Results Briefing 1H of FY2026

JAC Recruitment Co., Ltd.

12 August 2026

JAC Recruitment

Consolidated Results: 1H of FY2026

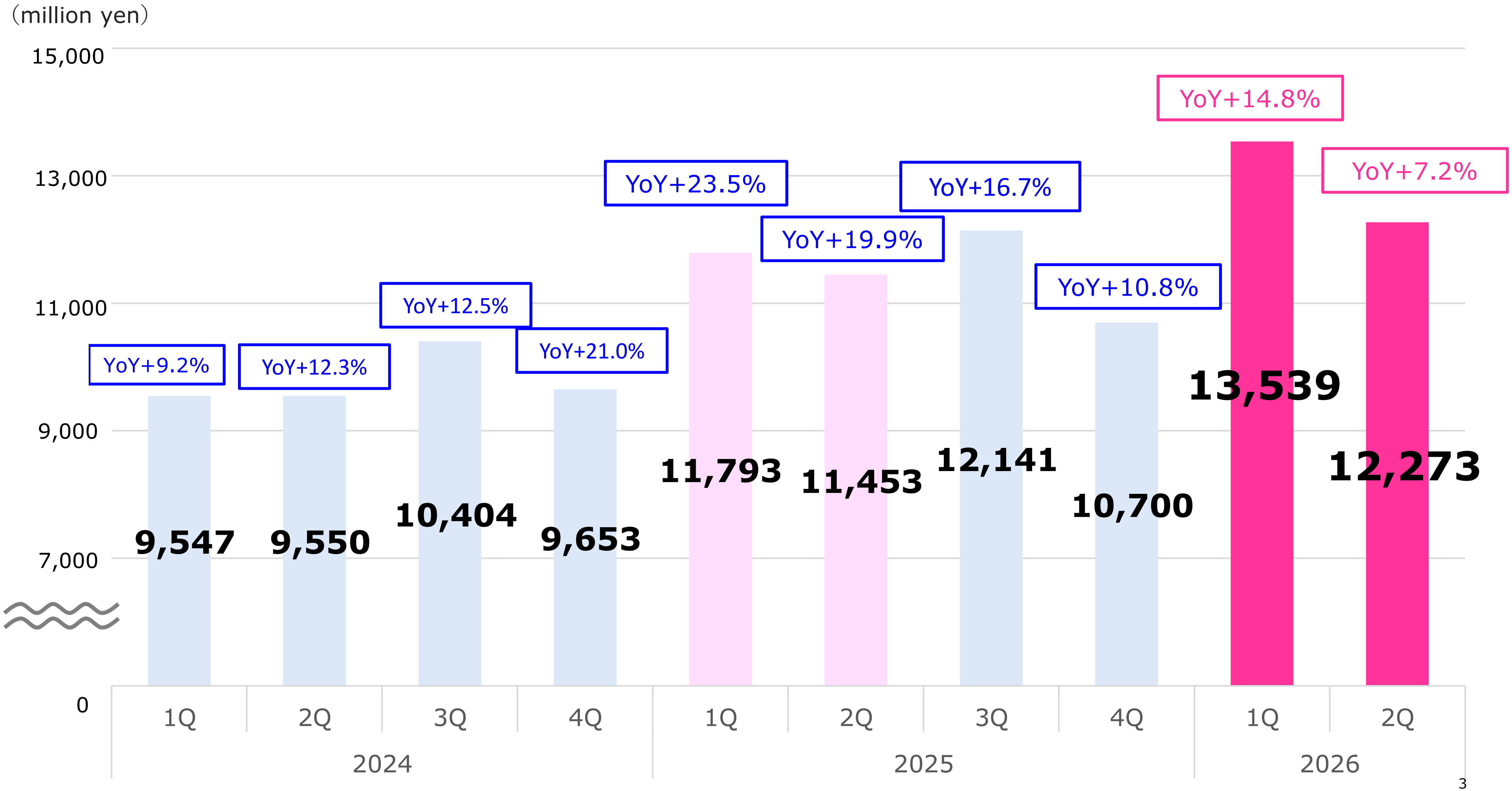
Revenue rose by 11.0 % year-on-year, ordinary income by 14.3 % and net profit by 14.4 %; although these figures fell short of the targets set at the start of the year, partly due to the situation in the Middle East and other external factors, they all reached record highs.

