses	11	7
Foreign exchange losses	3	5
Other	0	0
Total non-operating expenses	15	14
Ordinary income	4,360	6,247
Extraordinary losses		
Loss on retirement of non-current assets	6	1
Impairment losses	76	—
Total extraordinary losses	82	1
Profit before income taxes	4,278	6,246
Income taxes - current	1,472	1,919
Income taxes - deferred	(66)	56
Total income taxes	1,405	1,975
Profit	2,873	4,270
Profit attributable to owners of parent	2,873	4,270

Semi-annual Consolidated Statements of Comprehensive Income

(Million yen)

	For the six months ended June 30, 2024	For the six months ended June 30, 2025
Profit	2,873	4,270
Other comprehensive income		
Foreign currency translation adjustment	149	(30)
Total other comprehensive income	149	(30)
Comprehensive income	3,022	4,240
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	3,022	4,240
Comprehensive income attributable to non-controlling interests	—	—

(3) Notes to Semi-annual Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Notes in case of significant changes in shareholders' equity)

Not applicable.

(Accounting methods adopted particularly for the preparation of semi-annual consolidated financial statements)

The Company calculates the tax expenses of some of its subsidiaries in the semi-annual consolidated financial statements by reasonably estimating the effective tax rate after applying tax effect accounting to profit before income taxes for the fiscal year that includes the six months ended June 30, 2025, and by multiplying the profit before income taxes by the estimated effective tax rate.

(Changes in accounting policies)

(Application of the "Accounting Standard for Current Income Taxes, etc.")

The "Accounting Standard for Current Income Taxes, etc." (ASBJ Statement No. 27, October 28, 2022; hereinafter referred to as the "2022 Revised Accounting Standard") has been applied from the beginning of the six months ended June 30, 2025.

The revisions related to the categories for recording income taxes (taxation on other comprehensive income) follow the transitional treatments prescribed in the proviso of Paragraph 20-3 of the 2022 Revised Accounting Standard and the proviso of Paragraph 65-2 (2) of the "Guidance on Accounting Standard for Tax Effect Accounting" (ASBJ Guidance No. 28, October 28, 2022; hereinafter referred to as the "2022 Revised Guidance"). These changes have no impact on the semi-annual consolidated financial statements.

(Segment information, etc.)

[Segment information]

For the six months ended June 30, 2024 (from January 1, 2024 to June 30, 2024)

1. Information on net sales and profit (loss) by reportable segment, and information on disaggregation of revenue

(Million yen)

	Reportable segment			Segment total	Adjustment	Total
	Domestic Recruitment Business	Domestic Job Offer Advertising Business	Overseas Business			
Net sales						
Goods transferred at a point in time	16,635	146	1,283	18,064	—	18,064
Goods transferred over time	368	44	619	1,032	—	1,032
Revenue from contracts with customers	17,003	190	1,903	19,097	—	19,097
Net sales to outside customers	17,003	190	1,903	19,097	—	19,097
Intersegment net sales or transfers	26	8	14	49	(49)	—
Total	17,029	198	1,917	19,146	(49)	19,097
Segment profit (loss)	4,290	20	(31)	4,278	—	4,278

(Notes) 1. Segment profit (loss) is consistent with the profit before income taxes in the semi-annual consolidated statements of income.

2. The figures for the Domestic Recruitment Business reportable segment and the Overseas Business reportable segment include amortization of goodwill of ¥37 million and ¥24 million, respectively.

2. Information on impairment losses on non-current assets and goodwill by reportable segment
(Significant impairment losses on non-current assets)

The Overseas Business reportable segment posted impairment losses of ¥76 million for the six months ended June 30, 2025.

For the six months ended June 30, 2025 (from January 1, 2025 to June 30, 2025)

1. Information on net sales and profit (loss) by reportable segment, and information on disaggregation of revenue

(Million yen)

	Reportable segment			Segment total	Adjustment	Total
	Domestic Recruitment Business	Domestic Job Offer Advertising Business	Overseas Business			
Net sales						
Performance obligations satisfied at a point in time	20,615	188	1,181	21,986	—	21,986
Performance obligations satisfied over time	532	17	711	1,261	—	1,261
Revenue from contracts with customers	21,147	206	1,893	23,247	—	23,247
Net sales to outside customers	21,147	206	1,893	23,247	—	23,247
Intersegment net sales or transfers	11	20	10	41	(41)	—
Total	21,159	227	1,903	23,289	(41)	23,247
Segment profit	6,095	50	99	6,246	—	6,246

(Notes) 1. Segment profit (loss) is consistent with the profit before income taxes in the semi-annual consolidated statements of income.

2. The figures for the Domestic Recruitment Business reportable segment include amortization of goodwill of ¥11 million.

(Significant subsequent events)

Not applicable.