TRANSLATION for Reference Purposes Only, Japanese Version Prevails

Consolidated Financial Results for the Fiscal Year Ended 31 December 2025 [Japanese GAAP]

13 February 2026

Company name: JAC Recruitment Co., Ltd.
Stock exchange listing: Tokyo Stock Exchange
Code number: 2124
URL: https://corp.jac-recruitment.jp/en
Representative: Hiromi Tazaki, Executive Director, Chairman and CEO
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Phone: +81-3-5259-6926
Scheduled date of Ordinary General Meeting of Shareholders: 26 March 2026
Scheduled date of commencing dividend payments: 27 March 2026
Scheduled date of filing securities report: 26 March 2026
Availability of supplementary briefing material on annual financial results: Available

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

1. Consolidated Financial Results for the Fiscal Year Ended 31 December 2025 (1 January 2025 to 31 December 2025)

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

	Net Sales		Operating Income		Ordinary Income		Profit Attributable to Owners of Parent	
Fiscal year ended	million yen	%	million yen	%	million yen	%	million yen	%
31 December 2025	46,089	17.7	11,683	28.5	11,709	28.4	8,400	49.7
31 December 2024	39,156	13.6	9,090	10.7	9,122	11.1	5,611	(6.1)

(Note) Comprehensive income: Fiscal year ended 31 December 2025: ¥8,437 million [47.5%]
Fiscal year ended 31 December 2024: ¥5,719 million [(6.2)%]

	Earnings Per Share	Diluted Earnings Per Share	Return on Equity	Ratio of Ordinary Income to Total Assets	Operating Income Margin
Fiscal year ended	yen	yen	%	%	%
31 December 2025	52.98	–	41.5	41.2	25.3
31 December 2024	35.22	–	31.8	36.8	23.2

(Reference) Share of profit (loss) of entities accounted for using the equity method:
Fiscal year ended 31 December 2025: ¥ – million
Fiscal year ended 31 December 2024: ¥ – million

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

(2) Consolidated Financial Position

	Total Assets	Net Assets	Equity Ratio	Net Assets Per Share
As of	million yen	million yen	%	yen
31 December 2025	30,895	22,345	72.3	141.07
31 December 2024	26,013	18,095	69.6	114.43

(Reference) Equity: As of 31 December 2025: ¥22,345 million
As of 31 December 2024: ¥18,095 million

(3) Status of Consolidated Cash Flows

	Cash Flows from Operating Activities	Cash Flows from Investing Activities	Cash Flows from Financing Activities	Cash and Cash Equivalents at End of Period
Fiscal year ended	million yen	million yen	million yen	million yen
31 December 2025	9,566	(8,777)	(4,609)	15,312
31 December 2024	8,119	(607)	(5,313)	19,051

2. Dividends

	Annual Dividends					Total Dividend Amount (Annual)	Dividend Payout Ratio (Consolidated)	Net Assets-to-Dividends Ratio (Consolidated)
	1st Quarter-end	2nd Quarter-end	3rd Quarter-end	Year-end	Total			
	yen	yen	yen	yen	yen	million yen	%	%
Fiscal year ended 31 December 2024	–	0.00	–	26.00	26.00	4,151	74.6	22.7
Fiscal year ended 31 December 2025	–	0.00	–	36.00	36.00	5,749	68.5	27.5
Fiscal year ending 31 December 2026 (Forecast)	–	19.00	–	19.00	38.00		70.6	

(Note 1) Dividends for the Company's shares held in the Employee Stock Ownership Plan (ESOP) Trust Account are included in Total Dividend Amount. (Fiscal year ended 31 December 2024: ¥39 million, Fiscal year ended 31 December 2025: ¥47 million)

(Note 2) In calculating dividend payout ratio and net assets-to-dividends ratio, the Company's shares held in the Employee Stock Ownership Plan (ESOP) Trust Account are included in the number of shares and the amount of net assets.

3. Consolidated Financial Results Forecast for the Fiscal Year Ending 31 December 2026 (1 January 2026 to 31 December 2026)

(% indicates changes from the previous corresponding period.)

	Net Sales		Operating Income		Ordinary Income	
	million yen	%	million yen	%	million yen	%
First half (Cumulative)	27,000	16.1	7,300	17.0	7,300	16.9
Full year	53,200	15.4	12,600	7.8	12,600	7.6

	Profit before income taxes		Profit Attributable to Owners of Parent		Earnings Per Share
	million yen	%	million yen	%	yen
First half (Cumulative)	7,300	16.9	5,000	17.1	31.53
Full year	12,600	9.5	8,600	2.4	54.18

*Notes:

(1) Significant changes in the scope of consolidation during the period: None
  New: –
  Excluded: –

(2) 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

(3) Total number of issued shares (common shares)
  1) Total number of issued shares at the end of the period (including treasury shares):
    As of 31 December 2025: 165,557,200 shares
    As of 31 December 2024: 165,557,200 shares

  2) Total number of treasury shares at the end of the period:
    As of 31 December 2025: 7,154,665 shares
    As of 31 December 2024: 7,423,728 shares

  3) Average number of shares during the period:
    Fiscal year ended 31 December 2025: 158,556,734 shares
    Fiscal year ended 31 December 2024: 159,314,954 shares

(Reference) Summary of Non-Consolidated Financial Results

1. Non-Consolidated Financial Results for the Fiscal Year Ended 31 December 2025 (1 January 2025 to 31 December 2025)

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

	Net Sales		Operating Income		Ordinary Income		Profit	
Fiscal year ended	million yen	%	million yen	%	million yen	%	million yen	%
31 December 2025	40,303	19.7	11,139	25.2	11,197	25.1	7,589	67.9
31 December 2024	33,658	15.4	8,898	11.1	8,947	11.5	4,521	(23.7)

	Earnings Per Share	Diluted Earnings Per Share
Fiscal year ended	yen	yen
31 December 2025	47.86	–
31 December 2024	28.38	–

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

(2) Non-Consolidated Financial Position

	Total Assets	Net Assets	Equity Ratio	Net Assets Per Share
As of	million yen	million yen	%	yen
31 December 2025	29,011	21,442	73.9	135.37
31 December 2024	25,107	18,042	71.9	114.10

(Reference) Equity: As of 31 December 2025: ¥21,442 million
As of 31 December 2024: ¥18,042 million

*These financial results are outside the scope of audit procedures 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 "(4) Future Outlook" on page 5 of the attachment.

