Consolidated Financial Results for the 1st Half of FY2025

PERSOL HOLDINGS CO., LTD.

November 11, 2025

PERSOL HOLDINGS CO., LTD.

Held from 16:30 to 17:15 on Tuesday, November 11, 2025

Script of Financial Results Presentation for the First Half of FY2025

Highlights

1 Financial results for the 1st half of FY2025 were steady, with progress proceeding as planned. Full-year targets are expected to be achieved.

- 1st half revenue and profit increased, with record highs achieved in revenue and all-stage profits
- While a temporary PMI expenses related to M&A is expected in the 2nd half, it will be absorbed by overachieved performance in the 1st half. Adjusted EBITDA growth of 10% (86.5 billion yen) and full-year target of operating profit (66.0 billion yen) are expected to be achieved

2 Evolving into a Technology-driven HR service company

- Acquired shares in Gojob, an AI-driven staffing platform

3 Aiming for adjusted EBITDA growth of 10% in the next fiscal year and beyond

- By refining the business models of each segment to enhance profitability, sustaining 10% growth in adjusted EBITDA
- Promoting disciplined growth investment focused on capital efficiency, while maintaining a balance with shareholder returns

Notes regarding these materials

*1 FY2024 is the fiscal year ended March 31, 2025, and FY2025 is the fiscal year ending March 31, 2026.
*2 "Profit" indicates the amount of profit attributable to owners of parent.
*3 SBU: Strategic Business Unit, FU: Function Unit
*4 Figures for "1st half" are cumulative totals for Q1 and Q2 while those for Q2 are totals for the three months.

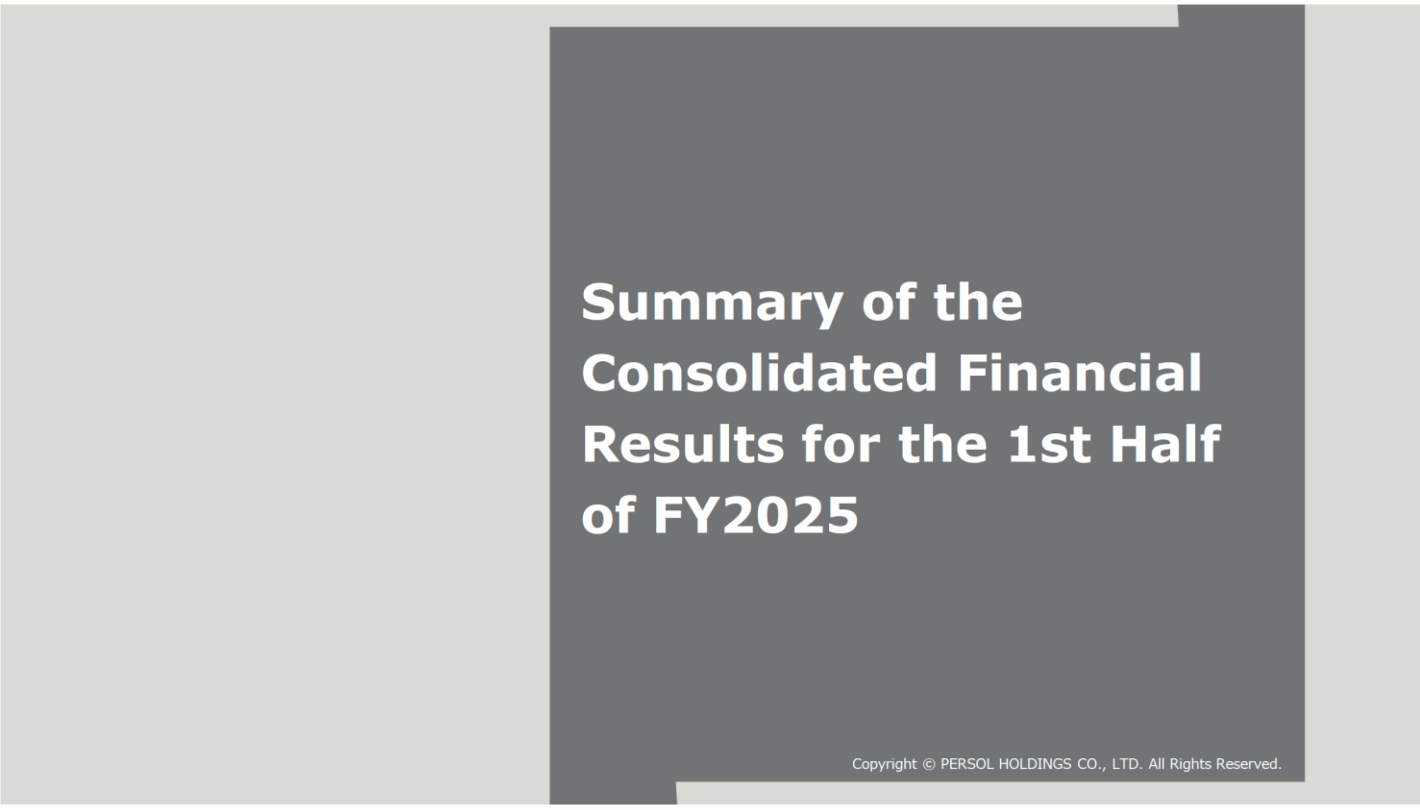
[President and CEO Wada]
Hello, I am Wada, CEO of PERSOL HOLDONGS. Thank you very much for joining us today.

