

**Consolidated Financial Results**  
**for the Three Months Ended March 31, 2025**  
**[Japanese GAAP]**



May 14, 2025

Company name: JAC Recruitment Co., Ltd.  
 Stock exchange listing: Tokyo Stock Exchange  
 Code number: 2124  
 URL: <https://corp.jac-recruitment.jp/en>  
 Representative: Hiromi Tazaki, Co-Founder, Executive Director, Chairman & CEO  
 Inquiries: Toshihiko Okino, Executive Director, Head of Administration & CFO  
 Phone: +81-3-5259-6926  
 Scheduled date of commencing dividend payments: -  
 Availability of supplementary briefing material on financial results: Available

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

**1. Consolidated Financial Results for the Three Months Ended March 31, 2025 (January 1, 2025 to March 31, 2025)**

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

	Net Sales		Operating Income		Ordinary Income		Profit Attributable to Owners of Parent	
	million yen	%	million yen	%	million yen	%	million yen	%
Three months ended March 31, 2025	11,793	23.5	3,411	54.2	3,424	54.3	2,337	55.7
March 31, 2024	9,547	9.2	2,212	2.6	2,218	2.2	1,501	1.1

(Note) Comprehensive income: Three months ended March 31, 2025: ¥2,291 million [46.4%]

Three months ended March 31, 2024: ¥1,565 million [2.7%]

	Earnings Per Share	Diluted Earnings Per Share
	yen	yen
Three months ended March 31, 2025	14.78	—
March 31, 2024	9.41	—

(Note) Diluted earnings per share are not presented as there were no dilutive shares.

## (2) Consolidated Financial Position

	Total Assets	Net Assets	Equity Ratio
	million yen	million yen	%
As of March 31, 2025	22,279	16,489	74.0
December 31, 2024	26,013	18,095	69.6

(Reference) Equity: As of March 31, 2025: ¥16,489 million

As of December 31, 2024: ¥18,095 million

**2. Dividends**

	Annual Dividends				
	1st Quarter-end	2nd Quarter-end	3rd Quarter-end	Year-end	Total
	yen	yen	yen	yen	yen
Fiscal year ended December 31, 2024	—	0.00	—	26.00	26.00
Fiscal year ending December 31, 2025	—				
Fiscal year ending December 31, 2025 (Forecast)		0.00	—	32.00	32.00

(Note) Revision to the forecast for dividends announced most recently: None

**3. Consolidated Financial Results Forecast for the Fiscal Year Ending December 31, 2025 (January 1, 2025 to December 31, 2025)**

(% indicates changes from the previous corresponding period.)

	Net Sales		Operating Income		Ordinary Income		Profit Before Income Taxes		Profit Attributable to Owners of Parent		Earnings Per Share
	million yen	%	million yen	%	million yen	%	million yen	%	million yen	%	yen
First half (Cumulative)	21,800	14.2	4,700	7.8	4,700	7.8	4,700	9.9	3,300	14.9	20.82
Full year	44,900	14.7	10,000	10.0	10,000	9.6	10,000	19.8	7,000	24.8	44.11

(Note) Revision to the financial results forecast announced most recently: None

**\*Notes:**

- (1) Significant changes in the scope of consolidation during the three months ended March 31, 2025: None

New: –

Excluded: –

- (2) Adoption of accounting treatment specific to the preparation of quarterly consolidated financial statements: Yes

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

1) Changes in accounting policies due to the revision of accounting standards: Yes

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

3) Changes in accounting estimates: None

4) Retrospective restatement: None

For details, please refer to “2. Quarterly Consolidated Financial Statements and Principal Notes, (3) Notes to Quarterly Consolidated Financial Statements (Changes in accounting policies)” on page 8 of the attachment.