Table of Contents - Attachments

1. Overview of Operating Results, etc.

(1) Overview of Operating Results for the Fiscal Year under Review

During the fiscal year ended 31 December 2025, the Japanese economy showed weakness in the first half, particularly in the export sector, amid uncertainty over U.S. tariff policies. Subsequently, however, the assessment of business conditions (Diffusion Index: DI) for large manufacturing companies in the Bank of Japan's Tankan survey improved for three consecutive quarters from June onward. Meanwhile, the DI for large non-manufacturing companies remained flat over the same three consecutive quarters, and the outlook grew more cautious amid concerns about declining inbound tourism consumption and persistently high prices. In addition, the corporate labor shortage intensified further, and in the December Tankan survey, the sense of insufficient employment among mid-sized companies (all industries) reached its highest level in 34 years.

Under these circumstances, the Domestic Recruitment Business, which accounts for about 90% of the Company's consolidated net sales, experienced only limited impact from hiring restraint due to U.S. tariff issues, while demand in the sectors we focus on—finance, IT, and healthcare—exceeded that impact. Furthermore, we have not observed any slowdown in the mobility of job seekers due to wage-increase expectations, as seen in the previous year, and recruitment activity among middle- and high-class human resources, the core target of our business, remained solid. As a result, our full-year consolidated net sales reached a record high, largely in line with the upwardly revised forecast announced in August.

During this fiscal year, the Domestic Recruitment Business accelerated its business shift toward high-salary positions from the beginning of the year. In addition to focusing on the executive field, we advanced the expansion of regional offices and the strengthening of specialist recruitment fields in parallel. Furthermore, by thoroughly conducting corporate visits by consultants to identify and focus on positions with high need in the current business environment, while promoting "face-to-face" communication through in-person direct interviews to deepen understanding of registered job seekers, we worked to improve placement rates and differentiate ourselves from competitors. Moreover, to strengthen human capital, our greatest asset, we undertook various initiatives with an eye toward the Group's future, including increasing the number of new-graduate and mid-career consultants, enhancing training systems, strengthening management structures, and introducing career development programs.

The Overseas Business continued to face tough market conditions, especially in Asia. However, we continued efforts to improve profitability and return to growth through initiatives such as developing high-salary positions at Japanese-affiliated companies by dispatching directors on-site and promoting Global Account Management, with all companies in the Group working together.

In the Domestic Job Offer Advertising Business, we strengthened cooperation with the Domestic Recruitment Business and expanded services for direct recruiting by client companies, thereby increasing the number of registrants and placements.

With regard to selling, general and administrative expenses, we worked on cost management and operational efficiency in rigorous pursuit of the Group's fiscal-year goal of "Maximum Growth with Minimum Cost," resulting in our full-year consolidated operating income reaching a record high, largely in line with the upwardly revised forecast announced in August.

As a result, for the fiscal year ended 31 December 2025, net sales reached ¥46,089 million (up 17.7% year on year). By segment, the Domestic Recruitment Business, the Domestic Job Offer Advertising Business, and the Overseas Business had net sales of ¥41,660 million (up 19.0% year on year), ¥397 million (down 1.0% year on year), and ¥4,031 million (up 7.6% year on year), respectively.

In terms of profit, operating income was ¥11,683 million (up 28.5% year on year), ordinary income was ¥11,709 million (up 28.4% year on year), and profit attributable to owners of parent was ¥8,400 million (up 49.7% year on year). By segment, the Domestic Recruitment Business posted ¥11,122 million in profit (up 27.3% year on year), the Domestic Job Offer Advertising Business posted ¥92 million in profit (up 56.9% year on year), and the Overseas Business posted ¥287 million in profit (a loss of ¥447 million for the previous fiscal year).

1) Analysis of net sales

Net sales in the Domestic Recruitment Business increased by 19.0% year on year to ¥41,660 million, due to an increase in the number of consultants accompanying earnings expansion.

Net sales in the Domestic Job Offer Advertising Business decreased by 1.0% year on year to ¥397 million, due to the shift to a contingency fee model and the promotion of account management.

Net sales in the Overseas Business increased by 7.6% year on year to ¥4,031 million, as market conditions remained difficult, especially in Asia, but progress was made in the recovery of earnings mainly in Europe.

As a result, net sales for the fiscal year ended 31 December 2025 increased by 17.7% year on year to ¥46,089 million.

2) Analysis of operating income

Due to the increase in net sales in the Domestic Recruitment Business and others, gross profit for the fiscal year ended 31 December 2025 increased by 17.9% year on year to ¥42,720 million, and the gross profit margin was 92.7%.

Selling, general and administrative expenses increased by 14.3% year on year to ¥31,037 million, due to an increase in personnel expenses owing to increased number of personnel and extending performance.

As a result, operating income for the fiscal year ended 31 December 2025 increased by 28.5% year on year to ¥11,683 million, and the operating income margin increased by 2.1% year on year to 25.3%.

3) Analysis of non-operating income and loss

Non-operating income for the fiscal year ended 31 December 2025, decreased by 15.4% year on year to ¥48 million, due to the posting of items such as interest income and rental income from facilities. Non-operating expenses decreased by 12.2% year on year to ¥22 million, due to the posting of items such as interest expenses.

4) Analysis of profit before income taxes and profit attributable to owners of parent

Profit before income taxes for the fiscal year ended 31 December 2025, increased by 37.8% year on year to ¥11,502 million, due to the recording of impairment losses of ¥112 million on non-current assets including goodwill and loss on liquidation of subsidiaries and associates of ¥91 million. Total of income taxes - current and income taxes - deferred increased by 13.4% year on year to ¥3,102 million, and the tax burden for profit before income taxes was 27%, below our statutory effective tax rate of 30.6%.

As a result, profit attributable to owners of parent for the fiscal year ended 31 December 2025 increased by 49.7% year on year to ¥8,400 million.

The following is the sales performance by segment for the fiscal year ended 31 December 2025:

Segment	Net sales (Million yen)	Year-on-year comparison (%)
Domestic Recruitment Business	41,660	119.0
Domestic Job Offer Advertising Business	397	99.0
Overseas Business	4,031	107.6
Total	46,089	117.7

(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	14,927	115.8
Consumer goods, services	9,377	118.7
Medical, healthcare	6,657	123.3
IT, telecom	5,799	125.8
Financial services	2,727	138.0
Consulting	2,130	97.5
Other	40	79.8
Domestic Recruitment Business Total	41,660	119.0
2. Domestic Job Offer Advertising Business		
Domestic Job Offer Advertising Business Total	397	99.0
3. Overseas Business		
Overseas Business Total	4,031	107.6
Total	46,089	117.7

(Note) Intersegment transactions were eliminated.