（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%

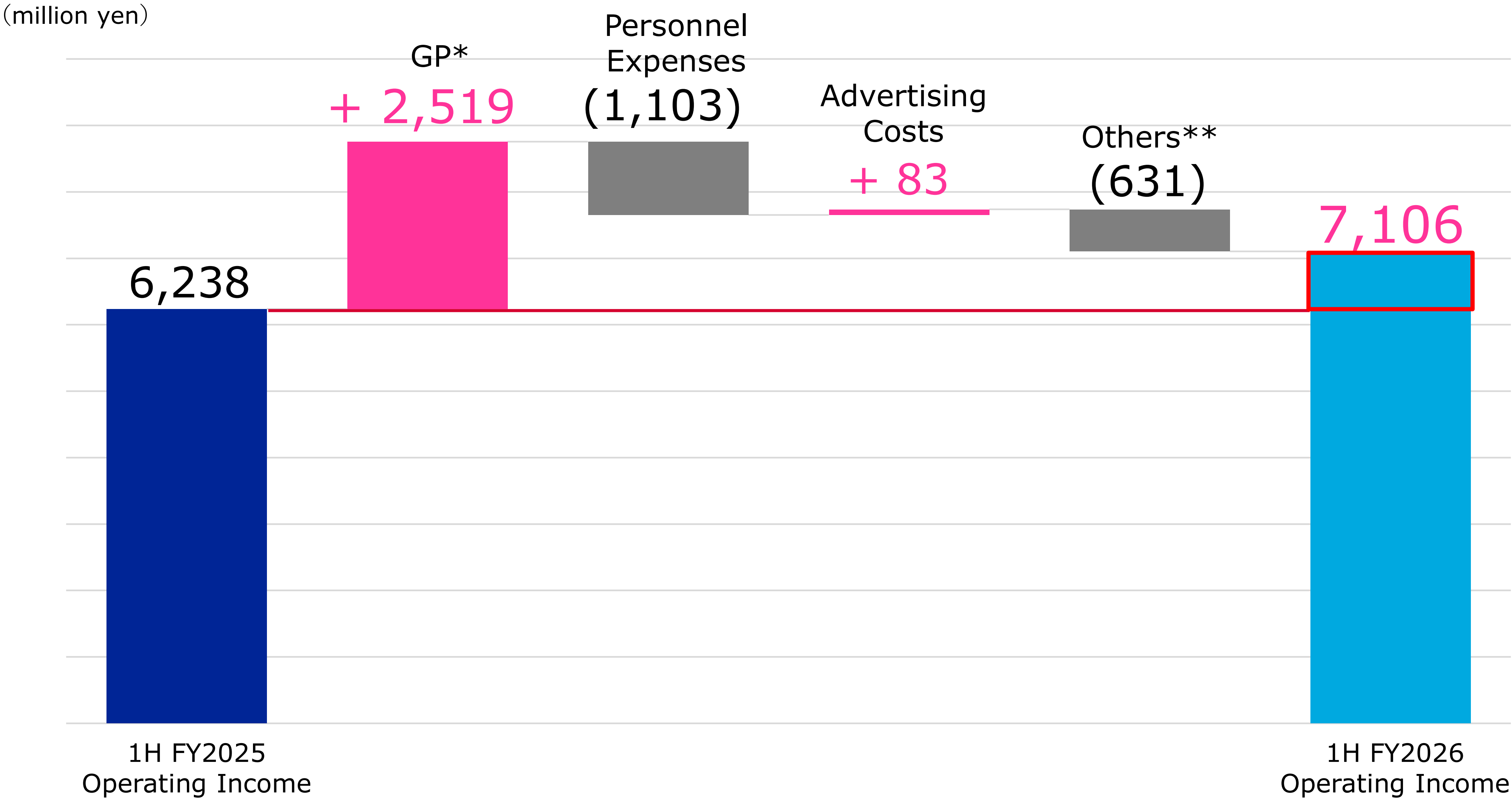
Quarterly comparison of company-wide revenue

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

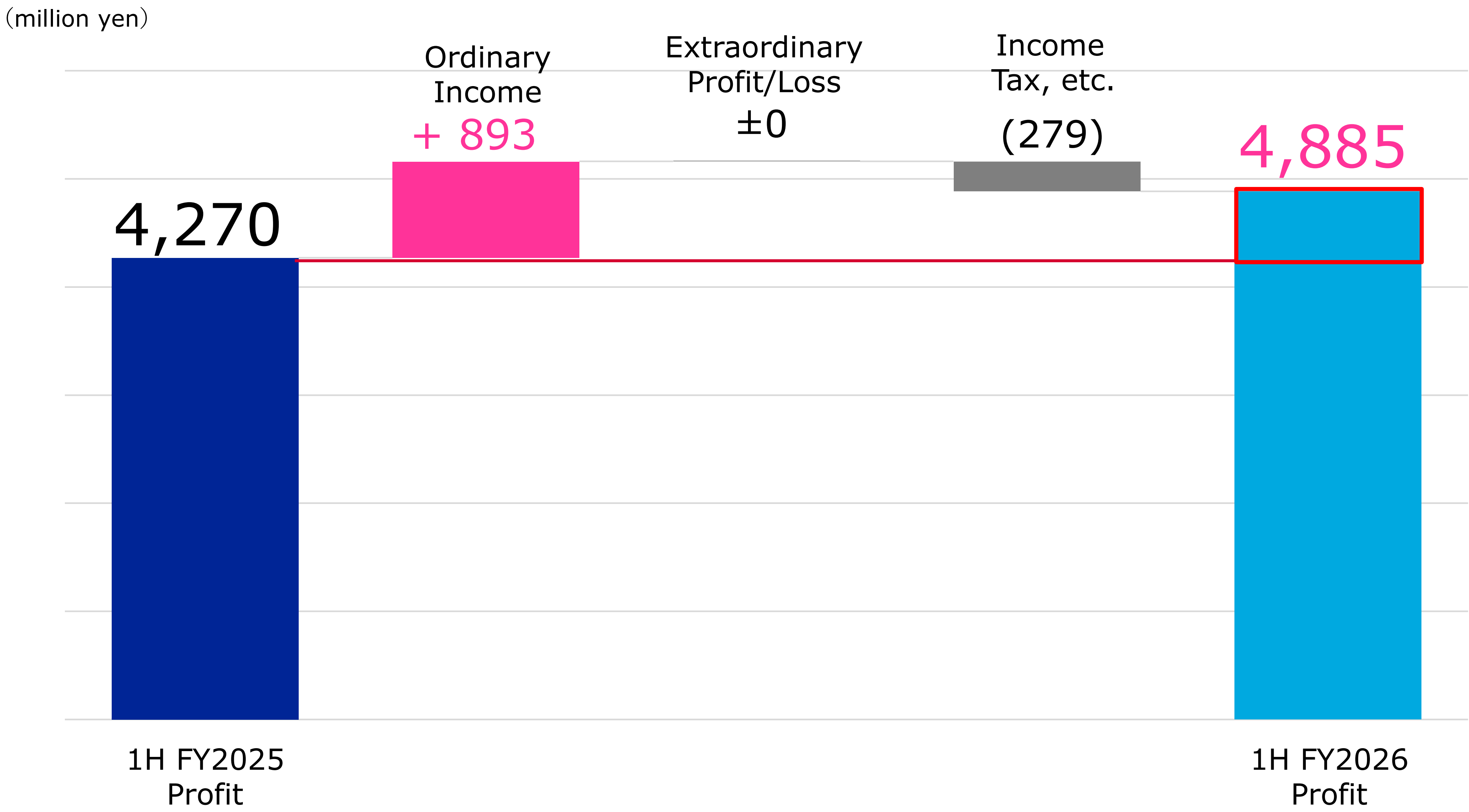
In addition to steady GP growth, operating income increased 13.9% YoY due to lower advertising expenses and other cost control measures under the “Minimum Cost” initiative.



