



13 February 2026

Company name: JAC Recruitment Co., Ltd.

Stock exchange listing: Tokyo Stock Exchange

Code number: 2124

Representative: Hiromi Tazaki, Executive Director, Chairman and CEO

Inquiries: Tetsuya Akutsu, Senior Director and CFO

Phone: +81-3-5259-6926

Overview of Medium-Term Management Plan

JAC Recruitment Co., Ltd. formulated a 3-year medium-term management plan starting in 2026.

As recruitment consulting professionals, we aim to become the best in the world regarding both service quality and profitability, as outlined in our long-term management vision "JAC as No.1". To achieve this, we are focusing on investing in growth, especially on enhancing human capital which is essential to improving service quality under this management plan. We are focused on expanding our share in the domestic white-collar recruitment market which has both profitability and growth potential toward the best in the world and aiming to obtain market reputation by making higher return on capital.

We also aim to maintain a high dividend payout ratio and a certain level of internal reserves for business investment for future growth, while achieving profit growth that exceeds the expansion of equity. We consider the human resources business as a single business portfolio. When investing in a new business, we consider that getting a return on investment (ROI) that exceeds the cost of capital should be the minimum hurdle rate, as one of our criteria for determining the level at which we can maintain our current capital efficiency. Under this management plan, we will further disclose the social impact of our efforts to enhance non-financial capital and strive to spread shareholder value (equity spreads).

*Numerical Targets

	In 2025 Actual	In 2026 Forecast	In 2027 Approach Aimed at	In 2028 Approach Aimed at
Consolidated Revenue	JPY46.0 billion	JPY53.2 billion	JPY61.2 billion	JPY70.4 billion
Consolidated Operating Profit	JPY11.6 billion	JPY12.6 billion	JPY14.5 billion	JPY17.3 billion
Consolidated Profit after Tax	JPY8.4 billion	JPY8.6 billion	JPY9.9 billion	JPY11.9 billion

End of notice