FY2026/9 Q3 Financial Results Briefing (Online)
Q&A Summary（English Translation of Japanese Original）

Date: Friday, July 31, 2026, 17:00–17:40

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 company's strategy regarding human capital management.

A1	As a company operating in the human resources field, we recognize that our employees are the source of our business competitiveness. Accordingly, we believe it is essential to attract excellent talent and to focus on employee retention, robust training programs, and enhancing employee engagement. In particular, when formulating our Medium-Term Management Plan, we regard returns to employees—assessed from the perspective of the ratio of personnel expenses to net sales and the labor share ratio—as one of our most important priorities, and we will continue to strengthen our efforts from this perspective going forward. Beginning in FY2027/9, we plan to raise employee salaries. In addition, although we had been restraining the pace of hiring in recent years, we are now planning to increase the number of new hires in light of future business expansion. Under our new Medium-Term Management Plan as well, we intend to continue investing in our people, including through salary increases.

Q2	Do you expect FY2027/9 to be a year of revenue and profit growth? Do you intend to continue improving profitability, including through measures such as controlling advertising expenses?

A2	As a basic policy, we aim to continue achieving year-on-year growth in both revenue and profit every fiscal year. Under our new Medium-Term Management Plan, which will begin in the next fiscal year, we intend to review our business portfolio from the perspective of cost of capital, with the aim of enhancing profitability across the Company as a whole while also pursuing business expansion. Regarding the IT Worker Dispatch Business (Indefinite-term Employment), we will continue recruiting our own engineers and consider the next one to two years to be an upfront investment phase; however, we expect the size of the loss to narrow year by year, which we believe will also contribute to improved profitability. In our other businesses, although there is some variation by business, we believe there remains room for further market growth and share expansion, and we intend to grow our business with a particular focus on the IT engineer and women's fields, both of which represent areas of strength for us and reflect strong social needs. With respect to advertising expenses, we have worked over the past several years to reduce our reliance on external channels while strengthening our ability to acquire members through our own efforts, and as a result, we have been able to acquire members even while controlling advertising expenses. We will continue these efforts going forward to improve profitability across the Company, and we are committed to achieving both revenue and profit growth in the next fiscal year as well.

Q3	You mentioned that you plan to increase hiring and raise wages in the next fiscal year. Should we expect expenses to increase somewhat as a result?

A3	Personnel expenses are expected to increase from the current fiscal year, primarily reflecting the salary increases and the acceleration of hiring mentioned earlier. While we are not planning any office expansion, rent increases are expected to occur in part in the next fiscal year, and selling, general and administrative expenses are also expected to increase somewhat. Nevertheless, we intend to achieve growth in both revenue and profit even after taking these cost increases into account.

Q4	You increased the dividend to 160 yen per share, comprising an ordinary dividend plus a special dividend. Given that you plan to announce a new Medium-Term Management Plan, could the dividend payout ratio change such that the ordinary dividend alone exceeds 160 yen per share in the next fiscal year?

A4	We are not in a position to disclose specific figures at this time. In the current fiscal year, we have prioritized compliance with the TSE Prime Market listing maintenance criteria, and while pursuing business growth, we have also worked to strengthen shareholder returns, including through dividend increases. In November of last year, we adopted a new dividend policy targeting an ordinary dividend payout ratio of at least 50%, and we intend to maintain this as a minimum baseline going forward. At the same time, our basic policy from the next fiscal year onward is to return to paying only ordinary dividends. That said, we remain committed to achieving steady revenue and profit growth, and provided our business performance continues to grow, we intend to increase the total amount of dividends paid, and we will work to make this a reality.

Q5	You had been targeting a share price of 3,000 yen, and the price has risen to around the 2,900 yen level. Do you plan to take further measures going forward? Also, how do you view the impact of the TOPIX index rebalancing?