Here are the three points I would like to share with you today.
First one is about our performance for the first half of FY2025.
The first 6-month performance in the year progressed as planned. We also expect to achieve our full-year plan. What is notable is that profits at all levels reached new records in the first half of the year. In the second half, we will incur certain M&A expenses, but taking these into account, we still expect to achieve a 10% increase in adjusted EBITDA to 86.5 billion yen.

The second point is the acquisition of Gojob shares on October 1st, which I will explain more later.

And here is the third point. I will briefly touch on plans for the next fiscal year and beyond. We want to achieve solid growth in the next fiscal year onwards, and we also strive to realize well-disciplined growth with a strong focus on capital efficiency while striking a fine balance with shareholder returns.

Now, Mr. Tokunaga, our CFO, will provide an overview of the financial results for the first half of the fiscal year. Mr. Tokunaga, over to you.



[CFO Tokunaga]

Hello, I am Tokunaga, CFO.

I will provide an overview of the consolidated financial results for the first half of the year, followed by an overview of the financial results and current status by SBU, and the interim dividend at the end.

FY2025 1H Summary (Consolidated)

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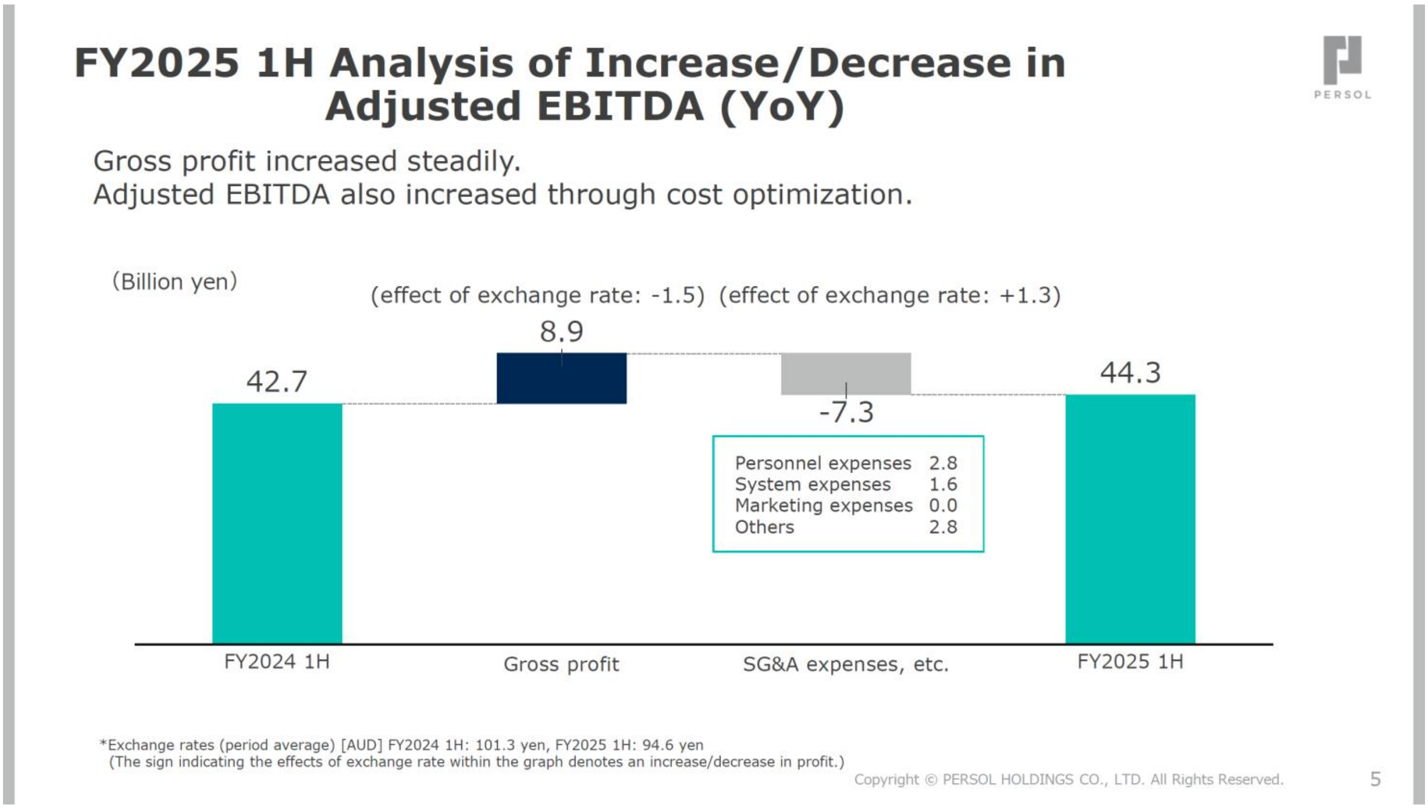
Revenue and all-stage profits increased year-on-year,
and are progressing steadily against the full-year forecasts.