- (4) Total number of issued shares (common shares)

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

As of March 31, 2025: 165,557,200 shares

As of December 31, 2024: 165,557,200 shares

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

As of March 31, 2025: 6,859,118 shares

As of December 31, 2024: 7,423,728 shares

- 3) Average number of shares during the period:

Three months ended March 31, 2025: 158,186,601 shares

Three months ended March 31, 2024: 159,599,043 shares

\*Review of the Japanese-language originals of the attached quarterly consolidated financial statements by a certified public accountant or an audit firm: Yes (voluntary)

**\*Disclaimer Regarding the Use of the Financial Results Forecast and Other Special Notes**

The financial results forecast and other forward-looking statements in this document are based on information currently available and certain assumptions the Company deems to be reasonable. Actual results may differ significantly from these forecasts due to a variety of factors. For the assumptions used for the financial results forecasts and the notes regarding the use thereof, please refer to “(3) Explanation of Consolidated Financial Results Forecast and Other Forward-looking Information” on page 3 of the attachment.

We will post supplementary briefing materials for quarterly financial results on our website immediately after disclosing these consolidated financial results.

Table of Contents - Attachments

1. Qualitative Information on Quarterly Financial Results .....	2
(1) Explanation of Operating Results .....	2
(2) Explanation of Financial Position .....	3
(3) Explanation of Consolidated Financial Results Forecast and Other Forward-looking Information ..	3
2. Quarterly Consolidated Financial Statements and Principal Notes .....	4
(1) Quarterly Consolidated Balance Sheets .....	4
(2) Quarterly Consolidated Statements of Income and Comprehensive Income .....	6
Quarterly Consolidated Statements of Income .....	6
Quarterly Consolidated Statements of Comprehensive Income .....	7
(3) Notes to Quarterly Consolidated Financial Statements .....	8
(Notes on going concern assumption) .....	8
(Notes in case of significant changes in shareholders' equity) .....	8
(Accounting methods adopted particularly for the preparation of quarterly consolidated financial statements) .....	8
(Changes in accounting policies) .....	8
(Segment information, etc.) .....	8
(Notes on statements of cash flows) .....	9

## 1. Qualitative Information on Quarterly Financial Results

### (1) Explanation of Operating Results

During the three months ended March 31, 2025, the Bank of Japan's Tankan Survey released in March indicated widespread caution about Japan's economic outlook, amid concerns over intensifying U.S. tariffs, rising interest rates, the yen's appreciation, and rising prices. Entering April, the government's Monthly Economic Report also revised its overall assessment from the previous month's "The economy is gradually recovering, despite lingering signs of stagnation in some areas" to "While the economy is gradually recovering, uncertainties remain due to U.S. trade policies and other factors," further underscoring heightened concerns over unpredictable U.S. trade policies.

Under these circumstances, in the Domestic Recruitment Business, which accounts for about 90% of the Company's consolidated net sales, while we closely monitor changes in job market trends, they have had almost no impact on our net sales. In addition, unlike the same period last year, we have not observed any slowdown in the mobility of job seekers due to wage-increase expectations, and recruitment activity among middle- and high-class human resources, the core target of our business, remained robust. As a result, during the three months ended March 31, 2025, our consolidated net sales showed significant year-on-year growth, surpassing our initial forecasts and continuing the positive momentum from the fourth quarter of the previous fiscal year.

This fiscal year, while continuing to carefully monitor market conditions, the Domestic Recruitment Business is enhancing its organizational structure by focusing more strongly on high-salary segments, our primary target, through initiatives such as strengthening executive search across all industries, concentrating on specialist roles within the financial sector, and actively introducing sustainability professionals, whose demand is growing across various industries. At the same time, we are expanding our regional presence, including opening a new office in Hokkaido this May. To strengthen human capital, we plan to add approximately 270 consultants this fiscal year, including about 150 new graduates. Meanwhile, we aim to maintain productivity by strengthening training for junior-level consultants and increasing the number of Human Resource Business Partners (HRBP) mainly responsible for on-the-job training (OJT) functions. Concurrently, we are revising our compensation and education systems to align with different management layers, building a more robust organization aimed at improving both quality and scale. In addition, we are actively enhancing our disclosure of human capital information, having obtained certification under the "Guidelines for internal and external human capital reporting (ISO 30414)" in March.

Regarding the Overseas Business, the market conditions remain difficult, especially in Asia. In response, we are promoting Global Account Management through coordination between the Company and its subsidiaries in each country. At the same time, we have dispatched our sales directors to overseas locations to explore recruitment opportunities within Japanese companies with strong hiring needs, while also intensifying retraining efforts for local consultants.

