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Consolidated Financial Results for the Fiscal Year Ended July 31, 2025 [Japanese GAAP]



September 11, 2025

Company name: Visional, Inc.
 Stock exchange listing: Tokyo Stock Exchange
 Code number: 4194
 URL: <https://www.visional.inc/>
 Representative: Soichiro Minami, Representative Director and CEO
 Contact: Risako Suefuji, Director and CFO
 Phone: +81-3-4540-6200
 Scheduled date of Annual General Meeting of Shareholders: October 23, 2025
 Scheduled date of commencing dividend payments: –
 Scheduled date of filing annual securities report: October 22, 2025
 Availability of supplementary explanatory materials on financial results: Available
 Schedule of financial results briefing session: Scheduled (for institutional investors and securities analysts)

(Amounts of less than one million yen are rounded down.)

1. Consolidated Financial Results for the Fiscal Year Ended July 31, 2025 (August 1, 2024 – July 31, 2025)

(1) Consolidated Operating Results (% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
July 31, 2025	80,161	21.2	21,442	20.2	22,715	22.9	15,950	22.8
July 31, 2024	66,146	17.5	17,837	34.9	18,476	28.5	12,990	30.8

(Note) Comprehensive income: Fiscal year ended July 31, 2025: ¥16,040 million [24.5%]

Fiscal year ended July 31, 2024: ¥12,883 million [28.7%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ordinary profit to total assets	Operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
July 31, 2025	400.76	385.86	26.7	26.5	26.7
July 31, 2024	330.71	313.74	28.5	27.5	27.0

(Reference) Equity in earnings (losses) of affiliated companies: Fiscal year ended July 31, 2025: ¥319 million

Fiscal year ended July 31, 2024: ¥319 million

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of July 31, 2025	95,405	67,759	70.5	1,676.22
As of July 31, 2024	76,314	52,388	68.3	1,315.68

(Reference) Equity: As of July 31, 2025: ¥67,213 million

As of July 31, 2024: ¥52,158 million

(3) Consolidated Cash Flows

	Net cash provided by (used in) operating activities	Net cash provided by (used in) investing activities	Net cash provided by (used in) financing activities	Cash and cash equivalents at end of period
	Million yen	Million yen	Million yen	Million yen
As of July 31, 2025	19,587	(3,658)	(1,247)	72,779
As of July 31, 2024	18,369	(1,712)	279	58,107

2. Dividends

	Annual Dividend					Total dividends	Dividend payment ratio (consolidated)	Dividend / Net assets (consolidated)
	1Q	2Q	3Q	Year-end	Annual			
	Yen	Yen	Yen	Yen	Yen	millions of yen	%	%
Fiscal year ended July 31, 2024	—	0.00	—	0.00	0.00	—	—	—
Fiscal year ended July 31, 2025	—	0.00	—	0.00	0.00	—	—	—
Fiscal year ending July 31, 2026 (Forecast)	—	0.00	—	0.00	0.00		—	

3. Consolidated Financial Results Forecast for the Fiscal Year Ending July 31, 2026 (August 1, 2025 - July 31, 2026)

(% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Full-year	99,200	23.7	23,100	7.7	23,530	3.6	16,081	0.8	401.05

(Note) For details, please refer to “1. Overview of Operating Results (4) Future Outlook” on page 4 of the Attachments.

* Notes:

(1) Significant changes in the scope of consolidation during the period: None

(2) Changes in accounting policies, changes in accounting estimates and retrospective restatement

1) Changes in accounting policies due to the revision of accounting standards: None

2) Changes in accounting policies other than 1) above: None

3) Changes in accounting estimates: None

4) Retrospective restatement: None

(3) Total number of issued shares (common shares)

1) Total number of issued shares at the end of the period (including treasury shares):

July 31, 2025: 40,097,400 shares

July 31, 2024: 39,642,100 shares

2) Total number of treasury shares at the end of the period:

July 31, 2025: 351 shares

July 31, 2024: 236 shares

3) Average number of shares during the period:

