PERSOL

Consolidated Financial Results for FY2026 1H

PERSOL HOLDINGS CO., LTD.

November 11, 2026

Basis for Financial Figures in This Presentation

On November 9, 2026, we announced **“Notice Regarding Changes in Consolidated Subsidiaries (Transfer of Shares) and Recognition of Gain on Sale of Subsidiary Shares”** and **“Notice Concerning Revisions to Full-Year Consolidated Financial Forecasts.”**

- **1H Results**
  The share transfer agreement was signed in Q3 (November 9), so the figures **include** Programmed.
- **Achievement Rates and Progress Rates**
  Compared with the initial forecasts, which do not reflect the sale of Programmed

From Q3 onward, Programmed will be classified and reported as a discontinued operation, retroactive to the beginning of the fiscal year.
For details of the financial forecast revision, please refer to P.29–33, “Revision of Financial Forecasts Following the Sale of Programmed.”

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3 **Financial Highlights**
- Revision of Financial Forecasts Following the Sale of Programmed
- Share Repurchases, Capital Allocation, Interim Dividend

Notes regarding these materials

*1 FY2025 is the fiscal year ended March 31, 2026 and FY2026 is the fiscal year ending March 31, 2027.
*2 Profit figures are profit attributable to owners of parent.
*3 SBU: Strategic Business Unit, FU: Function Unit

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Executive Summary

FY2026 1H Financial Highlights and Full-Year Outlook

Revenue	Adjusted EBITDA
842.4 billion yen	**51.8** billion yen
YoY +11.9%	YoY +16.9%
Revenue increased, driven by Gojob contribution and FX impact	Profit increased, driven by profitability improvement mainly in Staffing SBU

■1H Financial Highlights

- Both revenue and adjusted EBITDA achieved double-digit growth
- Both exceeded 1H forecasts (vs. forecasts: revenue +32.7 billion yen; adjusted EBITDA +4.6 billion yen)

■Full-Year Outlook

- Group-wide full-year forecasts unchanged from the initial plan, except for the impact of the Programmed sale
- Career SBU recovery to prior-year levels expected to slip to Q4.
  Accelerating the shift toward the high-income domain to drive an early recovery

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Optimization of Business Portfolio

As announced in the "Notice Regarding Changes in Consolidated Subsidiaries (Transfer of Shares) and Recognition of Gain on Sale of Subsidiary Shares" on November 9, 2026, we signed an agreement to transfer all shares of Programmed, part of Asia Pacific SBU, to a listed Australian company providing operation and maintenance services for facilities and other assets.

■ Overview of the share transfer

Target company	Persol Australia Holdings Pty Ltd ("Programmed") * 60 subsidiaries and sub-subsidiaries in total, including Programmed Maintenance Services Limited
Business locations	Approx. 140 locations in Australia and New Zealand
Business	Facility management and Staffing services
Transferee	Service Stream Holdings Pty Ltd
Transfer date	March 1, 2027 (scheduled)
Transfer price	120.0 billion yen* (estimated) * Converted at 1 Australian dollar = 110.62 yen (rate as of the end of Oct. 2026) The final price will be determined after price adjustments and other procedures under the share transfer agreement, based on an enterprise value of 975 million Australian dollars.

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Optimization of Business Portfolio

■ **PERSOL's overseas business strategy**

Overseas expansion remains a key strategy,
with each business reviewed for growth potential and capital efficiency

① **Overseas expansion**
With Japan's working population expected to shrink over the long term, **overseas expansion is essential for sustainable growth.**
We will also actively **adopt advanced overseas technologies** to evolve Group-wide business models.

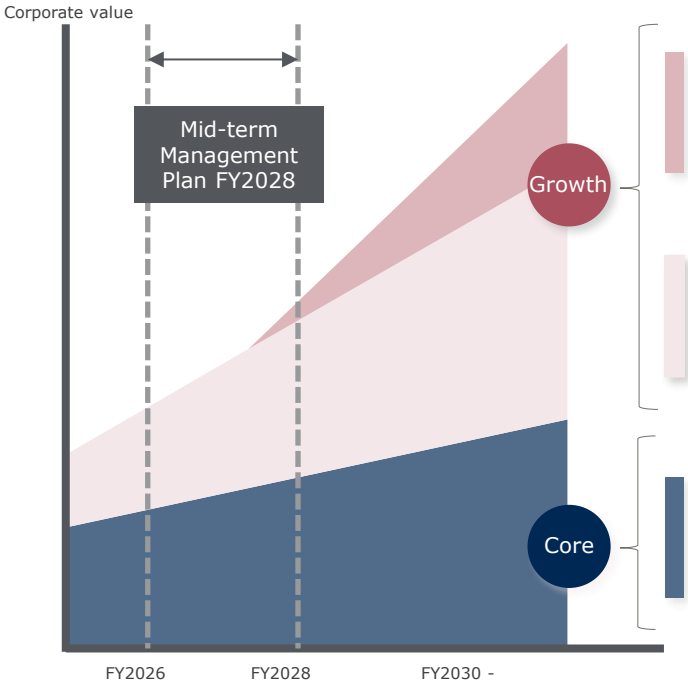
② **Asia Pacific SBU**
Based on each market's characteristics and competition, and each business's competitive advantages and strategic importance, **we position Asia as a foundation for future growth** given its demographics and economic growth, while continuing to improve profitability there.

- Given the business environment and growth outlook of the Australian HR market, **we decided to transfer Programmed**
- Optimizing the Asia Pacific SBU portfolio and promoting **optimal allocation of Group management resources**

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Optimization of Business Portfolio

■ Mid- to long-term corporate value trends (Conceptual Diagram)



New domains with strong growth potential
Frontline Worker domain

Domains in which market growth is expected and there is a lot of room for growth through the transformation of business models
Career SBU/Technology SBU

Domains with moderate market growth
Staffing SBU/BPO SBU
Asia Pacific SBU

Pursue M&A in growth businesses

Utilizing proceeds from the sale

Sale of Programmed

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AI Strategy Highlights: Our Approach to AI Investment

We will invest a cumulative 19.0 billion yen in AI over the three years of Mid-term Management Plan FY2028 (FY2026–FY2028). Through investment in technology, data infrastructure, and talent, we aim to generate cumulative returns of 33.0–43.0 billion yen by improving productivity and added value.

■ Three priority policies for AI investment

Evolving businesses and creating new value	Building groupwide infrastructure and transforming operations	Acquiring cutting-edge knowledge and talent
Evolving matching business driven by AI	Building an integrated AI & data platform	Strengthening synergies with Gojob
Expanding external sales of AI solutions	Scaling up AI agents to transform corporate operations	Actively expanding AI talent

See next page

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AI Strategy Highlights: Evolving Matching Business Driven by AI

■ Rich data and high satisfaction support optimal “matching” powered by AI and proprietary data

What AI does

- Instantly suggesting suitable jobs, 24/7
- Predicting job fit and retention from accumulated data
- Linking business data across the Group to propose options



What Humans do

- Understanding intentions and circumstances through dialogue and encouraging next steps
- Assessing fit between candidate intentions and company needs
- Staying close to candidates at career milestones over the long term

■ Direction of initiatives to evolve matching

Current stage — **Expanding touchpoints through “volume and speed”**

AI instantly suggests suitable jobs 24/7, without missing a touchpoint with job seekers

In progress — **Improving matching “accuracy”**

Using AI and proprietary data to raise the value we provide to customers, not just efficiency

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AI Strategy Highlights: Example from the Staffing SBU

The use of AI is progressing in each business process

Live
Registrations & Job order acquisition

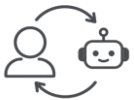
Sales Support AI

Pilot
Candidate selection & Terms adjustment

Matching AI

NEW
Job proposals & Applications

Job Referral AI

Exploring
Post-placement follow-up

Staff Follow-up AI

Job referrals to job-seeking staff, now available 24/7

■ **Job Referral AI** (released in October 2026)

- Before:
  Person-to-person phone contact during weekday daytime hours
- After:
  Job Referral AI responds automatically, even at night and on holidays, and answers inquiries instantly.
- To be rolled out to all offices nationwide within FY2026

■ **Benefits of Job Referral AI**
- Shorter lead time to assignment
- A new customer experience for job-seeking staff, unconstrained by time or location

■ **Expected results**
- Reduction in coordinator workload*:
  30% or more
- Increase in number of job referrals for staff*:
  Up to +10%

* Estimated by the Company

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FY2026 1H
Financial Summary

FY2026 1H Consolidated Financial Summary

Initial forecast basis (before revision)

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Revenue and profits at all levels increased year on year

(Million yen)	FY2025 1H	FY2026 1H	YoY	Full-year forecasts	Progress rate
Revenue[*1]	752,741	842,402	+11.9%	1,665,000	50.6%
Gross profit[*2]	178,671	189,589	+6.1%	-	-
Operating profit[*3]	36,603	37,724	+3.1%	71,000	53.1%
OP margin	4.9%	4.5%	-0.4pt	4.3%	-
Adjusted EBITDA	44,347	51,825	+16.9%	97,000	53.4%
Adjusted EBITDA margin	5.9%	6.2%	+0.3pt	5.8%	-
Profit[*3]	23,976	24,397	+1.8%	44,500	54.8%
Adjusted profit	24,926	28,946	+16.1%	51,500	56.2%
EPS (Yen) [*3]	10.93	11.08	+1.4%	19.60	56.5%
Adjusted EPS (Yen)	11.23	12.96	+15.4%	22.68	57.1%

*1 FX impact on revenue amounted to 40.4 billion yen (Exchange rates (period average) [AUD] FY2025 1H: 94.6 yen, FY2026 1H: 112.8 yen), and revenue contributed by Gojob acquired in October 2025 amounted to 26.6 billion yen

*2 From FY2026 Q1, the accounting policy for advertising expenses included in cost of sales and SG&A expenses has been revised for certain businesses within Career SBU and Others. FY2025 figures have been retrospectively revised to reflect this change.

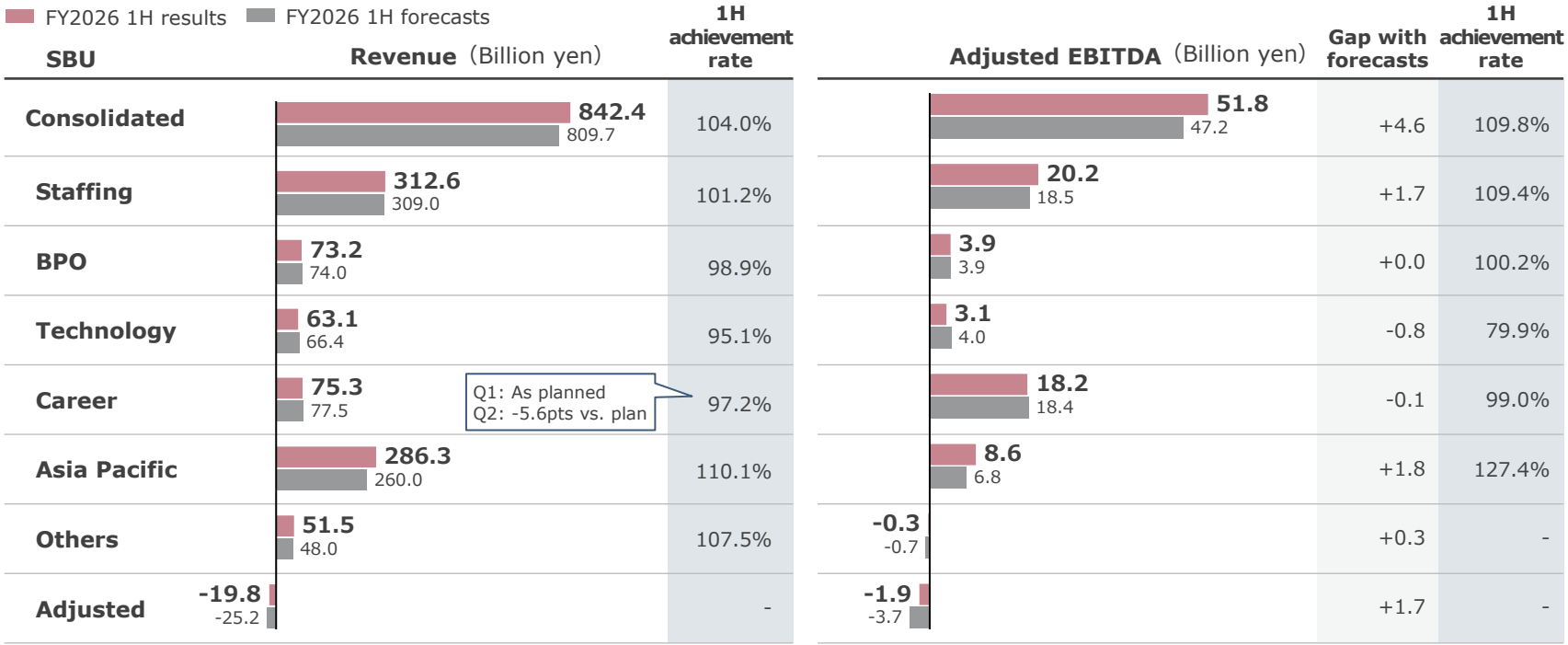
*3 In FY2025 1H, a gain from the sale of a certain business of 2.7 billion yen was recorded.