(2) Overview of Financial Position for the Fiscal Year under Review

Total assets at the end of the fiscal year ended 31 December 2025, increased by ¥4,882 million from the end of the previous fiscal year to ¥30,895 million. Although goodwill decreased by ¥113 million due to the recognition of impairment losses, cash and deposits increased by ¥4,261 million.

Liabilities increased by ¥632 million from the end of the previous fiscal year to ¥8,549 million. Accrued consumption taxes increased by ¥259 million, accrued expenses increased by ¥179 million, and accounts payable - other increased by ¥112 million.

Net assets increased by ¥4,249 million from the end of the previous fiscal year to ¥22,345 million, and the equity ratio came out to be 72.3%. While we paid dividends of surplus totaling ¥4,151 million, we posted profit attributable to owners of parent of ¥8,400 million.

(3) Overview of Cash Flows for the Fiscal Year under Review

The balance of cash and cash equivalents at the end of the fiscal year ended 31 December 2025 increased by ¥2,284 million from the end of the previous fiscal year to ¥19,051 million. The following is a summary of cash flow activities.

(Million yen)

	Fiscal year ended 31 December 2024	Fiscal year ended 31 December 2025	Changes
Net cash provided by (used in) operating activities	8,119	9,566	1,447
Net cash provided by (used in) investing activities	(607)	(8,777)	(8,169)
Net cash provided by (used in) financing activities	(5,313)	(4,609)	703
Cash and cash equivalents at end of period	19,051	15,312	(3,738)

[Cash flows from operating activities]

Net cash provided by operating activities for the fiscal year ended 31 December 2025 was ¥9,566 million (compared with ¥8,119 million provided in the previous fiscal year). The main factors for this are the appropriation of profit before income taxes of ¥11,502 million, income taxes paid of ¥3,397 million, and others.

[Cash flows from investing activities]

Net cash used in investing activities for the fiscal year ended 31 December 2025 was ¥8,777 million (compared with ¥607 million used in the previous fiscal year). The main factors for this are payments into time deposits of ¥8,000 million, payments of leasehold and guarantee deposits of ¥350 million, and others.

[Cash flows from financing activities]

Net cash used in financing activities for the fiscal year ended 31 December 2025 was ¥4,609 million (compared with ¥5,313 million used in the previous fiscal year). The main factors for this are dividends paid of ¥4,146 million, purchase of treasury shares of ¥592 million, and others.

Reference: Trends in cash flow indicators

	Fiscal year ended 31 December 2021	Fiscal year ended 31 December 2022	Fiscal year ended 31 December 2023	Fiscal year ended 31 December 2024	Fiscal year ended 31 December 2025
Equity ratio (%)	70.6	70.6	73.2	69.6	72.3
Equity ratio at fair value (%)	444.2	444.2	441.0	428.6	546.0
Cash flow vs. interest-bearing debt (%)	–	–	–	–	–
Interest coverage ratio	302.4	267.2	312.3	387.1	546.3

Equity ratio: Equity/Total assets

Equity ratio at fair value: Market capitalization/Total assets

Cash flow vs. interest-bearing debt: Interest-bearing debt/Cash flow

Interest coverage ratio: Cash flow/Interest payment

(Notes) 1. Market capitalization is calculated as closing price at end of period X Shares outstanding at end of period (excluding treasury shares)

2. Cash flow indicates cash flow from operating activities on the consolidated statements of cash flows.

3. Interest-bearing debt covers all liabilities that bear interest recorded on the consolidated balance sheets.

(4) Future Outlook

In the Domestic Recruitment Business, strong recruitment demand persists in high-salary positions, which is our focus area. We will work to strengthen business synergies across the entire Group through “Integration”—linking the Overseas Business and the Domestic Job Offer Advertising Business with our strengths in high-salary positions, overseas-related business, and foreign companies.

Regarding the consolidated financial results forecast for the fiscal year ending 31 December 2026, we expect net sales of ¥53,200 million, operating income of ¥12,600 million, ordinary income of ¥12,600 million, profit before income taxes of ¥12,600 million, and profit attributable to owners of parent of ¥8,600 million. In addition, taking into account internal reserves for corporate acquisitions, we plan to pay a dividend of ¥38 per share (of which the interim dividend is ¥19 and the year-end dividend is ¥19).

2. Management Policy

(1) Basic Management Policy

Our group's main business is recruitment consultancy. The Group has been connecting people, businesses, the economy and society and contributing to their growth by linking (introducing) professionals who play an important role in the development of companies around the world.

The success of these professionals leads to the progress of companies and, eventually, to the development of the economy. As the economy develops, it, in turn, leads to the development of society. Moreover, these contribute to the preservation of the global environment. It is our mission to continue sustainably promoting this cycle.

Based on our mission, we always aspire to company management with the following corporate goals.

1. Respect high quality and work with a high level of awareness.
2. Work to the highest level of satisfaction of both companies and job seekers.
3. Be a company that always makes speedy improvements and reforms.
4. Always aspire to be professional, continue to grow as an excellent company in profitability and profit growth rate, and aim to be an attractive company that can satisfy shareholders, customers, and employees.

(2) Target Management Benchmarks

With the recruitment business, which requires little capital investment and with almost no interest-bearing debt, where our cost of capital consists solely of shareholders' equity costs, we have also maintained high levels in the current fiscal year, as in the past, with an ROE of 41.5% and a PBR of 7.55 times at the end of FY2025. We recognize that the operating income margin and the growth rate of profit are the most important financial benchmarks for us to further improve these levels going forward.

(3) Medium- to Long-Term Business Strategy

In our "JAC as No. 1" long-term management vision, we state our aspiration to be the world's number one professional recruitment consultancy firm in terms of both service quality and profitability. To achieve this, we are actively making growth investments, focusing primarily on enhancing the human capital that is indispensable for improving service quality. While focusing on expanding our share in Japan's profitable and growing white-collar recruitment market, we aim to become No. 1 globally and have been developing our recruitment business worldwide.

We also recognize that earning a return on capital exceeding capital costs is an essential management requirement. Accordingly, we aim to gain market recognition by maintaining and improving high return on capital.

We recognize 7.6% as our cost of capital, calculated using the weighted average cost of capital (WACC). Against this, our return on equity (ROE) at the end of 2025 was 41.5% significantly exceeding our cost of capital.

We are committed to maintaining a high dividend payout ratio while ensuring adequate internal reserves for future growth investments, aiming for profit growth that exceeds the expansion of our equity. When making business investments, we view the entire human resources business as one portfolio and set a minimum hurdle rate of achieving a return on investment (ROI) that exceeds our capital cost. We also use maintenance of current capital efficiency as one of our criteria for evaluating investments.