Fiscal year ended July 31, 2025: 39,800,060 shares

Fiscal year ended July 31, 2024: 39,279,772 shares

Reference: Summary of Non-consolidated Financial Results**Non-consolidated Financial Results for the Fiscal Year Ended July 31, 2025 (August 1, 2024 - July 31, 2025)**

(1) Non-consolidated Operating Results (% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
July 31, 2025	20,704	34.1	14,132	39.9	14,039	39.5	14,251	31.1
July 31, 2024	15,439	59.7	10,102	92.7	10,061	92.6	10,873	96.5

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
July 31, 2025	358.08	344.77
July 31, 2024	276.82	262.61

(2) Non-consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of July 31, 2025	91,858	56,270	61.0	1,397.39
As of July 31, 2024	72,228	41,644	57.4	1,046.14

(Reference) Equity: As of July 31, 2025: ¥56,033 million
As of July 31, 2024: ¥41,473 million

* These consolidated financial results are outside the scope of audit by certified public accountants or an audit firm.

* Explanation of the proper use of financial results forecast and other notes

The statements regarding the forecast of financial results in this report are based on the information that is available to the Company, as well as certain assumptions that are deemed to be reasonable by management. Therefore, there might be cases in which actual results differ materially from forecast values due to various factors.

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1. Overview of Operating Results

(1) Overview of Operating Results for the Fiscal Year under Review

Statements in this document about the future reflect the Group's judgments as of the end of the fiscal year under review.

In the fiscal year under review, the Japanese economy recovered gradually despite some impact from the trade policies of the U.S., among others. However, the outlook remains uncertain, as the domestic downside risks posed by a downturn in the global economy have not been eliminated due to factors such as fluctuations in the financial capital market and continued price increases.

Under these circumstances, the BizReach business continued to boost performance of the entire Group for the fiscal year under review, backed by a strong willingness of mainly domestic companies to recruit human resources.

As a result, in the fiscal year under review, the Group recorded net sales of ¥80,161 million (up 21.2% year on year), operating profit of ¥21,442 million (up 20.2% year on year), ordinary profit of ¥22,715 million (up 22.9% year on year), and profit attributable to owners of parent of ¥15,950 million (up 22.8% year on year).

Performance by segment was as follows. (Net sales represent net sales to external customers.)

(i) HR Tech

The HR Tech segment consists of BizReach, HRMOS, and other HR Tech services.

In the BizReach business, as of the end of the fiscal year under review, the cumulative number of registered direct employers (Note 1) increased to more than 38,100 (compared to more than 31,700 as of the end of the previous fiscal year), the number of active direct employers (Note 2) increased to more than 18,800 (compared to more than 16,000 as of the end of the previous fiscal year), the number of active headhunters (Note 3) rose to more than 9,000 (compared to more than 7,800 as of the end of the previous fiscal year), and the number of scoutable job seekers (Note 4) increased to more than 3.07 million (compared to more than 2.58 million as of the end of the previous fiscal year), as a result of the continued strength of human resources demand in the professional human resources domain and aggressive advertising. All of its growth indices have grown in comparison to the end of the previous fiscal year, and the BizReach business recorded net sales of ¥68,610 million (up 18.8% year on year), and adjusted operating profit before corporate expense allocation (Note 5) of ¥28,408 million (up 21.8% year on year).

In the HRMOS business, we are conducting marketing activities and advertising to expand the number of customers while continuing product investments for development of new functions. At the end of January 2025, we started advertising for Internal BizReach by HRMOS. In May 2025, HRMOS Expense Management updated its accounting system integration function based on customer feedback to enable more flexible integration with accounting systems. Additionally, in July 2025, a new smartphone app was released that retains the convenient functions of the previous app while allowing for more intuitive and smooth expense settlement.

As for the combined KPI of HRMOS ATS service, HRMOS Talent Management service and Internal BizReach by HRMOS service, ARR (Note 6) rose 34.4% to ¥3,732 million, the number of unique paying customers (Note 7) increased 24.3% to 2,421, and ARPU (Note 8) rose 8.1% to ¥128,460 from the end of the previous fiscal year. The churn rate (Note 9), which is a 12-month average, was 0.58%.