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FY2026 1H Achievement Status Against Forecasts

Adjusted EBITDA exceeded plan, driven by revenue growth and profitability improvement in Staffing SBU and Asia Pacific SBU

For the full year, the delayed recovery in Career SBU (see details later) is expected to offset by 1H upside, etc.



* Exchange rates (period average) [AUD] FY2026 1H: 112.8 yen, FY2026 1H and full-year initial forecasts: 105.0 yen

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(Ref.) FY2026 1H Achievement Rates & Full-year Progress Rates by SBU

Initial forecast basis (before revision)

PERSOL

(Billion yen)	Revenue					Adjusted EBITDA					Operating profit				
	1H results	1H forecasts	1H achievement rate	Full-year forecasts	Full-year progress rate	1H results	1H forecasts	1H achievement rate	Full-year forecasts	Full-year progress rate	1H results	1H forecasts	1H achievement rate	Full-year forecasts	Full-year progress rate
Consolidated	842.4	809.7	104.0%	1,665.0	50.6%	51.8	47.2	109.8%	97.0	53.4%	37.7	35.0	107.8%	71.0	53.1%
Staffing	312.6	309.0	101.2%	627.0	49.9%	20.2	18.5	109.4%	36.6	55.3%	17.8	17.1	104.6%	31.8	56.2%
BPO	73.2	74.0	98.9%	152.5	48.0%	3.9	3.9	100.2%	11.0	35.5%	2.4	2.7	92.2%	8.3	30.0%
Technology	63.1	66.4	95.1%	137.5	45.9%	3.1	4.0	79.9%	11.3	28.3%	1.9	3.2	61.2%	9.6	20.4%
Career	75.3	77.5	97.2%	156.5	48.1%	18.2	18.4	99.0%	35.8	50.9%	15.0	15.1	99.9%	29.3	51.5%
Asia Pacific	286.3	260.0	110.1%	539.0	53.1%	8.6	6.8	127.4%	12.6	68.8%	5.8	5.0	116.2%	9.7	59.9%
Others	51.5	48.0	107.5%	103.0	50.1%	-0.3	-0.7	-	0.0	-	-2.3	-2.9	-	-4.6	-
Adjusted	-19.8	-25.2	-	-50.5	-	-1.9	-3.7	-	-10.3	-	-3.1	-5.2	-	-13.1	-

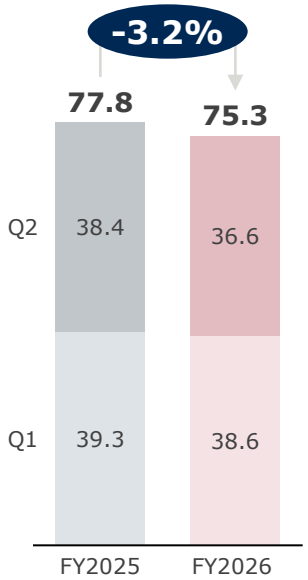
* Exchange rates (period average) [AUD] FY2026 1H: 112.8 yen, FY2026 1H and full-year initial forecasts: 105.0 yen

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Career SBU

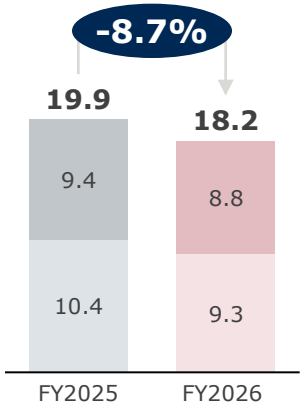
1H results

(Billion Yen)



1H Revenue

Adjusted EBITDA margin	
25.6%	24.2%



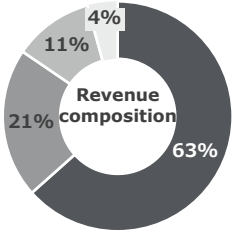
1H Adjusted EBITDA

Key points of the Q2 results

- Revenue declined in both placement and job recruitment media, mainly due to:
  - Continued selective hiring
  - Continued impact from user churn following the doda/doda X ID integration*1*2, with the impact ended in 1H
  - Delay in organizational realignment to strengthen the high-income domain*3
- HiPro (side job/freelance business for professionals) grew strongly.
- Adjusted EBITDA decreased due to lower revenue and higher costs related to AI investment and strengthening the high-income domain.

■ Revenue growth rate by business (YoY)

Unit: %	FY2025				FY2026	
	Q1	Q2	Q3	Q4	Q1	Q2
Placement	+4.2	+5.3	+5.2	-0.7	-5.0	**-8.8**
High-income group	+9.6	+14.8	+10.0	+6.4	+1.7	**-6.0**
Job recruitment media	+7.6	+6.0	+4.4	+2.0	-0.3	**-3.9**
Side job and freelance	+21.1	+23.2	+26.4	+28.8	+29.1	**+29.8**



* Since revenue of high-income group in FY2025 was incorrect, YoY growth rates from FY2025 Q1 to FY2026 Q1 were corrected.

*1 ID integration impact on total Career SBU revenue in Q2: -4.6%
*2 ID integration impact on Placement revenue (incl. high-income group) in Q2: -7.2%
*3 High-income group: Job seekers with an annual income of 6 million yen or more

Placement
Side job and freelance
Job recruitment media
Others

* Reflecting the growing scale of HiPro (side job and freelance business), its revenue is disclosed separately from the "Others" from FY2026.

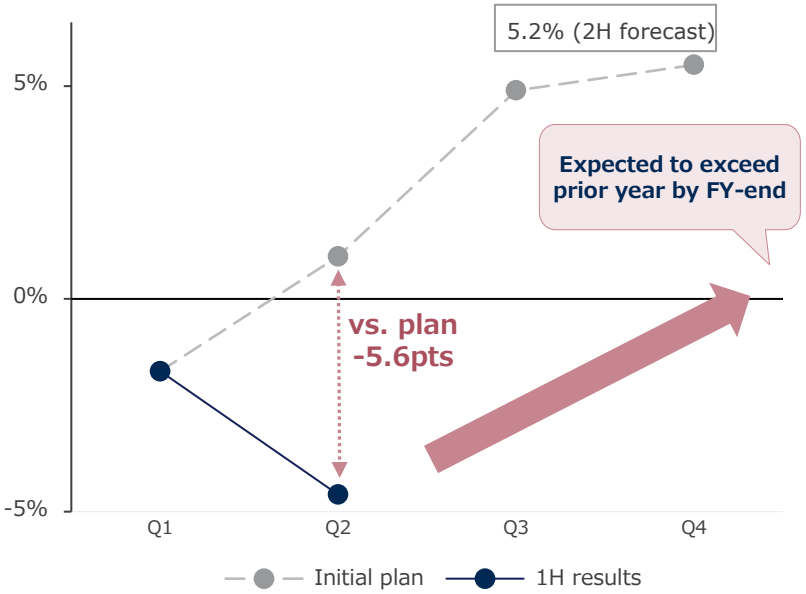
* FY2026 1H results

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Career SBU: Restructuring to Align with Market Conditions in 2H

Revenue recovery expected to slip to Q4. Issues identified; review of organization and operations underway. Shifting to a structure aligned with the market, aiming to **recover to prior-year levels by fiscal year-end and return to growth next fiscal year.**

■ **Career SBU revenue YoY (vs. initial plan)**

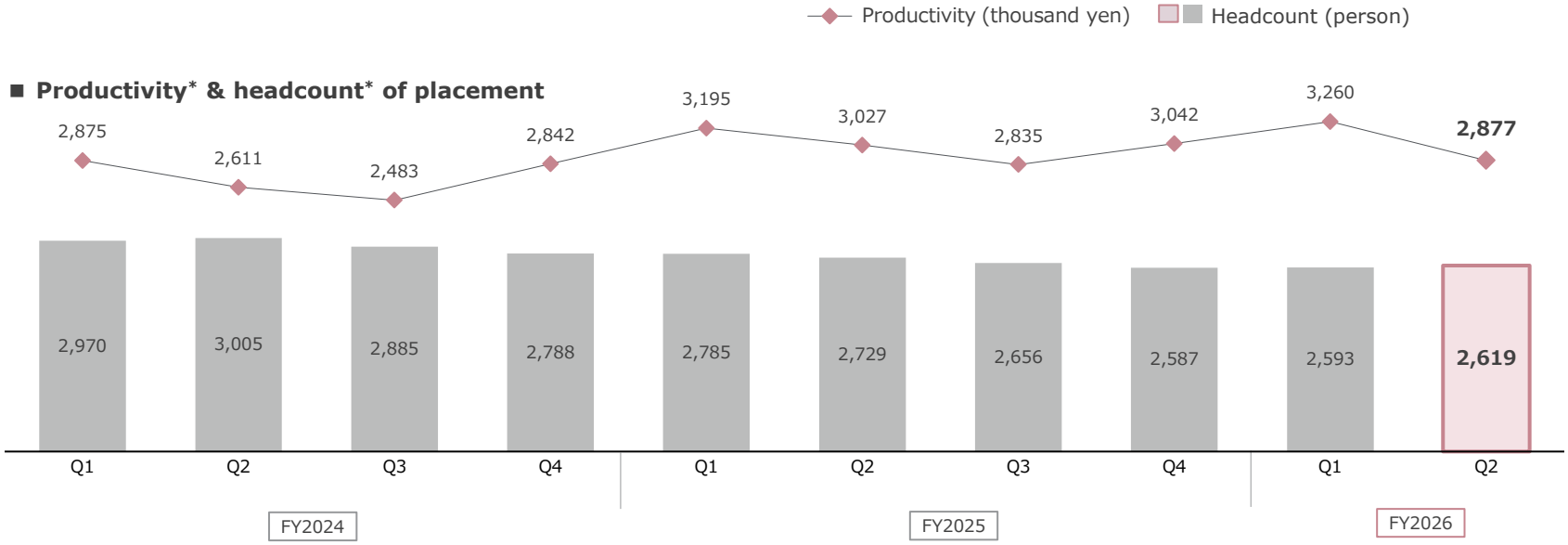


Back-ground and issues	● Continued selective hiring shifted hiring needs to job-ready talent ● Expanded coverage into high-income group, but did not achieve the expected results ● Conversion rates declined in both the majority group and the high-income group. * ID integration impact (ended in 1H) was in line with initial plan
Measures	● Rebuilding organization and operations to align with the characteristics of each income band ● Reallocating resources to improve conversion rates ● Executing measures quickly under a new management structure * Continuing priority investment in AI and marketing as planned

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Career SBU

Improving productivity in 2H via higher conversion rates; headcount managed appropriately with revenue growth



■ **YoY changes** (Unit: %)

	FY2024				FY2025				FY2026	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Productivity	-3.8	+0.2	+4.3	+9.4	+11.1	+15.9	+14.2	+7.0	+2.0	**-5.0**
Headcount	+18.8	+11.3	+3.5	-2.0	-6.2	-9.2	-7.9	-7.2	-6.9	**-4.0**

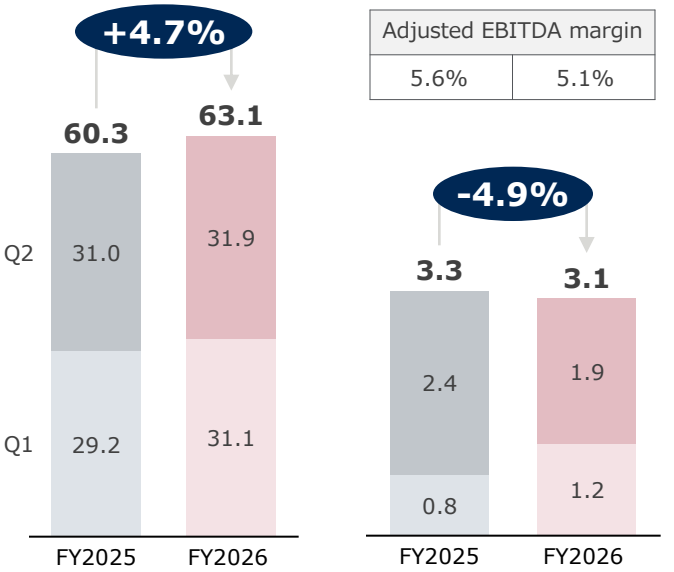
* Productivity: Monthly average sales in the overall placement business for the quarter / Headcount
* Headcount: Number of front-line personnel in the overall placement business (average at the beginning of each month for the quarter)

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Technology SBU

1H results

(Billion Yen)



Adjusted EBITDA margin	
5.6%	5.1%

1H Revenue

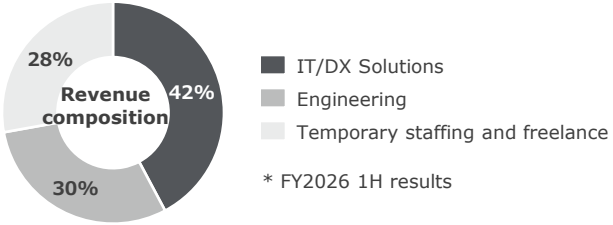
1H Adjusted EBITDA

Key points of the Q2 results

- Revenue was mainly driven by an increase in the no. of engineers.
  - IT/DX Solutions: Sluggish intra-group contract orders
  - Engineering: Sluggish contract orders from the auto sector
  - Temporary staffing and freelance: Higher billing rates offset the decline in the no. of active staff
- Adjusted EBITDA declined due to more engineers on standby for assignment, as contract project wins fell short.
- The turnover rate was in line with plan.

