Six Months Ended 30 June 2026
Financial Results & Strategy Briefing Materials

JAC Recruitment Co., Ltd.

21 August 2026

JAC Recruitment

Key Highlights

Overview of Consolidated Results for the First Half of FY2026

- Although the business environment remained uncertain, including the impact of the conflict in the Middle East, first-half results fell short of our initial forecast. Nevertheless, revenue, profit before tax and profit after tax all reached record highs.

Capital policy

- In light of the current business environment and share price performance, we decided to repurchase up to 3 million shares to improve capital efficiency and enhance shareholder returns. As a result, the total payout ratio for FY2026 is expected to exceed 100%.
- Including the shares acquired under the current programme, any treasury shares exceeding those expected to be disposed of for future share-based compensation plans will be cancelled at the end of December 2026.

Outlook for Recruitment Market and Future Business Strategy

- While technological innovation will create new occupations, the **professional recruitment market**, where JAC has a strong competitive position, is expected to continue expanding.
- We aim to further improve profitability by enhancing productivity through the use of AI in support functions, increasing gross profit margins through stronger in-house sourcing capabilities, and improving security while reducing costs through the renewal of our core systems.
- To achieve sustainable growth, we will continue to promote sustainability-focused management initiatives.

1. 1H FY2026 Financial Highlights

Consolidated Results: 1H of FY2026

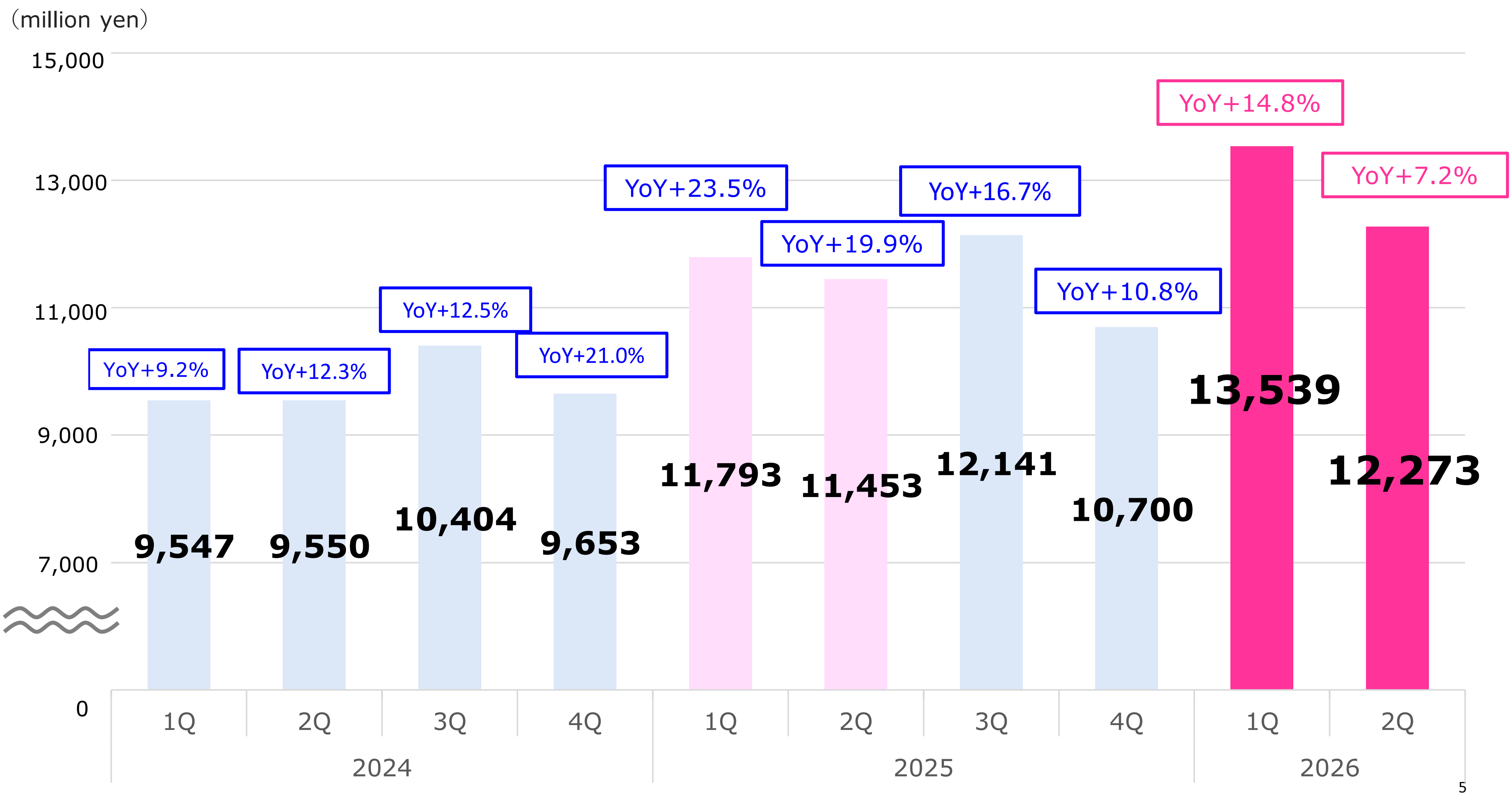
Revenue rose by 11.0 % year-on-year, ordinary income by 14.3 % and profit by 14.4 %; although these figures fell short of the targets set at the start of the year, partly due to the situation in the Middle East and other external factors, they all reached record highs.

(million yen)

	1H FY2025	1H FY2026	YoY	Vs. forecast	
				1H	Full year
Revenue	23,247	25,812	+11.0%	95.6%	48.5%
Gross Profit (GP)	21,538	24,058	+11.7%	97.7%	49.6%
Operating Income	6,238	7,106	+13.9%	97.3%	56.4%
EBITDA	6,440	7,369	+14.4%	-	-
EBITDA Margin	27.7%	28.6%	+0.9pt	-	-
Ordinary Income	6,247	7,141	+14.3%	97.8%	56.7%
Profit Before Tax	6,246	7,140	+14.3%	97.8%	56.7%
Profit Attributable to owners of parent	4,270	4,885	+14.4%	97.7%	56.8%

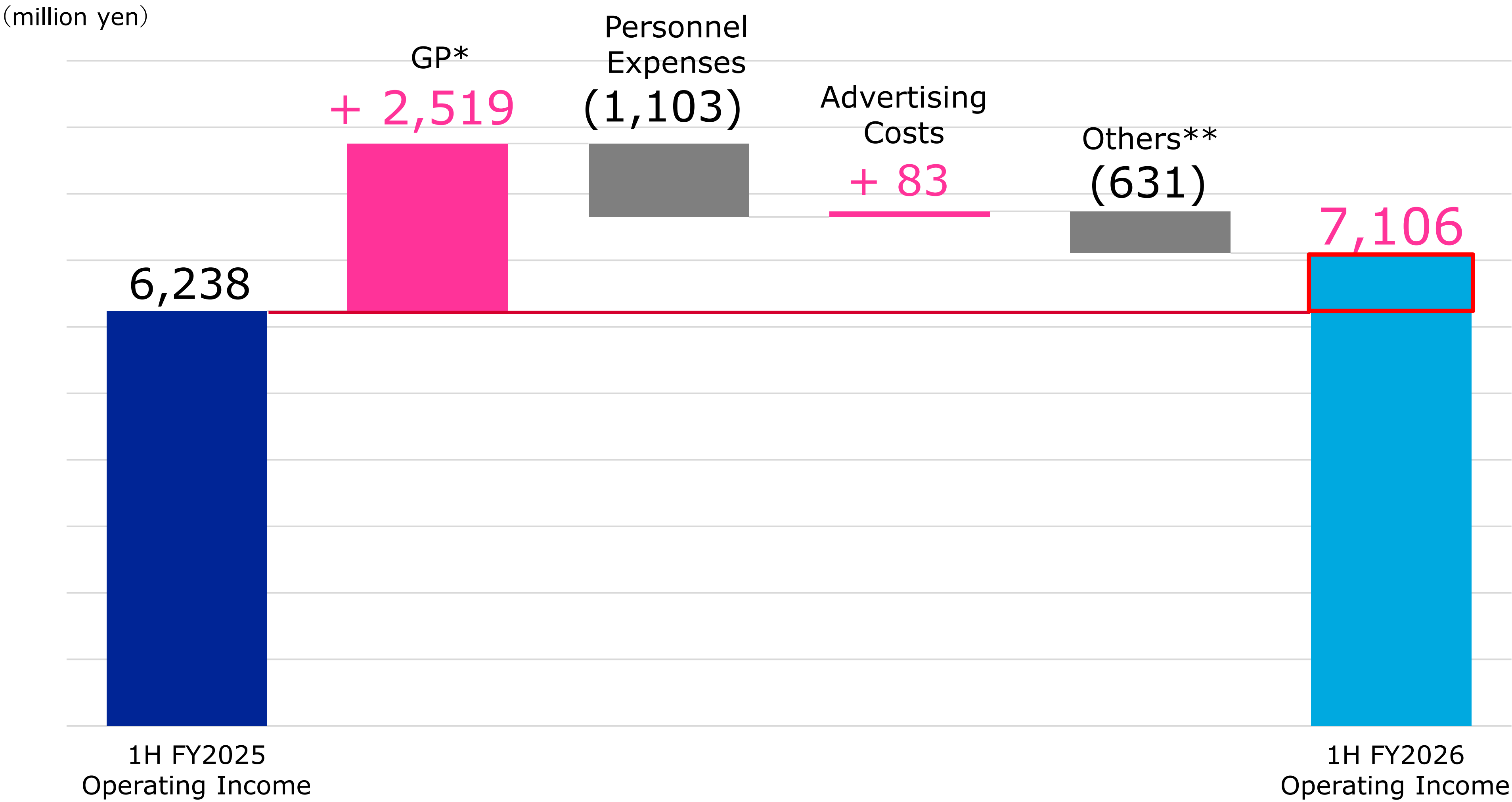
Quarterly comparison of company-wide revenue

In 2Q, growth slowed slightly to 7.2% YoY due to an uncertain business environment caused by the situation in the Middle East.



Factors Contributing to the Increase in Operating Income

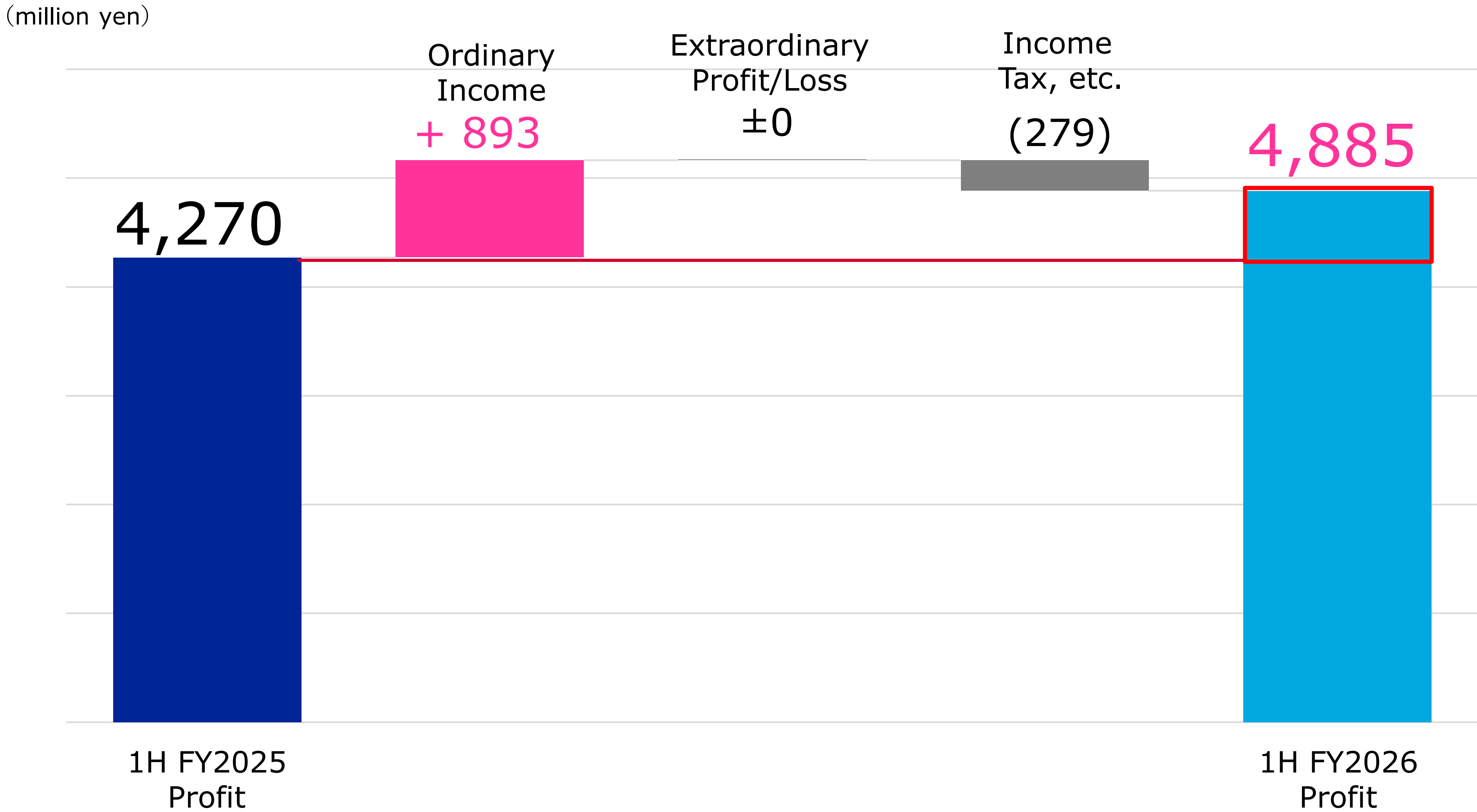
In addition to steady GP growth, operating income increased 13.9% YoY due to lower advertising expenses and other cost control measures under the “Minimum Cost” initiative.