In the Domestic Job Offer Advertising Business, we expand sales and profits by strengthening cooperating with the Company to increase job postings and job seeker registrations while focusing on sales activities for direct recruiting by client companies.

With regard to selling, general and administrative expenses, based on this fiscal year's group goal of "Maximum Growth with Minimum Cost," we are conducting business process re-engineering (BPR) across the entire group to enhance efficiency in middle and back-office operations and review overall costs. Moreover, for upfront investments, such as those in information systems, we are working to improve profitability by strengthening our ROI management aimed at reducing various costs to gross profit.

As a result, for the three months ended March 31, 2025, net sales reached ¥11,793 million (up 23.5% year on year). By segment, the Domestic Recruitment Business, the Domestic Job Offer Advertising Business, and the Overseas Business had net sales of ¥10,740 million (up 26.2% year on year), ¥98 million (up 9.6% year on year), and ¥955 million (up 0.9% year on year), respectively.

In terms of profit, operating income was ¥3,411 million (up 54.2% year on year), ordinary income was ¥3,424 million (up 54.3% year on year), and profit attributable to owners of parent was ¥2,337 million (up 55.7% year on year). By segment, the Domestic Recruitment Business posted ¥3,341 million in profit (up 53.6% year on year), the Domestic Job Offer Advertising Business posted ¥21 million in profit (up 158.3% year on year), and the Overseas Business posted ¥60 million in profit (up 110.1% year on year).

The following is the sales performance by segment for the three months ended March 31, 2025:

Segment	Net sales (Million yen)	Year-on-year comparison (%)
Domestic Recruitment Business	10,740	126.2
Domestic Job Offer Advertising Business	98	109.6
Overseas Business	955	100.9
Total	11,793	123.5

(Note) Intersegment transactions were eliminated.

The following is the sales performance by segment and industry:

Segment/industry	Net sales (Million yen)	Year-on-year comparison (%)
1. Domestic Recruitment Business		
Electrical, machinery, chemical	3,922	118.9
Consumer goods, services	2,368	130.8
Medical, healthcare	1,801	147.9
IT, telecom	1,454	139.6
Consulting	450	67.5
Financial services	723	160.9
Other	18	74.7
Domestic Recruitment Business Total	10,740	126.2
2. Domestic Job Offer Advertising Business		
Domestic Job Offer Advertising Business Total	98	109.6
3. Overseas Business		
Overseas Business Total	955	100.9
Total	11,793	123.5

(Note) Intersegment transactions were eliminated.

## (2) Explanation of Financial Position

Total assets at the end of the first quarter ended March 31, 2025 decreased by ¥3,733 million from the end of the previous fiscal year to ¥22,279 million. Cash and deposits decreased by ¥4,400 million as a result of dividend payments and deferred tax assets decreased by ¥547 million, although accounts receivable - trade increased by ¥707 million.

Liabilities decreased by ¥2,127 million from the end of the previous fiscal year to ¥5,789 million. Accrued expenses decreased by ¥2,409 million and income taxes payable decreased by ¥1,277 million, although provision for bonuses increased by ¥1,152 million.

Net assets decreased by ¥1,605 million from the end of the previous fiscal year to ¥16,489 million, and the equity ratio came out to be 74.0%. The Company posted profit attributable to owners of parent of ¥2,337 million, but paid dividends of surplus totaling ¥4,151 million.

## (3) Explanation of Consolidated Financial Results Forecast and Other Forward-looking Information

Regarding the Group's consolidated financial results forecast for the six months ending June 30, 2025, and the fiscal year ending December 31, 2025, there is no change from the consolidated financial results forecast released on February 12, 2025.