■ Revenue growth rate by business (YoY)

Unit: %	FY2025				FY2026	
	Q1	Q2	Q3	Q4	Q1	Q2
IT/DX Solutions	+8.6	+6.3	+10.2	+14.5	+9.2	**+6.5**
Engineering	+12.3	+8.6	+8.4	+8.0	+4.4	**+2.4**
Temporary staffing and freelance	+1.7	+1.5	+0.0	+3.4	+2.5	**+2.9**



* FY2026 1H results

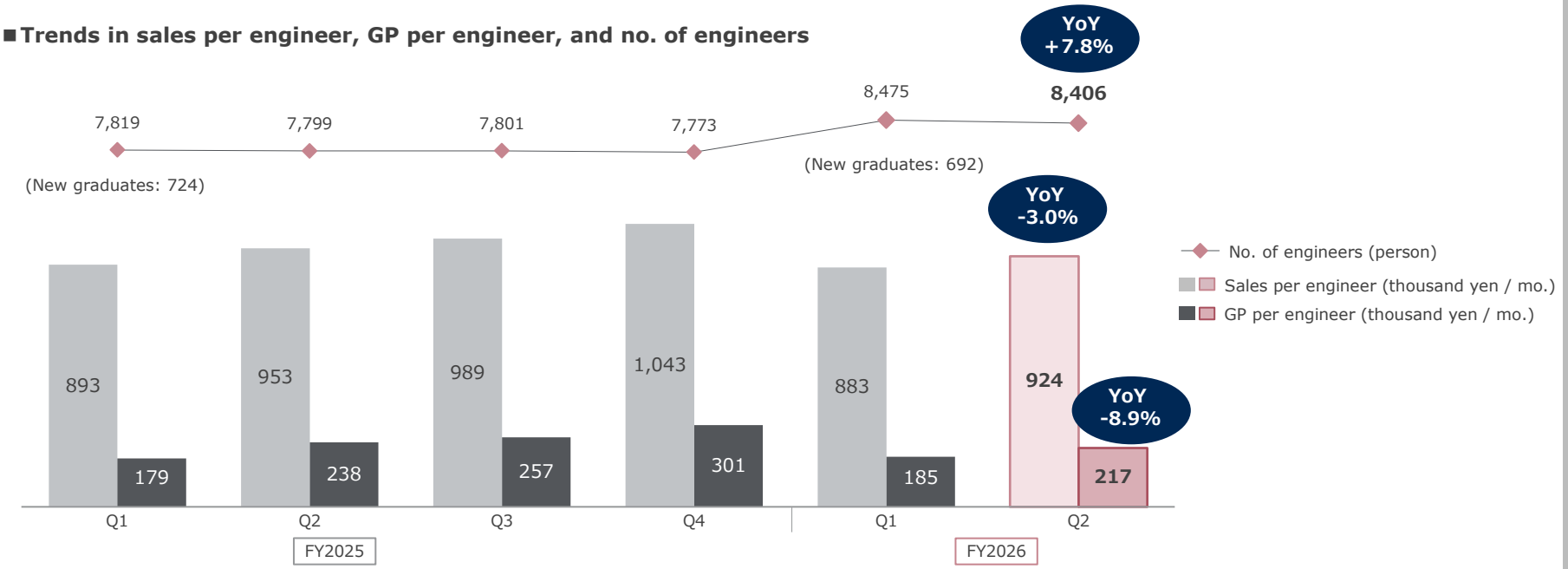
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Technology SBU

■From FY2026, KPIs updated to better reflect organizational performance, including growth and productivity, aligned with the outsourcing-strengthening strategy under Mid-term Management Plan FY2028

- Mid-career hiring progressed as planned, steadily increasing the no. of engineers; departures within expectations
- In Q2, more engineers were on standby due to a shortfall in contract project wins
- Continuing to strengthen contract projects while optimizing the utilization balance with staffing; both sales and GP per engineer expected to recover in 2H

■**Trends in sales per engineer, GP per engineer, and no. of engineers**



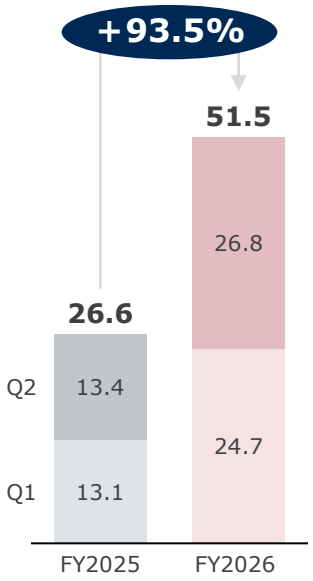
*1 No. of engineers: Number of in-house engineers at end of quarter
*2 Sales per engineer = Total sales from IT/DX Solutions and Engineering / No. of engineers
*3 GP per engineer = Total gross profit from IT/DX Solutions and Engineering / No. of engineers
*4 Sales per engineer and GP per engineer are calculated based on JGAAP

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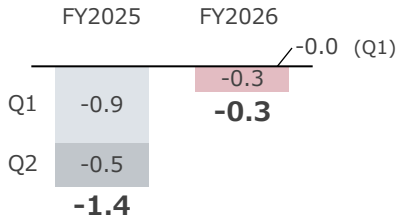
Others (Including Gojob)

1H results

(Billion Yen)



1H Revenue



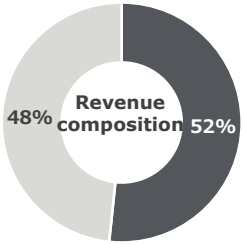
1H Adjusted EBITDA

Key points of the Q2 results

- Gojob (acquired in October 2025)
  - Revenue contribution of 14.3 billion yen; +63.0% YoY in local currency, sustaining strong growth
  - Strong momentum continued in expanding share with existing clients and winning new clients in French temporary staffing
- R&D FU revenue increased across all businesses, while its deficit narrowed by cost optimization

■ Gojob's revenue

	FY2025				FY2026	
	Q1	Q2	Q3	Q4	Q1	Q2
Local basis YoY* (%)	+21.2	+20.3	+28.3	+36.0	+50.9	**+63.0**
Yen basis actuals (Billion Yen)	-	-	11.7	10.0	12.2	**14.3**





* Revenue YoY is calculated on a local currency and local GAAP basis, including periods prior to joining PERSOL Group.

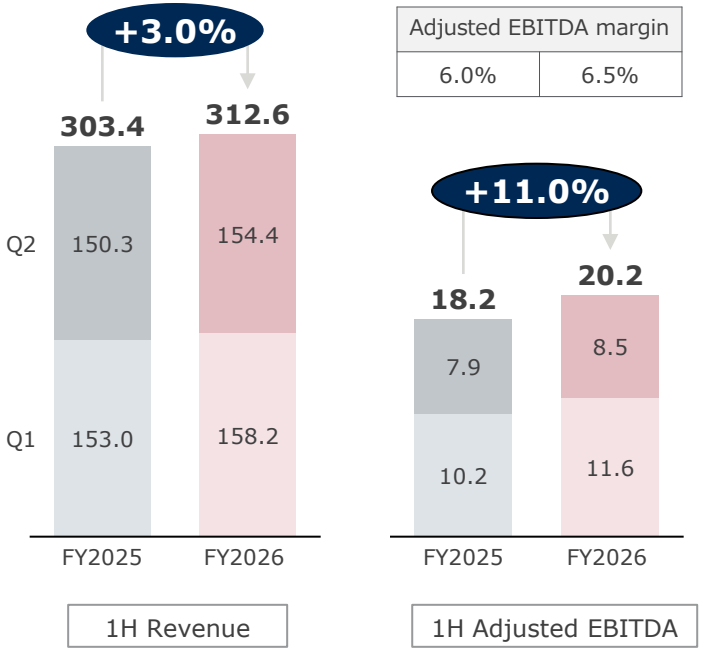
* FY2026 1H results

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Staffing SBU

1H results

(Billion Yen)



* Revenue includes the contribution from MC Partners Corporation, which was acquired in April 2026. However, the KPIs shown in the table on the right, which relate only to existing businesses, exclude its contribution.

Key points of the Q2 results

- Billing rate rose steadily. One fewer operating day YoY
- Growth in the no. of active staff remained limited amid weaker orders from certain clients
- Adjusted EBITDA achieved double-digit growth through SG&A optimization initiatives
- One-off office relocation expenses were partially recorded, with additional expenses expected in 2H

■ KPI change rate (YoY)

Unit: %	FY2025				FY2026	
	Q1	Q2	Q3	Q4	Q1	Q2
No. of active staff	+2.2	+2.2	+1.9	+1.1	+0.6	**+0.1**
Billing rate	+2.1	+2.1	+2.2	+2.3	+2.5	**+2.5**
No. of operating days	0.0	0.0	-3.2	+1.8	-1.6	**-1.7**
Working hours	-0.7	-0.1	+1.1	-0.4	+0.5	**+0.4**

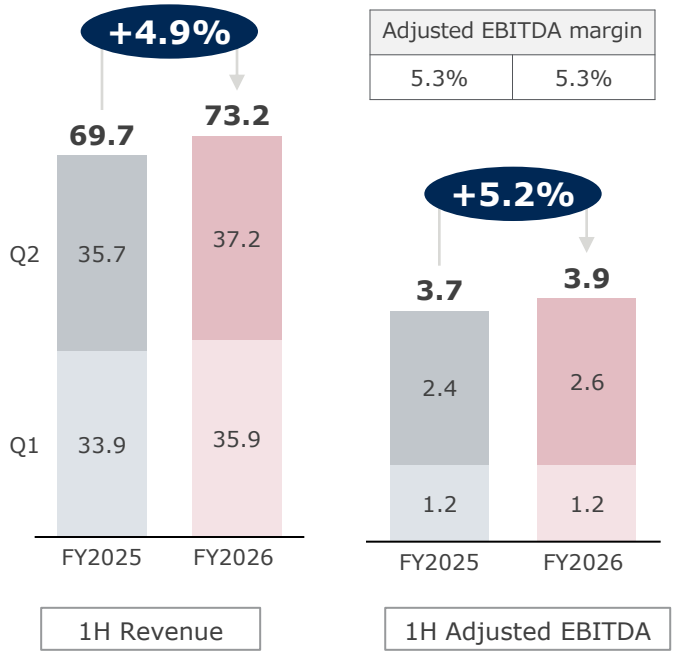
* No. of active staff: Number of active temporary staff during the subject period (monthly average for the quarter, long-term contracts of 3 months or more only)
* Billing rate: Average billing rate for temporary staffing contracts (monthly average for the quarter)
* No. of operating days: Number of days excluding planned paid leave days set by the staffing company from the number of weekdays
* Working hours: Average daily actual working hours (including overtime) per temporary staff at PERSOL TEMPSTAFF

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BPO SBU

1H results

(Billion Yen)

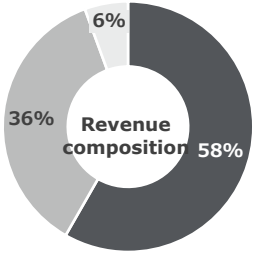


Key points of the Q2 results

- Revenue increased, driven by growth of the BPO business.
  - ▶ Strong demand for business process re-engineering and AI introduction in both private and public sectors
  - ▶ Revenue growth slowed following the normalization of public-sector demand related to benefit programs.
- Adjusted EBITDA increased as revenue growth more than offset higher expenses, including system investments.