Moving forward, we will further enhance disclosure of social impact brought about through initiatives to enrich non-financial capital, striving to increase shareholder value (expand equity spread).

(4) Issues to be Addressed

In the fiscal year ending 31 December 2026, the Group will put effort into strengthening human capital, with the ongoing aim of expanding the business over the medium- to long-term. In particular, we will invest resources commensurate with organizational growth to increase the number of high-caliber consultants and their training, and to develop management structures, thereby fostering a corporate culture with high employee engagement.

The Group's recruitment business will fully implement company-wide consulting that emphasizes "face-to-face" direct communication to improve placement rates and further differentiate ourselves from competitors.

In Japan, while continuing to strengthen departments handling the executive field, finance, and consulting professionals in our focus area of high-salary positions, we will also aim to achieve both improved profitability and business scale expansion by increasing the proportion of high-salary positions in regional markets.

The Overseas Business and the Domestic Job Offer Advertising Business will both proceed with business restructuring centered on "Integration"—strengthening cooperation with the Domestic Recruitment Business.

The Overseas Business will aim to accelerate business growth by expanding Global Account Management through coordination between the Domestic Recruitment Business and each country, with a focus on the recruitment market for Japanese companies with strong hiring needs.

In the Domestic Job Offer Advertising Business, we will strive to expand sales by strengthening cooperation with the Domestic Recruitment Business to increase job postings and job seeker registrations while also focusing on direct recruiting by client companies.

Furthermore, we will continue to work to improve the Group's overall profitability in FY2026 by promoting operational efficiency in middle and back-office operations, strengthening ROI management for upfront investments, and reducing the ratio of various costs to gross profit.

(5) Sustainability Initiatives Including the Promotion of Environmental Conservation, Social Contribution, and Health Management Activities

We have long been actively involved in activities that contribute to sustainable development, the fight against global warming, and environmental conservation.

Our group began an initiative in fiscal 2008 called the PPP Project, "One Placement Creates One Plant to Save the Planet," planting one tree in designated areas of Indonesia and Malaysia for every person it places into a new job. This embodies our hope that as the seedling grows, the job changer will also grow in his or her new company and that the idea of social contribution will take root in as many people as possible. This initiative also helps to conserve the global environment and combat global warming. To help our employees appreciate the significance of this project, we provide opportunities for them to plant trees themselves in the designated forests, working alongside local students, which aids in transforming their awareness. Furthermore, these forestation activities create jobs locally, in addition to raising awareness of environmental conservation among the local community. To date, the Group has planted over 170,000 trees. Through the greenhouse gas absorption from these plantings, the Group has already achieved net-zero carbon emissions for Scope 1 and Scope 2, the official metrics for greenhouse gas emission reductions. In addition to the PPP Project, in July 2024, we launched the JAC Moringa Forest project, which aims to achieve net-zero carbon emissions for Scope 3. This project regenerates forests by planting moringa trees, which absorb more than ten times the CO_2 of cedar trees. In 2025, we planted 3,000 moringa trees in Miyakojima City, Okinawa Prefecture, 4,000 in Thailand, and 3,900 in Malaysia, and we will continue to expand our forestation activities in 2026 and beyond. The greenhouse gases absorbed through these forestation activities are estimated at approximately 1,300 tons annually.

JAC Environmental & Animal Protection Foundation, founded in March 2022 by Hiromi Tazaki, Executive Director, Chairman & CEO of the Company, was certified as a public interest incorporated foundation in February 2023 and had provided a cumulative total of 316 grants in Japan as of the end of 2025. The Company supports the foundation's mission and works to preserve the natural environment and protect animals in Japan through its activities.

In addition to these projects, since 2019, the Company has switched business card material from recycled paper containing used paper to LIMEX, a material with less environmental impact. We have also worked to foster a "plastic free" awareness company-wide by, for example, removing products in plastic PET bottles with a high environmental impact from the vending machines installed in our offices. We have switched to paperless meetings, internationally certified eco-friendly "FSC certified paper," and recycled polypropylene folders. In addition, we have distributed cloth eco-bags to all Group employees to use instead of plastic bags and shared the significance of this with them. Furthermore, we switched the electric power used at our Tokyo Head Office to 100% green electricity in principle in April 2022, at our Nagoya branch office in April 2023, and at our Yokohama branch office in April 2024.

As part of the DE&I Project, in order to take the initiative in promoting active social participation by women, since 2007 we have implemented the Employee Childcare Support Project, which provides childcare allowance to employees. In the fiscal year ended 31 December 2025, we provided dual-income couples with up to ¥100,000/month (up to 9 months old) – ¥30,000/month (from the first to third year of primary school) per child. As a result, almost 100% of our female employees return to work after maternity leave. As a company, we have encouraged and successfully implemented a system that allows most consultants and staff members to balance work and childcare while continuing to build a career. The Working Parents Committee, which consists of employees, has led the effort to do so. In addition, we have established the Women Empowerment Committee, led by incumbent female managers. This committee, which operates on the fundamental belief that "the gender ratio among management should be equivalent to the ratio of all employees," collaborates with male managers to develop new female managerial talent. In recognition of these efforts, in FY2024, the Company received the highest three-star Eruboshi Certification for promoting women's participation and advancement in the workplace, as designated by the Ministry of Health, Labour and Welfare. Furthermore, our initiatives were featured as a best practice example in "Best Practices in DE&I Disclosure from an Investor's Perspective (2025 Edition)" published last year by the 30% Club Japan Investor Group.

The "Philosophy & Policy" of our management includes "Fairness: A company that values diversity and evaluates employees based on their capabilities and achievements. People who work at JAC are always given a fair chance." Based on this thinking, to ensure that LGBTQ+ employees can work with peace of mind, we have made employees in same-sex marriages and common-law marriages eligible for congratulatory and condolence payments. We have also launched the LGBTQ+ Committee to create a structure where employees engage actively in various activities. A culture of "creating a work environment where diverse employees can play an active role on equal terms" has been instilled across the Company. In recognition of these initiatives, in this fiscal year, the Company received the highest "Gold" rating for the fourth consecutive year in the PRIDE Index 2025, an evaluation index for initiatives related to sexual minorities such as LGBTQ+ established by the voluntary organization "work with Pride." Additionally, we were certified as a "Best Workplace" for the third consecutive year in the D&I AWARD 2025 organized by JobRainbow Co., Ltd., as a D&I advanced company promoting diversity and inclusion at a high level both in Japan and globally.