*GP: Gross Profit **Depreciation, system-related expenses, rent, and other costs

Factors Contributing to the Year-on-Year Increase in Profit

Driven by steady growth in ordinary income, profit increased 14.4% YoY.



Segment Performance in 1H FY2026

Domestic Recruitment Business achieved record revenue and profits.
Overseas Business and Domestic Job Offer Advertising Business achieved steady growth in both revenue and profit.

(million yen)

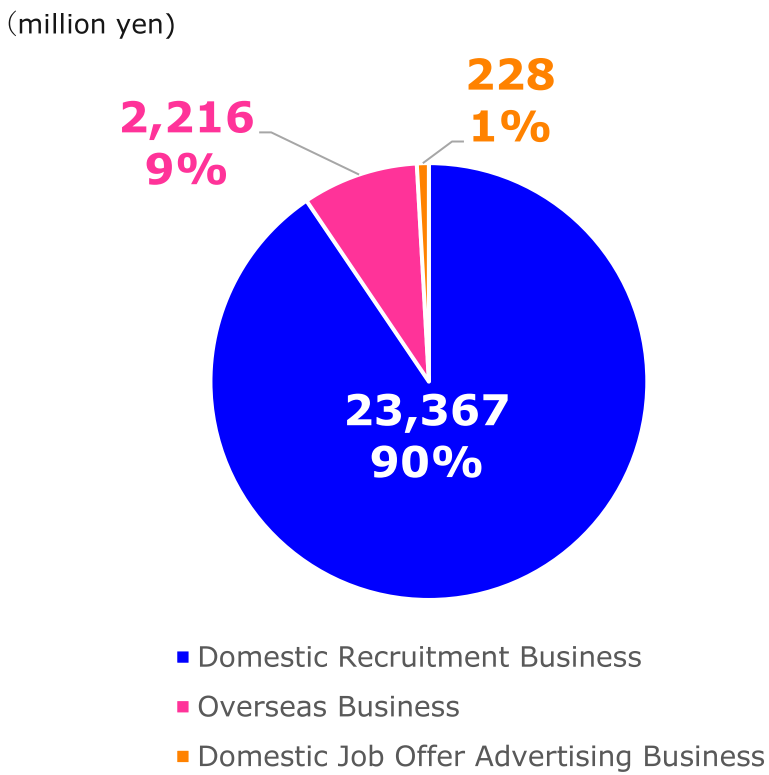
Segment revenue	1H FY2025	1H FY2026	YoY
Domestic Recruitment Business	21,147	23,367	＋ 10.5%
Overseas Business	1,893	2,216	＋ 17.1%
Domestic Job Offer Advertising Business	206	228	＋ 10.8%

Segment profit	1H FY2025	1H FY2026	YoY
Domestic Recruitment Business	6,095	6,910	＋ 13.4%
Overseas Business	99	146	＋ 47.1%
Domestic Job Offer Advertising Business	50	82	＋ 63.6%
Profit Before Tax	6,246	7,140	＋ 14.3%

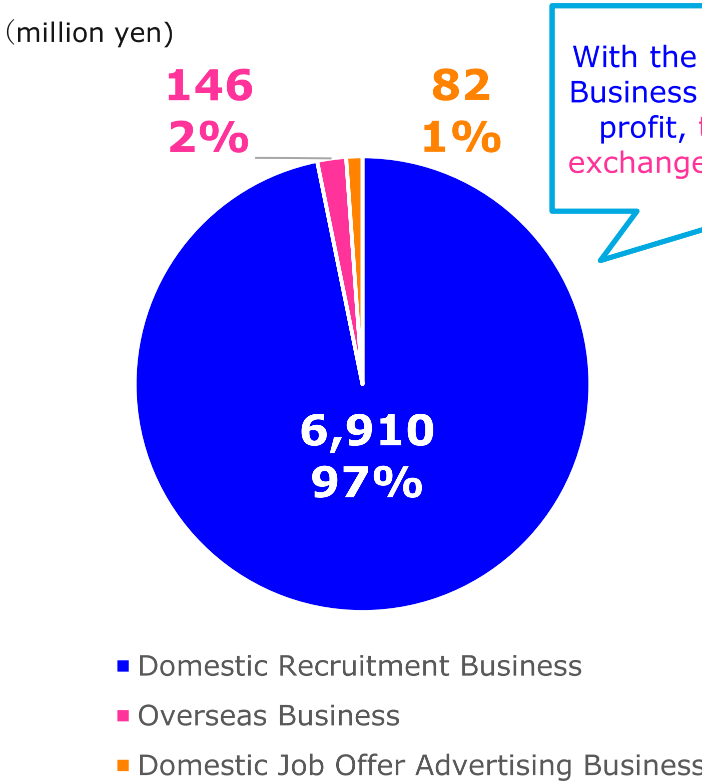
Revenue and Profit by Segment: 1H FY2026

Domestic Recruitment Business accounts for 90% of revenue and 97% of profit

Revenue by Segment



Profit by Segment

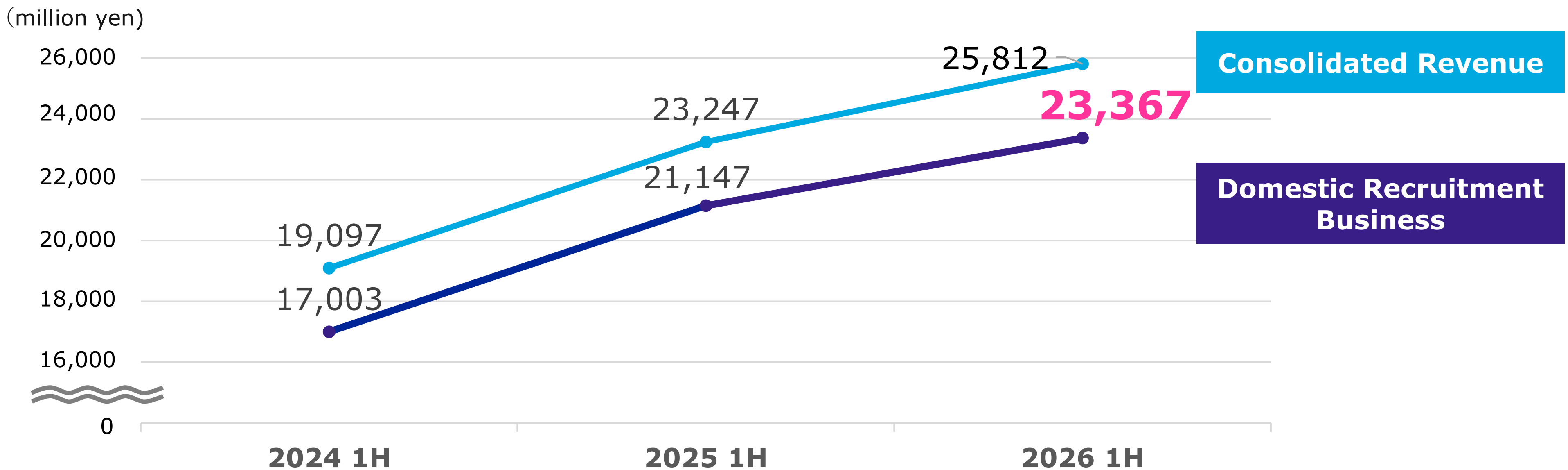


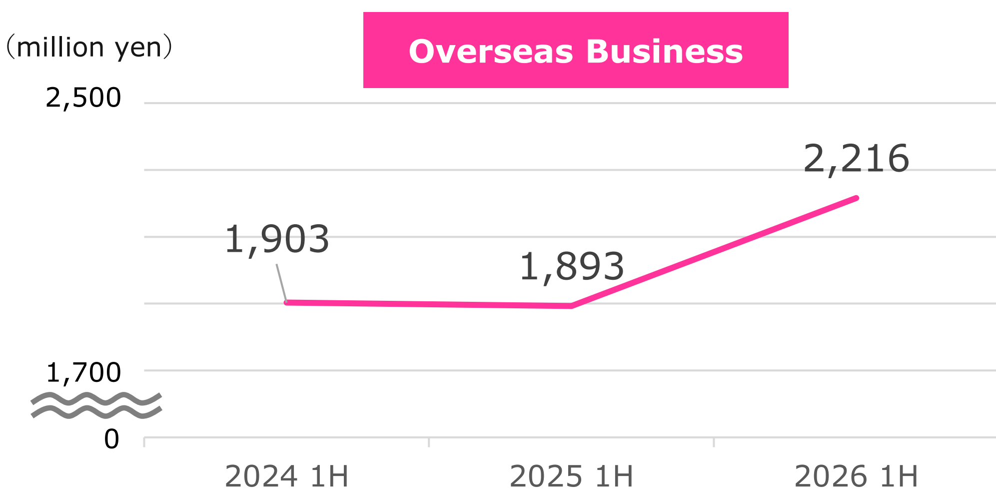
With the Domestic Recruitment Business accounting for 97% of profit, the impact of foreign exchange fluctuations is limited.

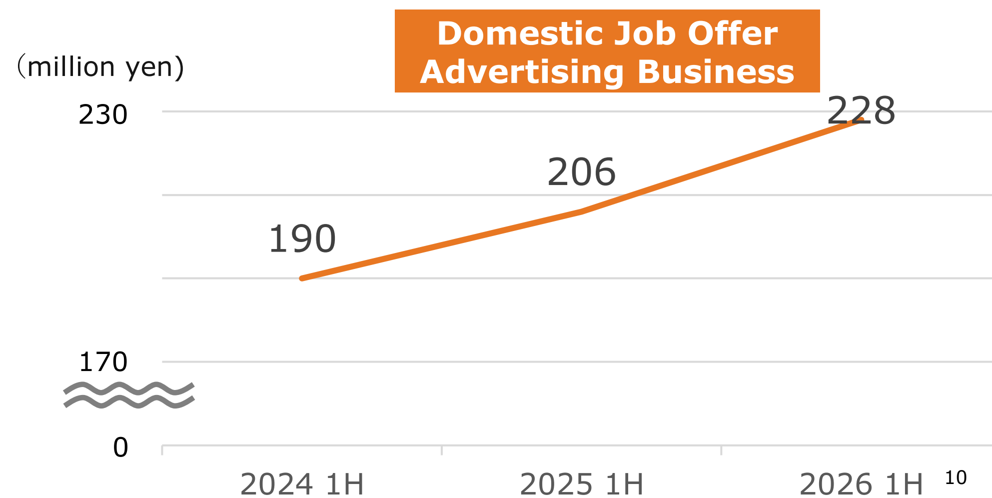
Three-year Business Segment Revenues

Revenue from the core domestic recruitment business increased by 10.5% YoY.