## 2. Quarterly Consolidated Financial Statements and Principal Notes

## (1) Quarterly Consolidated Balance Sheets

(Million yen)

	As of December 31, 2024	As of March 31, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	19,051	14,651
Accounts receivable - trade	2,685	3,393
Supplies	3	1
Prepaid expenses	459	918
Other	161	148
Allowance for doubtful accounts	(11)	(10)
Total current assets	22,349	19,103
Non-current assets		
Property, plant and equipment		
Buildings	537	536
Accumulated depreciation	(273)	(282)
Buildings, net	264	253
Machinery and equipment	85	85
Accumulated depreciation	(56)	(58)
Machinery and equipment, net	29	27
Vehicles	0	0
Accumulated depreciation	(0)	(0)
Vehicles, net	—	—
Tools, furniture and fixtures	456	455
Accumulated depreciation	(319)	(328)
Tools, furniture and fixtures, net	137	127
Leased assets	4	4
Accumulated depreciation	(3)	(3)
Leased assets, net	0	0
Construction in progress	0	0
Other	208	197
Accumulated depreciation	(121)	(97)
Other, net	86	99
Total property, plant and equipment	518	508
Intangible assets		
Goodwill	113	107
Software	470	427
Software in progress	251	306
Total intangible assets	834	841
Investments and other assets		
Investment securities	0	0
Investments in capital	0	0
Lease and guarantee deposits	1,055	1,119
Claims provable in bankruptcy, claims provable in rehabilitation and other	10	10
Long-term prepaid expenses	23	22
Deferred tax assets	1,237	690
Long-term accounts receivable - other	0	0
Allowance for doubtful accounts	(17)	(17)
Total investments and other assets	2,309	1,825
Total non-current assets	3,663	3,175
Total assets	26,013	22,279

(Million yen)

	As of December 31, 2024	As of March 31, 2025
<b>Liabilities</b>		
Current liabilities		
Lease obligations	0	0
Accounts payable - other	666	698
Accrued expenses	3,229	820
Income taxes payable	2,028	751
Accrued consumption taxes	832	910
Deposits received	381	855
Unearned revenue	40	61
Provision for bonuses	—	1,152
Provision for bonuses for directors (and other officers)	99	54
Provision for stocks payment	218	71
Refund liabilities	58	68
Other	169	173
Total current liabilities	7,726	5,619
Non-current liabilities		
Deferred tax liabilities	1	3
Other	189	167
Total non-current liabilities	191	170
Total liabilities	7,917	5,789
<b>Net assets</b>		
Shareholders' equity		
Capital stock	672	672
Capital surplus	1,540	1,543
Retained earnings	19,698	17,886
Treasury shares	(4,210)	(3,961)
Total shareholders' equity	17,700	16,140
Accumulated other comprehensive income		
Foreign currency translation adjustment	394	349
Total accumulated other comprehensive income	394	349
Total net assets	18,095	16,489
Total liabilities and net assets	26,013	22,279

(2) Quarterly Consolidated Statements of Income and Comprehensive Income  
Quarterly Consolidated Statements of Income  
Three Months Ended March 31

(Million yen)

	For the three months ended March 31, 2024	For the three months ended March 31, 2025
Net sales	9,547	11,793
Cost of sales	731	855
Gross profit	8,815	10,938
Selling, general and administrative expenses		
Remuneration for directors (and other officers)	172	154
Salaries and allowances	2,501	3,079
Legal welfare expenses	477	565
Retirement benefit expenses	124	123
Provision for bonuses	1,019	1,152
Provision for bonuses for directors (and other officers)	4	54
Provision for share awards	58	69
Provision of allowance for doubtful accounts	—	0
Rent expenses on land and buildings	338	375
Depreciation	145	93
Amortization of goodwill	30	5
Advertising expenses	562	681
Other	1,167	1,172
Total selling, general and administrative expenses	6,603	7,526
Operating income	2,212	3,411
Non-operating income		
Interest income	2	5
Foreign exchange gains	—	5
Reversal of allowance for doubtful accounts	8	0
Other	4	5
Total non-operating income	15	16
Non-operating expenses		
Interest expenses	5	4
Foreign exchange losses	3	—
Other	0	0
Total non-operating expenses	9	4
Ordinary income	2,218	3,424
Extraordinary losses		
Loss on retirement of non-current assets	5	0
Total extraordinary losses	5	0
Profit before income taxes	2,213	3,424
Income taxes - current	326	537
Income taxes - deferred	385	548
Total income taxes	711	1,086
Profit	1,501	2,337
Profit attributable to owners of parent	1,501	2,337



Quarterly Consolidated Statements of Comprehensive Income  
Three Months Ended March 31

(Million yen)

	For the three months ended March 31, 2024	For the three months ended March 31, 2025
Profit	1,501	2,337
Other comprehensive income		
Foreign currency translation adjustment	63	(45)
Total other comprehensive income	63	(45)
Comprehensive income	1,565	2,291
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,565	2,291
Comprehensive income attributable to non-controlling interests	—	—

## (3) Notes to Quarterly Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Notes in case of significant changes in shareholders' equity)

Not applicable.