In addition, the Company upholds the philosophy that our employees should respect good physical and mental health and be individuals who can play a significant role in the growth of client companies and people. With management-level commitment, we have implemented various company-wide health promotion activities. In order to enhance the Healthy Challenge program, we have introduced a system to assist employees with sports club expenses, as well as other initiatives such as providing health-conscious meals in the office. We are also aiming for a 0% smoking rate Group-wide, and we subsidize the cost of smoking cessation treatment to achieve the target. In this fiscal year, for the eighth consecutive year, we were recognized under the Health & Productivity Management Recognition Program by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

In comprehensive recognition of the above initiatives, in this fiscal year, the Company was ranked 110th globally in "World's Best Companies in Sustainable Growth 2026," jointly selected by TIME magazine and market research firm Statista, and continued to be selected as a constituent of the FTSE JPX Blossom Japan Sector Relative Index, which includes Japanese companies that meet global standards for environment, social, and governance (ESG) requirements. We will continue to actively engage in ESG activities as a company-wide effort and strive to create a high level of corporate consciousness.

3. Basic Policy on Selection of Accounting Standards

Believing that applying IFRS would be of little advantage in the current situation, and considering the burden of changing to IFRS, the Group applies Japanese GAAP.

Concerning the future, the Group will appropriately respond while taking into consideration trends in IFRS adoption by listed companies.

4. Consolidated Financial Statements and Principal Notes

(1) Consolidated Balance Sheets

(Million yen)

	As of 31 December 2024	As of 31 December 2025
Assets		
Current assets		
Cash and deposits	19,051	23,312
Accounts receivable - trade	2,685	2,578
Supplies	3	7
Prepaid expenses	459	482
Other	161	416
Allowance for doubtful accounts	(11)	(7)
Total current assets	22,349	26,790
Non-current assets		
Property, plant and equipment		
Buildings	537	565
Accumulated depreciation	(273)	(314)
Buildings, net	264	250
Machinery and equipment	85	151
Accumulated depreciation	(56)	(71)
Machinery and equipment, net	29	79
Vehicles	0	0
Accumulated depreciation	(0)	0
Vehicles, net	–	–
Tools, furniture and fixtures	456	448
Accumulated depreciation	(319)	(325)
Tools, furniture and fixtures, net	137	122
Leased assets	4	–
Accumulated depreciation	(3)	–
Leased assets, net	0	–
Construction in progress	0	28
Other	208	468
Accumulated depreciation	(121)	(293)
Other, net	86	174
Total property, plant and equipment	518	656
Intangible assets		
Goodwill	113	–
Software	470	410
Software in progress	251	345
Total intangible assets	834	756
Investments and other assets		
Investment securities	0	0
Investments in capital	0	0
Lease and guarantee deposits	1,055	1,356
Claims provable in bankruptcy, claims provable in rehabilitation and other	10	10
Long-term prepaid expenses	23	36
Deferred tax assets	1,237	1,299
Long-term accounts receivable - other	0	3
Allowance for doubtful accounts	(17)	(14)
Total investments and other assets	2,309	2,692
Total non-current assets	3,663	4,105
Total assets	26,013	30,895

(Million yen)

	As of 31 December 2024	As of 31 December 2025
Liabilities		
Current liabilities		
Lease obligations	0	–
Accounts payable - other	666	779
Accrued expenses	3,229	3,409
Income taxes payable	2,028	1,822
Accrued consumption taxes	832	1,092
Deposits received	381	431
Unearned revenue	40	39
Provision for bonuses	–	27
Provision for bonuses for directors (and other officers)	99	130
Provision for stocks payment	218	287
Refund liabilities	58	80
Other	169	259
Total current liabilities	7,726	8,359
Non-current liabilities		
Deferred tax liabilities	1	0
Other	189	190
Total non-current liabilities	191	190
Total liabilities	7,917	8,549
Net assets		
Shareholders’ equity		
Capital stock	672	672
Capital surplus	1,540	1,640
Retained earnings	19,698	23,949
Treasury shares	(4,210)	(4,348)
Total shareholders’ equity	17,700	21,913
Accumulated other comprehensive income		
Foreign currency translation adjustment	394	431
Total accumulated other comprehensive income	394	431
Total net assets	18,095	22,345
Total liabilities and net assets	26,013	30,895

(2) Consolidated Statements of Income and Comprehensive Income

Consolidated Statements of Income

(Million yen)

	For the fiscal year ended 31 December 2024	For the fiscal year ended 31 December 2025
Net sales	39,156	46,089
Cost of sales	2,907	3,369
Gross profit	36,248	42,720
Selling, general and administrative expenses		
Remuneration for directors (and other officers)	666	638
Salaries and allowances	15,172	17,809
Legal welfare expenses	2,125	2,475
Retirement benefit expenses	503	507
Provision for bonuses	–	27
Provision for bonuses for directors (and other officers)	99	130
Provision for share awards	215	284
Provision of allowance for doubtful accounts	6	0
Rent expenses on land and buildings	1,420	1,565
Depreciation	523	451
Amortization of goodwill	123	16
Advertising expenses	1,922	2,463
Other	4,378	4,666
Total selling, general and administrative expenses	27,157	31,037
Operating income	9,090	11,683
Non-operating income		
Interest income	10	25
Rental income from facilities	6	6
Other	40	15
Total non-operating income	56	48
Non-operating expenses		
Interest expenses	20	17
Foreign exchange losses	0	3
Other	4	1
Total non-operating expenses	25	22
Ordinary income	9,122	11,709
Extraordinary losses		
Loss on retirement of non-current assets	7	1
Impairment losses	766	112
Loss on liquidation of subsidiaries and associates	–	91
Total extraordinary losses	773	206
Profit before income taxes	8,348	11,502
Income taxes - current	2,994	3,164
Income taxes - deferred	(257)	(62)
Total income taxes	2,737	3,102
Profit	5,611	8,400
Profit attributable to owners of parent	5,611	8,400

Consolidated Statements of Comprehensive Income

(Million yen)

	For the fiscal year ended 31 December 2024	For the fiscal year ended 31 December 2025
Profit	5,611	8,400
Other comprehensive income		
Foreign currency translation adjustment	107	37
Total other comprehensive income	107	37
Comprehensive income	5,719	8,437
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	5,719	8,437
Comprehensive income attributable to non-controlling interests	–	–

(3) Consolidated Statements of Changes in Equity

Fiscal year ended 31 December 2024 (from 1 January 2024 to 31 December 2024)

(Million yen)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	672	1,516	17,722	(2,980)	16,930
Changes of items during period					
Dividends of surplus			(3,635)		(3,635)
Profit attributable to owners of parent			5,611		5,611
Purchase of treasury shares				(1,486)	(1,486)
Disposal of treasury shares		23		255	279
Net changes in items other than shareholders' equity					
Total changes of items during period	–	23	1,976	(1,230)	770
Balance at end of period	672	1,540	19,698	(4,210)	17,700