■ Revenue growth rate by business (YoY)

Unit: %	FY2025				FY2026	
	Q1	Q2	Q3	Q4	Q1	Q2
BPO	+10.5	+11.9	+11.6	+10.1	+9.2	**+6.1**
CX	-	-	-	-	+3.3	**+4.5**
Consulting	+13.6	+8.2	+7.7	-2.1	-2.7	**+2.3**



Definitions of each business
- BPO: Support for business operations and back office operations in private and public sectors
- CX*: Contact centers and sales & marketing
- Consulting: Consulting in human resource and technology domains

* CX includes CSL (PERSOL COMMUNICATION SERVICES LIMITED), which was acquired in February 2025. As the basis for comparison differs from the corresponding period of the previous fiscal year, YoY figures for FY2025 are not presented.

BPO CX Consulting

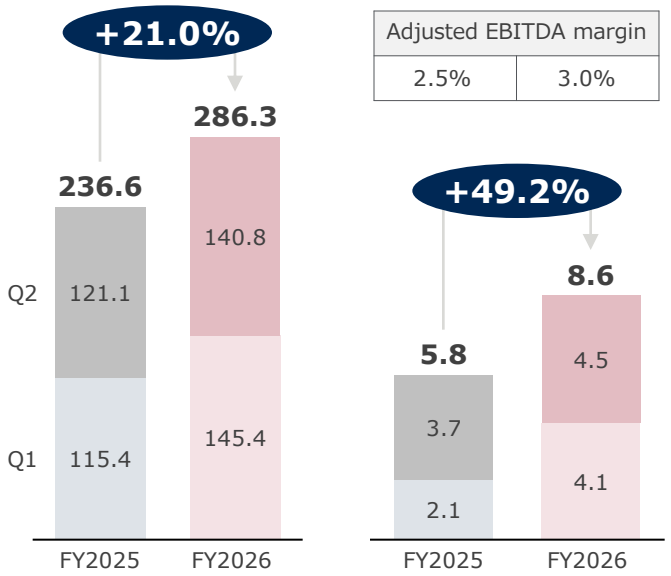
* FY2026 1H results

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Asia Pacific SBU

1H results

(Billion Yen)



* From FY2026 Q3, Asia Pacific SBU will disclose figures for businesses in Asia only, excluding Programmed (retrospectively reclassified from the beginning of FY2026).

Key points of the Q2 results

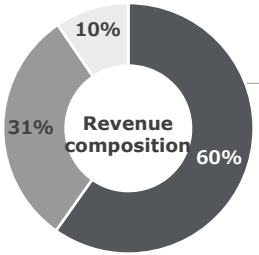
- Revenue in Q2 increased 1.9% on a local currency basis.
  - Temporary staffing / Outsourcing: Lower revenue in Australia, while growth continued in Asia
  - Placement: Recovery progressed in most countries, particularly from China
  - Facility management: Continued strong performance
- Adjusted EBITDA improved due to lower system renewal costs: +0.1 billion yen (+0.5 billion yen in 1H) (FY2025 Q1: 0.5 billion yen Q2: 0.3 billion yen FY2026 Q1: 0.1 billion yen Q2: 0.2 billion yen)

■ FX impact

(Billion Yen)	Q1	Q2	Q3	Q4	Full year
Revenue	+23.3	+17.1	-	-	-
Adjusted EBITDA	+0.5	+0.5	-	-	-

■ Exchange rate (AUD, average during the period)

(Yen)	FY2025				FY2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Exchange rate	92.6	94.6	96.8	99.8	113.1	112.8	-	-



Staffing revenue breakdown

Temporary staffing / Outsourcing	94 %	Placement	3 %	Others	3 %

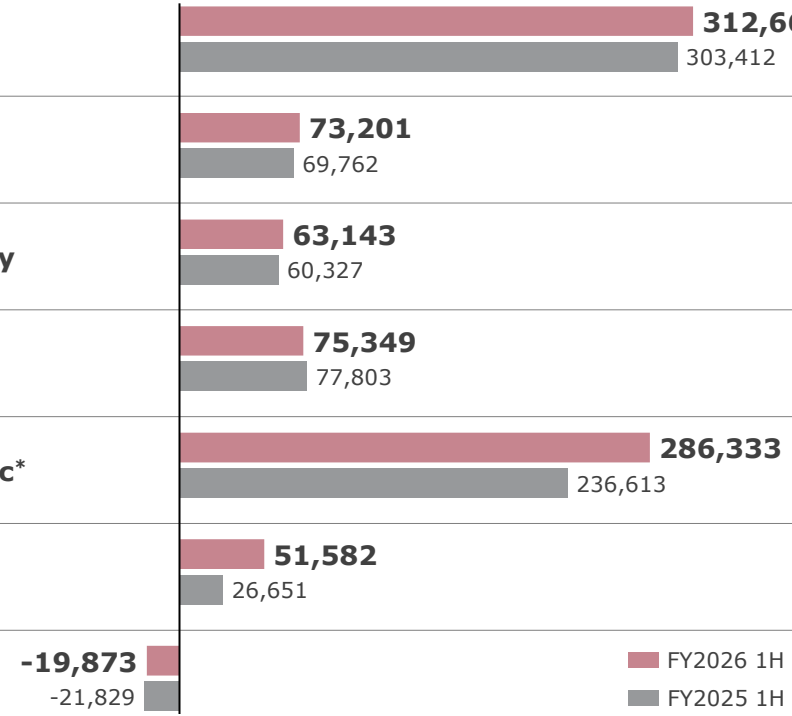
* FY2026 1H results
* As revenue composition ratios (%) are rounded to the nearest whole percentage point, the total may not add up to 100%.

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(Ref.) FY2026 1H Revenue by SBU (YoY)

PERSOL

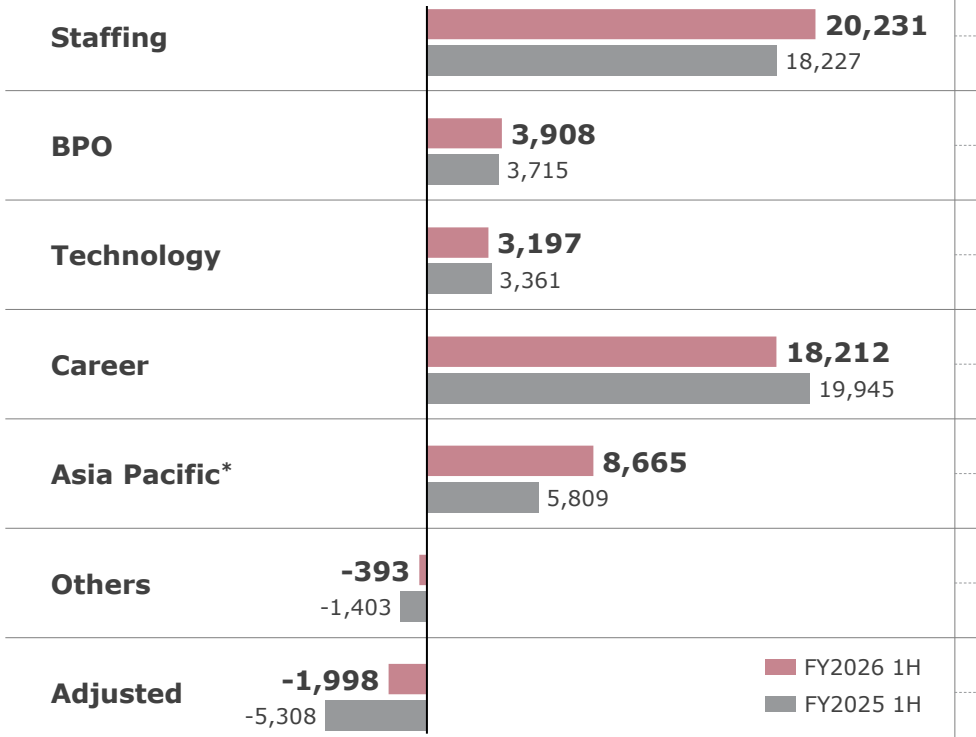
SBU	Revenue (Million Yen)	YoY	Major changes (1H comparison)
Staffing	312,664 / 303,412	+3.0%	Number of active staff +0.3% Billing rate +2.5% Placement revenue +4.5% Impact of operating days -1.7%
BPO	73,201 / 69,762	+4.9%	BPO business +7.6% CX business +3.9% Consulting business -0.1%
Technology	63,143 / 60,327	+4.7%	Number of engineers +7.8% Sales per engineer -2.1%
Career	75,349 / 77,803	-3.2%	Placement business -6.8% Job recruitment media business -2.1% Side job and freelance business +29.5%
Asia Pacific*	286,333 / 236,613	+21.0%	+3.9% on local currency basis FX impact: +40.4 billion yen
Others	51,582 / 26,651	+93.5%	Contribution from Gojob acquired in October 2025: +26.6 billion yen
Adjusted	-19,873 / -21,829	-	-



* Exchange rates (period average) [AUD] FY2025 1H: 94.6 yen, FY2026 1H: 112.8 yen

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(Ref.) FY2026 1H Adjusted EBITDA by SBU (YoY)

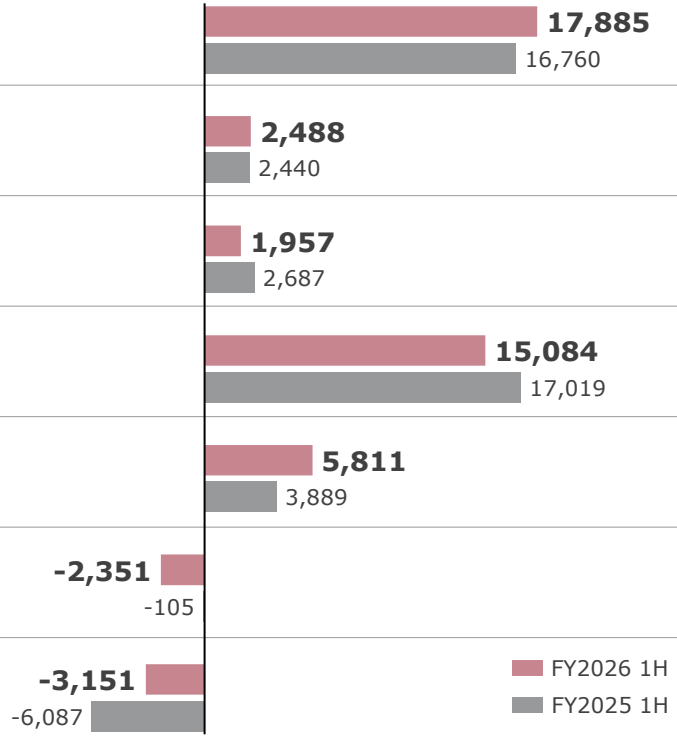


SBU	Adjusted EBITDA (Million Yen)	Margin	YoY	Major changes (1H comparison)
Staffing	**20,231** 18,227	**+6.5%** +6.0%	+11.0%	Higher profit driven by revenue growth and ongoing SG&A optimization initiatives
BPO	**3,908** 3,715	**+5.3%** +5.3%	+5.2%	Profit increased as revenue growth more than offset upfront costs, including system expenses
Technology	**3,197** 3,361	**+5.1%** +5.6%	-4.9%	Profit declined due to an increase in inactive engineers resulting from insufficient acquisition of outsourcing projects
Career	**18,212** 19,945	**+24.2%** +25.6%	-8.7%	Profit declined due to lower revenue and increased investments in both AI and high-income segment
Asia Pacific*	**8,665** 5,809	**+3.0%** +2.5%	+49.2%	Profit increased, driven by the recovery of the high-margin placement business, favorable FX impact, lower system renewal costs, and cost optimization
Others	**-393** -1,403	- -	-	Reduced deficit through increased revenue and cost optimization
Adjusted	**-1,998** -5,308	- -	-	Reduced deficit through headquarters cost optimization