■ Comparison of Segment Revenues over the three years







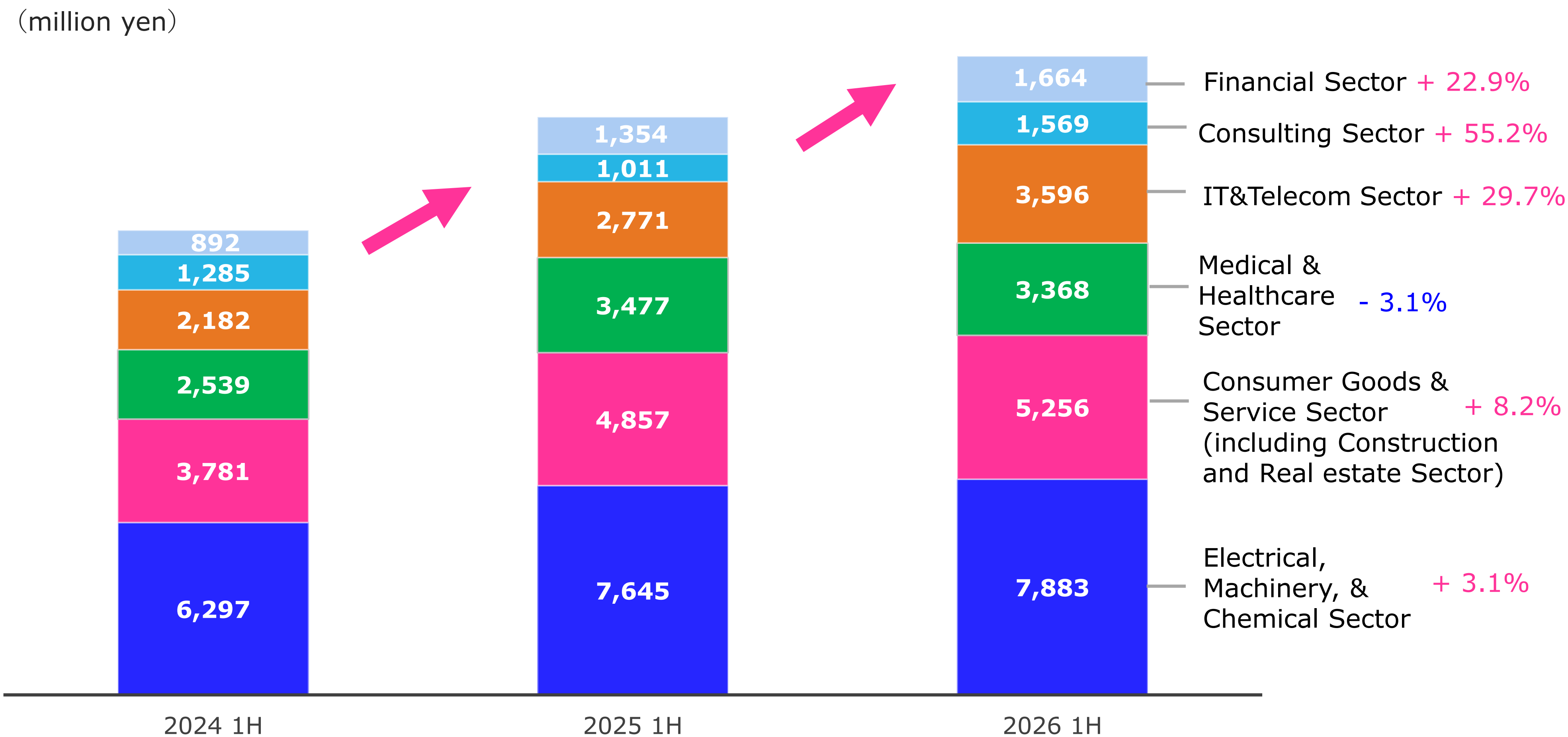
Overview of each segment in 1H FY2026

Segment	Overview
Domestic Recruitment Business	● In 2Q, the situation in the Middle East affected revenue, particularly in the manufacturing sector. However, placement activity has shown signs of recovery since April. ● IT and consulting sectors including AI related jobs, as well as the financial sector which has been thriving due to rising interest rates, continued to maintain strong performance. ● While there are concerns about a decrease in job openings due to generative AI utilisation in some occupations, the high-salary positions we focus on are mainly those requiring advanced expertise and decision-making, so there are almost no related concerns. With many competitors focusing on AI utilisation, our competitive advantage has become even clearer. ● In regional markets as well, by increasing the proportion of high-salary positions, we are advancing both improved profitability and business scale expansion
Overseas Business	● Further strengthening and expanding global account management through collaboration with domestic businesses and overseas operations. ● Accelerating business growth by steadily meeting the local recruitment needs of Japanese companies with strong hiring demand. ● During the consolidated period of the 1st half, the overseas business outpaced the domestic recruitment business regarding the growth rate in both revenue and profit
Domestic Job Advertising Business	● Expanding the registration of job postings and job seekers by strengthening collaboration with domestic recruitment and overseas businesses ● We are also strengthening support for clients' direct recruiting initiatives to expand revenue opportunities. ● During the consolidated period for the 1st half, we achieved certain results toward profitable sales expansion

Domestic Recruitment Business Revenues by Industry

Consulting increased by 55.2% YoY, Financial increased by 22.9% YoY, IT & Telecom increased by 29.7% YoY. Revenue increased in all industries except Medical & Healthcare.

Revenues by Industry: Trends from 2024 to 2026 (Domestic Recruitment Business*)



Note: JAC Recruitment +JAC International + VantagePoint

Balance Sheet Summary of 1H FY2026

Financial strength remains high with an equity ratio of 72.7%.

(million yen, %)

Item	End of Dec. 2025		End of June 2026		Change
	Amount	Composition	Amount	Composition	
Current Assets	26,790	86.7	**25,383**	**84.6**	(1,406)
Cash and deposits	23,312	75.5	**20,632**	**68.8**	(2,680)
Accounts receivable - trade	2,578	8.3	**3,612**	**12.0**	+1,033
Non-current Assets	4,105	13.3	**4,618**	**15.4**	+513
Tangible Assets	656	2.1	**705**	**2.3**	+49
Intangible assets	756	2.4	**771**	**2.6**	+15
Investment and other assets	2,692	8.7	**3,141**	**10.5**	+448
Total Assets	30,895	100.0	**30,001**	**100.0**	(893)
Current liabilities	8,359	27.1	**8,100**	**27.0**	(258)
Non-current liabilities	190	0.6	**84**	**0.3**	(106)
Total liabilities	8,549	27.7	**8,184**	**27.3**	(365)
Total net assets	22,345	72.3	**21,817**	**72.7**	(528)
Total liabilities and net assets	30,895	100.0	**30,001**	**100.0**	(893)

Cash Flows in 1H FY2026

Our management policy is to use cash reserves for future business investment and dividends, as well as to maintain employment during economic downturns.

（million yen）

	1H FY2025	1H FY2026
Cash flows from operating activities	**3,711**	**3,981**
Cash flows from investing activities	**(426)**	**(2,408)**
Cash flows from financing activities	**(4,224)**	**(5,787)**
Cash and cash equivalents at end of period	**18,086**	**11,132**

Forecast for FY2026

No change from the initial forecast

- We expect business conditions to improve in the second half, supported by continued strength in the IT, consulting and financial sectors, as well as a recovery in placements in the manufacturing sector since April.
- Profit attributable to owners of parent is progressing broadly in line with plan, supported by growth in operating income. While continuing to improve middle- and back-office efficiency across the Group, we will maintain disciplined ROI management on IT investments and aim to achieve our full-year targets.

(Million yen)

	2025	**2026 Forecast**	Vs. 2025	Change (%)
Revenue	**46,089**	**53,200**	**+7,111**	**+15.4%**
Gross Profit	**42,720**	**48,500**	**+5,780**	**+13.5%**
Operating Income	**11,683**	**12,600**	**+917**	**+7.8%**
Ordinary Income	**11,709**	**12,600**	**+891**	**+7.6%**
Profit Before Tax	**11,502**	**12,600**	**+1,098**	**+9.5%**
Profit attributable to owners of parent	**8,400**	**8,600**	**+200**	**+2.4%**

[Assumptions used for this forecast]

- The impact of the situation in the Middle East is expected to remain limited
- No major geopolitical risks or economic crises are assumed, and the overall business environment is not expected to change significantly.

2. Capital policy

Shareholders' Return Policy

No change from the forecast released on 13 Feb 2026

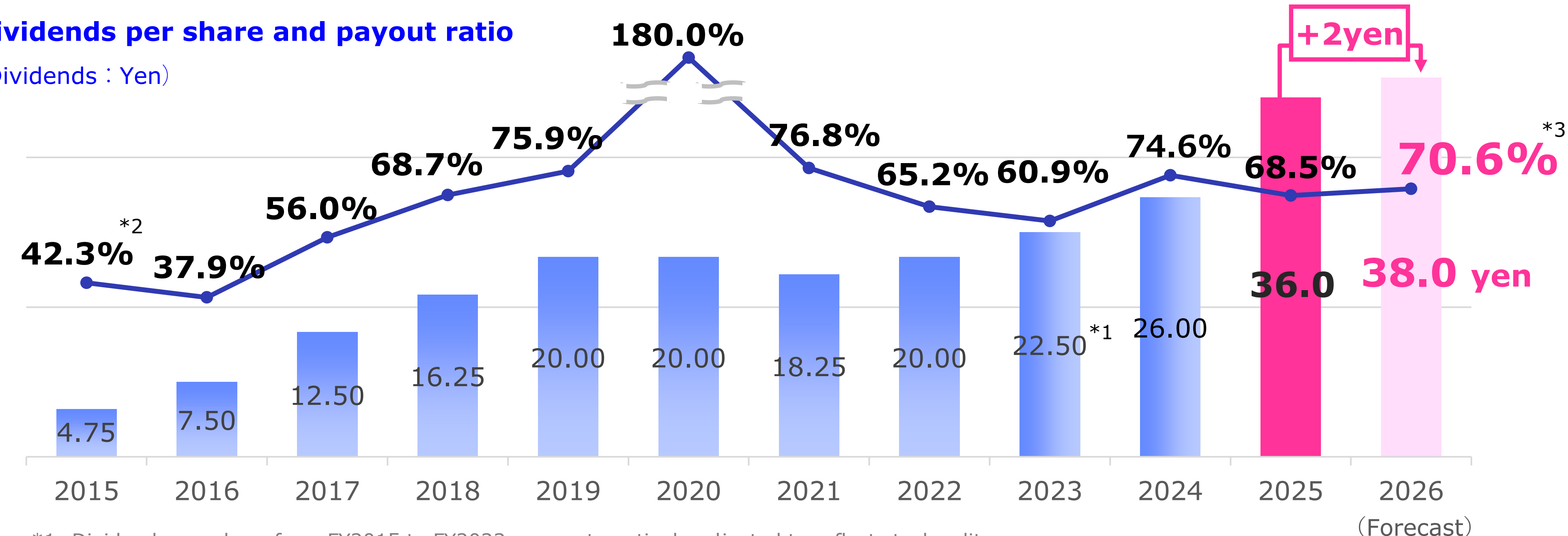
Dividend Policy

Dividend payout ratio targeted at **65% or more**.
Maintain a steady trend of increasing dividends in line with profit growth.

	FY2025	FY2026 (Forecast)	
			YoY
DPS	36yen	**38yen**	+2yen
DOE	27.5%	**25.4%**	(2.1pt)

■Dividends per share and payout ratio

（Dividends：Yen）



*1: Dividends per share from FY2015 to FY2023 were retroactively adjusted to reflect stock splits.
*2: Calculations for the payout ratios from FY2015 onward include JAC Recruitment shares held in the ESOP Trust account.
*3: The dividend payout ratio for FY2026 is the figure at the time of the forecast on 13 Feb. 2026.

Policy on the Acquisition and Cancellation of Treasury Shares

- In light of the recent business environment and share price performance, the Company has resolved to acquire treasury shares of up to 3 million shares, or ¥3.5 billion, to improve capital efficiency and enhance shareholder returns.
- The Company has also resolved, in principle, to cancel treasury shares exceeding the number expected to be disposed of for future share-based remuneration and other purposes. The shares acquired under the current share buy-back programme will also be cancelled at the end of December 2026.

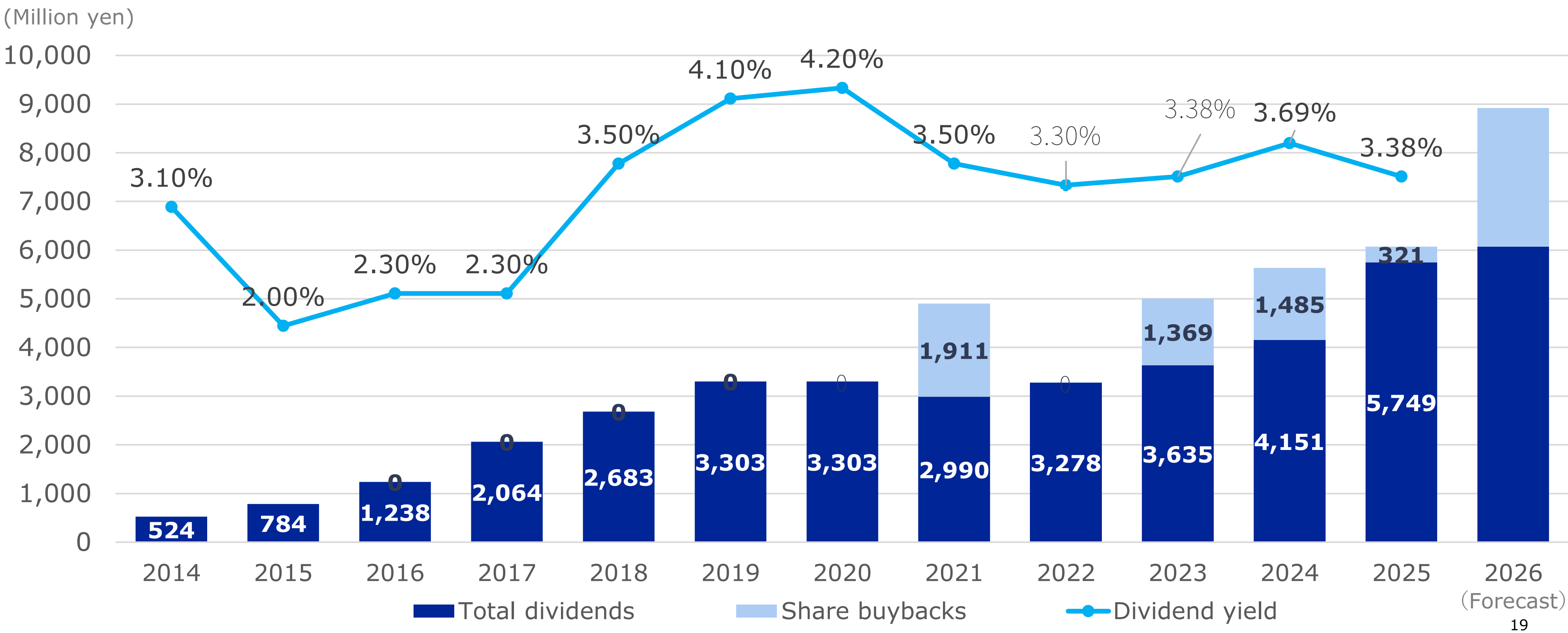
Maximum number and total value of shares to be acquired	• Up to 3 million common shares of the Company, with a maximum total acquisition cost of ¥3.5 billion
Acquisition period	• From 13 August to 31 December 2026
Method of acquisition	• Market purchases under a discretionary trading agreement for the acquisition of treasury shares
Policy on the cancellation of treasury shares	• As a general policy, the Company will cancel treasury shares other than those expected to be disposed of in the future, including for grants of restricted share-based remuneration.
Scheduled cancellation	• The Company plans to cancel, at the end of December 2026, treasury shares other than those expected to be disposed of in the future, including the shares acquired under the current programme.