	Accumulated other comprehensive income		Total net assets
	Foreign currency translation adjustment	Total accumulated other comprehensive income	
Balance at beginning of period	286	286	17,217
Changes of items during period			
Dividends of surplus			(3,635)
Profit attributable to owners of parent			5,611
Purchase of treasury shares			(1,486)
Disposal of treasury shares			279
Net changes in items other than shareholders' equity	107	107	107
Total changes of items during period	107	107	878
Balance at end of period	394	394	18,095

Fiscal year ended 31 December 2025 (from 1 January 2025 to 31 December 2025)

(Million yen)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	672	1,540	19,698	(4,210)	17,700
Changes of items during period					
Dividends of surplus			(4,151)		(4,151)
Profit attributable to owners of parent			8,400		8,400
Purchase of treasury shares				(592)	(592)
Disposal of treasury shares		100		454	554
Net changes in items other than shareholders' equity					
Total changes of items during period	–	100	4,249	(138)	4,211
Balance at end of period	672	1,640	23,949	(4,348)	21,913

	Accumulated other comprehensive income		Total net assets
	Foreign currency translation adjustment	Total accumulated other comprehensive income	
Balance at beginning of period	394	394	18,095
Changes of items during period			
Dividends of surplus			(4,151)
Profit attributable to owners of parent			8,400
Purchase of treasury shares			(592)
Disposal of treasury shares			554
Net changes in items other than shareholders' equity	37	37	37
Total changes of items during period	37	37	4,249
Balance at end of period	431	431	22,345

(4) Consolidated Statements of Cash Flows

(Million yen)

	For the fiscal year ended 31 December 2024	For the fiscal year ended 31 December 2025
Cash flows from operating activities		
Profit before income taxes	8,348	11,502
Depreciation	523	451
Amortization of goodwill	123	16
Increase (decrease) in allowance for doubtful accounts	(8)	(7)
Increase (decrease) in provision for bonuses	–	27
Increase (decrease) in provision for bonuses for directors (and other officers)	99	31
Increase (decrease) in provision for stocks payment	215	285
Increase (decrease) in refund liabilities	(1)	21
Interest and dividend income	(10)	(25)
Interest expenses	20	17
Foreign exchange losses (gains)	4	3
Loss on retirement of non-current assets	7	1
Impairment losses	766	112
Loss (gain) on liquidation of subsidiaries	–	91
Decrease (increase) in trade receivables	(755)	103
Decrease (increase) in inventories	(2)	(3)
Decrease (increase) in prepaid expenses	(75)	(22)
Increase (decrease) in accounts payable - other	169	(41)
Increase (decrease) in accrued expenses	469	179
Increase (decrease) in accrued consumption taxes	155	255
Other, net	402	(50)
Subtotal	10,450	12,952
Interest and dividends received	10	16
Interest paid	(20)	(17)
Income taxes paid	(2,321)	(3,397)
Income taxes refund	–	11
Net cash provided by (used in) operating activities	8,119	9,566
Cash flows from investing activities		
Payments into time deposits	–	(8,000)
Purchase of property, plant and equipment	(187)	(178)
Purchase of intangible assets	(257)	(216)
Short-term loan advances	(43)	(12)
Collection of short-term loans receivable	40	9
Purchase of long-term prepaid expenses	(14)	(28)
Payments of leasehold and guarantee deposits	(154)	(350)
Proceeds from collection of other investments	9	0
Net cash provided by (used in) investing activities	(607)	(8,777)
Cash flows from financing activities		
Dividends paid	(3,631)	(4,146)
Repayments of lease obligations	(0)	(0)
Proceeds from disposal of treasury shares	–	281
Purchase of treasury shares	(1,486)	(592)
Other payments	(195)	(151)
Net cash provided by (used in) financing activities	(5,313)	(4,609)
Effect of exchange rate change on cash and cash equivalents	86	82
Net increase (decrease) in cash and cash equivalents	2,284	(3,738)
Cash and cash equivalents at beginning of period	16,767	19,051
Cash and cash equivalents at end of period	19,051	15,312

(5) Notes to Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Significant basis of preparing consolidated financial statements)

1. Scope of consolidation

Number of consolidated subsidiaries: 22

Names of main consolidated subsidiaries

JAC International Co., Ltd.
CareerCross Co., Ltd.
VantagePoint K.K.
JAC Recruitment International Ltd.

2. Scope of equity method

Not applicable.

3. Fiscal year-end, etc. of consolidated subsidiaries

The fiscal year-end of consolidated subsidiaries is the same as the consolidated fiscal year-end.

4. Accounting policies

(1) Valuation methods for assets

Securities

Other securities:

Shares, etc. that do not have a market price

Stated at cost determined by the moving average method.

(2) Depreciation and amortization of significant assets

1) Property, plant and equipment (excluding leased assets)

The Company and its domestic consolidated subsidiaries apply the declining-balance method. However, auxiliary facilities attached to buildings and structures acquired on or after 1 April 2016, are depreciated by the straight-line method.

Overseas consolidated subsidiaries apply the straight-line method.

The main useful lives are as follows:

Buildings:	5-15 years
Machinery and equipment:	7 years
Tools, furniture and fixtures:	3-20 years

2) Intangible assets (excluding leased assets)

The straight-line method is applied. Internal use software is amortized over its internal estimated useful life (5 years).

3) Leased assets

The straight-line method is applied assuming the lease periods as useful lives with no residual value.

(3) Recognition standards of significant allowances and provisions

1) Allowance for doubtful accounts

To cover losses from bad debts for accounts receivable - trade, etc., an allowance for doubtful accounts is provided based on historical experience of bad debts for general receivables and on an estimate of the collectability of certain receivables deemed doubtful of collection.

2) Provision for bonuses

To cover performance-linked share-based compensation payable to directors, the Company records a provision for the amount expected to be paid in the current fiscal year.

3) Provision for bonuses for directors (and other officers)

To cover performance-linked compensation and performance-linked share-based compensation payable to directors, the Company records a provision for the amounts expected to be paid in the current fiscal year.

4) Provision for stocks payment

To cover employee stock payments based on the Share Delivery Rules, the Company records a provision for stocks payment based on the estimated amount of share payment obligations as of the consolidated balance sheet date.

4) Standards for recording significant revenues and expenses

1) Recruitment Business

In the recruitment service, we have obligations to introduce candidates primarily for permanent positions to client employers. We recognize success-based consulting fees as revenue when the candidates join the client employers. We receive consideration for the transaction generally within one month from the time when the performance obligations were fulfilled.