The HRMOS business recorded net sales of ¥5,212 million (up 35.6% year on year), and an adjusted operating loss before corporate expense allocation (Note 5) of ¥769 million (operating loss before corporate expense allocation of ¥1,021 million for the previous fiscal year).

As a result, in the fiscal year ended July 31, 2025, the HR Tech segment recorded net sales of ¥76,962 million (up 20.6% year on year) and segment profit of ¥24,739 million (up 23.3% year on year).

- (Notes)
1. The total number of direct employers that have subscribed to BizReach, excluding headhunters
 2. The number of direct employers that have subscribed to BizReach for at least 1 day during the fiscal year
 3. The number of headhunters that have been screened by BizReach, Inc.
 4. The number of registered BizReach users who have configured their employment history to be disclosed to direct employers or who have configured their employment history to be disclosed to headhunters
 5. This is the operating profit or loss of the business before bearing the personnel expenses and ancillary outsourcing and other general administrative expenses associated with accounting, legal, human resources, and other business administration, and also personnel costs and ancillary outsourcing and other costs of the information systems and design divisions that cannot be charged directly to specific products and services
 6. Annual Recurring Revenue. This is calculated by multiplying the MRR (Monthly Recurring Revenue) in the final month of the quarter by 12. The MRR is the total monthly revenue from customers subject to recurring billing as of the end of the target period (excluding one-time revenue)
 7. The number of unique paying users
 8. Average Revenue per User. $\text{MRR as of the end of the month} \div \text{number of unique paying customers}$
 9. Reduction in MRR due to the cancellation in the current month divided by MRR at the end of the previous month is defined as the single-month churn rate, and the churn rate is the average of the last 12 months

(ii) Incubation

The Incubation segment includes Trabox, M&A Succeed, yamory, and Assured, etc.

Each business in the Incubation segment conducted activities within the limits of profits generated from the HR Tech segment, including human resource investment, new-product development and advertising activities. In the fiscal year ended July 31, 2025, the segment recorded net sales of ¥3,139 million (up 41.4% year on year) and segment loss of ¥1,691 million (segment loss of ¥1,020 million for the previous fiscal year).

(2) Overview of Financial Position for the Fiscal Year under Review

As of the end of the fiscal year under review, total assets amounted to ¥95,405 million, a ¥19,091 million increase since the end of the previous fiscal year. This was primarily due to a ¥14,672 million increase in cash and deposits to ¥72,779 million, a ¥1,458 million increase in notes and accounts receivable - trade, and contract assets to ¥7,212 million due to the growth in net sales, a ¥209 million increase in buildings to ¥1,104 million, and a ¥1,218 million increase in goodwill to ¥3,741 million due to purchase of shares of subsidiaries.

As of the end of the fiscal year under review, total liabilities amounted to ¥27,646 million, a ¥3,720 million increase since the end of the previous fiscal year. This was primarily due to a ¥3,510 million increase in unearned contract liabilities to ¥12,125 million due to an increase in the number of direct employers using the BizReach business.

As of the end of the fiscal year under review, net assets amounted to ¥67,759 million, a ¥15,370 million increase since the end of the previous fiscal year. This was mainly due to a ¥15,950 million increase in retained earnings due to the recording of profit attributable to owners of parent.

(3) Overview of Cash Flows for the Fiscal Year under Review

Cash and cash equivalents at the end of the fiscal year under review amounted to ¥72,779 million.

The status of cash flows in the fiscal year under review and the factors responsible for those results are as follows:

Cash flows from operating activities resulted in a net inflow of ¥19,587 million primarily due to the recording of profit before income taxes of ¥22,700 million, a ¥3,510 million increase in contract liabilities, a ¥1,266 million increase in trade receivables, and income taxes paid of ¥7,212 million.