Shareholder Returns

The total payout ratio for FY2026 is expected to be above 100%, due to the share buy-back.

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026 (Forecast*)	Total
Dividend payout ratio	42.3%	37.9%	56.0%	68.7%	75.9%	180.0%	76.8%	65.2%	60.9%	74.6%	68.5%	70.6%	69.5%
Total payout ratio	43.3%	37.9%	56.0%	68.7%	75.9%	180.1%	126.3%	65.2%	83.7%	100.5%	72.3%	103.7%	80.1%

*The FY2026 total payout ratio assumes a share buy-back of 3 million shares at ¥950 per share.



Business Investment Policy

The Company's policy is to focus on highly reliable and profitable businesses and minimise risk-taking when investing in businesses.

Business Investment Criteria

- Investments must be expected to generate returns well above the hurdle rate established with reference to the cost of capital of 7.6%.
- Targeting highly profitable businesses that can contribute to maintaining and improving profit levels in existing businesses.

Investment patterns:
1) System investment to improve business efficiency
2) Launch of new businesses within existing operating companies
3) M&A (Only those with high investment efficiency and in line with the long-term business plan)

Withdrawal criteria:
1) Start review if losses are recorded for more than two years.
2) Formulate and implement a profit improvement plan (including a review of the management structure and focus markets, and the establishment of a group-wide support structure).
3) If the profitability does not improve, a decision is made to withdraw, taking into account the future potential, stability and competitive environment of the market in question.

3. Progress in First Half of FY2026

Progress in First Half of FY2026

(1)Placement-based GP Growth in Domestic Recruitment Business

(2) Key Focus Areas for FY2026

(3) Growth of RPO and IPS Businesses

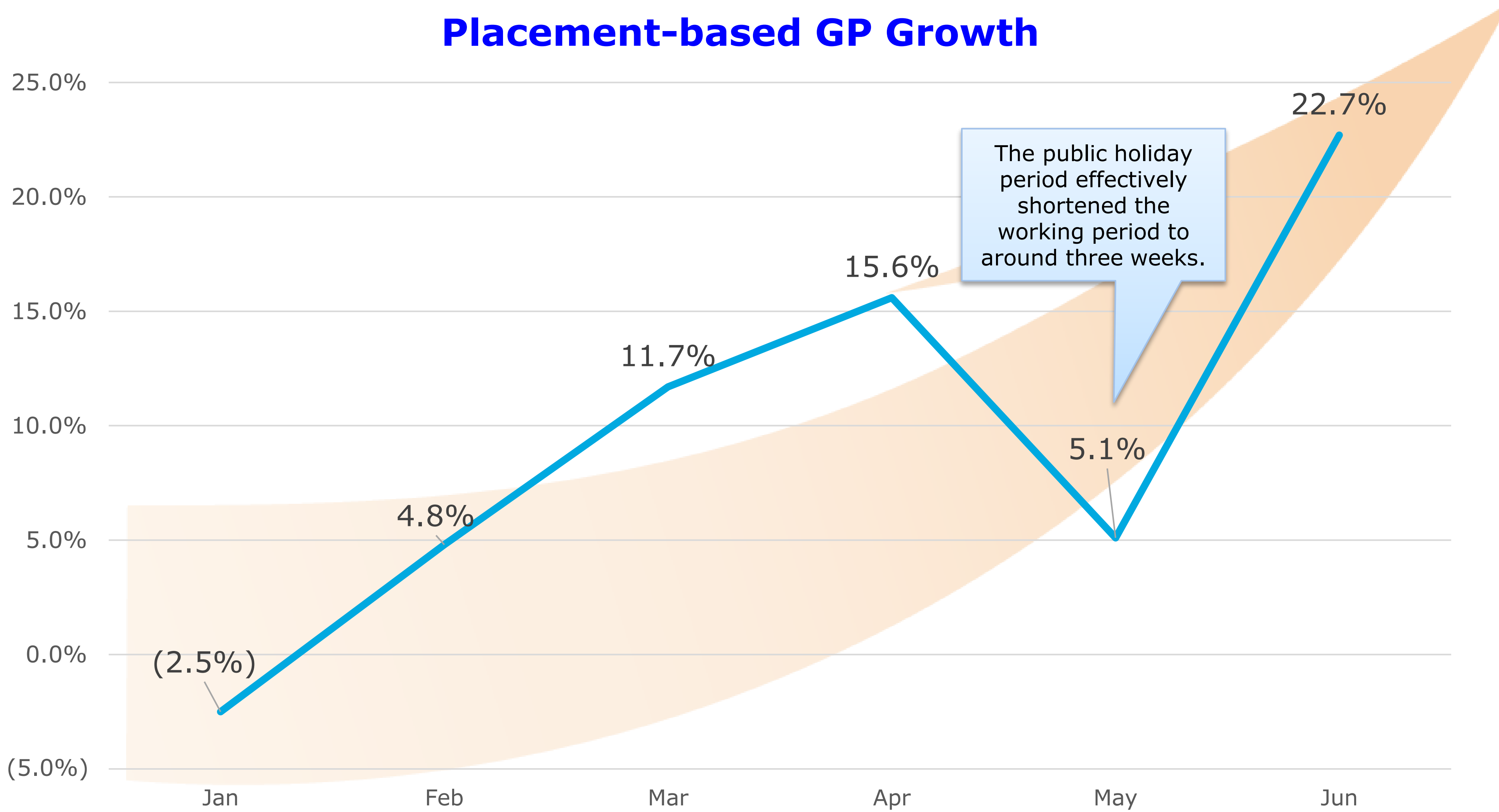
(4) “Integration” - JAC's Unique Referral Culture

(5) Returning Overseas Business to Growth

(1)Placement-based GP Growth in Domestic Recruitment Business

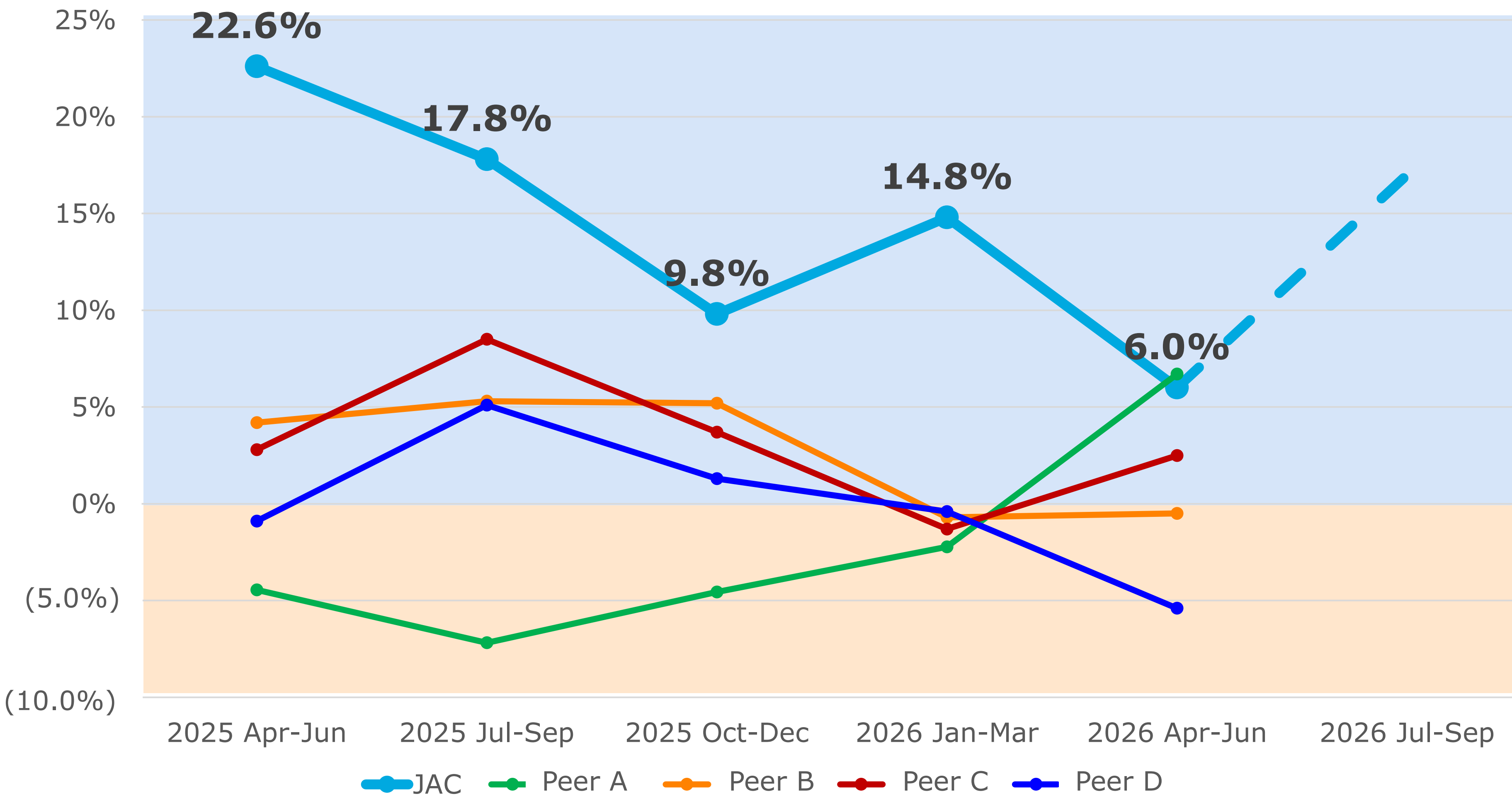
Placement-based GP growth slowed in May, as there were two fewer working days than in the previous year. Growth has recovered since 2Q and remains firmly on track to achieve the full-year target.

Placement-based GP Growth



Reference: Comparison of Revenue Growth Rates with Domestic Peers (Domestic Recruitment Business)

Maintaining Strong Revenue Growth Compared with Peers

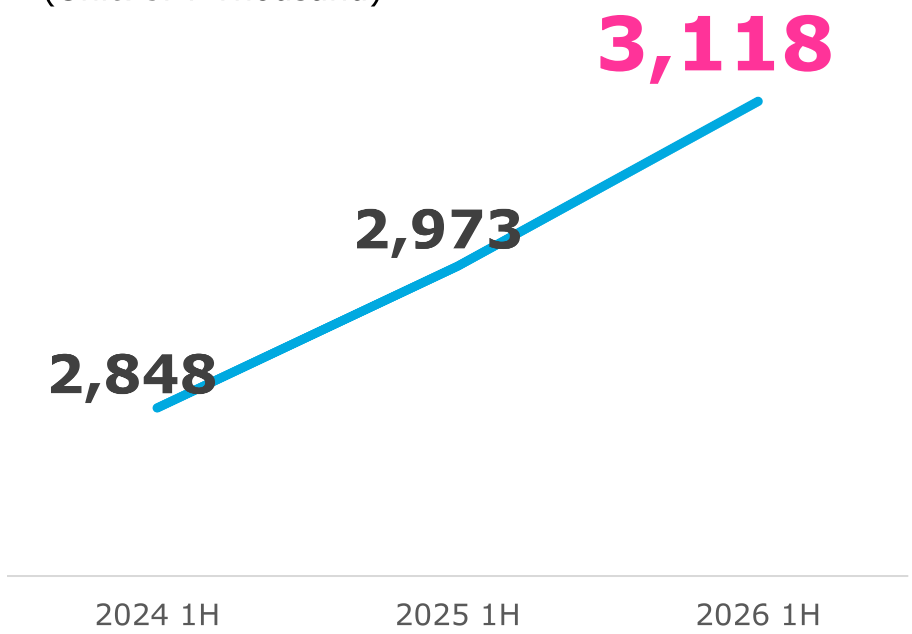


(2) Key Focus Areas for FY2026

- Further strengthening our focus on higher-income placements by concentrating on high-demand sectors such as Financial Services, Consulting and IT.