*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%

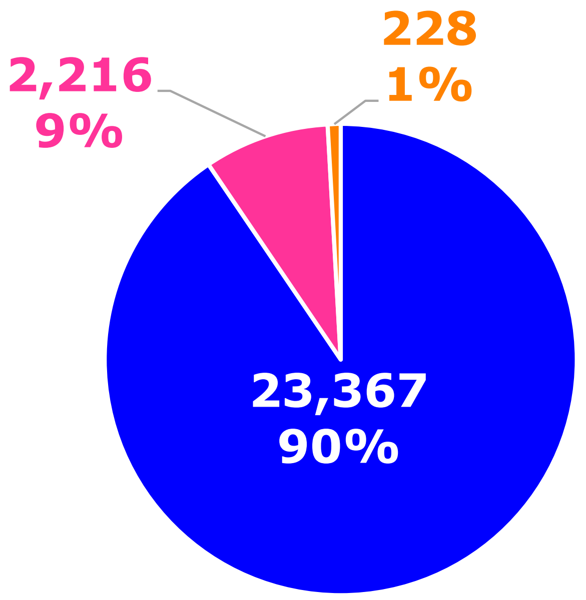
Segment profit	1H FY2025	1H FY2026	YoY
Domestic Recruitment Business	6,095	6,910	＋ 13.4%
Overseas Business	99	146	＋ 47.1%
Domestic Job Offer Advertising Business	50	82	＋ 63.6%
Profit Before Tax	6,246	7,140	＋ 14.3%

Revenue and Profit by Segment: 1H FY2026

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

Revenue by Segment

(million yen)

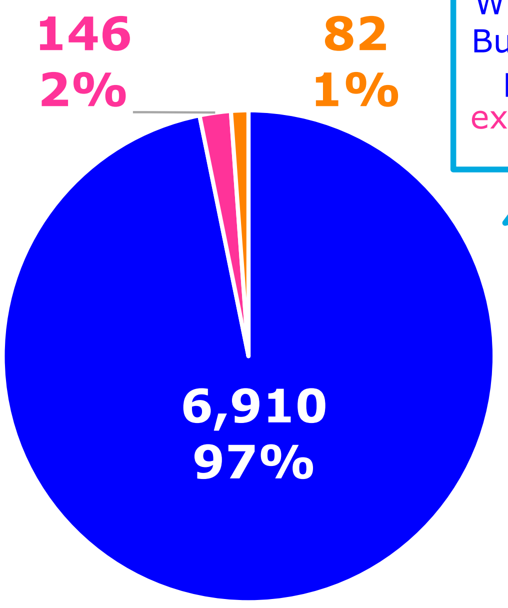


- Domestic Recruitment Business
- Overseas Business
- Domestic Job Offer Advertising Business

Profit by Segment

(million yen)

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

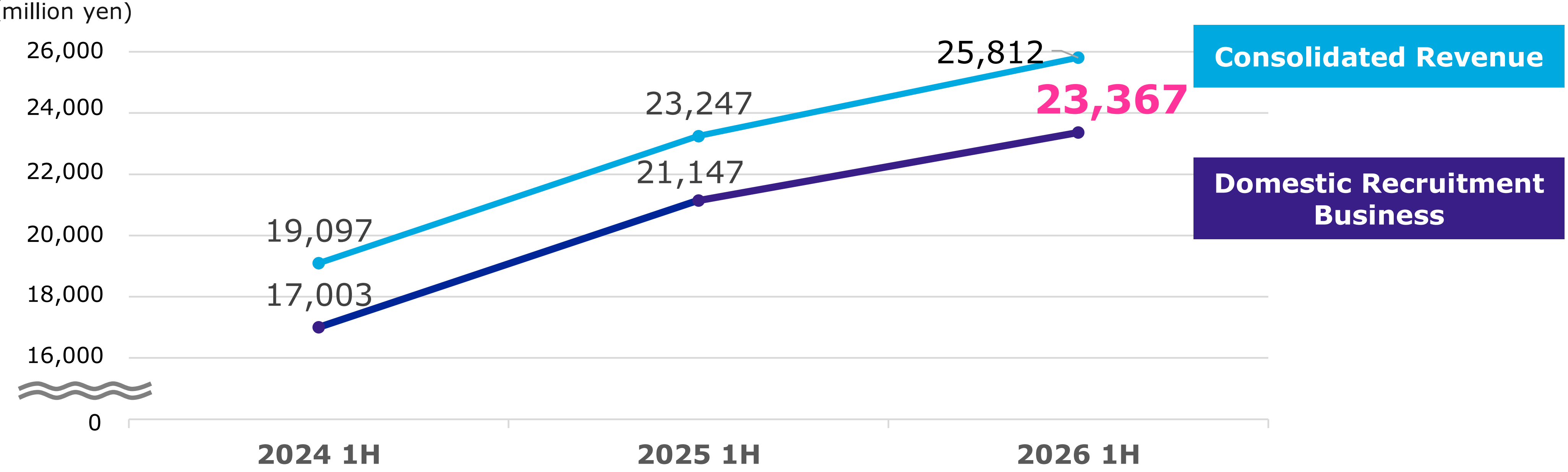


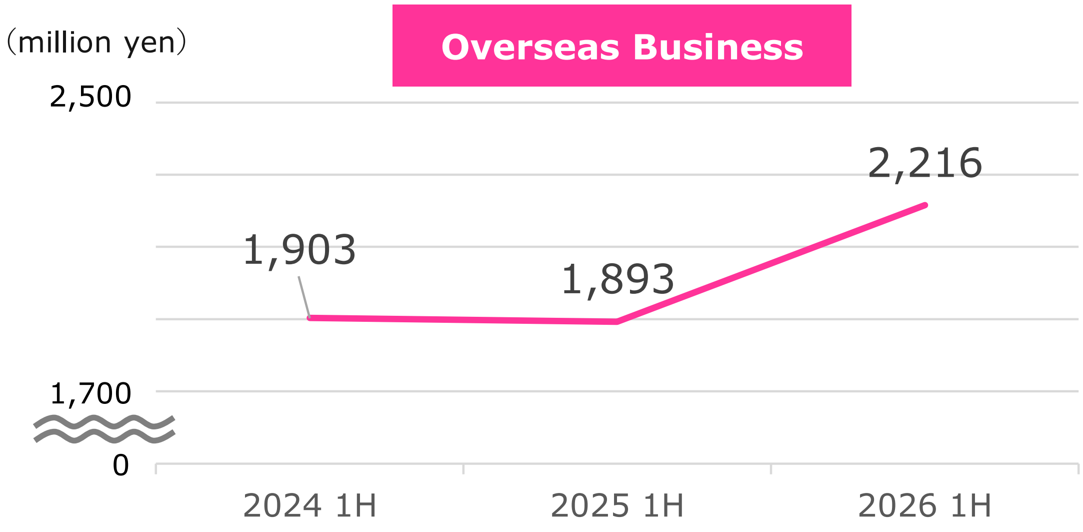
- Domestic Recruitment Business
- Overseas Business
- Domestic Job Offer Advertising Business