(Million yen)	FY2024 1H results	**FY2025 1H results**	YoY	Full-year forecasts	Progress rate
Revenue	717,586	**752,741**	+4.9%	1,540,000	48.9%
Gross profit	165,762	**174,713**	+5.4%	-	-
Operating profit*1	32,102	**36,603**	+14.0%	66,000	55.5%
OP margin	4.5%	**4.9%**	+0.4pt	4.3%	-
Adjusted EBITDA	42,774	**44,347**	+3.7%	86,500	51.3%
Adjusted EBITDA margin	6.0%	**5.9%**	-0.1pt	5.6%	-
Profit*1, 2	21,381	**23,976**	+12.1%	41,000	58.5%
Adjusted profit*2	24,819	**24,926**	+0.4%	45,500	54.8%
EPS (Yen)*1, 2	9.56	**10.93**	+14.3%	18.37	59.5%
Adjusted EPS (Yen)*2	10.99	**11.23**	+2.2%	20.39	55.1%

*1 Recognized approx. 2.7 billion yen in gains from the sale of a certain business in FY2025 Q2
(These gains are included in operating profit, profit and EPS, but excluded from adjusted EBITDA, adjusted profit and adjusted EPS.)
*2 FY2024 Q1 results recorded corporation tax refund of 1.3 billion yen at Programmed in Australia.

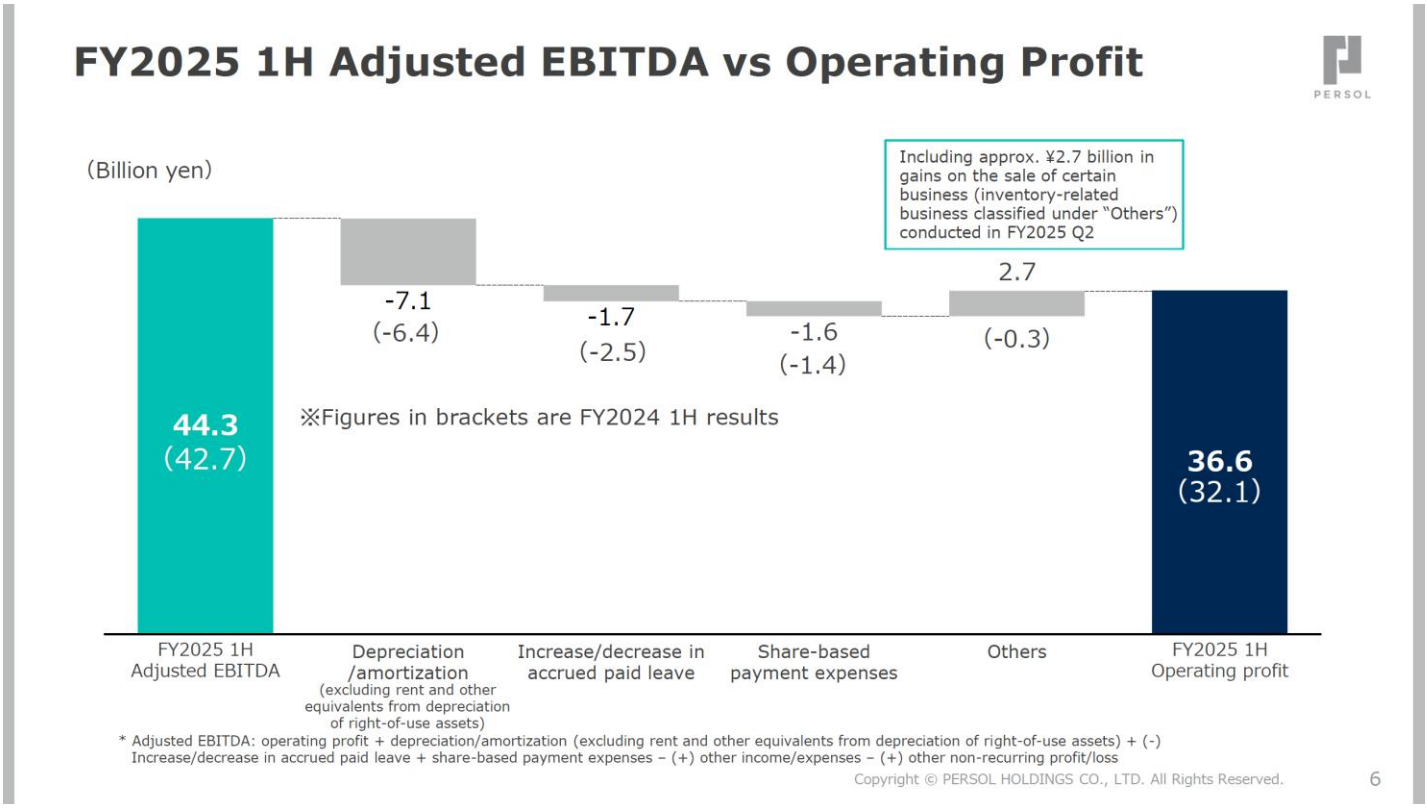
First is the overview of the first half consolidated financial results. Revenue and gross profit grew by about 5% year on year.

