

Summary of Financial Results



Overall summary

The core Human Resources and Education Business made contribution to growth as some segments performed better than others. Sales and profits increased YoY. Sales were below the plan but profits were higher. Sales and profits were above the plan in the Human Resources and Education Business but sales were below the plan in the Real Estate Business because the sale of some properties were pushed back to later in 2025.

Human Resources and Education Business Sales and profits were up YoY and higher than planned.

In the Manufacturing HR Business, performance remained steady in the semiconductor sector mainly for AI. Profits increased YoY and were above the plan. The main reasons are the end of temporary expenses incurred in the first quarter of 2024 for shifting people to different job categories and an increase in recruiting efficiency.

In the Services HR Business, sales increased due to the strong performance of the logistics sector, including e-commerce and Yamato Staff Supply. Although upfront investments for the new World Holdings warehouse to start operating in September 2025 brought down profits, sales and profits were above the plan.

Real Estate Business Sales and profits increased significantly YoY. In addition to an increase in the number of projects compared to 1Q 2024, the main reasons include higher real estate prices, the use of accurate marketing activities to sell properties with the best timing, and lower than expected expenses.

Information and Telecommunications

Sales were lower than planned because the sale of BIZIA KOKURA and other properties were pushed back to later in 2025. Profits were as planned as many highly profitable properties were sold in the first quarter and expenses were below the plan. No change in the 2025 plan for sales and profits.

Agricultural
Park Business

Business

Sales and profits increased YoY and exceeded the plan. Profitability improved at all mobile phone shops due to the use of a scrap-and-build approach. Strengthened marketing activities raised the number of phones sold. Strong performances of the corporate solutions and call center categories also contributed to sales and profits growth.

In February, the number of visitors decreased from one year earlier when the weather was mild. This year, cold weather and heavy snow forced some parks to close on weekends and caused other problems. Despite these challenges, sales increased YoY due to the addition of the new facility and higher sales per visitor resulting from major renovations and other improvements at directly operated locations and upgrades to park appearance and attractions. Profits were held down by a higher cost of sales and selling expenses, but were generally in line with the plan.

Overview of Business Results



- The core Human Resources and Education Business made contribution to growth as some segments performed better than others. In the Manufacturing HR Business, performance remained steady in the semiconductor sector. The Real Estate Business also contributed to earnings steadily due to an increase in the number of projects compared to 1Q 2024.
- Sales and profits increased YoY. Sales were lower than planned but profits were higher. In the Human Resources and Education Business, sales and profits were above the plan. In the Real Estate Business, sales were below the plan as sales of some properties were pushed back to later in 2025 but profits were as planned due in part to lower than planned selling and other expenses.

	FY2024 1Q	FY2025 1Q	FY2025 1Q	Agains	st plan	YoY	
(Million yen)	Actual	Plan	Actual	Change	Pct. change	Change	Pct. change
Net sales	54,821	68,526	63,493	-5,032	-7.3%	8,672	15.8%
Operating profit	636	1,908	2,499	590	31.0%	1,863	292.8%
Ordinary profit	605	1,748	2,408	660	37.8%	1,803	298.0%
Profit attributable to owners of parent	-121	771	1,207	436	56.4%	1,329	-
EBITDA*	1,158	-	3,011	-	-	1,853	160.0%
Depreciation	250	-	241	-	-	-9	-3.9%
Amortization of goodwill	270	-	270	-	-	-0	-0.1%

^{*} EBITDA = Operating profit + Depreciation + Amortization of goodwill



Overview of Business Results by Segment (1)



	Million yen)		FY2024 1Q	FY2025 1Q	FY2025 1Q	Against plan		YoY	
(Million			Actual	Plan	Actual	Change	Pct. change	Change	Pct. change
Н	Human Resources and Education Business	Net sales	44,114	44,877	47,339	2,461	5.5%	3,224	7.3%
ar		Segment profit	367	285	854	568	198.8%	487	132.7%
В		Profit margin	0.8%	0.6%	1.8%				
	Manufacturing	Net sales	25,658	26,221	28,135	1,914	7.3%	2,477	9.7%
	Human Resources Business	Segment profit	248	370	750	380	102.9%	502	202.6%
		Profit margin	1.0%	1.4%	2.7%				
	Services	Net sales	18,456	18,655	19,203	547	2.9%	747	4.0%
	Human Resources Business	Segment profit	118	-84	103	187	-	-15	-13.1%
		Profit margin	0.6%	-	0.5%				
		Net sales	7,768	20,366	12,522	-7,844	-38.5%	4,753	61.2%
	Real Estate Business	Segment profit	491	1,598	1,507	-90	-5.7%	1,016	206.8%
		Profit margin	6.3%	7.9%	12.0%				
In	formation and	Net sales	2,018	2,215	2,528	313	14.1%	510	25.3%
Te	Telecommunications Business	Segment profit	-42	17	90	73	422.4%	133	-
В		Profit margin	-	0.8%	3.6%				
		Net sales	919	1,066	1,103	36	3.5%	184	20.0%
	gricultural ark Business	Segment profit	-114	-117	-117	0	-	-2	-
	3.11. 2.3.11000	Profit margin	-	-	-				
		Net sales	54,821	68,526	63,493	-5,032	-7.3%	8,672	15.8%
To	Total	Elimination or corporate	-64	124	164	39	32.0%	228	-
, ,		Operating profit	636	1,908	2,499	590	31.0%	1,863	292.8%
		Profit margin	1.2%	2.8%	3.9%				

Overview of Business Results by Segment (2)

YoY

15.8%

Against plan

-7.3%



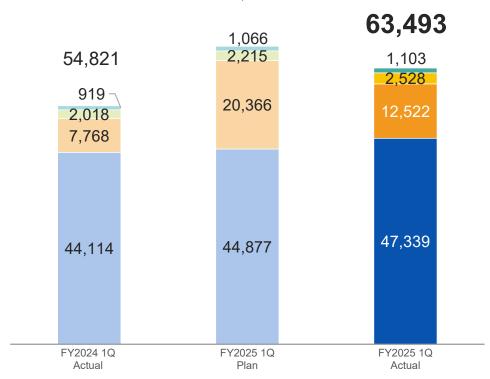
Net sales (Million yen)

- Information and Telecommunications Business
- Real Estate Business

Agricultural Park Business

■ Human Resources and Education Business

68,526

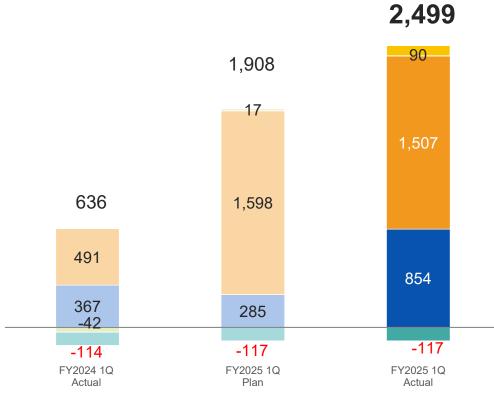


Segment profit (Million yen)



- Information and Telecommunications Business
- Real Estate Business
- Human Resources and Education Business





^{*}Total operating profit includes adjustments.