In the Recruitment Process Optimisation service, we have obligations to support client employers in their recruitment activities primarily for permanent employees. The service is provided over a contract period, and we recognize revenue on a pro rata basis over the contract period, judging that our performance obligations are fulfilled with the lapse of time. Consideration for the transaction is received in a phased manner, generally according to the progress of the performance obligations, in accordance with the terms and conditions of transactions.

2) Job Offer Advertising Business

In the Job Offer Advertising Business, we have obligations to post job offers primarily for permanent positions solicited from client employers on job offer advertising websites. We concurrently use a prepayment method in which we recognize revenue when we are awarded a contract and a success-based method in which we recognize revenue when a job seeker joins a client employer via a job offer advertising website. We receive consideration for the transaction generally within one month from the time when the performance obligations were fulfilled.

(5) Translation standards of significant assets and liabilities in foreign currency

Assets and liabilities of overseas consolidated subsidiaries are translated into yen at the rates of exchange in effect at the consolidated balance sheet date, and revenue and expense accounts are translated at the average rates of exchange in effect during the fiscal year. Differences arising from the translation are presented as translation adjustments in the net assets section.

(6) Method and period of amortization of goodwill

Amortized using the straight-line method over 10 to 12 years.

(7) Scope of cash and cash equivalents in the consolidated statements of cash flows

Cash and cash equivalents consist of cash on hand, cash in banks which can be withdrawn at any time, and short-term investments with a maturity of three months or less when purchased which can easily be converted to cash and are subject to little risk of change in value.

(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, 28 October 2022; hereinafter referred to as the “2022 Revised Accounting Standard”) has been applied from the beginning of the fiscal year ended 31 December 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, 28 October 2022; hereinafter referred to as the “2022 Revised Guidance”). These changes have no impact on the consolidated financial statements.

(Unapplied accounting standards)

- Accounting Standard for Leases (ASBJ Statement No. 34, 13 September 2024)
- Implementation Guidance on Accounting Standard for Leases (ASBJ Guidance No. 33, 13 September 2024)

Also, amendments to related Accounting Standards, Implementation Guidance, Practical Solutions, and Transferred Guidance

(1) Overview

Similar to international accounting standards, this establishes treatments such as recording assets and liabilities for all leases by the lessee.

(2) Planned application date

We plan to apply these standards from the beginning of the fiscal year ending 31 December 2028.

(3) Impact of applying these accounting standards

The impact is currently being evaluated in the preparation of the consolidated financial statements for the current fiscal year.

(Changes in presentation)

(Consolidated statements of income)

“Reversal of allowance for doubtful accounts,” “Penalty income,” and “Insurance fee income,” which were presented as separate accounts under “Non-operating income” in the previous fiscal year, have been included in “Other” under “Non-operating income” in the current fiscal year due to their decreased financial materiality.

In the consolidated financial statements for the previous fiscal year, "Reversal of allowance for doubtful accounts" under "Non-operating income" was 15 million yen, "Penalty income" was 10 million yen, and "Insurance premiums received" was 7 million yen.

(Additional information)

(Transactions to deliver shares of the Company through a trust to employees)

The Employee Stock Ownership Plan (ESOP) Trust Program, an incentive plan for employees, was introduced in August 2015 for the purpose of enhancing employee benefits and increasing the Company’s medium- to long-term corporate value, but due to its termination in March 2021, it was re-introduced in May 2021.

(1) Transaction summary

Pursuant to the established Share Delivery Rules, the Company grants points to employees who satisfy certain requirements, and shares of the Company equivalent to these points are delivered. The shares delivered to employees, including those to be delivered in the future, are purchased by cash held in the trust, managed separately as trust assets.

(2) Company shares remaining in the trust

Shares of the Company remaining in the trust are recorded as treasury shares under net assets based on the book value in the trust (excluding incidental expenses). The book value and the number of said treasury shares were ¥647 million and 1,527,538 shares, respectively, as of 31 December 2024, and ¥702 million and 1,317,148 shares, respectively, as of 31 December 2025.

The Company conducted a four-for-one stock split effective 1 January 2024. Share numbers have been calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

In addition, as of 12 February 2025, we have partially amended the system into an RS trust system so that the Company’s shares delivered to employees each year will be changed from common shares to restricted shares, with the transfer restrictions lifted upon the employee’s retirement.

(Segment information, etc.)

[Segment information]

1. Overview of reportable segments

The reportable segments of the Group are components for which separate financial information is available and are the subject of regular review by the Board of Directors to determine the allocation of management resources and evaluate performance.

The Group is engaged in the Domestic Recruitment Business, the Domestic Job Offer Advertising Business, and the Overseas Business. The Group has 12 domestic offices and two subsidiaries in the Domestic Recruitment Business, one domestic subsidiary in the Domestic Job Offer Advertising Business, and 20 subsidiaries in 11 countries and regions in the Overseas Business. As management resources are allocated to each business, reportable segments are presented according to business unit.

2. Method of calculating amounts of net sales, profit (loss), assets, liabilities, and other items by reportable segment

In principle, the accounting method for reportable segments is the same as described in “Significant basis of preparing consolidated financial statements.” Inter-segment sales and transfers are based on prevailing market prices.

The Group does not allocate assets to business segments as asset information is not used for managing performance.

3. Information on net sales, profit (loss), assets, liabilities, and other items by reportable segment, and information on disaggregation of revenue

For the fiscal year ended 31 December 2024 (from 1 January 2024 to 31 December 2024)

(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	34,193	315	2,498	37,006	–	37,006
Performance obligations satisfied over time	815	86	1,246	2,149	–	2,149
Revenue from contracts with customers	35,009	401	3,745	39,156	–	39,156
Net sales to outside customers	35,009	401	3,745	39,156	–	39,156
Intersegment net sales or transfers	57	15	27	100	(100)	–
Total	35,066	417	3,772	39,256	(100)	39,156
Segment profit (loss)	8,736	59	(447)	8,348	–	8,348
Other items						
Depreciation	353	0	169	523	–	523
Amortization of goodwill	74	–	48	123	–	123
Interest income	0	0	10	10	–	10
Interest expenses	0	–	20	20	–	20
Extraordinary losses	263	–	509	773	–	773
(Loss on retirement of non-current assets)	6	–	0	7	–	7
(Impairment losses)	257	–	508	766	–	766

(Note) Segment profit is consistent with the profit before income taxes in the consolidated statements of income.