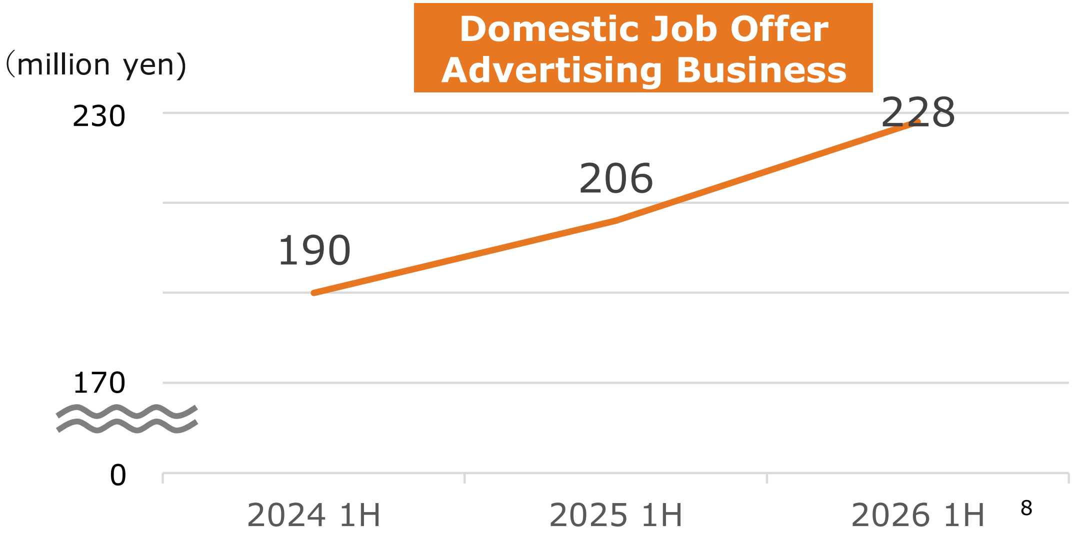
Three-year Business Segment Revenues

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

■ **Comparison of Segment Revenues over the three years**







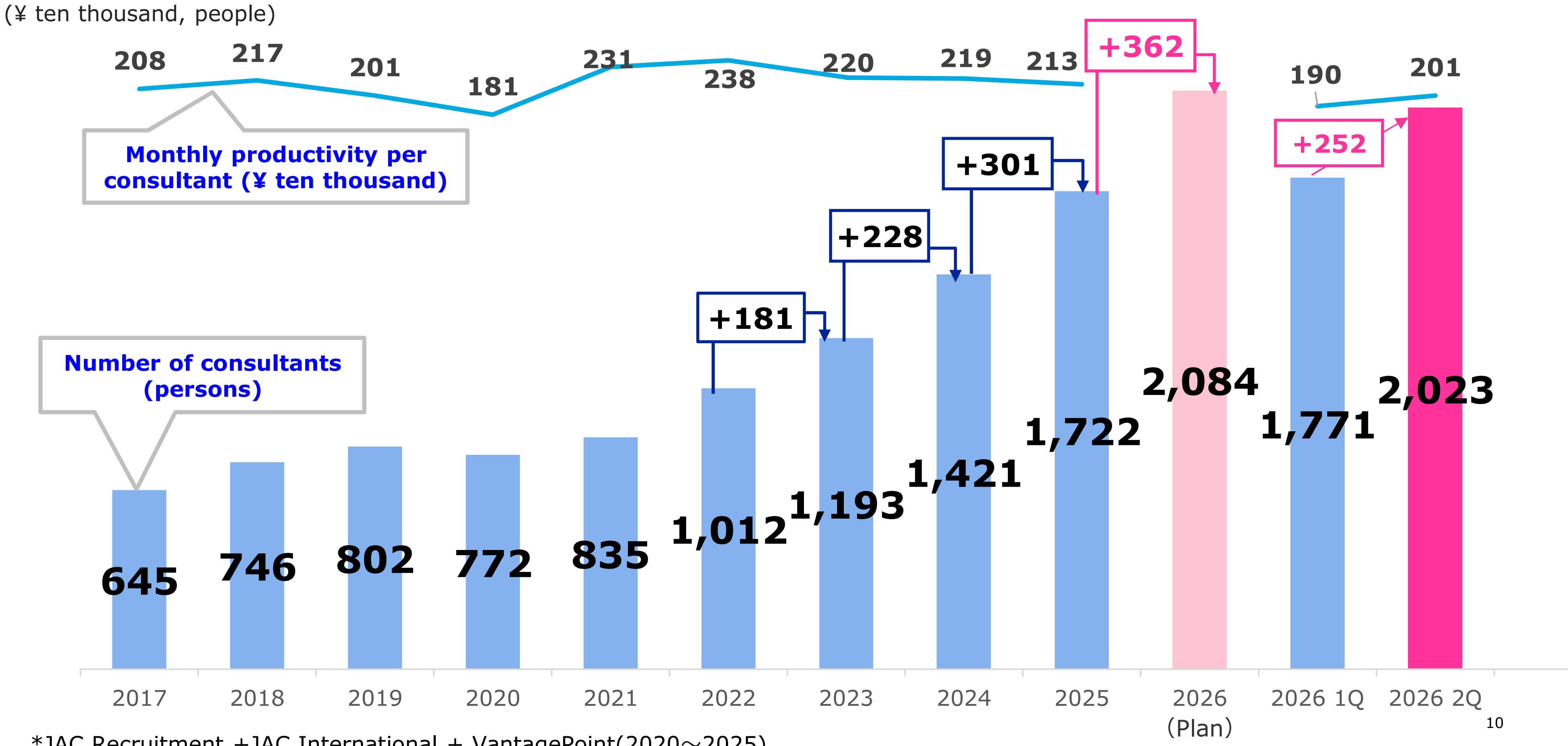
Overview of each segment in 1H FY2026

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 ● By focusing on direct recruiting by client companies, we aim to expand sales. ● During the consolidated period for the 1st half, we achieved certain results toward profitable sales expansion