Cash flows from investing activities resulted in a net outflow of ¥3,658 million primarily due to purchase of property, plant and equipment of ¥1,962 million, purchase of shares of subsidiaries resulting in change in scope of consolidation of ¥2,046 million, and proceeds from refund of leasehold and guarantee deposits of ¥500 million.

Cash flows from financing activities resulted in a net outflow of ¥1,247 million primarily due to purchase of shares of subsidiaries not resulting in change in scope of consolidation of ¥1,448 million.

(4) Future Outlook

For the fiscal year ending July 31, 2026, the Group expects net sales of ¥99,200 million (up 23.7% year on year).

The Group expects net sales of ¥80,300 million (up 17.0% year on year) for the BizReach business, based on continued strength of human resources demand in the professional human resources domain.

The Group expects net sales of ¥9,000 million (up 72.6% year on year) for the HRMOS business, based on growth of each service, introduction of the integrated HRMOS series and taking account the impact of M&A.

As a result of the foregoing, the Group expects consolidated net sales of ¥99,200 million (up 23.7% year on year) and operating profit of ¥23,100 million (up 7.7% year on year) for the fiscal year ending July 31, 2026.

The Group expects ordinary profit of ¥23,530 million (up 3.6% year on year) primarily due to the recording of share of profit of entities accounted for using the equity method. The Group does not expect any extraordinary income or losses, and expects profit attributable to owners of parent of ¥16,081 million (up 0.8% year on year) based on the calculation of income taxes, etc. in accordance with its profit plan.

2. Basic Policy on Selecting Accounting Standards

The Group prepares its consolidated financial statements in accordance with Japanese GAAP, taking into account the comparability of the consolidated financial statements with other periods.

3. Consolidated Financial Statements and Principal Notes

(1) Consolidated Balance Sheets

(in millions of yen)

	As of July 31, 2024	As of July 31, 2025
Assets		
Current assets		
Cash and deposits	58,107	72,779
Notes and accounts receivable - trade, and contract assets	5,753	7,212
Other	1,846	3,152
Allowance for doubtful accounts	(55)	(61)
Total current assets	65,652	83,083
Non-current assets		
Property, plant and equipment		
Buildings	1,589	1,438
Accumulated depreciation	(693)	(333)
Buildings, net	895	1,104
Construction in progress	61	36
Other	1,799	2,203
Accumulated depreciation	(876)	(1,209)
Other, net	923	993
Total property, plant and equipment	1,880	2,135
Intangible assets		
Software	210	127
Goodwill	2,523	3,741
Customer relationship	1,117	877
Other	1	577
Total intangible assets	3,852	5,324
Investments and other assets		
Investment securities	687	791
Leasehold deposits	2,133	1,684
Deferred tax assets	2,080	2,174
Other	30	216
Allowance for doubtful accounts	(3)	(4)
Total investments and other assets	4,929	4,862
Total non-current assets	10,662	12,322
Total assets	76,314	95,405

(in millions of yen)

	As of July 31, 2024	As of July 31, 2025
Liabilities		
Current liabilities		
Current portion of long-term borrowings	9	39
Accounts payable – other	6,246	6,228
Income tax payable	4,310	4,028
Contract liabilities	8,615	12,125
Provision for bonuses	1,084	1,339
Other	1,602	2,051
Total current liabilities	21,869	25,814
Non-current liabilities		
Liabilities from application of equity method	1,813	1,493
Long-term borrowings	37	80
Deferred tax liabilities	206	240
Other	—	17
Total non-current liabilities	2,056	1,832
Total liabilities	23,926	27,646
Net assets		
Shareholders' equity		
Share capital	6,503	6,631
Deposits for subscriptions of shares	2	2
Capital surplus	10,467	9,466
Retained earnings	35,213	51,164
Treasury shares	(1)	(3)
Total shareholders' equity	52,185	67,261
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	(26)	25
Foreign currency translation adjustment	—	(73)
Total accumulated other comprehensive income	(26)	(47)
Share acquisition rights	170	236
Non-controlling interests	58	308
Total net assets	52,388	67,759
Total liabilities and net assets	76,314	95,405

