

Summary of Financial Results



Overall summary

Human Resources and Education Business

Real Estate Business

Information and Telecommunications Business

Agricultural Park Business

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 2Q 2024. As a result, sales and profits increased YoY and exceeded the plan.

Sales and profits were up YoY and higher than planned.

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

In the Services HR Business, sales and profits increased and exceeded the plan due to the strong performance of the logistics sector, including e-commerce and Yamato Staff Supply.

Sales and profits increased significantly YoY. In addition to an increase in the number of projects compared to 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.

Sales were lower than planned because the sale of BIZIA KOKURA and other properties were pushed back to the second half of 2025. But profits were higher than planned as expenses were below the plan.

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.

Heavy snowfall in February and unfavorable weather during the peak season from April to May led to a decline in visitor numbers, making it a particularly challenging period. Sales were below the plan but 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. Profit was lower than planned due to rising costs and other factors, in addition to a decline in visitor numbers.

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 2Q 2024. As a result, sales and profits increased YoY.
- Sales were largely in line with the plan and profits were higher than planned. In the Real Estate Business, although some real estate projects were pushed back to later in 2025, the Human Resources and Education Business exceeded expectations, keeping overall sales roughly in line with projections. Profits were higher than planned due to the strong performance of the Human Resources and Education Business and the Real Estate Business.

	EV2024.20	FY2025 2Q	FY2025 2Q				
	FY2024 2Q			Against plan		YoY	
(Million yen)	Actual	Plan	Actual	Change	Pct. change	Change	Pct. change
Net sales	110,805	130,628	131,785	1,157	0.9%	20,979	18.9%
Operating profit	2,358	3,543	4,975	1,432	40.4%	2,617	111.0%
Ordinary profit	2,381	3,183	4,824	1,641	51.6%	2,443	102.6%
Profit attributable to owners of parent	737	1,555	2,650	1,095	70.3%	1,912	259.2%
EBITDA*	3,401	-	6,009	-	-	2,607	76.7%
Depreciation	501	-	493	-	-	-9	-1.8%
Amortization of goodwill	541	-	540	-	-	0	-0.1%

Overview of Business Results by Segment (1)



Million yen)		FY2024 2Q FY2025 2Q FY202		FY2025 2Q	Against plan		YoY	
		Actual	Plan	Actual	Change	Pct. change	Change	Pct. change
Human Resources and Education Business	Net sales	90,092	93,913	98,995	5,082	5.4%	8,902	9.9%
	Segment profit	1,721	1,359	2,400	1,040	76.5%	679	39.5%
	Profit margin	1.9%	1.4%	2.4%				
Manufacturing Human Resources Business	Net sales	53,121	55,284	58,395	3,111	5.6%	5,274	9.9%
	Segment profit	1,175	1,005	1,715	710	70.6%	540	45.9%
	Profit margin	2.2%	1.8%	2.9%				
Services Human Resources Business	Net sales	36,971	38,628	40,599	1,970	5.1%	3,628	9.8%
	Segment profit	545	354	684	330	93.1%	139	25.5%
	Profit margin	1.5%	0.9%	1.7%				
Real Estate Business	Net sales	13,634	29,186	24,803	-4,382	-15.0%	11,169	81.9%
	Segment profit	308	1,709	2,089	380	22.3%	1,781	578.4%
Dusiness	Profit margin	2.3%	5.9%	8.4%				
Information and Telecommunications Business	Net sales	4,353	4,624	5,115	490	10.6%	762	17.5%
	Segment profit	97	107	197	90	83.8%	100	102.6%
	Profit margin	2.2%	2.3%	3.9%				
Agricultural Park Business	Net sales	2,724	2,904	2,871	-33	-1.1%	146	5.4%
	Segment profit	171	153	61	-91	-59.6%	-109	-63.9%
	Profit margin	6.3%	5.3%	2.2%				
Total	Net sales	110,805	130,628	131,785	1,157	0.9%	20,979	18.9%
	Elimination or corporate	60	213	226	13	6.2%	166	276.9%
	Operating profit	2,358	3,543	4,975	1,432	40.4%	2,617	111.0%
	Profit margin	2.1%	2.7%	3.8%				

4

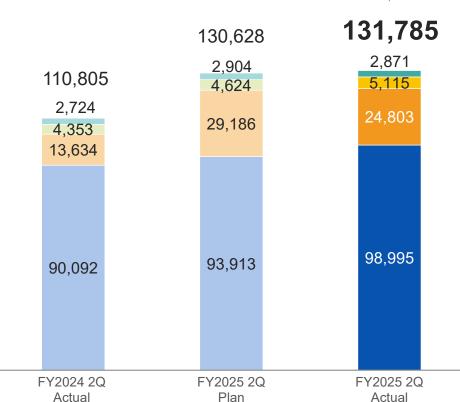
Overview of Business Results by Segment (2)



Net sales (Million yen)

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





Segment profit (Million yen)

- Agricultural Park Business
- Information and Telecommunications Business

3,543

153

107

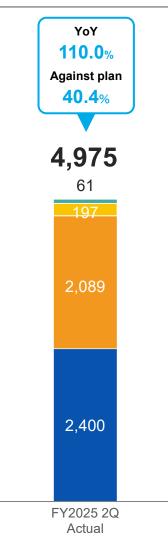
1,709

1,359

FY2025 2Q

Plan

- Real Estate Business
- Human Resources and Education Business



2,358 171

> 97 308

1,721

FY2024 2Q

Actual



^{*}Total operating profit includes adjustments.