* Exchange rates (period average) [AUD] FY2025 1H: 94.6 yen, FY2026 1H: 112.8 yen

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(Ref.) FY2026 1H Operating Profit by SBU (YoY)



SBU	Operating profit (Million Yen)	Margin	YoY	Special notes
Staffing	17,885 / 16,760	+5.7% / +5.5%	+6.7%	-
BPO	2,488 / 2,440	+3.4% / +3.5%	+2.0%	-
Technology	1,957 / 2,687	+3.1% / +4.5%	-27.2%	-
Career	15,084 / 17,019	+20.0% / +21.9%	-11.4%	-
Asia Pacific*	5,811 / 3,889	+2.0% / +1.6%	+49.4%	-
Others	-2,351 / -105	- / -	-	In FY2025 1H, a gain from the sale of a certain business of 2.7 billion yen was recorded.
Adjusted	-3,151 / -6,087	- / -	-	-

* Exchange rates (period average) [AUD] FY2025 1H: 94.6 yen, FY2026 1H: 112.8 yen

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(Ref.) List of SBU KPIs

PERSOL

Staffing	Unit	FY2025Q1	FY2025Q2	FY2025Q3	FY2025Q4	FY2026Q1	FY2026Q2	FY2026Q3	FY2026Q4	Q1 YoY	Q2 YoY	Q3 YoY	Q4 YoY
No. of active staff	1,000 People	132	132	133	134	133	132	-	-	+0.6%	+0.1%	-	-
Billing rate	JPY	2,440	2,448	2,455	2,464	2,501	2,510	-	-	+2.5%	+2.5%	-	-
No. of operating days	Day	62	59	60	58	61	58	60	59	-1.6%	-1.7%	0.0%	+1.7%
Working hours YoY	%	-0.7	-0.1	+1.1	-0.4	+0.5	+0.4	-	-	-	-	-	-

* No. of active staff: Number of active temporary staff during the subject period (monthly average for the quarter, long-term contracts of 3 months or more only)
* Billing rate: Average billing rate for temporary staffing contracts (monthly average for the quarter)
* No. of operating days: Number of days excluding planned paid leave days set by the staffing company from the number of weekdays
* Working hours YoY: Year-on-year comparison of the average daily actual working hours (including overtime) per temporary staff at PERSOL TEMPSTAFF

Technology	Unit	FY2025Q1	FY2025Q2	FY2025Q3	FY2025Q4	FY2026Q1	FY2026Q2	FY2026Q3	FY2026Q4	Q1 YoY	Q2 YoY	Q3 YoY	Q4 YoY
IT/DX Solutions													
No. of engineers	Person	3,723	3,792	3,854	3,882	4,224	4,223	-	-	+13.4%	+11.4%	-	-
Sales per engineer	1,000 JPY	1,090	1,125	1,153	1,205	1,051	1,067	-	-	-3.6%	-5.2%	-	-
GP per engineer	1,000 JPY	221	287	282	338	228	258	-	-	+3.2%	-10.0%	-	-
Engineering													
No. of engineers	Person	4,096	4,007	3,947	3,891	4,251	4,183	-	-	+3.8%	+4.4%	-	-
Sales per engineer	1,000 JPY	715	793	830	882	718	781	-	-	+0.4%	-1.5%	-	-
GP per engineer	1,000 JPY	141	193	232	264	142	176	-	-	+0.9%	-8.9%	-	-
Temporary staffing and freelance													
No. of temporary engineers (active staff)	Person	4,600	4,560	4,560	4,580	4,568	4,522	-	-	-0.8%	-0.9%	-	-
Billing rate	JPY	4,116	4,142	4,195	4,223	4,288	4,315	-	-	+4.2%	+4.2%	-	-

* No. of engineers: Number of in-house engineers at end of quarter
* Sales per engineer = Sales / No. of engineers (JGAAP basis)
* GP per engineer = Gross profit / No. of engineers (JGAAP basis)
* No. of temporary engineers (active staff): Number of operating registered temporary staffing engineers at the end of the quarter
* Billing rate: Average billing rate of the temporary staffing contracts (monthly average for the quarter)

Career	Unit	FY2025Q1	FY2025Q2	FY2025Q3	FY2025Q4	FY2026Q1	FY2026Q2	FY2026Q3	FY2026Q4	Q1 YoY	Q2 YoY	Q3 YoY	Q4 YoY
No. of doda members (cumulative)	Person	9,786,666	10,060,000	10,316,666	10,590,000	10,890,000	11,170,000	-	-	+11.3%	+11.0%	-	-
Headcount in placement business	Person	2,785	2,729	2,656	2,587	2,593	2,619	-	-	-6.9%	-4.0%	-	-
Productivity of placement business	1,000 JPY	3,195	3,027	2,835	3,042	3,260	2,877	-	-	+2.0%	-5.0%	-	-

* No. of doda members (cumulative): Cumulative number of registered doda members (monthly average for the quarter)
* Headcount in placement business: Number of front-line personnel in the overall placement business (average at the beginning of each month for the quarter)
* Productivity of placement business: Monthly average sales in the overall placement business for the quarter / Headcount

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Revision of Financial Forecasts Following the Sale of Programmed

As announced in the following releases on Nov. 9, 2026:
"Notice Regarding Changes in Consolidated Subsidiaries (Transfer of Shares) and Recognition of Gain on Sale of Subsidiary Shares"

"Notice Concerning Revisions to Full-Year Consolidated Financial Forecasts"

Reclassification of Programmed as a Discontinued Operation and Impact of the Share Transfer

- Programmed reclassified as a discontinued operation retroactively from the start of FY2026; reclassified figures disclosed from FY2026 Q3
- With the share transfer on March 1, 2027, 11 months through February 2027 included as a discontinued operation; March excluded from consolidation
- Sale-related gains/losses*, such as the gain on sale, recorded in Q4 and included in profit from discontinued operations

■ **Scope of each performance metric**

Through FY2026 Q2 (previous presentation)

All metrics

- **Revenue**
- **Operating profit**
- **Adjusted EBITDA**
- **Profit attributable to owners of parent**
- **Adjusted profit**
- **EPS**
- **Adjusted EPS**

Staffing SBU

BPO SBU

Technology SBU

Career SBU

Asia Pacific SBU
Businesses in Asia + Programmed

Others

From FY2026 Q3 (reclassified retroactively from the start of FY)

Continuing operations

- **Revenue**
- **Operating profit**
- **Adjusted EBITDA**

Staffing SBU | BPO SBU

Technology SBU | Career SBU

Asia Pacific SBU (Asia businesses only) | Others

Continuing + discontinued

- **Profit attributable to owners of parent**
- **Adjusted profit**
- **EPS**
- **Adjusted EPS**

Continuing operations | Same as the above

A discontinued operation | **Programmed (11 months) +Sale-related gains/losses***

* Sale-related gains/losses: Gain on sale, transfer-related expenses, etc.

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Revision of Financial Forecasts Following the Sale of Programmed

- Programmed reclassified as a discontinued operation; gain on sale and other share transfer impacts reflected
- No changes other than the share transfer

(Million yen)	FY2026 initial forecasts (A)	Breakdown of revision from (A) to (B): Reclassification to a discontinued operation (Apr. 2026–Feb. 2027)	Breakdown of revision from (A) to (B): Deconsolidation of Programmed (Mar. 2027)	Breakdown of revision from (A) to (B): Gain on sale and related expenses	FY2026 revised forecasts (B)	(Ref.) FY2025 results*1
Revenue	1,665,000	-361,620	-34,379	-	1,269,000	1,192,182
Operating profit	71,000	-8,122	-1,177	-	61,700	59,410
Adjusted EBITDA	97,000	-10,604	-1,395	-	85,000	78,219
Profit attributable to owners of parent	44,500	-	-500	48,000	92,000	42,688
Adjusted profit	51,500	-	-600	-	50,900	48,304
EPS (Yen)	19.60	-	-0.21	21.14	40.53	19.42
Adjusted EPS (Yen)	22.68	-	-0.25	-	22.43	21.71

*1 FY2025 results are presented after reclassification into continuing and discontinued operations.
*2 As each impact amount is calculated by rounding down to the nearest million yen, the sum of (A) and each impact amount may not equal (B).

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(Ref.) Asia Pacific SBU: Continuing and Discontinued Operations (1) (Financial Forecasts)

From FY2026 Q3, only continuing operations (businesses in Asia) will be disclosed as the Asia Pacific SBU.

(Million yen)		YoY			vs. initial forecasts				Ref.
		FY2025 1H	FY2026 1H	YoY	1H forecasts	Achievement rate	Full-year forecasts	Progress rate	FY2025 full year*1
Continuing operations (Businesses in Asia) Future SBU disclosure basis	Revenue	62,983	75,495	19.9%	68,466	110.3%	143,541	52.6%	132,703
	Operating profit	724	2,079	187.1%	592	351.1%	494	420.3%	567
	Adjusted EBITDA	697	2,191	214.2%	699	313.1%	759	288.5%	554
A discontinued operation (Australia) Programmed	Revenue	173,629	210,837	21.4%	191,533	110.1%	-	-	363,651
	Operating profit	3,165	3,732	17.9%	4,407	84.7%	-	-	7,071
	Adjusted EBITDA	5,112	6,473	26.6%	6,100	106.1%	-	-	9,956
Asia Pacific SBU Total Previous basis	Revenue	236,613	286,333	21.0%	260,000	110.1%	-	-	496,354
	Operating profit	3,889	5,811	49.4%	5,000	116.2%	-	-	7,639
	Adjusted EBITDA	5,809	8,665	49.2%	6,800	127.4%	-	-	10,511

*1 FY2025 full-year figures are presented after reclassification into continuing and discontinued operations.
*2 As the discontinued operation is scheduled to be transferred on March 1, 2027, the full-year forecasts and progress rates for both discontinued operation and Asia Pacific SBU total are not presented.

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(Ref.) Asia Pacific SBU: Continuing and Discontinued Operations (2) (Historical Trends)

(Million yen)		FY2025				FY2026	
		Q1	Q2	Q3	Q4	Q1	Q2
Continuing operations (Businesses in Asia) Future SBU disclosure basis	Revenue	31,098	31,885	34,185	35,533	37,447	38,048
	Operating profit	139	584	291	-448	947	1,132
	Adjusted EBITDA	128	568	330	-473	961	1,229
A discontinued operation (Australia) Programmed	Revenue	84,322	89,306	95,321	94,700	107,993	102,843
	Operating profit	1,096	2,068	2,119	1,786	1,924	1,808
	Adjusted EBITDA	1,973	3,138	2,792	2,051	3,159	3,314
Asia Pacific SBU Total Previous basis	Revenue	115,421	121,192	129,507	130,234	145,441	140,891
	Operating profit	1,236	2,652	2,411	1,338	2,871	2,940
	Adjusted EBITDA	2,102	3,707	3,123	1,578	4,121	4,543

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Share Repurchases, Capital Allocation, Interim Dividend

Share Repurchases (Totaling 10.0 Billion Yen) and Future Capital Allocation

Share repurchases*1

■ Background

- Conducted as part of shareholder returns under the policy in Mid-term Management Plan FY2028
- In light of the repurchase period (approx. 4 months) and market liquidity, 10.0 billion yen was set as the amount executable within FY2026

■ Details of the repurchases

Repurchase amount	10.0 billion yen (maximum)
Repurchase period	November 12, 2026 to March 31, 2027
Policy on the holding of repurchased shares	Half of the repurchased shares will be held for future share-based compensation*2 as part of human capital investment; the rest will be canceled.

Future approach to capital allocation

■ Policy set in the Mid-term Management Plan FY2028:

Unchanged

■ Proceeds from the sale of Programmed:

To be allocated primarily to growth investment

■ Financial KPIs:

While they will fluctuate temporarily, we will appropriately manage cash and capital levels, aiming for **an ROE of 20% or higher and an ROIC of 18% or higher** in FY2028, the final year of the Mid-term Management Plan, and enhance corporate value by improving capital efficiency.