(2) Consolidated Statement of Income and Comprehensive Income
Consolidated Statement of Income

(in millions of yen)

	For the fiscal year ended July 31, 2024	For the fiscal year ended July 31, 2025
Net sales	66,146	80,161
Cost of sales	5,718	7,262
Gross profit	60,428	72,899
Selling, general and administrative expenses	42,591	51,456
Operating profit	17,837	21,442
Non-operating income		
Interest income	0	6
Share of profit of entities accounted for using equity method	319	319
Penalty income	275	903
Other	62	82
Total non-operating income	657	1,311
Non-operating expenses		
Interest expenses	0	1
Loss on investments in investment partnerships	—	18
Foreign exchange losses	5	—
Provision of allowance for doubtful accounts	3	5
Commitment fees	5	5
Other	2	7
Total non-operating expenses	18	38
Ordinary profit	18,476	22,715
Extraordinary income		
Gain on sale of shares of subsidiaries	462	—
Gain on receipt of donated non-current assets	—	20
Gain on reversal of share acquisition rights	0	—
Other	24	—
Total extraordinary income	486	20
Extraordinary losses		
Loss on valuation of investment securities	34	36
Total extraordinary losses	34	36
Profit before income taxes	18,928	22,700
Income taxes – current	6,343	6,870
Income taxes – deferred	(409)	(231)
Total income taxes	5,933	6,638
Profit	12,994	16,061
Profit attributable to non-controlling interests	4	110
Profit attributable to owners of parent	12,990	15,950

Consolidated Statement of Comprehensive Income

(in millions of yen)

	For the fiscal year ended July 31, 2024	For the fiscal year ended July 31, 2025
Profit	12,994	16,061
Other comprehensive income		
Valuation difference on available-for-sale securities	(111)	52
Foreign currency translation adjustment	—	(73)
Total other comprehensive income	(111)	(21)
Comprehensive income	12,883	16,040
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	12,878	15,929
Comprehensive income attributable to non-controlling interests	4	110

(3) Consolidated Statements of Changes in Equity

For the fiscal year ended July 31, 2024 (From August 1, 2023 to July 31, 2024)

(in millions of yen)

	Shareholders' equity					
	Share capital	Deposits for subscriptions of shares	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	6,356	5	10,321	22,223	(1)	38,905
Changes during period						
Issuance of new shares - exercise of share acquisition rights	146	(2)	146			289
Profit attributable to owners of parent				12,990		12,990
Purchase of treasury shares					(0)	(0)
Forfeiture of share acquisition rights						
Net changes in items other than shareholders' equity						
Total changes during period	146	(2)	146	12,990	(0)	13,279
Balance at end of period	6,503	2	10,467	35,213	(1)	52,185

	Accumulated other comprehensive income			Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income			
Balance at beginning of period	84	—	84	139	—	39,129
Changes during period						
Issuance of new shares - exercise of share acquisition rights						289
Profit attributable to owners of parent						12,990
Purchase of treasury shares						(0)
Forfeiture of share acquisition rights				(0)		(0)
Net changes in items other than shareholders' equity	(111)	—	(111)	32	58	(19)
Total changes during period	(111)	—	(111)	31	58	13,259
Balance at end of period	(26)	—	(26)	170	58	52,388

For the fiscal year ended July 31, 2025 (From August 1, 2024 to July 31, 2025)

(in millions of yen)

	Shareholders' equity					
	Share capital	Deposits for subscriptions of shares	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	6,503	2	10,467	35,213	(1)	52,185
Changes during period						
Issuance of new shares - exercise of share acquisition rights	128	(0)	128			257
Profit attributable to owners of parent				15,950		15,950
Purchase of treasury shares					(1)	(1)
Change in ownership interest of parent due to transactions with non-controlling interests			(1,130)			(1,130)
Net changes in items other than shareholders' equity						
Total changes during period	128	(0)	(1,001)	15,950	(1)	15,076
Balance at end of period	6,631	2	9,466	51,164	(3)	67,261

