Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

# Consolidated Financial Results for the First Half Ended September 30, 2025 [Japanese GAAP]



November 14, 2025

Name of Listed Company: CAREERLINK CO., LTD.

Stock Listing: TSE Code Number: 6070

URL: <a href="https://www.careerlink.co.jp/">https://www.careerlink.co.jp/</a>

Representative: (Title) President, Representative Director, and Executive Officer

(Name) Motoaki Narusawa

Contact Point: (Title) Director, Managing Executive Officer, and General Manager of Administration Division

(Name) Hiroyoshi Fujieda

Phone: +81-(0)3-6311-7321

Scheduled Date of Filing Semiannual Securities Report: November 14, 2025

Scheduled Date of Dividend Payment Start: -

Supplementary Materials for Semiannual Financial Results: Yes

Investor Conference for Semiannual Financial Results: Yes (for institutional investors and analysts)

(Amounts are rounded down to the nearest one million yen.)

# 1. Consolidated Financial Results for the First Half of the Fiscal Year Ending March 31, 2026 (April 1, 2025 to September 30, 2025)

(1) Consolidated Financial Results			Percentages indi	cate the cha	inge against the s	ame period	of the previous fi	iscal year.)
	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
First half ended September 30, 2025	21,639	5.7	1,938	63.1	1,948	63.5	1,324	65.4
First half ended September 30, 2024	20,463	(8.0)	1,188	4.6	1,191	4.5	800	9.8

(Note) Comprehensive income: 1H FY 3/2026: ¥1,329 million [63.1%] 1H FY 3/2025: ¥814 million [8.3%]

	Net income per share	Diluted net income per share
	Yen	Yen
First half ended September 30, 2025	111.54	110.71
First half ended September 30, 2024	67.45	66.92

#### (2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio
	Millions of yen	Millions of yen	%
As of September 30, 2025	20,863	14,823	70.3
As of March 31, 2025	19,878	14,912	74.2

(Reference) Equity capital: 1H FY 3/2026: ¥14,662 million FY 3/2025: ¥14,756 million

#### 2. Dividends

2. Dividends			Dividends per share		
	End of the 1Q	End of the 2Q	End of the 3Q	Year-end	Annual
	Yen	Yen	Yen	Yen	Yen
Year ended March 31, 2025	-	0.00	-	120.00	120.00
Year ending March 31, 2026	-	0.00			
Year ending March 31, 2026 (Forecast)			-	120.00	120.00

(Note) Revision of forecast for dividends recently announced: No

# 3. Forecast of Consolidated Financial Results for the Fiscal Year Ending March 31, 2026 (April 1, 2025 to March 31, 2026) (Percentages indicate the change against the same period of the previous fiscal year.)

Ī		Net sale	es	Operating	profit	Ordinary r	profit	Profit attribu		Net income
F		Millions of yen	%	Millions of yen		Millions of yen	%	owners of p Millions of yen	oarent %	per share Yen
	Full year	42,545	5.3	2,706	0.5	2,703	0.1	1,848	1.0	155.66

(Note) Revision of forecast for consolidated financial results recently announced: No

#### \* Notes

- (1) Significant changes in the scope of consolidation during the period: None
- (2) Application of the accounting procedures for producing semiannual consolidated financial statements: None
- (3) Changes in accounting policies, accounting estimates and restatements:

1) Changes in accounting policies due to revisions of accounting standards:

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

3) Changes in accounting estimates: None
4) Restatements: None

(4) Number of issued shares (common stock)

1) Number of issued shares (including treasury shares) at end of term

2) Number of treasury shares at end of term

3) Average number of outstanding shares during the period (during the first half)

As of	12,605,700 shares	As of	12,600,700 shares
September 30,		March 31, 2025	
2025			
As of	729,016 shares	As of	729,016 shares
September 30,		March 31, 2025	
2025			
First half ended	11,874,225 shares	First half ended	11,869,400 shares
September 30,		September 30,	
2025		2024	

None

(Notes to the forward-looking statements, and others)

Forward-looking statements in these materials are based on information currently available to the Company and assumptions that the Company believes are reasonable. These statements are not promises by the Company regarding future performance. Actual results may differ significantly from these statements for a number of reasons. For information on the forecasts and cautions when using these forecasts, please see "1. Qualitative information (3) Explanation Regarding Future Forecast Information Including Forecast of Consolidated Financial Results" on page 5.

(To receive supplementary materials for financial results)

Supplementary materials for financial results will be posted promptly on the Company's website after the earnings presentation.