Increase in Average Fee per Placement in Domestic Recruitment Business

(Unit: JPY Thousand)



* Calculated based on monthly consolidated revenue and operating data for the domestic recruitment business.
(Average Fee per placement = Revenue ÷ No. of placements)
https://ir.jac-recruitment.jp/ja/investors/library/monthly-data.html

** JAC Recruitment +JAC International + VantagePoint(2024-2025)

First Half of FY2026 Revenue Growth by Sector (YoY)

Financial Sector

+23%

Consulting Sector

+55%

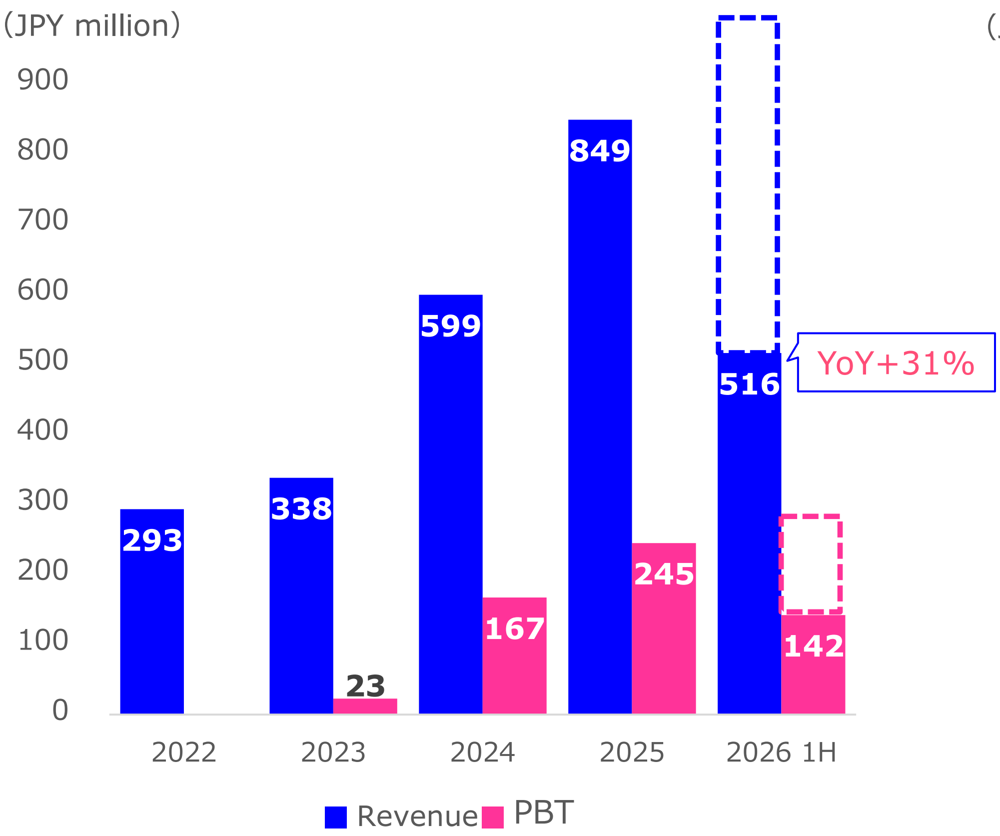
IT & Telecom Sector

+30%

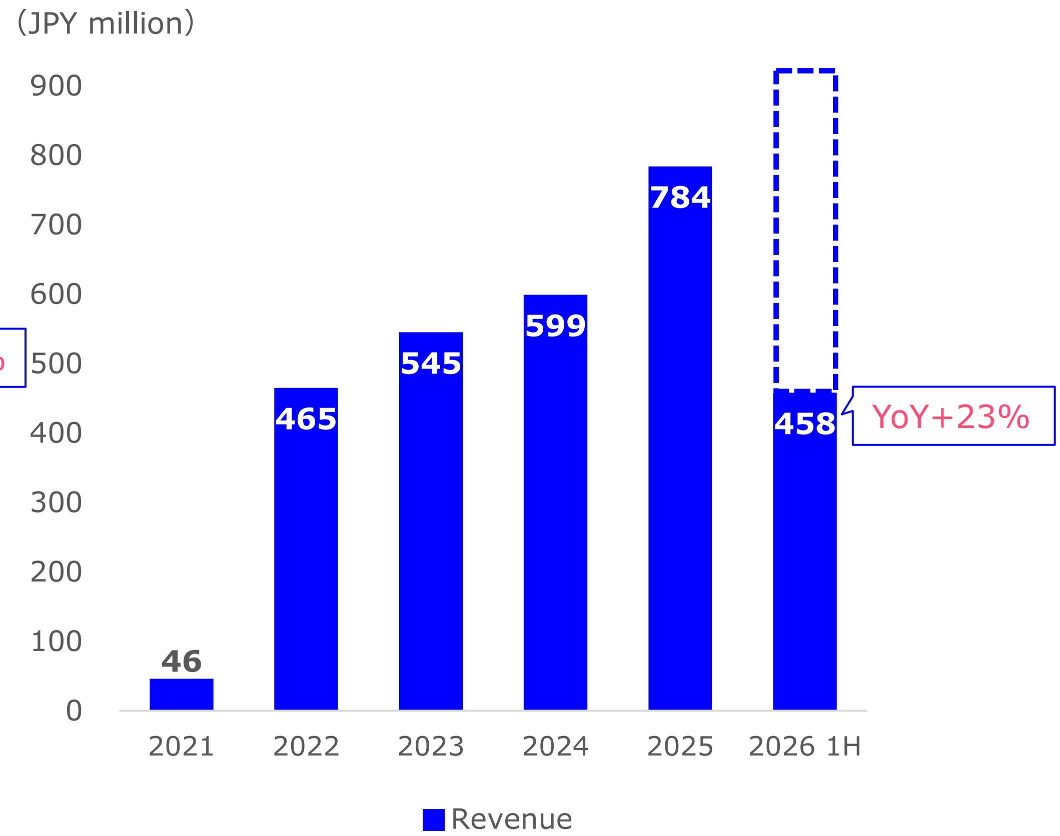
(3) Growth of RPO and IPS Businesses

Revenue in both the RPO and IPS businesses remained steady.

RPO Business Revenue and Profit (PBT)



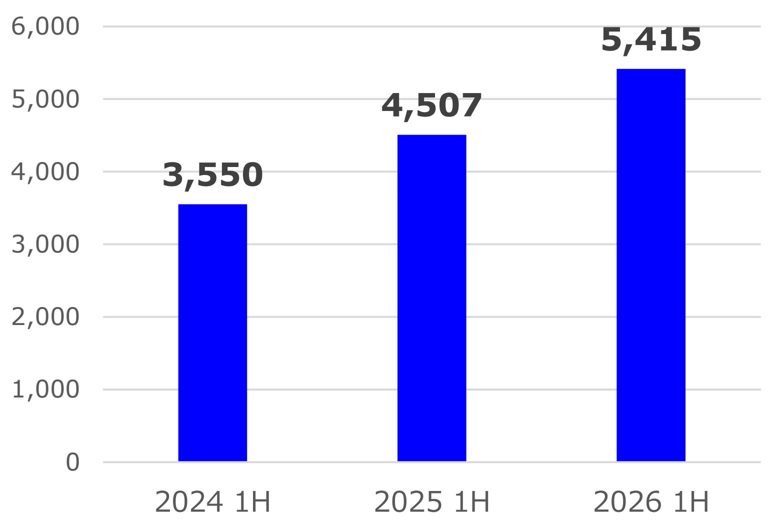
Revenue of IPS Business



(4) “Integration” - JAC's Unique Referral Culture

Maximising client value through stronger collaboration with domestic recruitment business.

Number of Referral within JAC Group*

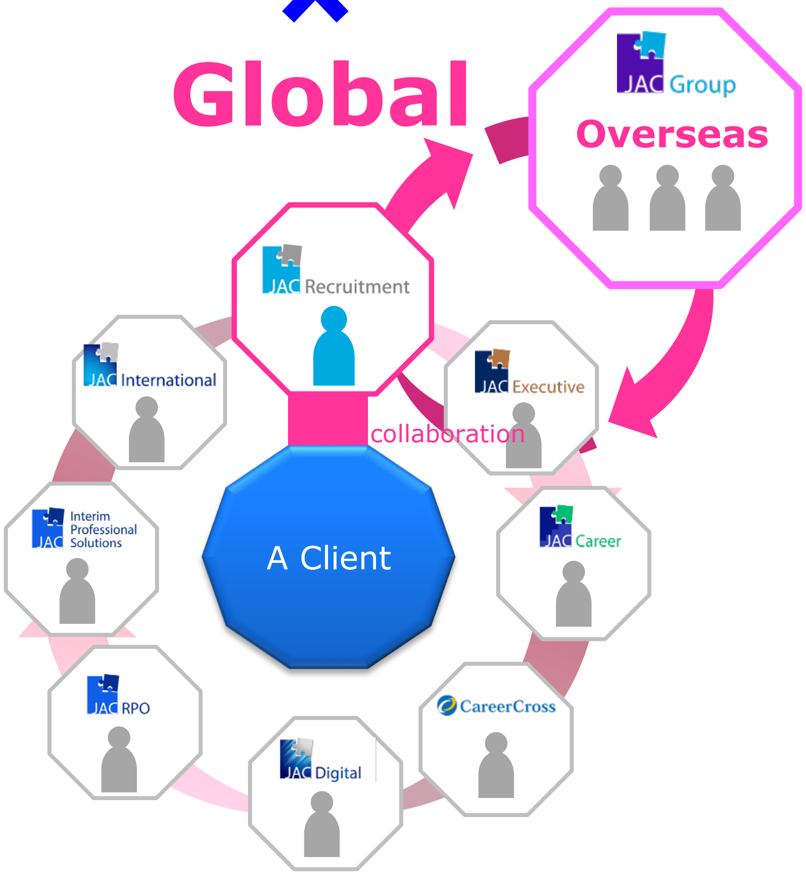


Note: Number of Job and Candidate Referrals within JAC Group

Account Management

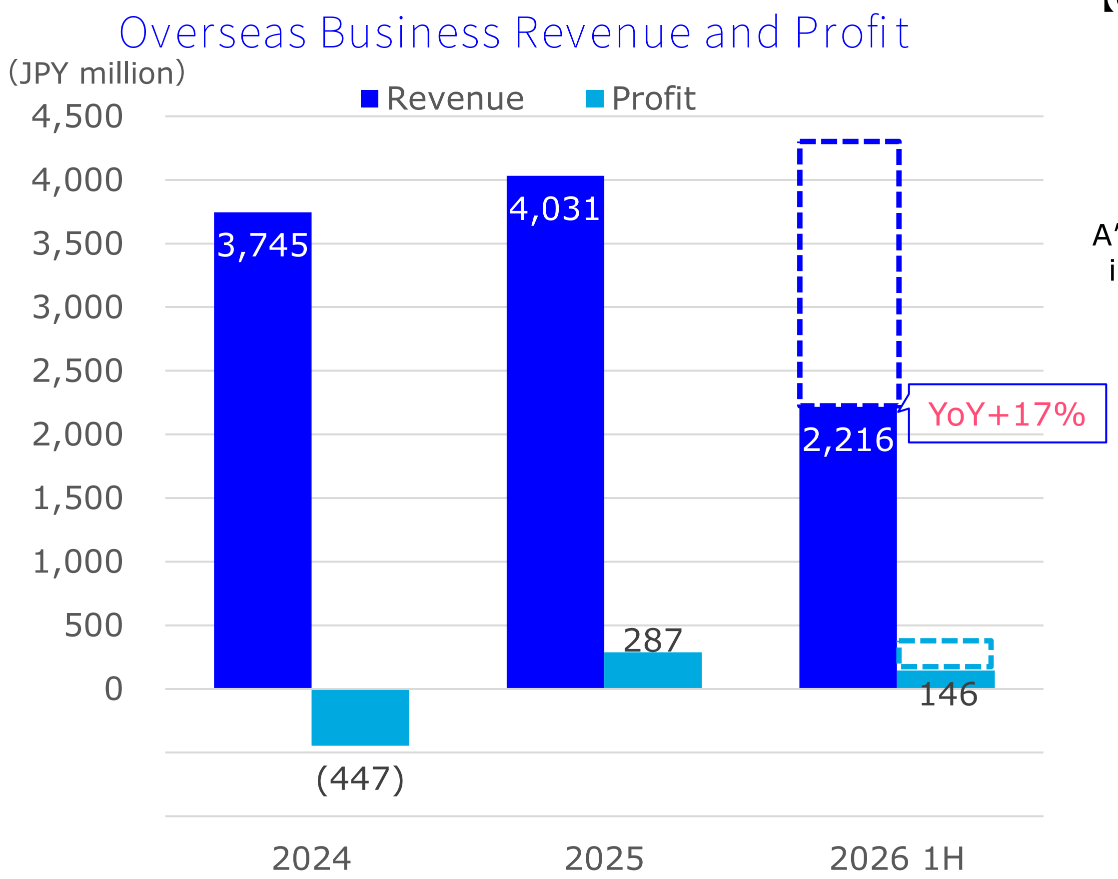
×

Global

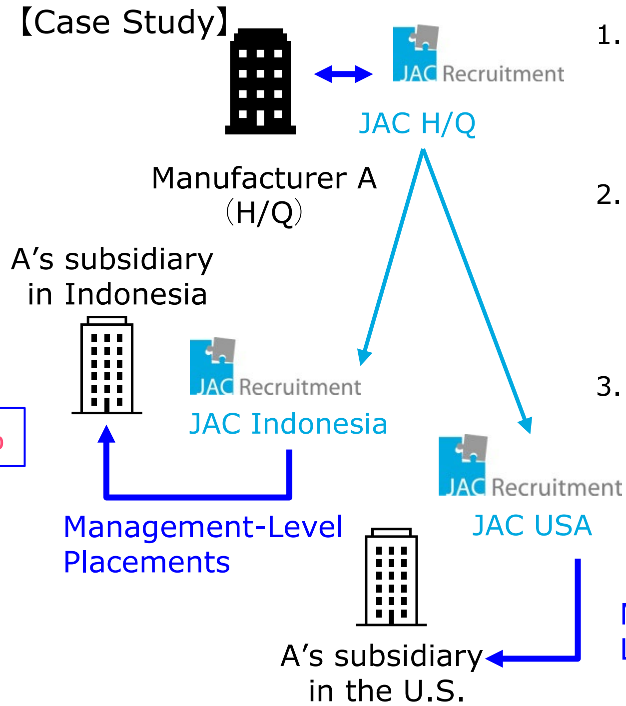


(5) Returning the Overseas Business to Growth

- By further strengthening our focus on the Japanese corporate market, which remains a core strength of JAC, we are entering a renewed growth phase through supporting overseas expansion by Japanese companies.
- Strengthening global account management through the overseas deployment of domestic business Directors has increased placements in high-level positions.



Global Account Management



1. Identified talent requirements in Japan to support overseas business expansion.
2. Worked with JAC Indonesia to provide recruitment consultancy based on local market conditions.
3. Following success in Indonesia, support was subsequently extended to the U.S..