	Accumulated other comprehensive income			Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income			
Balance at beginning of period	(26)	—	(26)	170	58	52,388
Changes during period						
Issuance of new shares - exercise of share acquisition rights						257
Profit attributable to owners of parent						15,950
Purchase of treasury shares						(1)
Change in ownership interest of parent due to transactions with non-controlling interests						(1,130)
Net changes in items other than shareholders' equity	52	(73)	(21)	65	249	294
Total changes during period	52	(73)	(21)	65	249	15,370
Balance at end of period	25	(73)	(47)	236	308	67,759

(4) Consolidated Statements of Cash Flows

(in millions of yen)

	For the fiscal year ended July 31, 2024	For the fiscal year ended July 31, 2025
Cash flows from operating activities		
Profit before income taxes	18,928	22,700
Depreciation	708	950
Amortization of goodwill	515	804
Share-based payment expenses	32	65
Penalty income	(275)	(903)
Loss (gain) on sale of shares of subsidiaries	(462)	—
Share of loss (profit) of entities accounted for using equity method	(319)	(319)
Decrease (increase) in trade receivables	(678)	(1,266)
Increase (decrease) in provision for bonuses	57	253
Increase (decrease) in contract liabilities	1,756	3,510
Increase (decrease) in accounts payable - other	1,543	729
Increase (decrease) in accrued consumption taxes	68	182
Other, net	(38)	(811)
Subtotal	21,837	25,894
Interest and dividends received	0	6
Interest paid	(0)	(1)
Penalty received	294	901
Income taxes paid	(3,761)	(7,212)
Net cash provided by (used in) operating activities	18,369	19,587
Cash flows from investing activities		
Purchase of property, plant and equipment	(930)	(1,962)
Purchase of investment securities	(420)	(93)
Payments of leasehold deposits	(666)	(55)
Proceeds from refund of leasehold and guarantee deposits	14	500
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(175)	(2,046)
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	465	—
Other, net	—	(1)
Net cash provided by (used in) investing activities	(1,712)	(3,658)
Cash flows from financing activities		
Proceeds from issuance of shares resulting from exercise of share acquisition rights	286	257
Repayments of long-term borrowings	(8)	(51)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	—	(1,448)
Other, net	1	(5)
Net cash provided by (used in) financing activities	279	(1,247)
Effect of exchange rate change on cash and cash equivalents	—	(8)
Net increase (decrease) in cash and cash equivalents	16,936	14,672
Cash and cash equivalents at beginning of period	41,170	58,107
Cash and cash equivalents at end of period	58,107	72,779

(5) Notes to Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Additional information)

(Business combination through acquisition)

At the Board of Directors meeting held on July 23, 2025, the Company resolved that BizReach, Inc., a consolidated subsidiary of the Company, will acquire all shares of Thinkings, Inc. and make it a consolidated subsidiary. On the same day, the Company entered into a share transfer agreement. The acquisition of these shares is scheduled to take effect on October 1, 2025.

(1) Overview of business combination

(i) Name and business description of company to be acquired

a. Name of company to be acquired: Thinkings, Inc.

b. Business description: HR Tech (sonar ATS, sonar store)

(ii) Main reason for business combination

By welcoming Thinkings, Inc., the Company aims to solidify the Group's position in the Applicant Tracking System cloud market and further improve customer convenience. Furthermore, the Company decided to acquire the shares as it believes that the acquisition will contribute to improving the medium-to long-term enterprise value of the Group, expanding business through functional integration and cross-selling between the services provided by BizReach, Inc., a consolidated subsidiary of the Company, and sonar ATS provided by Thinkings, Inc., as well as accelerating the development of the Human Capital Management ecosystem leveraging the product development capabilities of both companies.

(iii) Date of business combination

October 1, 2025 (scheduled)

(iv) Legal form of business combination

Acquisition of shares for cash consideration

(v) Company name after business combination

The company name remains unchanged.

(vi) Percentage of voting rights to be acquired

100.0%

(vii) Main basis for determining the company to be acquired

Acquisition of shares for cash consideration.