<sup>\*</sup> Semiannual financial results reports are exempt from reviews conducted by certified public accountants or audit firms.

<sup>\*</sup> Cautionary statement regarding forecasts of operating results and special notes

## Table of contents of the appendix

1. Qua	alitative Information	2
(1)	Explanation of Financial Results	2
(2)	Explanation of Financial Position	4
(3)	Explanation Regarding Future Forecast Information Including Forecast of Consolidated Financial Results	5
2. Co	nsolidated Financial Statements and Notes	6
(1)	Consolidated Balance Sheets	6
(2)	Consolidated Statements of Income and Statements of Comprehensive Income	7
(3)	Consolidated Statements of Cash Flows	9
(4)	Notes to Consolidated Financial Statements	10
	(Notes Relating to Going Concern Assumption)	10
	(Notes on Significant Changes in Shareholders' Equity)	10
	(Notes on Segment Information)	10

#### 1. Qualitative Information

### (1) Explanation of Financial Results

During the first half ended September 30, 2025, the Japanese economy saw continued price increase in the household sector, primarily for food items. However, consumer spending trended gradually upward, mainly due to the slowing inflation rate being helped by government subsidies for electricity and gas fees, an increased amount of special cash earnings, the tariff agreement with the U.S., and the decision by 39 prefectures to raise their minimum wages above the guideline set by the Central Minimum Wages Council. In the corporate sector, concerns existed regarding rising prices and the impact of U.S. trade policy. However, consumer spending trended upward, and corporate earnings remained strong, except in some sectors, such as automobile manufacturing, affected by U.S. trade policy. Investment appetite also remained strong, centered on strengthening supply chains, addressing labor shortages, and digital-related investments.

Regarding the global economy, the U.S. economy remained firm, but concerns remained over declines in consumer spending and a lower appetite for capital investment due to the rising prices driven by U.S. trade policy. The European economy similarly maintained steady growth, against the backdrop of stable prices and other factors. However, concerns remained over the reignition of financial risks, such as trade friction with the U.S. and financial instability in France. Meanwhile, the Chinese economy showed some stimulus effect from various policies introduced after September 2024. However, the real estate market remained sluggish, the unemployment rate continued to be high, and consumer spending remained weak, resulting in stagnation. Furthermore, concerns remained that China would be more significantly impacted by U.S. trade policy than other countries.

In this climate, the Japanese human resource service industry operated in an environment where companies generally showed a sustained appetite for hiring more workers against the backdrop of an upward trend of consumer spending and a robust appetite for capital investment by companies and other factors.

In this business environment, the Group continued its aggressive efforts to promote its businesses, the business process outsourcing (BPO)–related business, its mainstay, and primarily the manufacturing human resource services business.

During the first half ended September 30, 2025, in the BPO-related business for local governments, we worked proactively to win more orders primarily for projects related to the amendment to the Family Register Act, as well as for projects related to social security and tax numbers, which we have been working on from the past, despite a reduction in the scale of large-scale BPO projects for private enterprises that were in operation in the previous fiscal year and other projects. In the manufacturing human resource services business, we proactively sought to expand our order volume, focusing on our existing clients. As a result, net sales for the first half ended September 30, 2025 increased by 1,176,079 thousand yen (up 5.7%) year on year to 21,639,911 thousand yen.

In terms of profit, to enhance our capacity to respond to business expansion and diversification of operations, and to further strengthen our organization, we implemented active recruitment efforts to strengthen our human resources by hiring highly skilled personnel and specialists. While this resulted in an increase in personnel expenses, we made efforts to efficiently manage received orders, reduce the cost of sales, such as recruitment expenses, and pursue higher operational efficiency. As a result, operating profit increased by 750,261 thousand yen (up 63.1%) to 1,938,511 thousand yen, ordinary profit increased by 756,969 thousand yen (up 63.5%) to 1,948,384 thousand yen, and profit attributable to owners of parent increased by 523,919 thousand yen (up 65.4%) to 1,324,456 thousand yen, on a year-on-year basis.