For the fiscal year ended 31 December 2025 (from 1 January 2025 to 31 December 2025)

(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	40,543	343	2,632	43,520	—	43,520
Performance obligations satisfied over time	1,117	53	1,398	2,569	—	2,569
Revenue from contracts with customers	41,660	397	4,031	46,089	—	46,089
Net sales to outside customers	41,660	397	4,031	46,089	—	46,089
Intersegment net sales or transfers	57	40	21	119	(119)	—
Total	41,718	438	4,053	46,209	(119)	46,089
Segment profit	11,122	92	287	11,502	—	11,502
Other items						
Depreciation	328	0	122	451	—	451
Amortization of goodwill	16	—	—	16	—	16
Interest income	12	0	12	25	—	25
Interest expenses	0	—	17	17	—	17
Extraordinary losses	201	—	4	206	—	206
(Loss on retirement of non-current assets)	1	—	0	1	—	1
(Impairment losses)	108	—	4	112	—	112
(Loss on liquidation of affiliated companies)	91	—	—	91	—	91

(Note) Segment profit is consistent with the profit before income taxes in the consolidated statements of income.

[Related information]

For the fiscal year ended 31 December 2024 (from 1 January 2024 to 31 December 2024)

1. Information by product and service

This information is not provided here because it is the same as the information provided under “Segment information.”

2. Information by geographical area

(1) Net sales

(Million yen)

Japan	Asia	Europe and the United States	Total
35,391	2,727	1,036	39,156

(Note) Net sales are segmented into country or region based on customer location.

(2) Property, plant and equipment

(Million yen)

Japan	Asia	Europe and the United States	Total
402	109	6	518

3. Information by major customer

This information is not provided here because there were no customers that accounted for 10% or more of the net sales recorded in the consolidated statements of income.

For the fiscal year ended 31 December 2025 (from 1 January 2025 to 31 December 2025)

1. Information by product and service

This information is not provided here because it is the same as the information provided under “Segment information.”

2. Information by geographical area

(1) Net sales

(Million yen)

Japan	Asia	Europe and the United States	Total
42,058	2,645	1,385	46,089

(Note) Net sales are segmented into country or region based on customer location.

(2) Property, plant and equipment

(Million yen)

Japan	Asia (excluding Indonesia)	Indonesia	Europe and the United States	Total
475	65	68	46	656

3. Information by major customer

This information is not provided here because there were no customers that accounted for 10% or more of the net sales recorded in the consolidated statements of income.

[Information on impairment losses on non-current assets by reportable segment]
For the fiscal year ended 31 December 2024 (from 1 January 2024 to 31 December 2024)

(Million yen)

	Reportable segment			Reportable segments total	Corporate or elimination of inter-segment transactions	Total
	Domestic Recruitment Business	Domestic Job Offer Advertising Business	Overseas Business			
Impairment losses	257	–	508	766	–	766

For the fiscal year ended 31 December 2025 (from 1 January 2025 to 31 December 2025)

(Million yen)

	Reportable segment			Reportable segments total	Corporate or elimination of inter-segment transactions	Total
	Domestic Recruitment Business	Domestic Job Offer Advertising Business	Overseas Business			
Impairment losses	108	–	4	112	–	112

[Information on amortization of goodwill and unamortized balance by reportable segment]
For the fiscal year ended 31 December 2024 (from 1 January 2024 to 31 December 2024)

(Million yen)

	Reportable segment			Reportable segments total	Corporate or elimination of inter-segment transactions	Total
	Domestic Recruitment Business	Domestic Job Offer Advertising Business	Overseas Business			
Balance at end of period	113	–	–	113	–	113

(Notes) 1. Amortization of goodwill is not provided here because it is the same as the information provided under “Segment information.”
2. Impairment losses on goodwill of ¥257 million was recorded in the Domestic Recruitment Business segment, and impairment losses on goodwill of ¥244 million was recorded in the Overseas Business segment.

For the fiscal year ended 31 December 2025 (from 1 January 2025 to 31 December 2025)

(Million yen)

	Reportable segment			Reportable segments total	Corporate or elimination of inter-segment transactions	Total
	Domestic Recruitment Business	Domestic Job Offer Advertising Business	Overseas Business			
Balance at end of period	–	–	–	–	–	–

(Notes) 1. Amortization of goodwill is not provided here because it is the same as the information provided under “Segment information.”
2. Impairment losses on goodwill of ¥96 million was recorded in the Domestic Recruitment Business segment.

[Information on gain recognized on negative goodwill by reportable segment]

Not applicable.

(Per share information)

(Yen)

Previous fiscal year (From 1 January 2024 to 31 December 2024)		Current fiscal year (From 1 January 2025 to 31 December 2025)	
Net assets per share	114.43	Net assets per share	141.07
Basic earnings per share	35.22	Basic earnings per share	52.98

(Notes) 1. The basis for calculation of net assets per share is as follows.

	Previous fiscal year (As of 31 December 2024)	Current fiscal year (As of 31 December 2025)
Total net assets (Million yen)	18,095	22,345
Amounts deducted from total net assets (Million yen)	–	–
Net assets attributable to shares of common shares (Million yen)	18,095	22,345
Number of issued common shares	165,557,200	165,557,200
Number of treasury shares of common shares	7,423,728	7,154,665
Number of common shares used to calculate net assets per share	158,133,472	158,402,535

2. The basis for calculation of basic earnings per share is as follows.

	Previous fiscal year (From 1 January 2024 to 31 December 2024)	Current fiscal year (From 1 January 2025 to 31 December 2025)
Basic earnings per share		
Profit attributable to owners of parent (Million yen)	5,611	8,400
Amount not attributable to common shareholders (Million yen)	–	–
Profit attributable to owners of parent relating to common shares (Million yen)	5,611	8,400
Average number of common shares during the period	159,314,954	158,556,734

3. The shares of the company remaining in the trust, which are recorded as treasury shares under shareholders' equity, are included in the treasury shares to be deducted in the calculation of average number of shares during the period for the purpose of calculating basic earnings per share, and are also included in the number of treasury shares to be deducted from the total number of issued shares as of the end of the period for the purpose of calculating net assets per share.

The average number of treasury shares during the period deducted for the purpose of calculating basic earnings per share is 1,635,193 shares for the fiscal year ended 31 December 2024 and 1,304,989 shares for the fiscal year ended 31 December 2025. The number of treasury shares deducted at the end of the period for the purpose of calculating net assets per share is 1,527,538 shares for the fiscal year ended 31 December 2024 and 1,317,148 shares for the fiscal year ended 31 December 2025.

4. Diluted earnings per share are not presented as there were no dilutive shares.

(Significant subsequent events)

Not applicable.