(2) Breakdown of acquisition cost and consideration by type for company to be acquired (estimate)

Consideration for acquisition	Cash and deposits	14,000 million yen
Acquisition cost		14,000 million yen

(3) Description and breakdown of main acquisition-related expenses by compensation type (estimate)

Advisory fees, etc.	10 million yen
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(4) Amount of goodwill to be generated, reason for generation, amortization method and period

Not yet confirmed.

(5) Amount and breakdown of assets to be acquired and liabilities to be assumed on the date of business combination

Not yet confirmed.

(Segment information, etc.)

(Segment information)

1. Overview of reportable segments

(1) Method of determining reportable segments

The reportable segments are components of the Group for which separate financial information is available, and whose operating results are reviewed periodically by the Board of Directors to determine allocation of operating resources and evaluate their performance.

The Group consists of segments organized by business based on companies, and classifies its businesses into two reportable segments, namely, “HR Tech” and “Incubation.”

(2) Type of products and services belonging to each reportable segment

HR Tech segment provides services including BizReach, a job matching platform for professionals, the HRMOS series, an HCM (Human Capital Management) platform, and BizReach Campus, a network service for alumni visits, etc.

Incubation segment provides services including Trabox, a logistics DX (digital transformation) platform, M&A Succeed, an M&A platform exclusively for corporates, yamory, a vulnerability management cloud, and Assured, security assessment for cloud services, etc.

2. Method of calculating net sales, profit (loss), assets, liabilities and other items by reportable segment

Reportable segment profit figures are based on operating profit. Intersegment sales and transfers are based on market prices.

The Group does not allocate assets to business segments for internal management purposes, but allocates depreciation and amortization of goodwill.

3. Information on sales, profit (loss) and other items by reportable segment

For the fiscal year ended July 31, 2024 (from August 1, 2023 to July 31, 2024)

Information on net sales and profit (loss) by reportable segment

(in millions of yen)

	Reportable segment			Reconciliations (Note 1)	Amounts in the consolidated financial statements (Note 2)
	HR Tech	Incubation	Total		
Net sales					
Net sales to external customers	63,791	2,219	66,010	135	66,146
Intersegment sales or transfers	45	42	87	(87)	—
Total	63,837	2,261	66,098	48	66,146
Segment profit (loss)	20,062	(1,020)	19,041	(1,204)	17,837
Other items					
Depreciation	211	126	338	370	708
Amortization of goodwill	374	141	515	—	515

(Notes) 1. Reconciliations of segment profit (loss) and depreciation are all general and administrative expenses that are not allocable to the reportable segments.

2. Segment profit (loss) is adjusted based on operating profit.

For the fiscal year ended July 31, 2025 (from August 1, 2024 to July 31, 2025)

Information on net sales and profit (loss) by reportable segment

(in millions of yen)

	Reportable segment			Reconciliations (Note 1)	Amounts in the consolidated financial statements (Note 2)
	HR Tech	Incubation	Total		
Net sales					
Net sales to external customers	76,962	3,139	80,101	60	80,161
Intersegment sales or transfers	134	0	135	(135)	—
Total	77,097	3,139	80,236	(74)	80,161
Segment profit (loss)	24,739	(1,691)	23,048	(1,605)	21,442
Other items					
Depreciation	211	171	383	567	950
Amortization of goodwill	549	254	804	—	804

(Notes) 1. Reconciliations of segment profit (loss) and depreciation are all general and administrative expenses that are not allocable to the reportable segments.

2. Segment profit (loss) is adjusted based on operating profit.

[Related information]

For the fiscal year ended July 31, 2024 (from August 1, 2023 to July 31, 2024)

1. Information by product and service

This information is omitted as similar information is disclosed in segment information.

2. Information by geographical area

(1) Net sales

This information is omitted as net sales to external customers in Japan account for over 90% of net sales in the consolidated statement of income.

(2) Property, plant and equipment

This information is omitted as the amount of property, plant and equipment located in Japan accounts for over 90% of the amount of property, plant and equipment in the consolidated balance sheets.