#### (Clerical human resource services)

In the BPO-related business section, we experienced a significant downsizing of large-scale BPO projects for private enterprises that were in operation in the previous fiscal year, and other matters. Nevertheless, concerning transactions with local governments, we continued proactively pursuing the development of local government clients primarily for projects related to social security and tax numbers, and expanding the scope of business centered on long-term contracts, mainly on various counter operations at local governments. We also focused on securing orders for short-term projects related to the amendment to the Family Registration Act. In addition, with respect to transactions with private enterprises, order volume progressed steadily in the winning of projects of leading BPO operators involving central government agencies, large-scale projects of new clients, and other factors. Meanwhile, in the CRM-related business section, we secured the volume of orders that was needed to offset the reduction in the scale of large-scale projects and financial-related projects operating in the previous fiscal year in the Tokyo metropolitan area, mainly thanks to an increase in transaction volume with existing clients at local branch offices. In the office services section, orders remained strong thanks to a steady increase in orders for projects from

local governments. Still, we failed to offset a decline in sales resulting mainly from the reduction in scale of projects for dispatching office workers to financial institutions. As a result of these developments, net sales of this business for the first half ended September 30, 2025 increased by 557,578 thousand yen (up 3.3%) year on year to 17,398,465 thousand yen. In terms of profit, we strived to lower the cost of sales by raising operational efficiency through efficient staff allocation and reducing expenses such as those for recruiting registered staff workers, and to efficiently manage expenses. As a result, operating profit increased by 708,783 thousand yen (up 67.1%) year on year to 1,765,203 thousand yen.

#### (a) Business process outsourcing

In this section, we experienced a significant downsizing of large-scale short-term BPO projects for private enterprises that were in operation in the previous fiscal year, and other matters. Nevertheless, we proactively worked to expand order volume of social security and tax number projects from local governments. Furthermore, we worked to expand the area of the business by focusing on various counter operations and long-term contracts for social welfare-related field surveys in the Kinki area, in order to strengthen our business foundation with existing local government clients. We also focused on winning orders for short-term contracts related to the amendment to the Family Registration Act, and as a result, orders remained steady. Regarding the number of local governments with which we conduct business, we commenced transactions with eight new local government clients compared to as of the end of March 2025, bringing the total to 203 local government clients, including existing clients. Meanwhile, regarding transactions with private enterprises, we received orders from leading BPO operators for projects involving central government agencies and large-scale orders from new clients. Furthermore, regarding field business projects, the volume of large-scale projects received from financial institutions continued to progress steadily, resulting in steady growth in orders. As a result, net sales for this business segment for the first half ended September 30, 2025 increased by 607,406 thousand yen (up 4.8%) year on year to 13,172,209 thousand yen.

#### (b) Customer relationship management

In this section, the dispatch of workers at large-scale call centers for central government agencies operating in the previous fiscal year from existing clients in the Tokyo metropolitan area was concluded. We also experienced downsizing of dispatching workers at call centers for local governments, which existing clients ordered at local branch offices, as well as downsizing of financial-related dispatching projects. However, we focused on expanding transactions with existing clients at our local branch offices in Sapporo, Sendai, Osaka, and Fukuoka, by acquiring orders from leading telemarketing operators, which are existing clients, for new projects for the dispatch of workers at call centers mainly for private enterprises. As a result, net sales of this section increased by 88,432 thousand yen (up 5.7%) year on year to 1,639,134 thousand yen.

#### (c) Office services

In this section, orders for the dispatch of workers relating to social security and tax number projects for local governments, counter operations at local governments, and other projects remained steady. Regarding private enterprises, new orders from existing clients including internet advertising agencies in the Tokyo metropolitan area and at local branch offices in Sendai and Okinawa remained steady. However, short-term dispatching projects for local governments and public corporations associated with local governments, which were in operation in the previous fiscal year, were scaled back or ended. Additionally, the volume of projects related to new NISA from financial institutions decreased. As a result, net sales of this section decreased by 138,260 thousand yen (down 5.1%) year on year to 2,587,120 thousand yen.

#### (Manufacturing human resource services)

In the food processing category, at some corporate clients, we experienced a shift from dispatching workers to direct employment and impacts from reduced production. However, orders remained steady from existing clients, especially companies manufacturing seasoning, delicatessen, and frozen foods, and from new clients manufacturing such as seasonings and health foods. In the manufacturing and processing category, despite the concern about the impact of the U.S. trade policy, we were able to receive large-scale government policy-related dispatching orders from a housing equipment manufacturing client, in addition to increased orders from existing clients mainly in the comprehensive electrical equipment manufacturing, plant manufacturing, and machinery manufacturing and orders from new clients mainly in the electronic component

manufacturing and printing. As a result of these and other efforts, net sales of this business increased by 633,518 thousand yen (up 18.2%) year on year to 4,111,925 thousand yen. In terms of profit, while personnel expenses and recruitment expenses increased due to active recruitment of new employees for future business expansion, we made efforts to lower the cost of sales, such as recruitment expenses and business machine expenses, and pursue higher operational efficiency. As a result of these and other efforts, operating profit increased by 45,718 thousand yen (up 40.5%) year on year to 158,677 thousand yen.