Amsterdam Office Opened in April 2026

Supporting talent demand in Europe, where regional headquarters functions have increasingly concentrated since Brexit.

4. Outlook for Recruitment Market and Future Business Strategy

1. Outlook for Recruitment Market
(1) Changing Talent Demand Driven by Technological Innovation

- Talent demand continues to expand as technological innovation both eliminates certain roles and creates new ones.

Era	Technological Innovation	Changes in Business and Industry Structures	Roles Reduced or Replaced (Examples)	Roles Expanded or Created (Examples)	Talent Demand
Third Industrial Revolution (1970s-2000s)	PCs and the Internet	Shift from analogue to digital operations	Telephone switchboard operators, paper-based information processing roles	Systems engineers, programmers, web-related roles, information service professionals	↗
Fourth Industrial Revolution (2010s-2020s)	AI, IoT and Big Data	Predictive analytics and optimisation through data utilisation	Equipment monitoring, manufacturing inspection, demand forecasting and inventory management roles	AI engineers, data scientists, digital transformation specialists, digital strategy professionals, UI/UX designers	↗
Generative AI Revolution (2022-)	Generative AI and AI Agents	Automation and augmentation of knowledge-based work	Standardised document preparation, routine research, translation, call-centre first-line response and certain administrative tasks	**AI strategy specialists, AI governance professionals, AI reskilling support specialists, AI agent developers, Forward Deployed Engineers (FDEs)**	↗

1. Outlook for Recruitment Market
(2) Current Talent Market Trends and JAC's Role

Future of Professional Recruitment Business

Tasks Likely to Be Replaced by AI	• Job and candidate searches • Large-scale, spec-based candidate matching
Tasks That Cannot Be Replaced by AI	• Supporting individual career development based on each person's unique strengths and aspirations • Executive and senior leadership recruitment • Talent recommendations aligned with management strategies and business objectives • Facilitating the global mobility of highly skilled professionals

➡ Greater Need for Professional Consultancy

"Professionals Connecting Professionals"

Professional consultants introduce highly skilled professionals to organisations.
JAC will continue to play a leading role in connecting talent globally.

2．JAC's Growth Investments and Business Strategy

Growth Investments

(1) Continued Enhancement of Human Capital

(2)Renewal of Core System

(3)Improving Productivity through Use of AI

Business Strategy

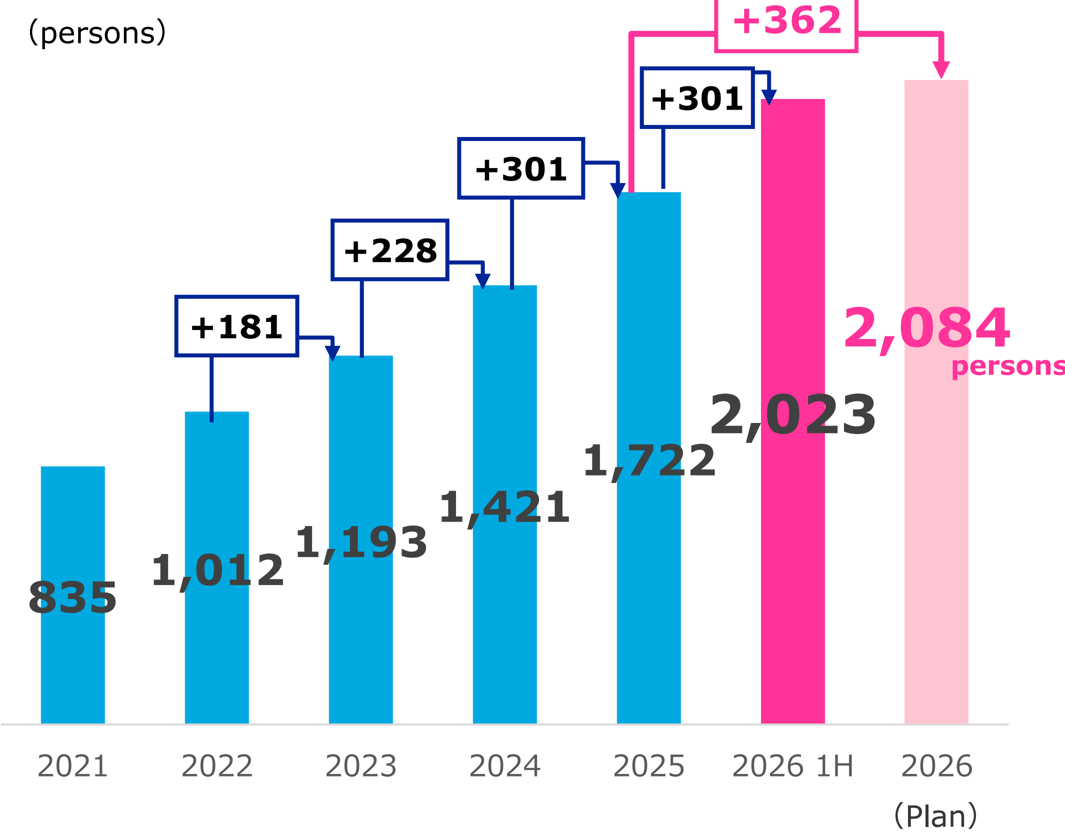
(4) Improving Gross Profit Margins Through In-house Sourcing

(5) Further Professionalisation

(1) Continued Enhancement of Human Capital

- In FY2026, we hired 203 new graduates and will continue to recruit both graduates and mid-careers to steadily expand our human capital.
- Through selective recruitment and comprehensive training, we aim to improve consultant productivity and reduce employee turnover.

Consultant Headcount Trend
(Domestic Recruitment Business*)



Note: JAC Recruitment +JAC International + VantagePoint(2021-2025)

Recruitment and Training of Consultants

Selective Recruitment

- We analyse the characteristics and success factors of top-performing consultants as well as the causes of employee attrition.
- Based on these insights, we recruit high-calibre candidates with the potential to become professional recruitment consultants.

Training

- In addition to our HRBP framework, we have introduced a field coaching system, under which divisional leaders and managers provide on-the-job support.
- Further strengthening career dialogue and the support by the 100+ Club members.

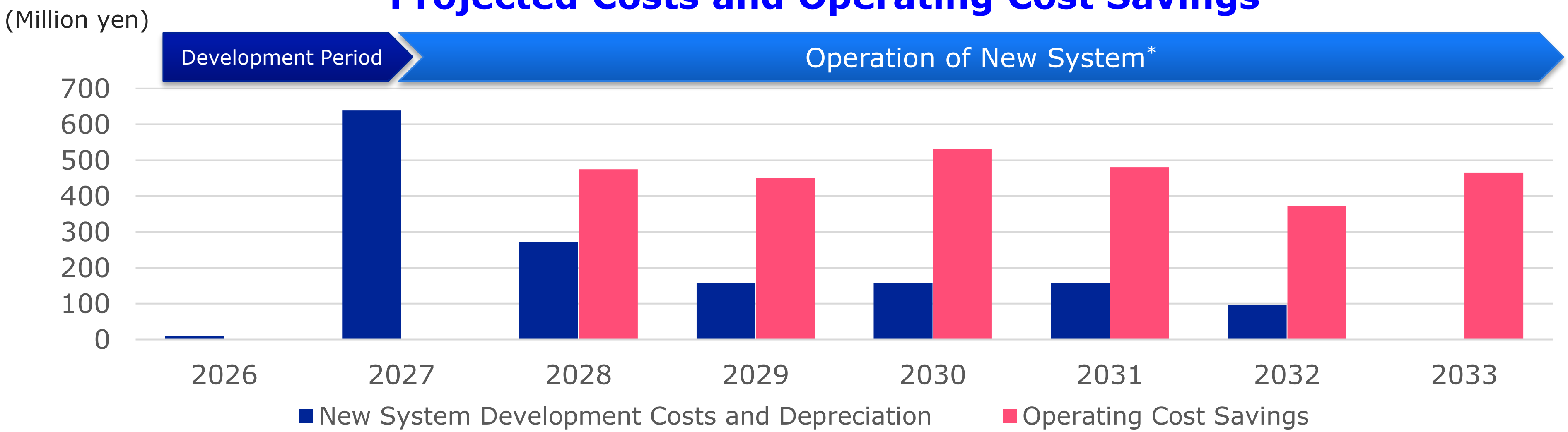
Growth Investments

(2)Renewal of Core System

- Renewing the core system by migrating from an internally developed system to SaaS solutions

Benefits of Core System Renewal	
Flexibility	Enables faster system updates in response to technological advances
Scalability	Enables data-driven initiatives through integration with marketing and internal management data
Security	Introduces the latest information security framework, with ongoing updates
Resilience	Strengthens backup arrangements for disasters and other emergencies
Cost Reduction	Effectively reduces system operating costs, with cost savings expected from the first year of implementation

Projected Costs and Operating Cost Savings



*Scheduled to go live during FY2027 (JACI: Q2, JACR: Q4)

Growth Investments

(3)Improving Productivity through Use of AI

"Professionals Introducing Professionals" Maximising the Value We Add through AI

Using AI as a support tool to create an environment in which consultants can focus on client and candidate meetings

Tasks Performed by AI

Streamlining administrative tasks and information management, while providing insights that support higher-quality decision-making

Examples:
- Streamlining preparation for meetings with corporate clients and candidates
- Automating post-meeting tasks, including the preparation of meeting notes and data entry

Roadmap for AI-driven Productivity Improvements

2026 2H	2027 Plan	2028 Target	
Introduction and Adoption of AI-enabled Support Tools	10% Reduction in Working Hours per Consultant	20% Reduction in Working Hours per Consultant	Ongoing

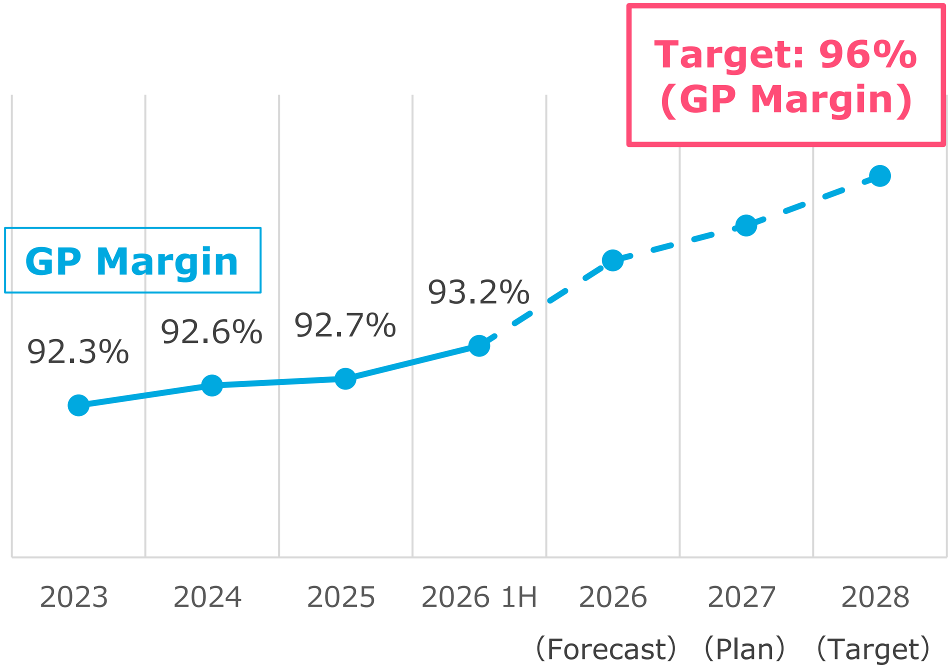
Through the ongoing development and implementation of AI-enabled support tools

Targeting a 20% Increase in Productivity per Consultant

(4) Improving Gross Profit Margins Through In-house Sourcing

Ceasing Reliance on Major Job Boards While Strengthening In-house Sourcing Capabilities

Gross Profit Margin (GP/GS) Trend



Note: Approximately 60% of FY2025 cost of sales consisted of recruitment-related costs, including job board fees, while approximately 40% was attributable to overseas operations and the RPO and IPS businesses.

Results of In-house Sourcing Initiatives (1H of FY2026)

Website Renewal

- Launched a new candidate acquisition website in February
- Increased job postings significantly and strengthened SEO measures.
- As a result, the number of new candidate registrations through the website increased by 43% YoY versus 1H FY2025.

