

FY2026/9 Q2 Financial Results Briefing (Online)
Q&A Summary(English Translation of Japanese Original)

Date: Thursday, April 30, 2026, 17:00–17:30

Respondent: Yutaka Nishiyama, Senior Managing Director in charge of Corporate Planning

The following is a summary of the main questions and answers from the Financial Results Briefing.

Certain responses have been edited for clarity.

Q1 Please share your specific strategy for leveraging AI and Digital Transformation to drive operational efficiency and accelerate growth going forward.

A1 Since last year, we have established a dedicated division to promote company-wide AI and Digital Transformation initiatives, advancing measures that distinguish between cross-organizational operational efficiency and optimization tailored to each individual business. Results are already beginning to emerge in certain areas, and we are undertaking a comprehensive review of our overall business processes—not limited to engineering functions alone. This has contributed to the appropriate optimization of personnel expenses. We are also revisiting our recruitment plan with AI utilization as a core premise, with the aim of improving profitability. Furthermore, we view AI-powered enhancements to matching accuracy as a key growth driver across our businesses, and we will continue to implement AI in the most effective manner for each service to drive further improvement in our financial results.

Q2 Given the first-half results and the upward revision to the dividend forecast, is there a possibility that full-year operating income for FY2026/9 will exceed the initial guidance?

A2 While net sales in the first half showed some softness, we were able to maintain our profit level through rigorous cost control. Regarding the business environment going forward, we believe the impact of developments in the international situation will be limited, though we recognize that a degree of uncertainty remains. Against this backdrop, we are committed to steadily growing our top line. On the cost side, we will continue to exercise discipline while also pursuing productivity improvements through our AI initiatives. Taking all of the above into consideration, we ask for your understanding that our performance is currently tracking within the range of our disclosed earnings forecast.

Q3 Is around 10% a fair assumption for operating income growth in FY2027/9?

A3 We are not in a position to disclose specific figures at this time; however, our fundamental policy is to consistently achieve year-on-year revenue and profit growth each fiscal year. We recognize that there remains room for a certain level of profitability improvement across our individual businesses. On the other hand, while we have been restraining the hiring of sales personnel over the past one to two years, we are considering accelerating our recruitment pace from the next fiscal year onward in order to drive top-line growth. We also regard employee wage increases as an important management priority. Although personnel expenses may rise compared to recent years as a result, we remain committed to achieving growth in both revenue and profit.

Q4 Please share your thoughts on the President's participation in Financial Results Briefings going forward.

A4 While the President has participated in every semi-annual Financial Results Briefing (in-person format) held to date, we have decided that, from this briefing onward, I will be presenting on the Company's behalf. As has always been the case, I will provide appropriate commentary on both our current performance and our outlook going forward. With respect to IR-related matters, I remain in close coordination with the President and senior management, and feedback received from investors is shared internally. While the format may be subject to change depending on circumstances, please note that, as of this briefing, it is our policy for me to take the lead in presenting. For individual interviews, I have been the primary point of contact and will continue to fulfill that role going forward.