#### (Other services)

This business is the automobile management business of Tokyo Vehicle Management Co., Ltd., a subsidiary of Japan Business Service Co., Ltd. Net sales of this business decreased by 15,017 thousand yen (down 10.4%) year on year to 129,521 thousand yen, due to factors such as the failure to replace retired employees. Operating profit decreased by 4,241 thousand yen (down 22.5%) year on year to 14,630 thousand yen, mainly due to a decrease in orders of highly profitable projects, despite the efforts to reduce selling, general and administrative expenses and improve operational efficiency in response to the decline in sales.

#### (2) Explanation of Financial Position

#### (a) Assets, liabilities, and net assets

(Assets)

Total assets at the end of the first half ended September 30, 2025 were 20,863,661 thousand yen, up 985,270 thousand yen from the end of the previous fiscal year. This was mainly due to increases of 807,737 thousand yen in "Cash and deposits" and 178,601 thousand yen in "Notes and accounts receivable - trade, and contract assets," despite a decrease of 56,559 thousand yen in "Other" of current assets including prepaid expenses.

#### (Liabilities)

Total liabilities at the end of the first half ended September 30, 2025 were 6,040,228 thousand yen, up 1,074,737 thousand yen from the end of the previous fiscal year. This was mainly due to increases of 529,652 thousand yen in "Other" of current liabilities including accrued consumption taxes and accrued expenses, and 411,396 thousand yen in "Accounts payable - other."

#### (Net assets)

Total net assets at the end of the first half ended September 30, 2025 were 14,823,433 thousand yen, down 89,467 thousand yen from the end of the previous fiscal year. This was mainly due to a decrease of 100,145 thousand yen in "Retained earnings" (up 1,324,456 thousand yen due to "Profit attributable to owners of parent" and down 1,424,602 thousand yen due to the payment of dividends).

#### (b) Cash flows

Cash and cash equivalents (hereinafter, "net cash") at the end of the first half ended September 30, 2025 amounted to 11,532,012 thousand yen, an increase of 807,737 thousand yen from the end of the previous fiscal year. The following is a summary of cash flows and contributing factors for the first half ended September 30, 2025.

#### (Operating activities)

Net cash provided by operating activities was 2,509,417 thousand yen, compared to a positive cash flow of 2,285,170 thousand yen for the same period one year earlier.

Major sources of cash were a 399,130 thousand yen increase due to "Increase in accounts payable - other" and the posting of "Profit before income taxes" of 1,948,384 thousand yen. A major use of cash was a 178,601 thousand yen increase due to "Increase in trade receivables and contract assets."

#### (Investing activities)

Net cash used in investing activities was 143,718 thousand yen, compared to a negative cash flow of 68,016 thousand yen for the same period one year earlier.

Major uses of cash were payments of 89,653 thousand yen in total for "Purchase of property, plant and equipment" and "Purchase of intangible assets," and of 63,708 thousand yen for "Payments of leasehold and guarantee deposits." A major source of cash was 19,552 thousand yen in "Proceeds from refund of leasehold and guarantee deposits."

#### (Financing activities)

Net cash used in financing activities was 1,557,961 thousand yen, compared to a negative cash flow of 1,603,449 thousand yen for the same period one year earlier.

Major uses of cash were 1,424,830 thousand yen in "Dividends paid" and 133,136 thousand yen in "Repayments of long-term borrowings."

(3) Explanation Regarding Future Forecast Information Including Forecast of Consolidated Financial Results There are no revisions to the forecast for the consolidated financial results for the fiscal year ending March 31, 2026 announced on May 14, 2025.