Consultant Headcount and Productivity in the Domestic Recruitment Business

- In addition to hiring 203 new graduates, consultant headcount increased broadly in line with plan through continued mid-career recruitment.
- Despite an increase of 252 consultants compared with 1Q, productivity improved in 2Q.

Number of Consultants and Productivity (Domestic Recruitment Business*)

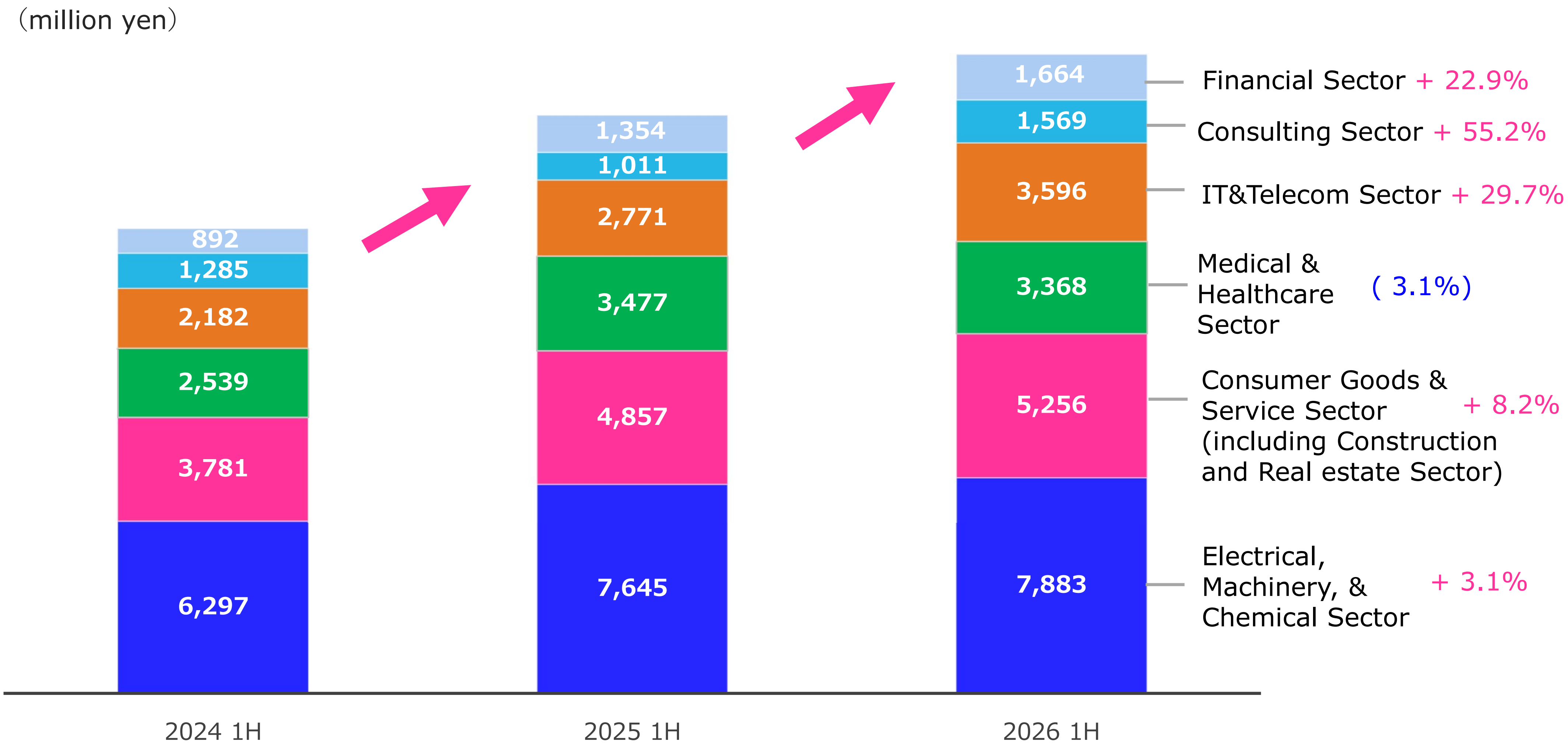


*JAC Recruitment +JAC International + VantagePoint(2020～2025)

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*)



※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 forecast released on 13 Feb 2026

- 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 is progressing broadly in line with plan, driven by growth in operating income. While continuing to improve middle- and back-office efficiency across the Group, we will maintain disciplined ROI management on investments and aim to achieve our full-year targets.