■ Capital allocation results and outlook:

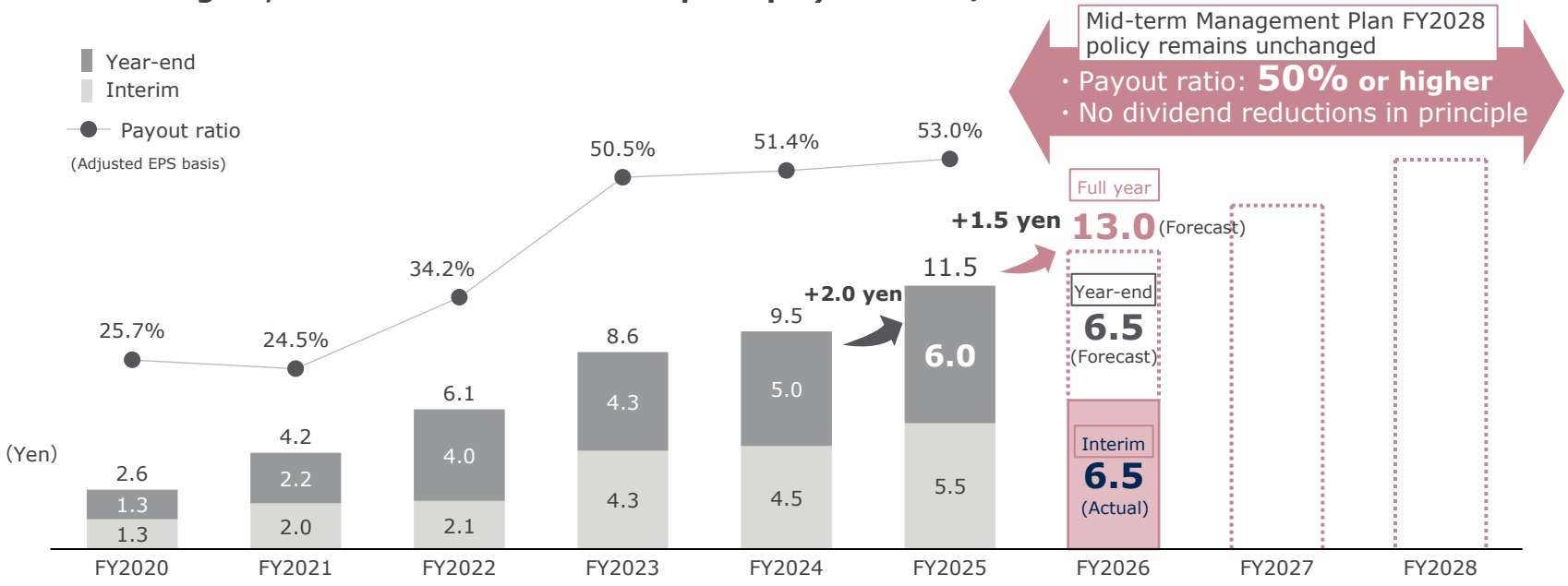
To be explained annually, based on a comprehensive review of investment opportunities, capital efficiency, and financial soundness

*1 Details of the share repurchases are described in the "Notification of Resolution Related to Share Repurchase," a timely disclosure dated November 11, 2026.
*2 Share-based compensation for Directors, managerial-level employees, and others, with awards granted to over 3,000 participants in FY2026

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FY2026 Interim Dividend

- Interim dividend of 6.5 yen per share, as initially forecast
- Although EPS and adjusted EPS will change due to the sale of Programmed, **the full-year dividend forecast remains unchanged**
- The dividend policy under the Mid-term Management Plan FY2028 also remains unchanged **(payout ratio* of 50% or higher, no dividend reductions in principle)** *Based on adjusted EPS



* Because the Company implemented a 10-for-1 split of its common stock, effective October 1, 2023, values for the amount of dividend per share and adjusted EPS, including values for past fiscal years, were converted by assuming that stock split has been implemented.

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Appendix

Appendix

1. Topics

- Group Topics
- Main Topics by SBU

2. Supplementary Information on Business Performance

- Adjusted EBITDA vs Operating Profit
- Consolidated Statement of Financial Position
- Balance of Goodwill
- Consolidated Cash Flow Statement
- Definitions of Adjusted EBITDA and Adjusted EPS

3. Business Environment

- Overview of Each SBU and FU's Business
- Breakdown of Personnel
- Changes in Job-Openings-to-Applicants Ratio of "doda"
  - Overall
  - By Job Type
  - By Business Type
- Targeted Annual Income Group of Career SBU's Main Services

Factbook is available here

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Group Topics: Publication of Integrated Report 2026

In the report, we systematically present our growth strategy in the AI era and our human capital and governance supporting the implementation of the strategy, centered on Mid-term Management Plan FY2028.



- **What is the PERSOL Group's value creation in the AI era?**

  We introduce the direction of our value creation in the AI era, which we will implement leveraging our proprietary human resources data and knowledge that we have cultivated through the provision of human-centered services.

- **Growth strategy we aim to implement during Mid-term Management Plan FY2028**

  We introduce our strategy for "Using AI as a starting point to improve profitability and transform business models" in Mid-term Management Plan FY2028, through an article on a conversation between the CSO and CIO/CAIO.

- **Execution foundation that supports the enhancement of corporate value**

  In articles on our human capital strategy and an interview with the Chairperson of the Board, we introduce our approach to organizational reform and governance, which support our initiatives to achieve Mid-term Management Plan FY2028.

- News release is available here (Only available in Japanese)
- Integrated Report 2026: Japanese Edition, English Edition

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Main Topics by SBU

Related page here
(Only available in Japanese)

Staffing	**PERSOL TEMPSTAFF relocates its head office to Shinjuku East Side Square.** Shinjuku, Shibuya, and Ikebukuro offices relocated to the new head office	»
BPO	**Commencement of provision of three services comprehensively supporting the building and operation of AI-ready data infrastructure**	»
Technology	**PERSOL's Cross Deep-Tech Fund established through the coordination of three Group companies** Supporting the growth of business and the social implementation of deep-tech startups in Japan through a combination of investments, technologies, and human resources	»
Career	**"*Jibun-ni hokoreru tenshoku wo* (change your career in a way that you can boast about to yourself)," new series of TV commercials advertising the doda X, career change service for professionals, began to air in October.**	»
Asia Pacific	**Re-branding of HR service business in China from Ying Chuang to PERSOLYC** Acceleration of brand integration aimed at strengthening coordination with customers in Asia Pacific	–
Others/R&D	**Launch of a career placement service specialized in construction management positions** Strengthening career support for frontline workers, from entry-level talent to experienced professionals	»
Companywide	Formulation of the **AI Product Development Guidelines** to ensure both the safety and usefulness of AI products	»



■ Staffing: The concept of the new office is "Gathering, interactions, and creation."



■ Career: A new doda X commercial is also available for viewing at its official YouTube channel.
https://youtu.be/gIwVnZNIMIY

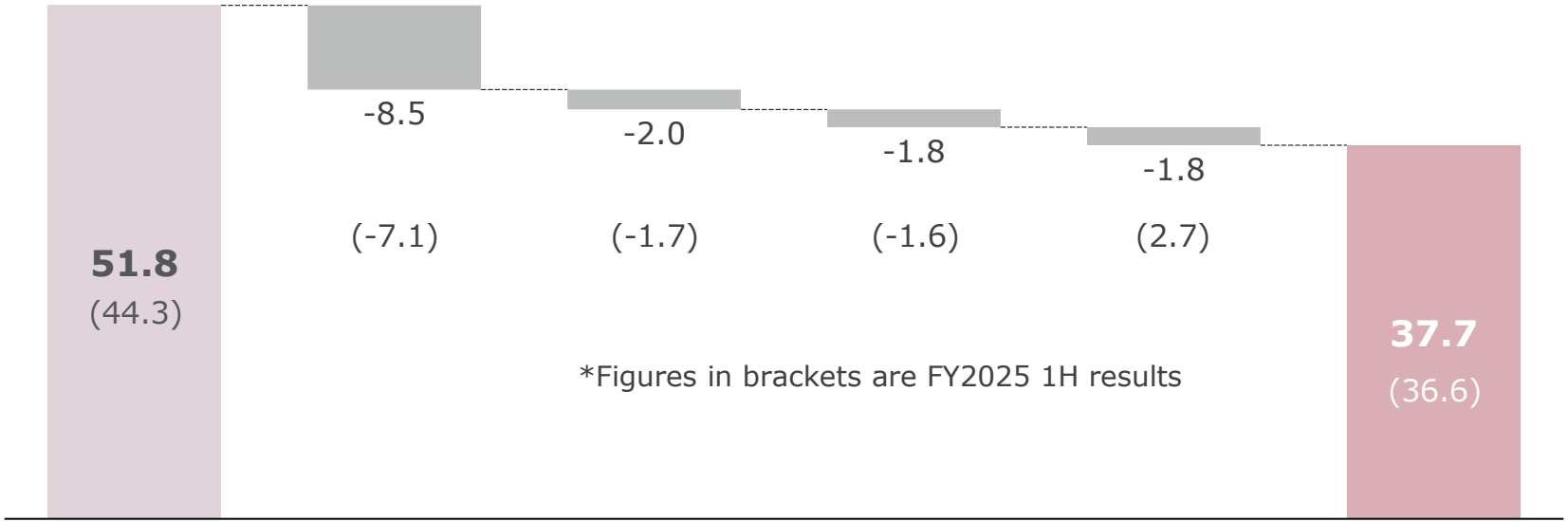


■ Career: A new doda commercial began to air in November.
"Move on to the next version of yourself"
Elaiza Ikeda ver. / Ryoma Takeuchi ver.

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FY2026 1H Adjusted EBITDA vs Operating Profit

(Billion yen)



* Adjusted EBITDA: operating profit + depreciation/amortization (excluding rent and other equivalents from depreciation of right-of-use assets) + (-) Increase (decrease) in accrued paid leave + share-based payment expenses – (+) other income (expenses) – (+) other non-recurring profit (loss)

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FY2026 1H Consolidated Statement of Financial Position

(Million yen)	As of Mar. 31, 2026	As of Sep. 30, 2026	Change
Current assets	335,364	**327,177**	-8,186
(Major breakdown)			
Cash and cash equivalents	85,018	**76,727**	-8,290
Trade and other receivables	205,573	**199,289**	-6,284
Non-current assets	285,171	**283,864**	-1,307
(Major breakdown)			
Right-of-use assets	54,034	**51,790**	-2,243
Goodwill	94,019	**94,072**	+53
Intangible assets	59,941	**58,919**	-1,021
Total assets	620,535	**611,041**	-9,494

	As of Mar. 31, 2026	As of Sep. 30, 2026	Change
Current liabilities	311,269	**291,458**	-19,811
(Major breakdown)			
Trade and other payables	121,279	**117,238**	-4,040
Bonds and borrowings	20,745	**8,435**	-12,309
Accrued paid leave	61,466	**63,719**	+2,253
Non-current liabilities	70,476	**68,028**	-2,448
(Major breakdown)			
Bonds and borrowings	11,889	**11,817**	-72
Total liabilities	381,746	**359,486**	-22,259
Total equity	238,788	**251,554**	+12,765
Total equity attributable to owners of parent	219,499	**231,466**	+11,966
Total liabilities and equity	620,535	**611,041**	-9,494

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FY2026 1H Balance of Goodwill

(Million yen)	As of Mar. 31, 2026	As of Sep. 30, 2026
Staffing SBU	10,964	**11,571**
BPO SBU	18,676	**18,676**
Technology SBU	1,988	**1,988**
Career SBU	16,712	**16,712**
Asia Pacific SBU	25,543	**25,508**
Programmed Staffing*	7,170	**7,170**
Programmed Property Services*	1,646	**1,646**
Programmed Facility Management*	14,012	**14,006**
Other than the above	2,712	**2,684**
Others	20,134	**19,615**
Gojob	18,941	**18,421**
Total	94,019	**94,072**

*The total goodwill subject to the sale of Programmed shares amounts to 22.8 billion yen.

* Exchange rates (end of period) [AUD] As of Mar. 31, 2026: 109.5 yen, As of Sep. 30, 2026: 109.5 yen

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FY2026 1H Consolidated Cash Flow Statement

(Million yen)	FY2025 1H	FY2026 1H	Changes
Cash flows from operating activities	33,593	39,994	+6,400
Profit before income taxes	35,974	37,537	+1,563
Depreciation and amortization*1	17,352	19,938	+2,586
Others*2	-1,286	1,263	+2,550
Cash flows from investing activities	-7,573	-11,008	-3,434
Purchase of property, plant and equipment	-1,902	-3,164	-1,262
Proceeds from sale of businesses	2,566	257	-2,309
Free cash flow	26,020	28,986	+2,965
Cash flows from financing activities	-11,196	-36,935	-25,739
Proceeds from/Repayments of short-term borrowings	20,000	-2,000	-22,000
Repayments of long-term borrowings	-10,000	-10,292	-292
Dividends paid	-11,093	-13,382	-2,289
Cash and cash equivalents at end of period	97,989	76,727	-21,261

*1 Including rent and equivalent amounts (10,243 million yen for FY2025 1H and 11,359 million yen for FY2026 1H)
*2 Includes an impact of 2,691 million yen from the sale of a certain business in FY2025 1H

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Definitions of Adjusted EBITDA and Adjusted EPS

- Adjusted EBITDA remains the primary KPI, consistent with the previous Mid-term Management Plan.
- Reflecting an enhanced shareholder return policy, the dividend payout ratio under the Mid-term Management Plan FY2028 is set at 50% or more of adjusted EPS.
- Adjusted EPS is calculated by excluding the impacts of increase/decrease in accrued paid leave, share-based payment expenses, etc.