Reduced Reliance on Job Boards

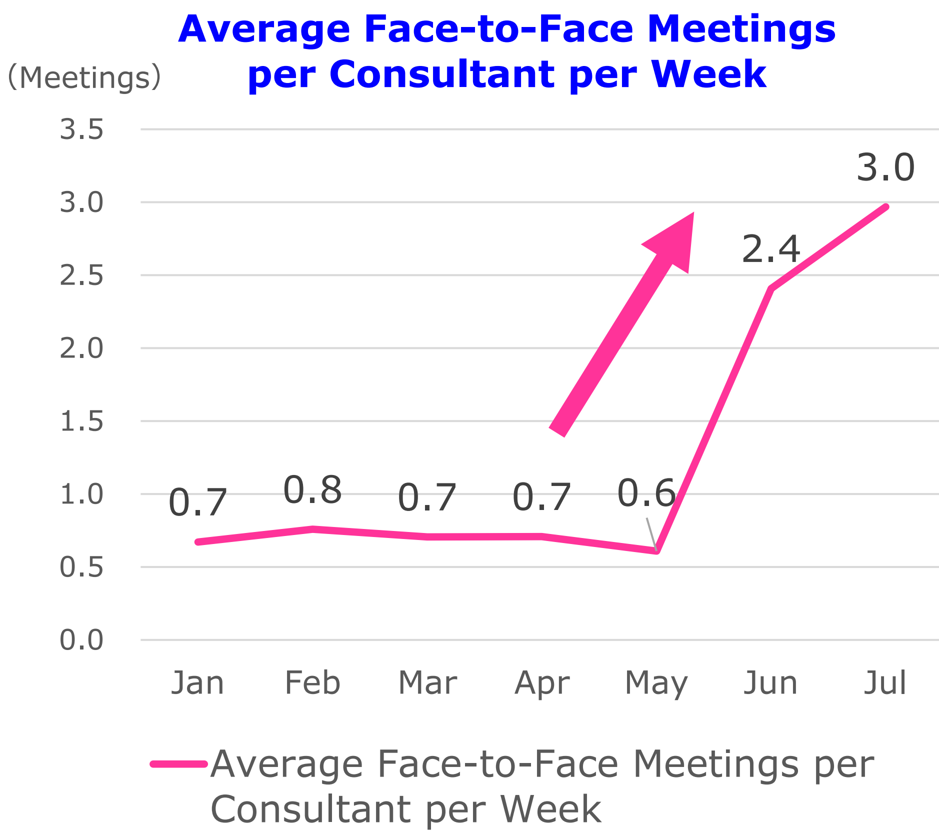
- New candidate registrations through job boards declined by 36% YoY versus 1H FY2025.

Strengthening Direct Sourcing, Referral Programmes and LinkedIn Utilisation

Business Strategy

(5) Further Professionalisation

- Strengthening face-to-face consultations to further enhance the value added by our professional consultants



Note: JAC Recruitment Co., Ltd. only

Candid insights and trusted relationships that can only be developed through face-to-face engagement

"Professional Consultancy"

Improving placement success rate

5. Initiatives for Sustainability

E

Environment Response to Climate Change and Environmental Conservation --- JAC Forestation Activities

- The new JAC Moringa Forest Project started in 2024 and will significantly increase GHG absorption, with the aim of achieving Net Zero Carbon emissions by 2030.
- This initiative contributes not only to mitigating climate change but also to local job creation and the preservation of ecosystems.

PPP Project

One Placement creates One Plant to save the Planet

By planting one tree for each person who changes jobs through JAC companies around the world, forests are nurtured, ecosystems are protected, and the project contributes to the fight against global warming.

Tree-Planting Achievements

Cumulative total up to 2025

187,481 trees

JAC Moringa Forest Project

Annual GHG Absorption Target of Approximately 6,000 Tonnes by 2030

Planting trees such as moringa, which has high GHG absorption capacity to achieve a carbon net zero including Scope 3 by 2030

Cumulative total up to 2026 (planned)

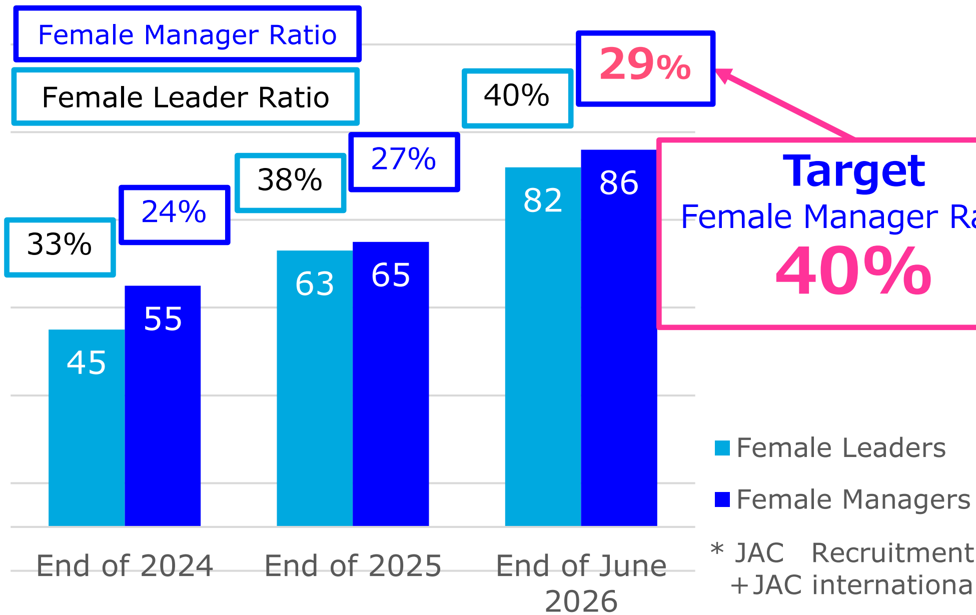
Miyakojima	8,000 trees
Thailand	7,500 trees
Malaysia	7,800 trees

Society Creating a workplace environment where individuals can flourish by expressing their unique qualities

- The Group is promoting initiatives such as DE&I and health management so that all talented individuals can thrive by realising their full potential through their unique strengths.

Women's Empowerment

No. of Female Managers and Leaders*



Target
Female Manager Ratio
40%

* JAC Recruitment +JAC international

Eruboshi (3 stars; the highest)

NEW Kurumin Plus

Raising Awareness of LGBTQ+ Inclusion

Exhibited at Tokyo Pride 2026
- Approximately 2,200 visitors to our booth
- Approximately 60 employee volunteers

work with Pride Gold 2025 — "Gold" for the 4th consecutive year

D&I AWARD BEST WORKPLACE 2025 — "Best Workplace" for the 3rd consecutive year

Promotion of Health Management

- Implementation of lunch subsidies, sports club membership subsidies, and exercise promotion programmes
- Provision of smoking-cessation subsidies as part of our commitment to becoming a smoke-free workplace

Smoking rate as of 31 December 2025: 3.9%

"Health Management Excellence Organisation" For the 9th consecutive year

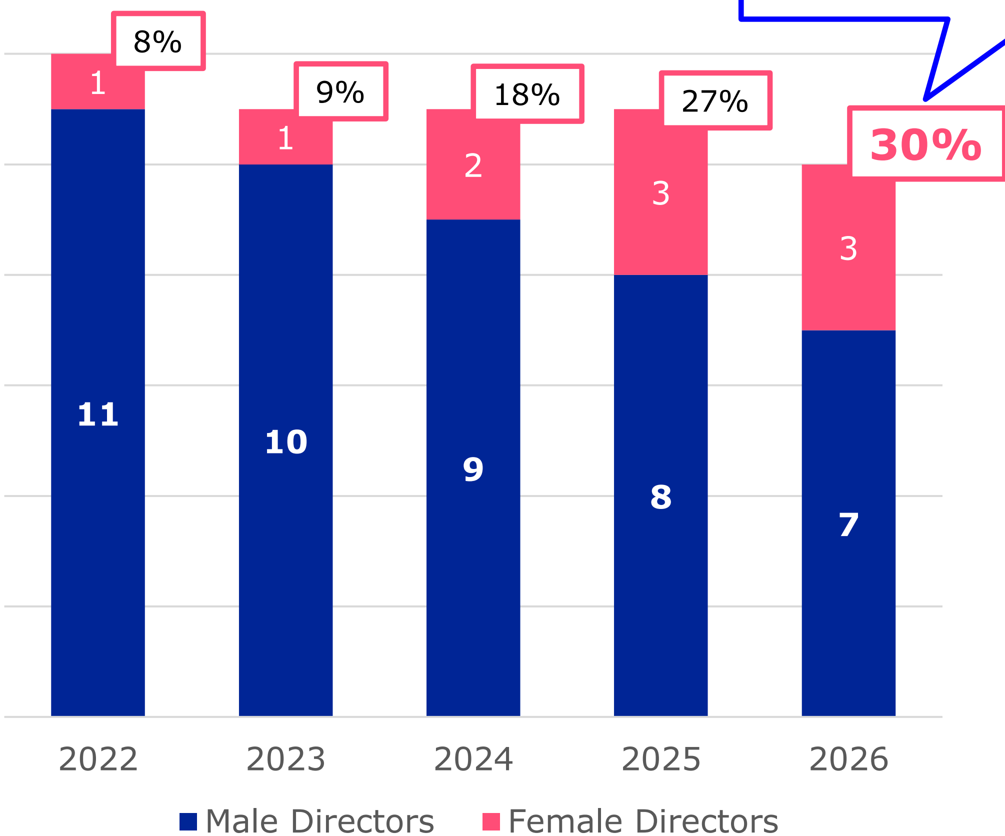
2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門

"Tokyo Sports Promotion Company"

TOKYO 東京都スポーツ推進企業 2025認定

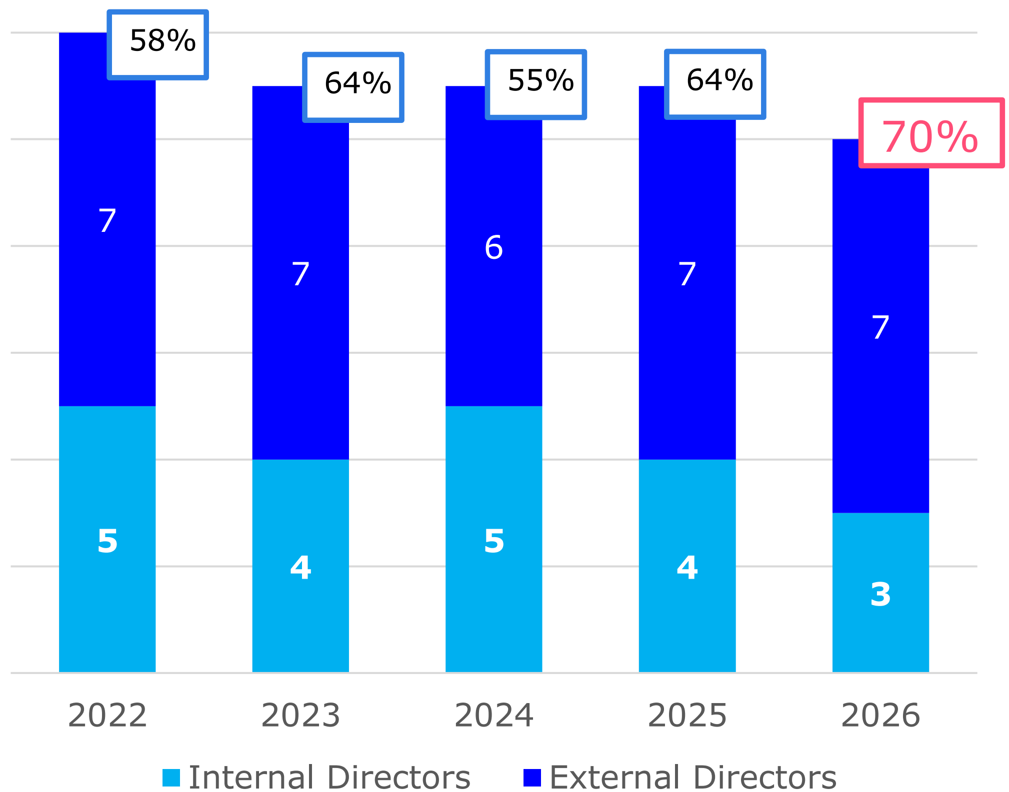
G Governance Diversity of the Board

Ratio of Female Directors



Achieved Our 2030 Target of 30% or over

Ratio of External Directors

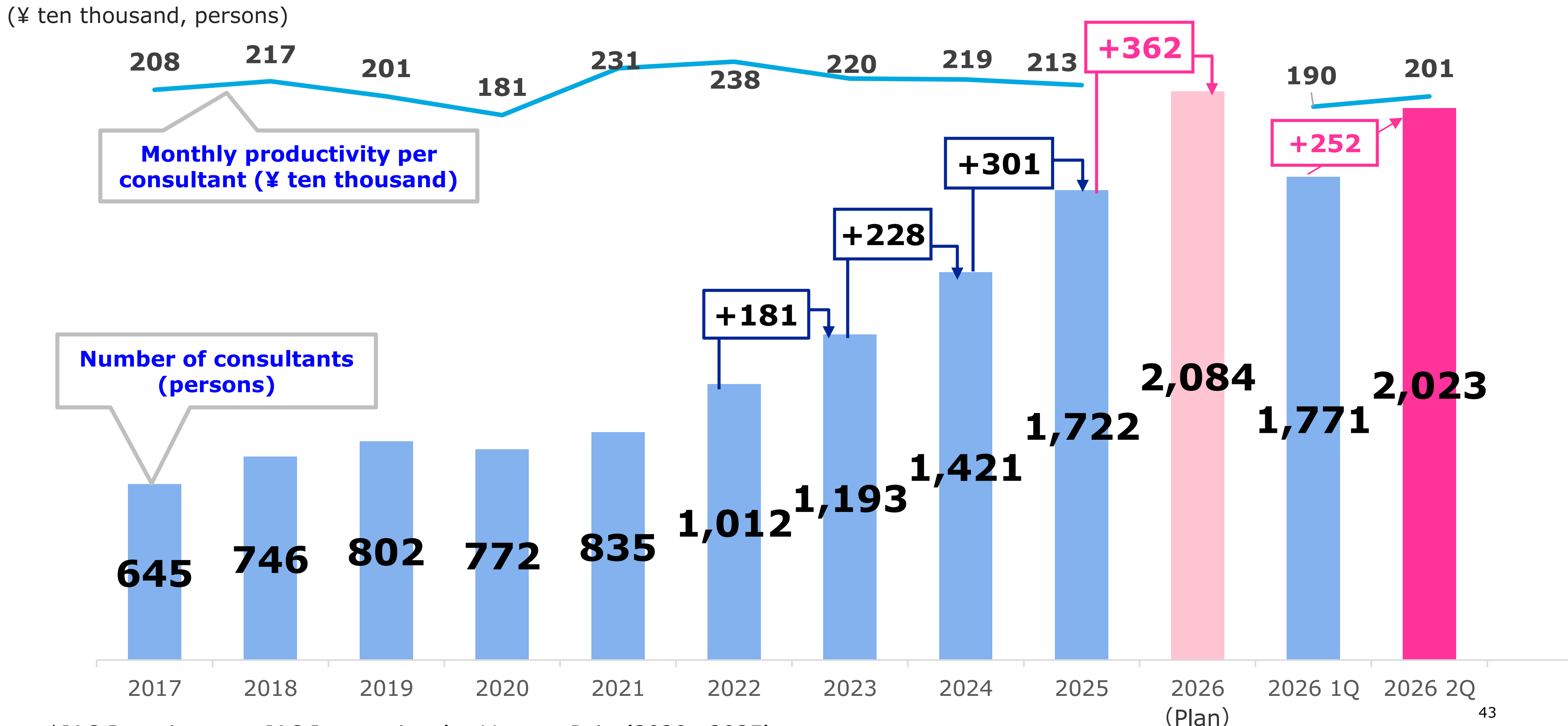


Appendix

Consultant Headcount and Productivity (Domestic Recruitment Business*)

As revenue is determined by consultant headcount multiplied by productivity per consultant, steady growth in consultant headcount is the most important driver of revenue growth.