A5	Regarding our share price target, as disclosed in our plan to meet the TSE Prime Market listing maintenance criteria, we have long targeted 3,000 yen as a milestone for our share price. We believe we are now approaching this target, and we see this progress as a reflection of our focus over the past several years on business growth, and in particular on improving profit levels. As for the impact of exclusion from TOPIX, given the current scale of our market capitalization, we do not expect any significant impact in the near term. That said, we are not satisfied with our current market capitalization level, and going forward, we intend to enhance corporate value while executing our new Medium-Term Management Plan, with the aim of achieving this together with recognition from the market.

Q6	You mentioned that sales through sales agencies in the Media Information Business have been notably soft. What is the cause of this? If the ratio of active job offers to applicants has not recovered, doesn't this contradict the strength of direct sales?

A6	The slowdown is limited to sales at some of our sales agency partners; it is not a broad-based decline. The main cause of the softness at these particular agencies is a temporary increase in staff turnover due to internal factors, and we expect that it will take some time for improvement measures to take effect. On the other hand, the overall human resources market—including the Media Information, Personnel Placement, and Worker Dispatch businesses in which we operate—continues to expand in scale, and our direct sales organization has remained firm against this backdrop. We would ask that you distinguish between the overall market environment and the situation at individual agency partners.

Q7	How has the trend of students beginning job hunting earlier affected each of your New Graduate businesses?

A7	The trend toward earlier job hunting among students continues year by year, with some students beginning to engage in internships as early as their first or second year of university. As this creates more opportunities for students to connect with companies, we aim to grow net sales by creating solid points of contact with students. At the same time, methods of job hunting have diversified beyond the traditional navi-site-centered approach, and we recognize the importance of developing services chosen by students. Unlike the mid-career job market, the student population turns over every year, so achieving continuous and stable student registrations is critical to the business, and we intend to grow the New Graduate Media Business with this in mind. Separately, we have resolved to discontinue our New Graduate Placement Business at the end of the current fiscal year. In this business, net sales are recognized at the time a student accepts a job offer, and because the peak period for offer acceptances is concentrated between February and June or July, the business faces structural challenges in achieving stable growth. We therefore concluded that reallocating resources to other businesses would better support improved profitability.

Q8	Cash and deposits stood at 4.0 billion yen at the end of June, and the planned total dividend payout for this fiscal year is 850 million yen. How do you view the sustainability of this level of dividend? We understand that this fiscal year includes a special dividend

A8	While the dividend payout ratio is expected to be relatively high in the current fiscal year, we do not intend to maintain this level in the next fiscal year and beyond; rather, we will make a comprehensive judgment based on business performance and other factors. That said, we remain committed to steadily growing revenue and profit and, in doing so, to increasing the total amount of dividends paid on an absolute basis, and we intend to deliver shareholder returns going forward in line with this approach.

Q9	I understand that the offer decline rate has been rising due to the earlier start of student job hunting. Is this part of the background behind the decision to discontinue the New Graduate Placement Business?

A9	In the New Graduate Placement Business, net sales are recognized at the time a student accepts a job offer; however, if the student subsequently declines the offer before graduating on March 31, the corresponding net sales are reversed in full. The offer decline rate has been rising year by year on an annual basis. When we launched this business roughly ten years ago, the offer decline rate was around 15%; in the past two fiscal years, however, it rose to around 35% to 37%. As a result, even though net sales were solidly recognized during certain periods of the year, roughly 30% to 40% of full-year net sales were ultimately reversed, and this was one of the factors behind our decision to discontinue the New Graduate Placement Business.

Q10	From the perspective of an appropriate leadership succession to the next generation, what do you consider to be the optimal shareholder composition going forward?

A10	This likely reflects the current scale of our market capitalization. At present, individual shareholders account for approximately 70% of our shareholder composition, of which our Representative Director holds approximately 24% of shares outstanding. We do anticipate that our shareholder composition will change to some degree over the longer term. While we are not in a position to comment on specific timing or the resulting shareholder composition, we will continue to address this matter appropriately going forward.