(Million yen)

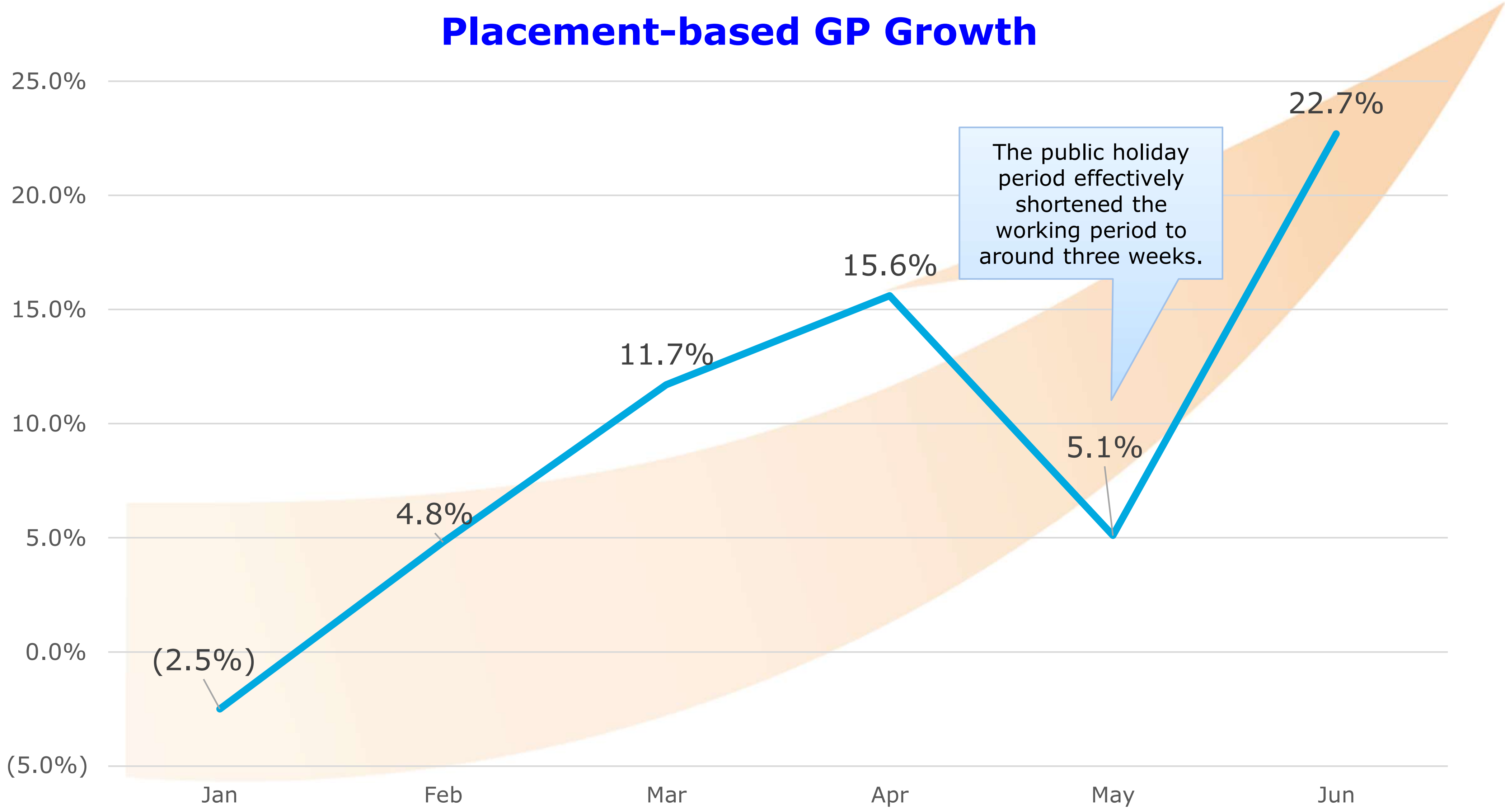
	2025	2026 Forecast	Vs. 2025	Change (%)
Revenue	46,089	53,200	+7,111	+15.4%
Gross Profit	42,720	48,500	+5,780	+13.5%
Operating Income	11,683	12,600	+917	+7.8%
Ordinary Income	11,709	12,600	+891	+7.6%
Profit Before Tax	11,502	12,600	+1,098	+9.5%
Profit attributable to owners of parent	8,400	8,600	+200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

Placement-based GP Growth in the 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.

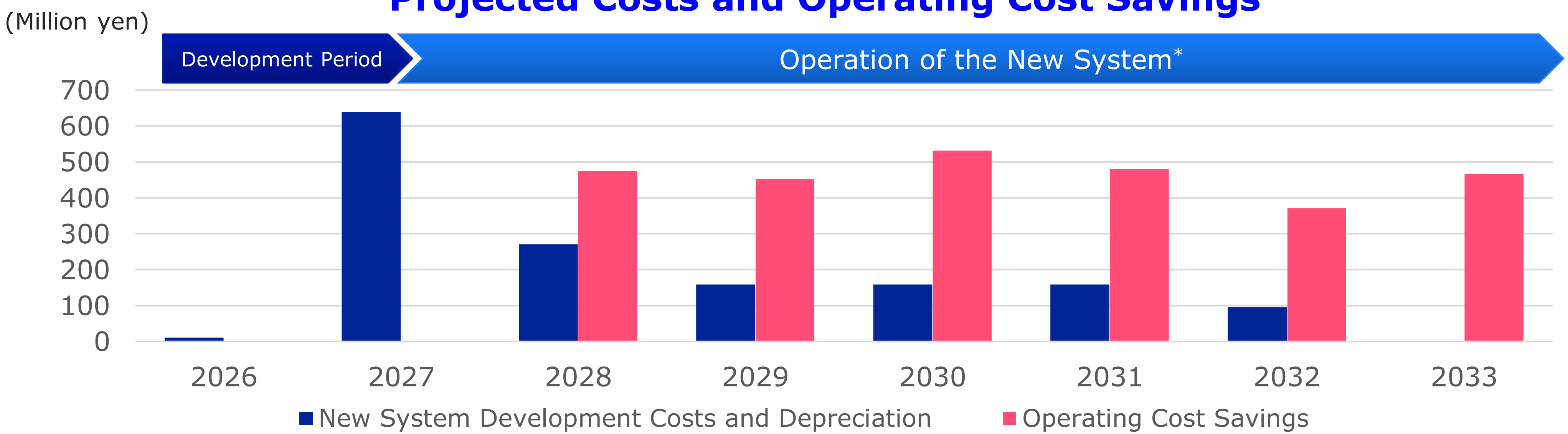


Renewal of the Core System

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

Benefits of the 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)

Improving Productivity through the 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