## 2. Consolidated Financial Statements and Notes

## (1) Consolidated Balance Sheets

		(Unit: Thousands of yen
	As of March 31, 2025	As of September 30, 2025
Assets		
Current assets		
Cash and deposits	10,724,275	11,532,012
Notes and accounts receivable - trade, and	7,121,580	7,300,181
contract assets		
Inventories	5,464	8,157
Other	442,111	385,551
Allowance for doubtful accounts	(4,467)	(4,738)
Total current assets	18,288,963	19,221,164
Non-current assets		
Property, plant and equipment	327,835	360,763
Intangible assets	230,582	205,495
Investments and other assets		
Other	1,037,323	1,082,550
Allowance for doubtful accounts	(6,313)	(6,313
Total investments and other assets	1,031,009	1,076,236
Total non-current assets	1,589,427	1,642,496
Total assets	19,878,390	20,863,661
Liabilities		
Current liabilities		
Short-term borrowings	36,000	36,000
Current portion of long-term borrowings	253,132	219,992
Accounts payable - other	2,267,327	2,678,724
Income taxes payable	487,402	693,184
Asset retirement obligations	16,175	10,653
Provision for bonuses	292,659	317,247
Provision for bonuses for directors (and other officers)	-	5,835
Provision for loss on orders received	-	32,773
Other	1,000,497	1,530,150
Total current liabilities	4,353,194	5,524,560
Non-current liabilities		
Long-term borrowings	400,032	300,036
Asset retirement obligations	146,357	149,524
Other	65,905	66,107
Total non-current liabilities	612,295	515,667
Total liabilities	4,965,490	6,040,228
Net assets		
Shareholders' equity		
Share capital	412,348	418,318
Capital surplus	253,642	259,612
Retained earnings	14,490,479	14,390,334
Treasury shares	(443,771)	(443,771
Total shareholders' equity	14,712,698	14,624,493
Accumulated other comprehensive income		
Valuation difference on available-for-sale	10.155	20.200
securities	43,455	38,290
Total accumulated other comprehensive income	43,455	38,290
Share acquisition rights	59,103	52,997
	97,642	107,651
Non-controlling interests		
Non-controlling interests  Total net assets	14,912,900	14,823,433

## (2) Consolidated Statements of Income and Statements of Comprehensive Income Consolidated Statements of Income

	First half ended September 30, 2024 (April 1, 2024 - September 30, 2024)	First half ended September 30, 2025 (April 1, 2025 - September 30, 2025)
Net sales	20,463,832	21,639,911
Cost of sales	16,478,224	16,929,905
Gross profit	3,985,607	4,710,006
Selling, general and administrative expenses	2,797,357	2,771,494
Operating profit	1,188,250	1,938,511
Non-operating income		
Interest income	965	10,418
Dividend income	709	968
Other	4,819	2,955
Total non-operating income	6,494	14,342
Non-operating expenses		
Interest expenses	3,292	2,609
Other	37	1,860
Total non-operating expenses	3,329	4,469
Ordinary profit	1,191,414	1,948,384
Profit before income taxes	1,191,414	1,948,384
Income taxes - current	392,800	618,906
Income taxes - deferred	(9,165)	(4,988)
Total income taxes	383,635	613,918
Profit	807,779	1,334,466
Profit attributable to non-controlling interests	7,242	10,009
Profit attributable to owners of parent	800,536	1,324,456

(Unit:	Thousands	s of yen)

	First half ended September 30, 2024 (April 1, 2024 - September 30, 2024)	First half ended September 30, 2025 (April 1, 2025 - September 30, 2025)
Profit	807,779	1,334,466
Other comprehensive income		
Valuation difference on available-for-sale securities	7,033	(5,165)
Total other comprehensive income	7,033	(5,165)
Comprehensive income	814,812	1,329,301
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	807,570	1,319,291
Comprehensive income attributable to non- controlling interests	7,242	10,009