Number of Consultants and Productivity (Domestic Recruitment Business*)



*JAC Recruitment +JAC International + VantagePoint(2020～2025)

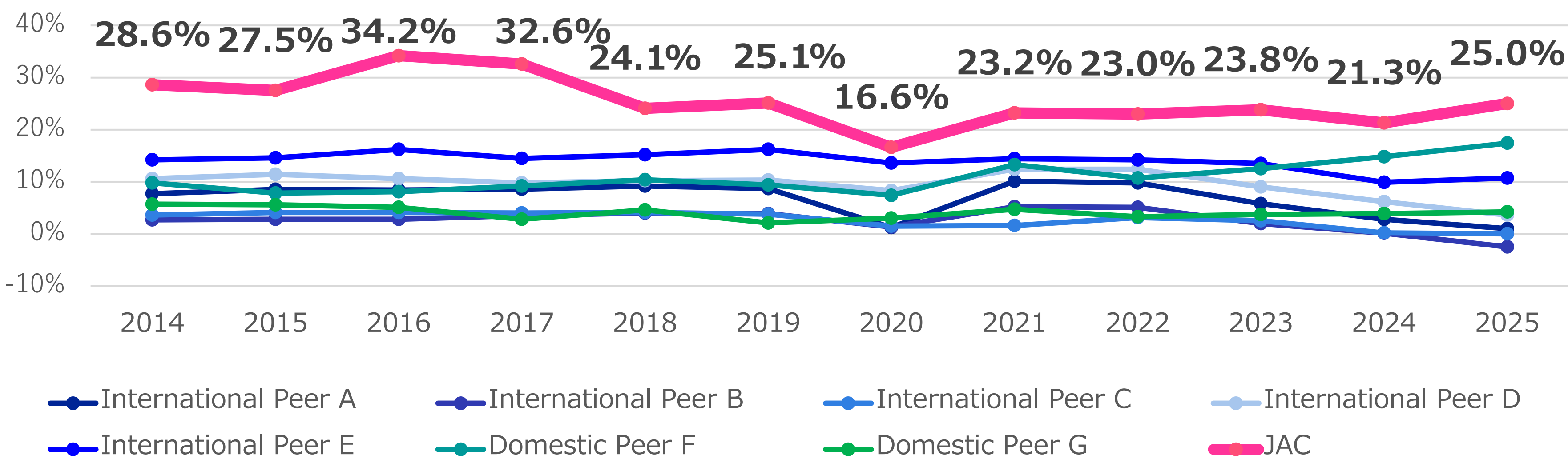
Growth, Profitability and Capital Efficiency

- The Company has a significantly higher profit margin than its domestic and international peers and maintains an overall advantage in terms of growth rate, capital efficiency.

	JAC Group	International Peer A	International Peer B	International Peer C	International Peer D	International Peer E	Domestic Peer F	Domestic Peer G
Growth Rate (CAGR of Gross Profit over the last 10 years)	1 **14.6%**	3.3%	1.6%	2.4%	(0.5%)	(0.6%)	2 11.2%	2 11.2%
Profit Margin (10-year simple average of profit before tax on revenue)	1 **24.9%**	6.6%	2.5%	2.5%	9.3%	2 13.8%	3 11.3%	3.7%
Capital Efficiency (10-year simple average ROE)	1 **32.0%**	3 24.2%	12.1%	15.8%	2 31.1%	18.5%	19.6%	13.6%

*as of May 2026

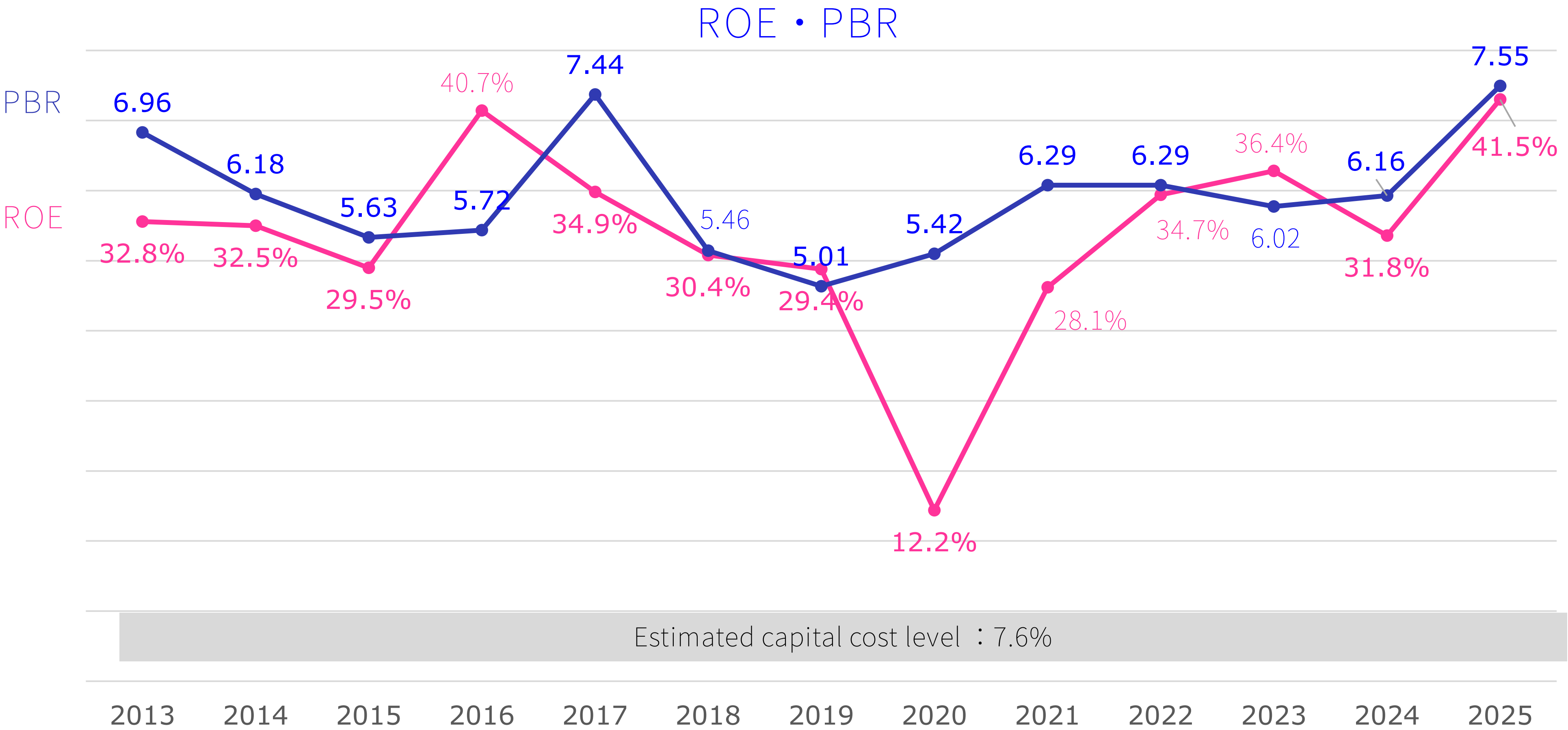
Profit Margin* (Profit margin before tax on revenue)



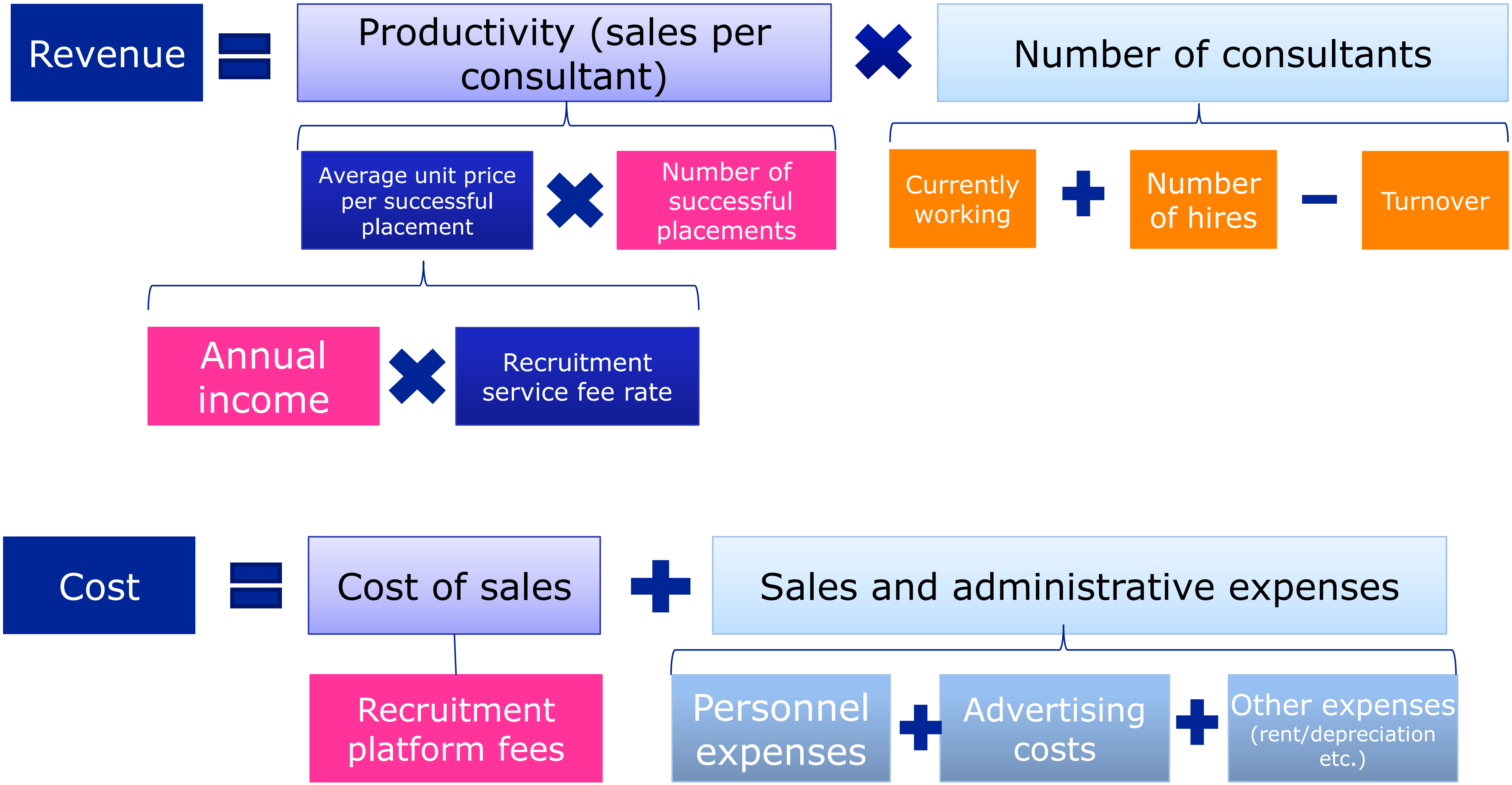
*as of May 2026

Cost of Capital and ROE

With an estimated cost of capital of 7.6%, the Company has consistently delivered ROE well above this level over the past 10 years, while maintaining a PBR of more than 5x. We remain committed to sustaining strong capital efficiency.



Revenue Model (Recruitment Business)



Disclaimer and Contact Information

This presentation contains information about the businesses of JAC Recruitment Co., Ltd. and trends in the recruitment services industry. Information also includes forward-looking statements based on current plans, estimates, expectations, and forecasts of JAC Recruitment.

These forward-looking statements incorporate many risk factors and uncertainties. Known or not yet known risk factors, uncertainties, or other items may cause actual performance to differ from these forward-looking statements. JAC Recruitment is unable to guarantee that forward-looking statements and forecasts are correct. Consequently, actual results of operations may differ significantly from these statements and may be even worse.

Forward-looking statements in this presentation were determined by JAC Recruitment on 21 August 2026 and based on information that was available at that time. JAC Recruitment has no obligation to update or revise any of these statements to reflect future events or changes in the business climate.

Please use the following contact information for questions about the information in this presentation.

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https://www.jacgroup.com/en/index.html