Shareholders' Return Policy

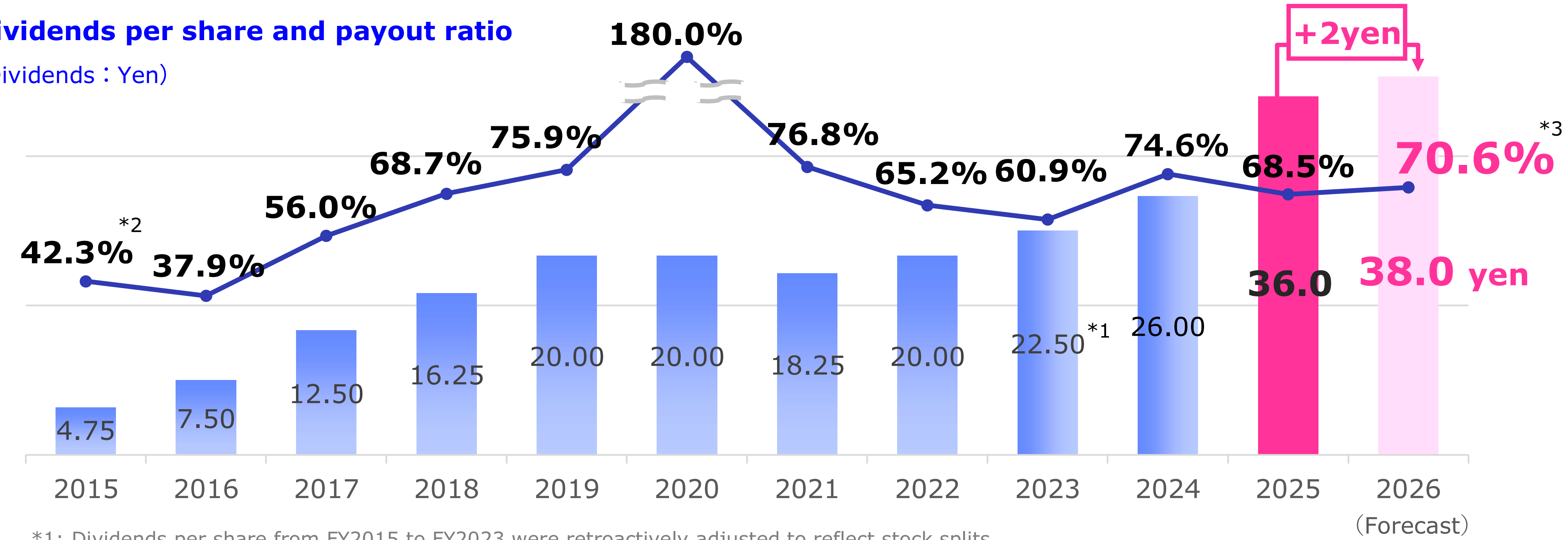
No change from the forecast released on 13 Feb 2026

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.

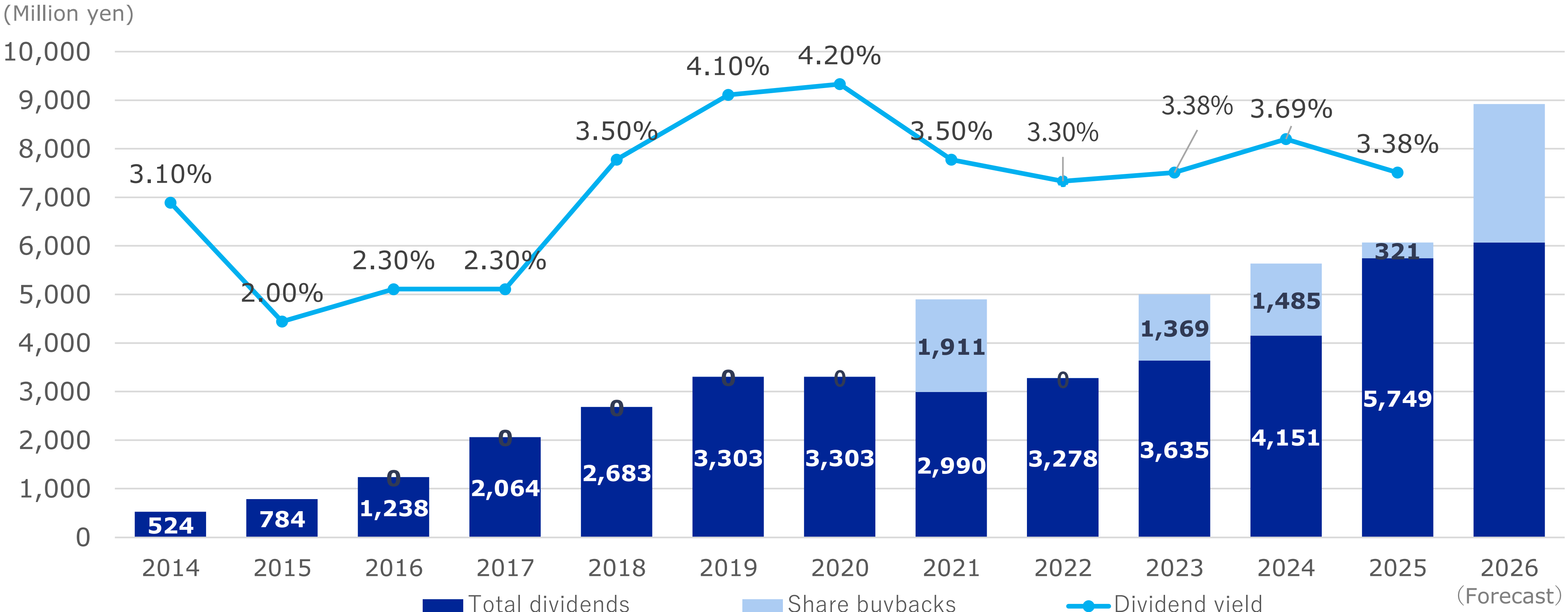
Maximum number and total value of shares to be acquired	• Up to 3 million common shares of the Company, with a maximum total acquisition cost of ¥3.5 billion
Acquisition period	• From 13 August to 31 December 2026
Method of acquisition	• Market purchases under a discretionary trading agreement for the 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 used 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 used 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.