	First half ended September 30, 2024	First half ended September 30, 2025
	(April 1, 2024 - September 30, 2024)	-
Cash flows from operating activities		
Profit before income taxes	1,191,414	1,948,384
Depreciation	136,082	97,376
Increase (decrease) in allowance for doubtful accounts	(2,732)	270
Increase (decrease) in provision for bonuses	(14,156)	24,587
Increase (decrease) in retirement benefit liability	(226)	-
Increase (decrease) in provision for loss on orders received	-	32,773
Interest and dividend income	(1,674)	(11,386)
Interest expenses	3,292	2,609
Decrease (increase) in trade receivables and contract assets	2,075,510	(178,601)
Decrease (increase) in inventories	9,239	(2,692)
Increase (decrease) in advances received	2,907	5,164
Increase (decrease) in accounts payable - other	(714,813)	399,130
Increase (decrease) in accrued expenses	18,218	97,854
Increase (decrease) in accrued consumption taxes	222,947	338,972
Increase (decrease) in contract liabilities	(56,785)	2,330
Other, net	(691,707)	172,195
Subtotal	2,177,516	2,928,968
Interest and dividends received	1,674	11,386
Interest paid	(3,151)	(2,432)
Income taxes paid	(100,431)	(428,639)
Income taxes refund	209,561	133
Net cash provided by (used in) operating activities	2,285,170	2,509,417
Cash flows from investing activities		
Purchase of property, plant and equipment	(34,247)	(85,827)
Purchase of intangible assets	(12,996)	(3,826)
Purchase of investment securities	(1,500)	(1,720)
Payments for asset retirement obligations	(6,192)	(8,452)
Payments of leasehold and guarantee deposits	(39,327)	(63,708)
Proceeds from refund of leasehold and guarantee deposits	26,247	19,552
Other, net	-	264
Net cash provided by (used in) investing activities	(68,016)	(143,718)
Cash flows from financing activities		
Repayments of long-term borrowings	(170,036)	(133,136)
Redemption of bonds	(10,000)	-
Dividends paid	(1,423,397)	(1,424,830)
Other, net	(15)	5
Net cash provided by (used in) financing activities		(1,557,961)
Net increase (decrease) in cash and cash equivalents	613,703	807,737
Cash and cash equivalents at beginning of period	9,928,521	10,724,275
Cash and cash equivalents at end of period	10,542,225	11,532,012

### (4) Notes to Consolidated Financial Statements

(Notes Relating to Going Concern Assumption)
None applicable.

(Notes on Significant Changes in Shareholders' Equity) None applicable.

(Notes on Segment Information)

[Segment information]

- I For the first half ended September 30, 2024 (April 1, 2024 September 30, 2024)
- 1. Information about sales and income (loss) by reporting segment and information on breakdown of revenues

(Unit: Thousands of yen)

	Clerical human resource services business	Reporting segments  Manufacturing human resource services business	Total	Other <sup>(Note 1)</sup>	Amount on the consolidated statement of income <sup>(Note 2)</sup>
Net sales					
Dispatch of workers	8,412,973	3,443,883	11,856,857	_	11,856,857
Undertaking of tasks	8,376,683	_	8,376,683	144,538	8,521,221
Dispatch of workers to be employed as full-time employees	8,743	_	8,743	_	8,743
Introduction of workers	42,486	34,523	77,009	_	77,009
Revenues from contracts with customers	16,840,887	3,478,407	20,319,294	144,538	20,463,832
To outside customers	16,840,887	3,478,407	20,319,294	144,538	20,463,832
Intersegment sales and transfers	_	Ι	Ι	Ι	ı
Total	16,840,887	3,478,407	20,319,294	144,538	20,463,832
Segment income	1,056,419	112,958	1,169,378	18,871	1,188,250

Notes: 1. "Other" is the automobile management business of Tokyo Vehicle Management Co., Ltd., which is not a reporting segment.

<sup>2.</sup> The segment income matches operating profit on the consolidated statement of income.

<sup>2.</sup> Information on impairment loss, goodwill, etc., in non-current assets by reporting segment None applicable.

- II For the first half ended September 30, 2025 (April 1, 2025 September 30, 2025)
- 1. Information about sales and income (loss) by reporting segment and information on breakdown of revenues

(Unit: Thousands of yen)

	Reporting segments			,	Amount on the
	Clerical human resource services business	Manufacturing human resource services business	Total	Other <sup>(Note 1)</sup>	consolidated statement of income <sup>(Note 2)</sup>
Net sales					
Dispatch of workers	8,894,211	4,013,421	12,907,633	_	12,907,633
Undertaking of tasks	8,447,450	36,582	8,484,033	129,521	8,613,554
Dispatch of workers to be employed as full-time employees	11,554	_	11,554	_	11,554
Introduction of workers	45,248	61,920	107,169	_	107,169
Revenues from contracts with customers	17,398,465	4,111,925	21,510,390	129,521	21,639,911
To outside customers	17,398,465	4,111,925	21,510,390	129,521	21,639,911
Intersegment sales and transfers					
Total	17,398,465	4,111,925	21,510,390	129,521	21,639,911
Segment income	1,765,203	158,677	1,923,881	14,630	1,938,511

Notes: 1. "Other" is the automobile management business of Tokyo Vehicle Management Co., Ltd., which is not a reporting segment.

<sup>2.</sup> The segment income matches operating profit on the consolidated statement of income.

<sup>2.</sup> Information on impairment loss, goodwill, etc., in non-current assets by reporting segment None applicable.