Adjusted EBITDA = Operating profit + Depreciation/amortization (excluding rent and other equivalents from depreciation of right-of-use assets) ± **Adjustment Items (1)**

Adjusted EPS = **Adjusted profit** ÷ (Average number of shares issued during the period - Average number of treasury shares during the period)

Adjusted profit = Profit ± **Adjustment Items (2)** ± Tax reconciliation related to certain adjustment items

Contents of adjustment items (1)

- Increase/decrease in accrued paid leave
- Share-based payment expenses
- Other income and expenses
- Other non-recurring profit/loss

(Million yen)	FY2025 1H	FY2026 1H
Profit	23,976	**24,397**
Adjustment items	1,309	**6,147**
Tax reconciliation related to certain adjustment items	-359	**-1,597**
Adjusted profit	24,926	**28,946**
Number of shares (share)*	2,220,315,003	**2,232,775,540**
Adjusted EPS (yen)	11.23	**12.96**

*Number of shares = average number of shares issued during the period - average number of treasury shares during the period

Contents of adjustment items (2)

- Increase/decrease in accrued paid leave
- Share-based payment expenses
- Other income and expenses
- Other non-recurring profit/loss
- Amortization of assets resulting from acquisitions

* Including items attributable to non-controlling interests

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Overview of Each SBU and FU's Business

PERSOL

Strategic Business Unit

Staffing

- Temporary staffing (clerical work, research, clinical development, sales, light work, factory positions, etc.)
- Temporary job placement ahead of permanent employment/ permanent placement
- Outsourcing/contracting (clinical development, sales, light work, factory positions, etc.)

SBU Core Company / Representative Companies

PERSOL TEMPSTAFF
PERSOL EXCEL HR PARTNERS
Avanti Staff
PERSOL FACTORY PARTNERS
PERSOL FIELD STAFF
MC Partners
Aoyama Art

Examples of Handled Brands

テンプスタッフ / Chall-edge / Flexible CAREER / funrable / Remote Tasker

BPO

- BPO
- Help desk/contact center
- Sales marketing
- Business process consulting
- HR solutions
- Health care solutions
- Product

SBU Core Company / Representative Companies

PERSOL BUSINESS PROCESS DESIGN
PERSOL WORKSWITCH CONSULTING
Lacras
PERSOL MEDIA SWITCH
Bizer
PERSOL S&I
PERSOL COMMUNICATION SERVICES

Examples of Handled Brands

COROPS / パーソルのRPA / StepBase / KATAruru / corocare

Technology

- Engineering (design and experiment)
- Digital solutions, systems development
- Temporary staffing (IT, engineering)

SBU Core Company / Representative Companies

PERSOL CROSS TECHNOLOGY
PERSOL AVC TECHNOLOGY
PERSOL & Serverworks

Career

- Permanent placement for mid-career professionals (junior talent, mid-level talent, high-caliber talent, executive talent)
- Permanent placement for new graduates
- Career change media
- Direct recruiting
- Support for side jobs, multiple jobs, and freelancers
- Support for career autonomy
- Employment support for foreign workers

SBU Core Company / Representative Companies

PERSOL CAREER
Benesse i-Career *1

Examples of Handled Brands

doda / doda キャンパス / doda X / HiPro / PERSOL MIRAIZ

Asia Pacific

- Temporary staffing
- Permanent placement
- Facility management & maintenance
- Outsourcing
- Human resource management consulting
- Education/training

SBU Core Company / Representative Companies

PERSOL Asia Pacific
Programmed

Examples of Handled Brands

PERSOL *2 / PROGRAMMED

R&D Function Unit

- Employment support for frontline workers
  - Career support & Recruitment support
  - Gig work matching
  - Temporary staffing for sales & services
- Management support for SMEs
- POS (Point of Sale) system

SBU Core Company / Representative Companies

PERSOL DIGITAL VENTURES
PERSOL INNOVATION
PERSOL MARKETING
MIIDAS
Sharefull
POSTAS

Examples of Handled Brands

ミイダス / シェアフル / POS+ / ピタテン / HITO Link

Specialized Services

- AI-Driven staffing platform "Gojob" (service available only in France and the United States)
- Think tank
- HR & organization consulting
- Talent & organization development
- Employment/employment transfer support of people with disabilities
- Corporate venture capital

SBU Core Company / Representative Companies

PERSOL RESEARCH AND CONSULTING
PERSOL DIVERSE
PERSOL NEXTAGE
PERSOL VENTURE PARTNERS
Gojob *Service available only in France and the United States

Examples of Handled Brands

Gojob
*Service available only in France and the United States
doda チャレンジ

* The "PERSOL" brand in the Asia Pacific SBU is a service brand.
* As of October 1, 2026

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Breakdown of Personnel (FY2024 Q3-FY2026 Q2: Quarterly Changes)

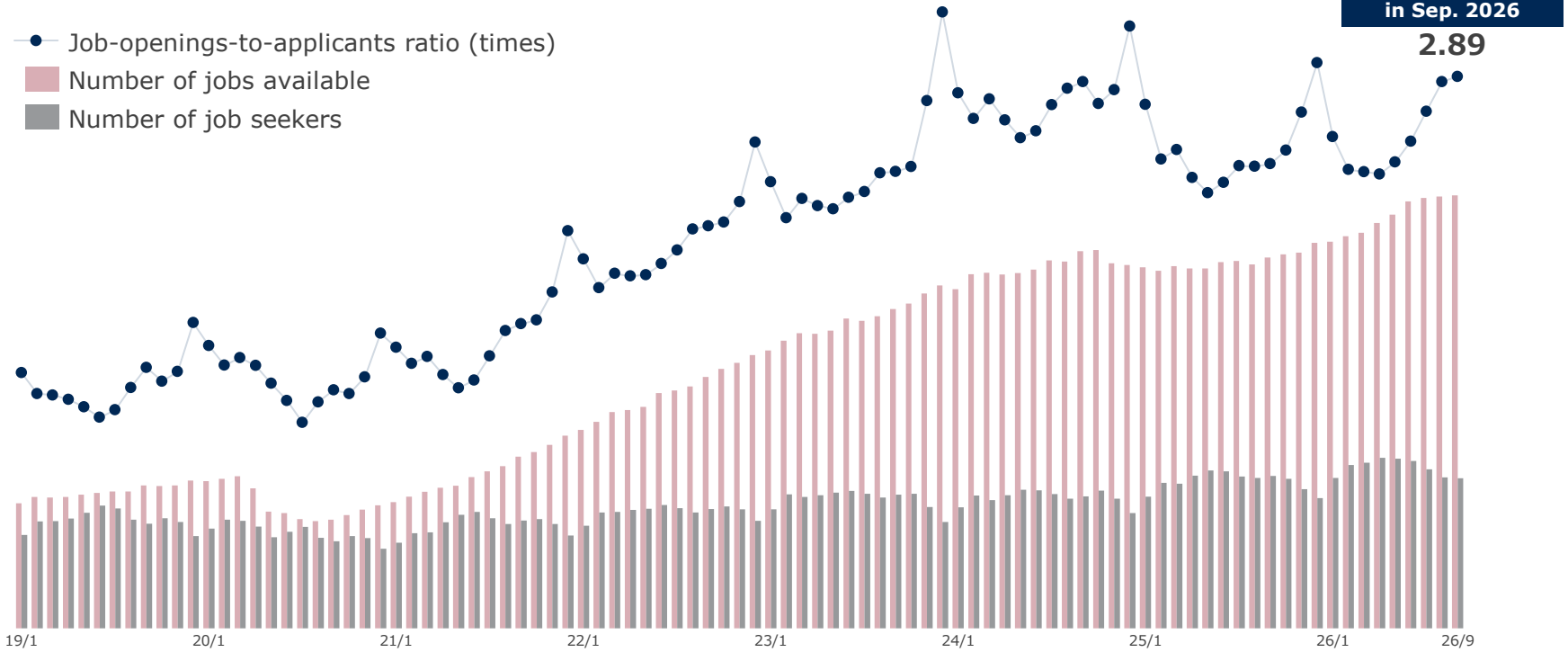
Segment	原価/販管	Cost/SG&A	雇用期間	Employment period	FY2024Q3	FY2024Q4	FY2025Q1	FY2025Q2	FY2025Q3	FY2025Q4	FY2026Q1	FY2026Q2
グループ合計 Group All	原価	Cost	無期	Permanent	46,941	49,244	51,050	51,579	51,898	52,306	54,939	55,028
			有期	Fixed-term	2,417	3,555	3,734	3,670	3,564	3,480	3,323	3,266
	販管	SG&A	無期	Permanent	22,162	22,326	23,076	22,756	22,804	22,620	22,995	22,812
			有期	Fixed-term	3,632	3,566	3,495	3,502	3,377	3,264	3,140	3,085
				Total	**75,152**	**78,691**	**81,355**	**81,507**	**81,643**	**81,670**	**84,397**	**84,191**
Staffing SBU	原価	Cost	無期	Permanent	27,637	27,940	28,527	29,195	29,415	29,834	30,805	31,136
			有期	Fixed-term	622	601	584	563	549	548	530	520
	販管	SG&A	無期	Permanent	4,309	4,285	4,477	4,424	4,386	4,315	4,495	4,404
			有期	Fixed-term	1,268	1,282	1,287	1,265	1,231	1,216	1,181	1,180
				Total	**33,836**	**34,108**	**34,875**	**35,447**	**35,581**	**35,913**	**37,011**	**37,240**
BPO SBU	原価	Cost	無期	Permanent	6,909	8,901	9,583	9,621	9,776	9,736	10,411	10,342
			有期	Fixed-term	1,323	2,449	2,494	2,448	2,359	2,262	2,177	2,155
	販管	SG&A	無期	Permanent	1,263	1,490	1,570	1,548	1,562	1,562	1,671	1,639
			有期	Fixed-term	125	168	157	161	148	142	138	139
				Total	**9,620**	**13,008**	**13,804**	**13,778**	**13,845**	**13,702**	**14,397**	**14,275**
Technology SBU	原価	Cost	無期	Permanent	8,453	8,465	9,211	9,172	9,168	9,171	9,882	9,798
			有期	Fixed-term	132	138	143	156	163	172	163	161
	販管	SG&A	無期	Permanent	953	953	984	989	995	993	1,045	1,031
			有期	Fixed-term	218	224	225	228	227	228	224	243
				Total	**9,756**	**9,780**	**10,563**	**10,545**	**10,553**	**10,564**	**11,314**	**11,233**
Career SBU	原価	Cost	無期	Permanent	92	89	85	85	79	75	73	73
			有期	Fixed-term	60	66	63	71	70	70	74	73
	販管	SG&A	無期	Permanent	5,872	5,763	5,977	5,837	5,733	5,596	5,716	5,648
			有期	Fixed-term	1,113	1,006	979	971	940	898	864	838
				Total	**7,137**	**6,924**	**7,104**	**6,964**	**6,822**	**6,639**	**6,727**	**6,632**
Asia Pacific SBU	原価	Cost	無期	Permanent	3,179	3,180	2,949	2,932	2,892	2,945	3,217	3,137
			有期	Fixed-term	—	—	163	172	162	172	174	167
	販管	SG&A	無期	Permanent	5,189	5,153	5,010	4,959	4,871	4,926	4,691	4,698
			有期	Fixed-term	308	310	286	275	292	269	247	209
				Total	**8,676**	**8,643**	**8,408**	**8,338**	**8,217**	**8,312**	**8,329**	**8,211**
その他 Others	原価	Cost	無期	Permanent	671	669	695	574	568	545	551	542
			有期	Fixed-term	280	301	287	260	261	256	205	190
	販管	SG&A	無期	Permanent	4,576	4,682	5,058	4,999	5,257	5,228	5,377	5,392
			有期	Fixed-term	600	576	561	602	539	511	486	476
				Total	**6,127**	**6,228**	**6,601**	**6,435**	**6,625**	**6,540**	**6,619**	**6,600**

*1 Excluding active temporary staff whose employment periods are fixed-term, etc.
*2 Number of persons at the end of each quarter
*3 From FY2026 Q1 onward, Staffing SBU includes personnel of MC Partners Corporation

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Changes in Job-Openings-to-Applicants Ratio of “doda”

The job-openings-to-applicants ratio remained high at 2.89x in September 2026.
Corporate hiring demand remains solid, with the number of jobs available at a record high.