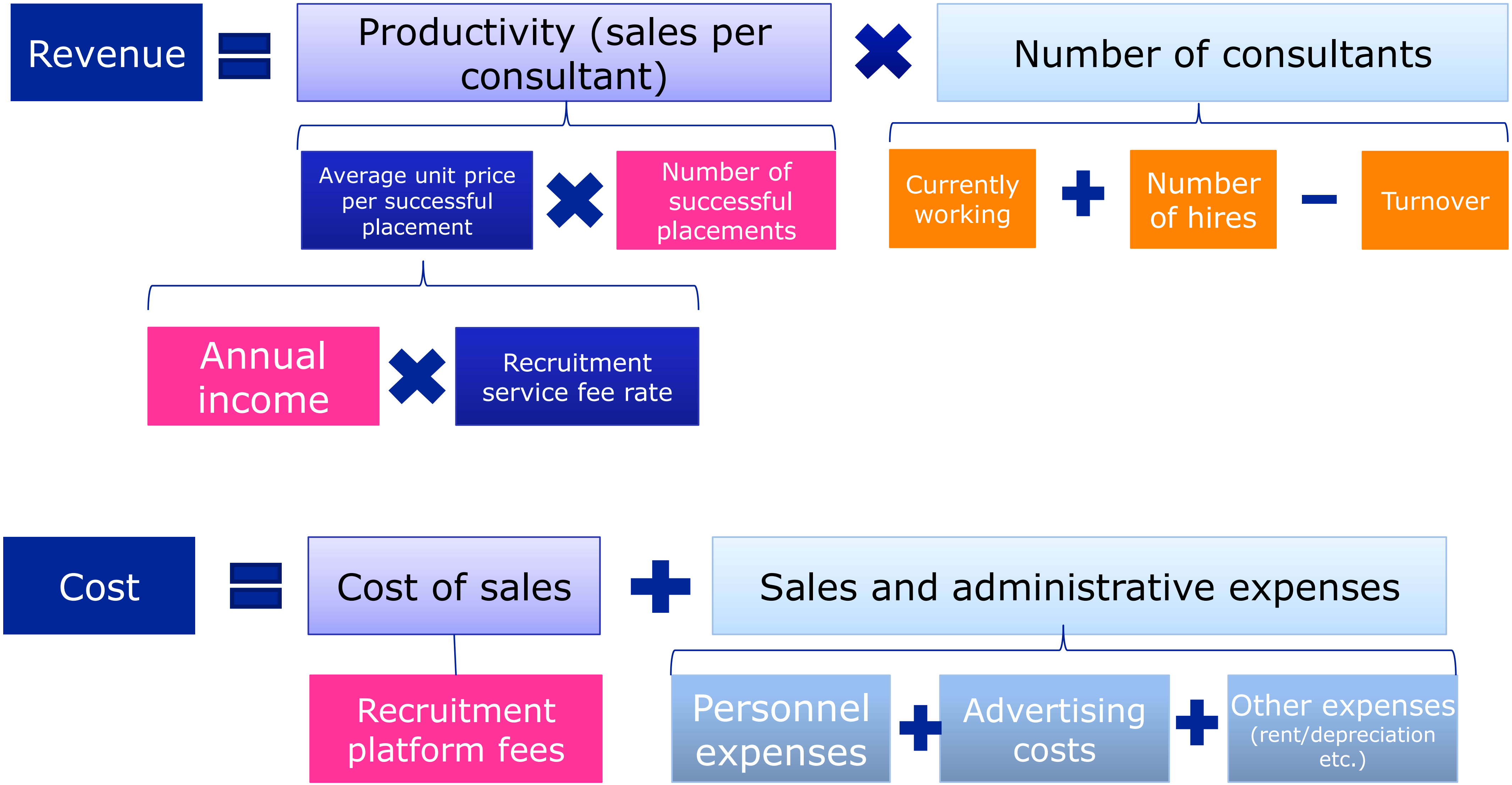
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026 (Forecast*)	Total
Dividend payout ratio	42.3%	37.9%	56.0%	68.7%	75.9%	180.0%	76.8%	65.2%	60.9%	74.6%	68.5%	70.6%	69.5%
Total payout ratio	43.3%	37.9%	56.0%	68.7%	75.9%	180.1%	126.3%	65.2%	83.7%	100.5%	72.3%	103.7%	80.1%

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



Appendix

Revenue Model (Recruitment Business)



Share price-related indicators

	2016 Year-end	2017 Year-end	2018 Year-end	2019 Year-end	2020 Year-end	2021 Year-end	2022 Year-end	2023 Year-end	2024 Year-end	2025 Year-end	2026 End of June
Profit (Million yen)	3,269	3,685	3,908	4,354	1,834	3,882	5,029	5,978	5,611	8,400	4,885 (Forecast 8,600)
EPS: Earnings per share (yen)	20	22	24	26	11	24	31	37	35	52	30 (Forecast 54)
Stock price (closing price, yen)	329.3	546.3	467.8	485.8	473	521	607.3	650	705	1,065	854
Increase/Decrease rate	39.1%	65.9%	(14.4%)	3.8%	(2.6%)	10.1%	16.6%	7.0%	8.5%	51.1%	(19.8%)
<Reference> TOPIX increase /decrease rate	(1.9%)	19.7%	(17.8%)	15.2%	4.8%	10.4%	(5.1%)	25.1%	17.7%	22.4%	17.2%
Service industry increase/decrease rate	(3.0%)	28.3%	(10.1%)	24.8%	13.6%	15.0%	(20.2%)	15.7%	20.8%	(5.5%)	10.1%
BPS: Net assets per share (yen)	57	73	85	96	86	82	96	107	114	141	137
PBR: Price-to-Book Ratio	5.72	7.44	5.46	5.01	5.42	6.29	6.29	6.02	6.16	7.55	6.23
PER: Price-to-Earnings Ratio	16.3	24.0	19.5	18.2	42.3	21.7	19.5	17.3	20.1	20.1	15.8 (Forecast)
DPS: Dividends per share (yen)	7	12	16	20	20	18	20	22	26	36	38 (Forecast)
Market capitalisation (Billion yen)	54.4	90.2	77.3	80.2	78.1	86.3	100.5	107.6	116.7	176.3	141.3

*Figures from FY2016 to FY2023 have been retrospectively amended to take into account stock splits.

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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.

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

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