3. Information by major customers

This information is omitted as there are no external customers for whom net sales account for 10% or more of net sales in the consolidated statement of income.

For the fiscal year ended July 31, 2025 (from August 1, 2024 to July 31, 2025)

1. Information by product and service

This information is omitted as similar information is disclosed in segment information.

2. Information by geographical area

(1) Net sales

This information is omitted as net sales to external customers in Japan account for over 90% of net sales in the consolidated statement of income.

(2) Property, plant and equipment

This information is omitted as the amount of property, plant and equipment located in Japan accounts for over 90% of the amount of property, plant and equipment in the consolidated balance sheets.

3. Information by major customers

This information is omitted as there are no external customers for whom net sales account for 10% or more of net sales in the consolidated statement of income.

[Information regarding impairment losses on non-current assets by reportable segment]

For the fiscal year ended July 31, 2024 (from August 1, 2023 to July 31, 2024)

Not applicable.

For the fiscal year ended July 31, 2025 (from August 1, 2024 to July 31, 2025)

Not applicable.

[Information regarding amortization and unamortized balance of goodwill by reportable segment]

For the fiscal year ended July 31, 2024 (from August 1, 2023 to July 31, 2024)

(in millions of yen)

	Reportable segment			Reconciliations	Amounts in the consolidated financial statements
	HR Tech	Incubation	Total		
Balance at end of period	1,782	741	2,523	—	2,523

(Note) Information on amortization of goodwill is omitted as similar information is disclosed in segment information.

For the fiscal year ended July 31, 2025 (from August 1, 2024 to July 31, 2025)

(in millions of yen)

	Reportable segment			Reconciliations	Amounts in the consolidated financial statements
	HR Tech	Incubation	Total		
Balance at end of period	1,550	2,191	3,741	—	3,741

(Note) Information on amortization of goodwill is omitted as similar information is disclosed in segment information.

[Information regarding gain on bargain purchase by reportable segment]

Not applicable.

(Per share information)

	For the fiscal year ended July 31, 2024 (from August 1, 2023 to July 31, 2024)	For the fiscal year ended July 31, 2025 (from August 1, 2024 to July 31, 2025)
Net assets per share	1,315.68 yen	1,676.22 yen
Basic earnings per share	330.71 yen	400.76 yen
Diluted earnings per share	313.74 yen	385.86 yen

(Note) The bases for calculating basic earnings per share and diluted earnings per share are as follows:

Item	For the fiscal year ended July 31, 2024 (from August 1, 2023 to July 31, 2024)	For the fiscal year ended July 31, 2025 (from August 1, 2024 to July 31, 2025)
Basic earnings per share		
Profit attributable to owners of parent (in millions of yen)	12,990	15,950
Amount not attributable to common shareholders (in millions of yen)	—	—
Profit attributable to owners of parent related to common stock (in millions of yen)	12,990	15,950
Average number of shares of common stock during the period (shares)	39,279,772	39,800,060
Diluted earnings per share		
Increase in common stock (shares)	2,124,444	1,536,811
(Of which, share acquisition rights (shares))	(2,124,444)	(1,536,811)
Overview of potential shares not included in the calculation of diluted earnings per share as they have no dilutive effect	27th series of stock acquisition rights: 42,000 common shares 30th series of stock acquisition rights: 26,400 common shares	

2. The bases for calculating net assets per share are as follows:

Item	As of July 31, 2024	As of July 31, 2025
Total net assets (in millions of yen)	52,388	67,759
Amount deducted from total net assets (in millions of yen)	232	547
(Of which, deposits for subscriptions of shares (in millions of yen))	(2)	(2)
(Of which, share acquisition rights (in millions of yen))	(170)	(236)
(Of which, non-controlling interests (in millions of yen))	(58)	(308)
Net assets at the end of the period related to common stock (in millions of yen)	52,155	67,211
Number of shares of common stock at the end of the period used to calculate net assets per share (shares)	39,641,864	40,097,049

(Significant subsequent events)

Not applicable.