(Accounting methods adopted particularly for the preparation of quarterly consolidated financial statements)

The Company calculates the tax expenses of some of its subsidiaries in the quarterly consolidated financial statements by reasonably estimating the effective tax rate after applying tax effect accounting to profit before income taxes for the fiscal year that includes the first quarter ended March 31, 2025, and by multiplying the profit before income taxes by the estimated effective tax rate.

(Changes in accounting policies)

(Application of the "Accounting Standard for Current Income Taxes, etc.")

The "Accounting Standard for Current Income Taxes, etc." (ASBJ Statement No. 27, October 28, 2022; hereinafter referred to as the "2022 Revised Accounting Standard") has been applied from the beginning of the first quarter ended March 31, 2025.

The revisions related to the categories for recording income taxes (taxation on other comprehensive income) follow the transitional treatments prescribed in the proviso of Paragraph 20-3 of the 2022 Revised Accounting Standard and the proviso of Paragraph 65-2 (2) of the "Guidance on Accounting Standard for Tax Effect Accounting" (ASBJ Guidance No. 28, October 28, 2022; hereinafter referred to as the "2022 Revised Guidance"). These changes have no impact on the quarterly consolidated financial statements.

(Segment information, etc.)

[Segment information]

For the three months ended March 31, 2024 (from January 1, 2024 to March 31, 2024)

1. Information on net sales and profit (loss) by reportable segment, and information on disaggregation of revenue

(Million yen)

	Reportable segment			Segment total	Adjustment	Total
	Domestic Recruitment Business	Domestic Job Offer Advertising Business	Overseas Business			
Net sales						
Goods transferred at a point in time	8,331	62	644	9,039	—	9,039
Goods transferred over time	180	25	301	508	—	508
Revenue from contracts with customers	8,512	89	946	9,547	—	9,547
Net sales to outside customers	8,512	89	946	9,547	—	9,547
Intersegment net sales or transfers	17	3	4	25	(25)	—
Total	8,529	92	950	9,573	(25)	9,547
Segment profit	2,176	8	28	2,213	—	2,213

(Notes) 1. Segment profit is consistent with the profit before income taxes in the quarterly consolidated statements of income.

2. The figures for the Domestic Recruitment Business reportable segment and the Overseas Business reportable segment include amortization of goodwill of ¥18 million and ¥11 million, respectively.

For the three months ended March 31, 2025 (from January 1, 2025 to March 31, 2025)

1. Information on net sales and profit (loss) by reportable segment, and information on disaggregation of revenue

(Million yen)

	Reportable segment			Segment total	Adjustment	Total
	Domestic Recruitment Business	Domestic Job Offer Advertising Business	Overseas Business			
Net sales						
Goods transferred at a point in time	10,469	91	602	11,164	—	11,164
Goods transferred over time	271	6	352	629	—	629
Revenue from contracts with customers	10,740	98	955	11,793	—	11,793
Net sales to outside customers	10,740	98	955	11,793	—	11,793
Intersegment net sales or transfers	5	11	4	20	(20)	—
Total	10,746	109	959	11,814	(20)	11,793
Segment profit	3,341	21	60	3,424	—	3,424

(Notes) 1. Segment profit is consistent with the profit before income taxes in the quarterly consolidated statements of income.

2. The figures for the Domestic Recruitment Business reportable segment include amortization of goodwill of ¥5 million.

(Notes on statements of cash flows)

The Company has not prepared quarterly consolidated statements of cash flows for the three months ended March 31, 2025. Depreciation (including amortization related to intangible assets excluding goodwill) and amortization of goodwill for the three months ended March 31 are as follows.

	Three months ended March 31, 2024	Three months ended March 31, 2025
Depreciation	¥145 million	¥93 million
Amortization of goodwill	¥30 million	¥5 million