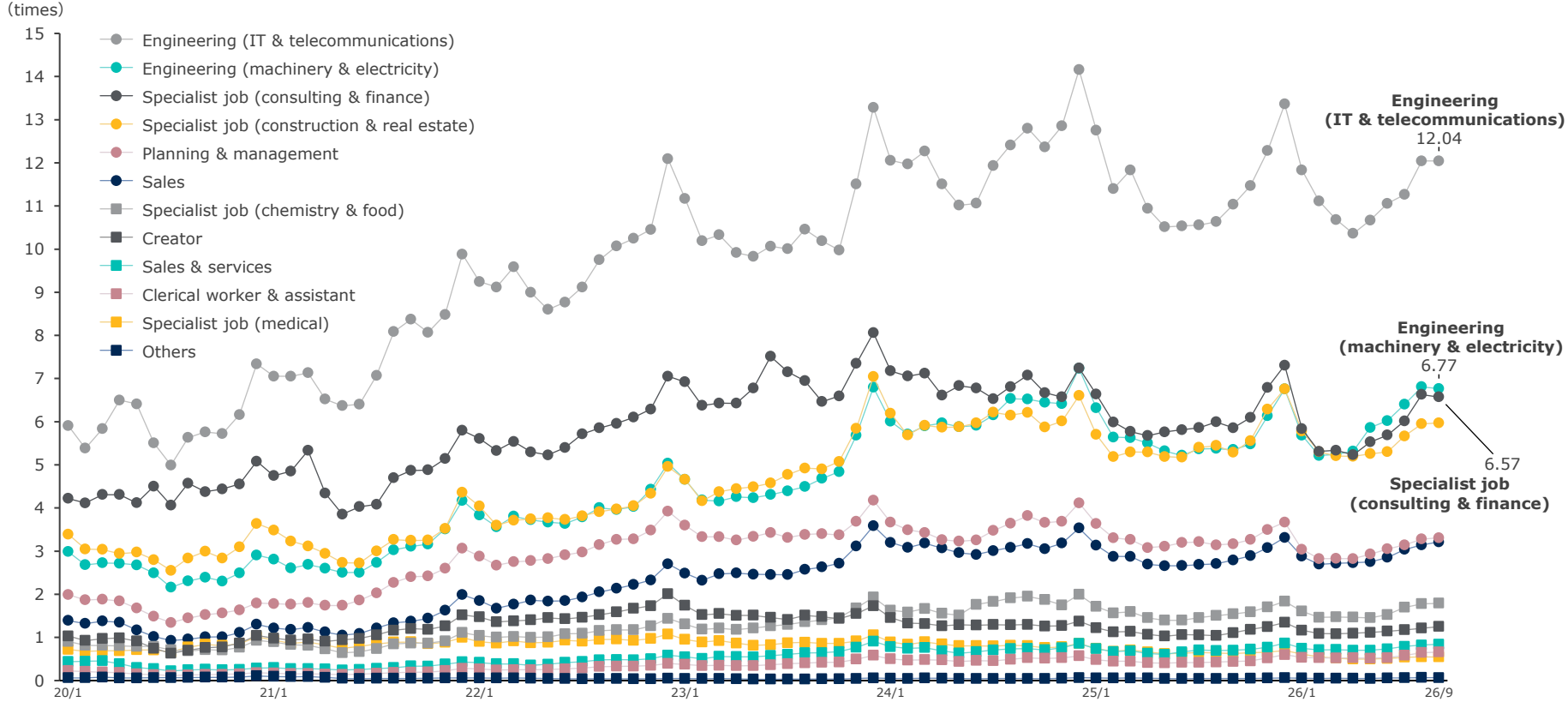


Job-openings-to-applicants ratio is calculated based on the number of jobs available for each registrant (job seeker) in the “doda.”
[Source] “doda,” Tenshoku kyujin bairitsu report (report on job-openings-to-applicants ratio) (September 2026)

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Changes in Job-Openings-to-Applicants Ratio of “doda” by Job Type

By job type, the job-openings-to-applicants ratio is high especially in **engineering (IT & telecommunications)**.

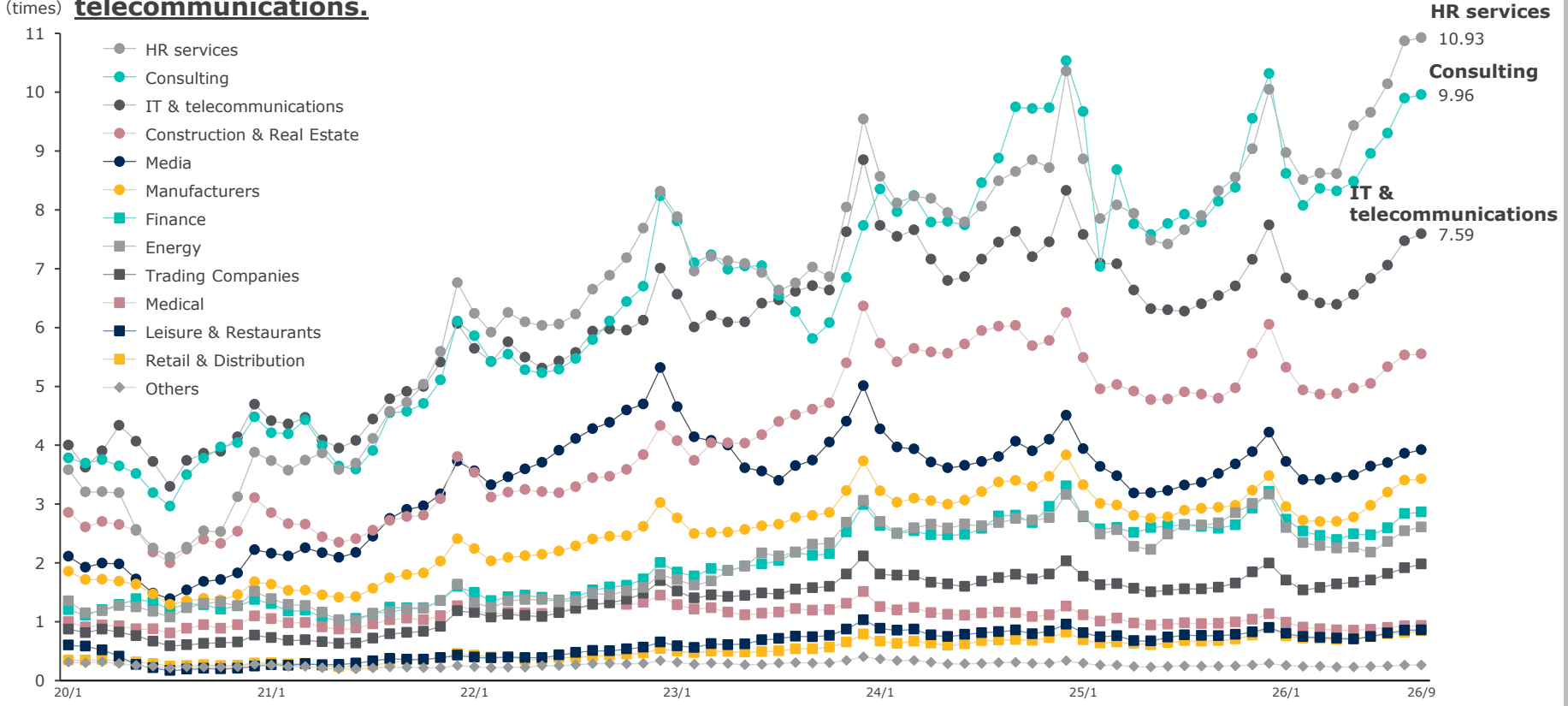


[Source] "doda," Tenshoku kyujin bairitsu report (report on job-openings-to-applicants ratio) (September 2026)

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Changes in Job-Openings-to-Applicants Ratio of “doda” by Business Type

By business type, the job-openings-to-applicants ratio is high, especially in **HR services, Consulting and IT & telecommunications.**

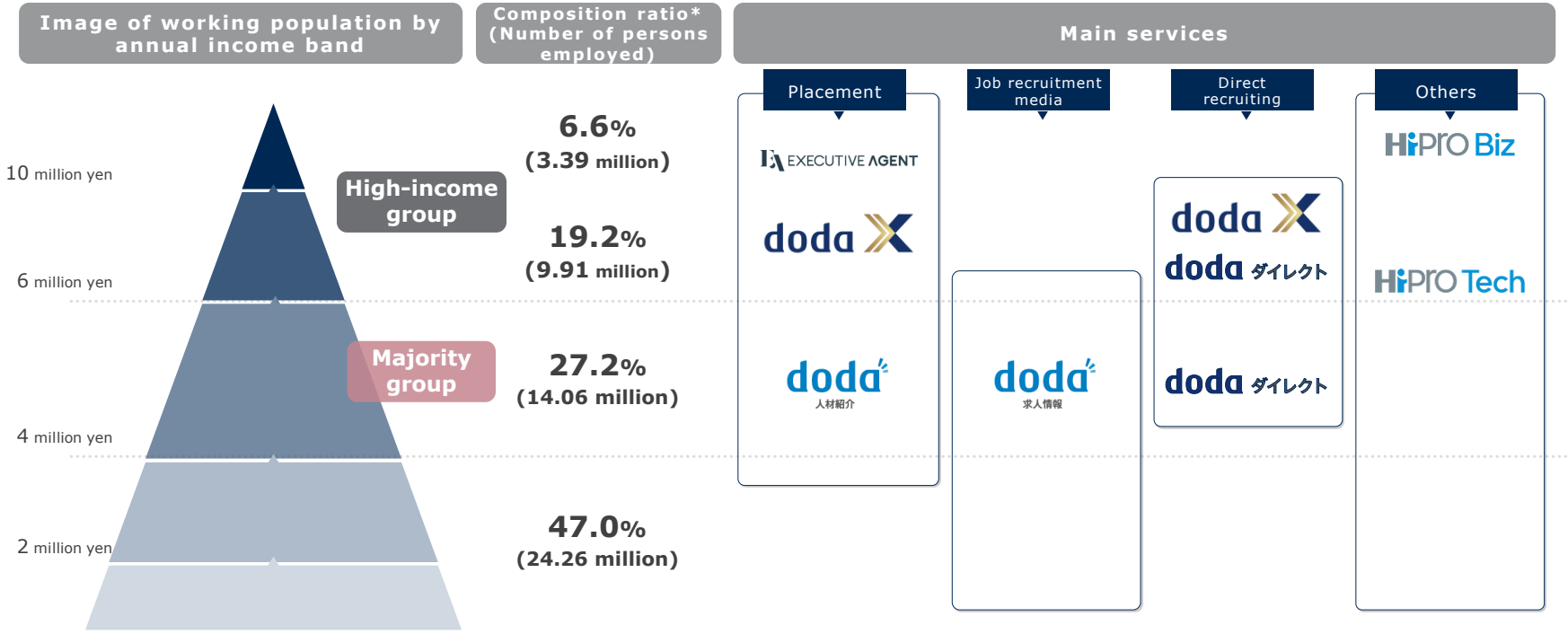


[Source] "doda," Tenshoku kyujin bairitsu report (report on job-openings-to-applicants ratio) (September 2026)

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Targeted Annual Income Group of Career SBU's Main Services

- The main target of doda is the majority group with annual income range of 4 to 6 million yen.
- PERSOL will aim to broaden the base to the high-income group with services, including doda X.



Source: National Tax Agency, "Statistical Survey of Private Sector Salaries for 2025"

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Disclaimer

The statements concerning PERSOL HOLDINGS’s future business performance in this material such as earnings forecasts are based on information currently available and certain assumptions deemed to be reasonable by PERSOL HOLDINGS, and do not guarantee that these figures will be achieved. Actual results may differ materially from the statements due to a variety of factors.

The figures and indicators included in this material have been released to facilitate an appropriate understanding of business results and financial status of PERSOL Group. Please note that not all the figures and indicators have been subjected to audit or review by external auditors.

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