As Mr. Wada explained earlier, profits at all levels also marked a record high. Specifically, operating profit increased 14% year-on-year to 36.6 billion yen. Adjusted EBITDA increased 3.7% to 44.3 billion yen. Profit also increased 12% to 23.9 billion yen. I will share more details on this later, but we sold an inventory-related business in September, which generated a profit of 2.7 billion yen. As a result, operating profit and profit increased significantly. Please note that adjusted EBITDA does not include the one-off gain on sale, resulting in the difference.



Next are the factors behind the increase/decrease in adjusted EBITDA from the first half of the previous year.

Gross profit increased by 8.9 billion yen. On the other hand, SG&A expenses went up by 7.3 billion yen due to increases in personnel and system expenses, resulting in a net increase of adjusted EBITDA by 1.6 billion yen. As mentioned here, forex impact on gross profit was 1.5 billion yen year on year, so as SG&A expenses with an impact of 1.3 billion yen, resulting in a net decrease of about 0.2 billion yen.



Next is about the difference between adjusted EBITDA and operating profit.

To begin with, depreciation increased by 0.7 billion yen year on year, but the additional provision for accrued paid leave was minus 0.8 billion yen, which is mainly due to Asia Pacific SBU. Then, as I mentioned earlier, the gain on the sale of the inventory-related business of 2.7 billion yen is added, resulting in operating profit of 36.6 billion yen.

FY2025 1H Achievement Status Against Forecasts

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Major factors of gap with forecasts in adjusted EBITDA:

The upside from Career SBU offset the downside from Technology SBU and Adjusted.

- Career SBU : Consultant productivity improvement contributed
- Technology SBU : Impact of delays in intra-group projects (resolved in 1H)
- Adjusted : Increase of one-time expenses related to M&A

FY2025 1H results / FY2025 1H forecasts

SBU	Revenue (Billion yen) FY2025 1H results	Revenue (Billion yen) FY2025 1H forecasts	Achieved rate	Adjusted EBITDA (Billion yen) FY2025 1H results	Adjusted EBITDA (Billion yen) FY2025 1H forecasts	Gap with forecasts	Achieved rate
Consolidated	752.7	757.0	99.4%	44.3	43.0	+1.3	103.1%
Staffing	303.4	307.0	98.8%	18.2	17.9	+0.3	101.8%
BPO	69.7	70.0	99.7%	3.7	3.5	+0.2	106.2%
Technology	60.3	62.0	97.3%	3.3	4.2	-0.8	80.0%
Career	77.8	78.0	99.7%	19.9	17.7	+2.2	112.7%
Asia Pacific	236.6	236.0	100.3%	5.8	5.5	+0.3	105.6%
Others	26.6	28.0	95.2%	-1.4	-1.6	+0.1	-
Adjusted	-21.8	-24.0	-	-5.3	-4.2	-1.1	-

* Exchange rates (period average) [AUD] FY2025 1H: 94.6 yen, FY2025 initial forecast: 95.0 yen

Next is the first-half achievement status against the plan.

With regards to revenue, as you saw, the achievement rate is around 100% in all SBUs, which is almost in line with the forecasts.

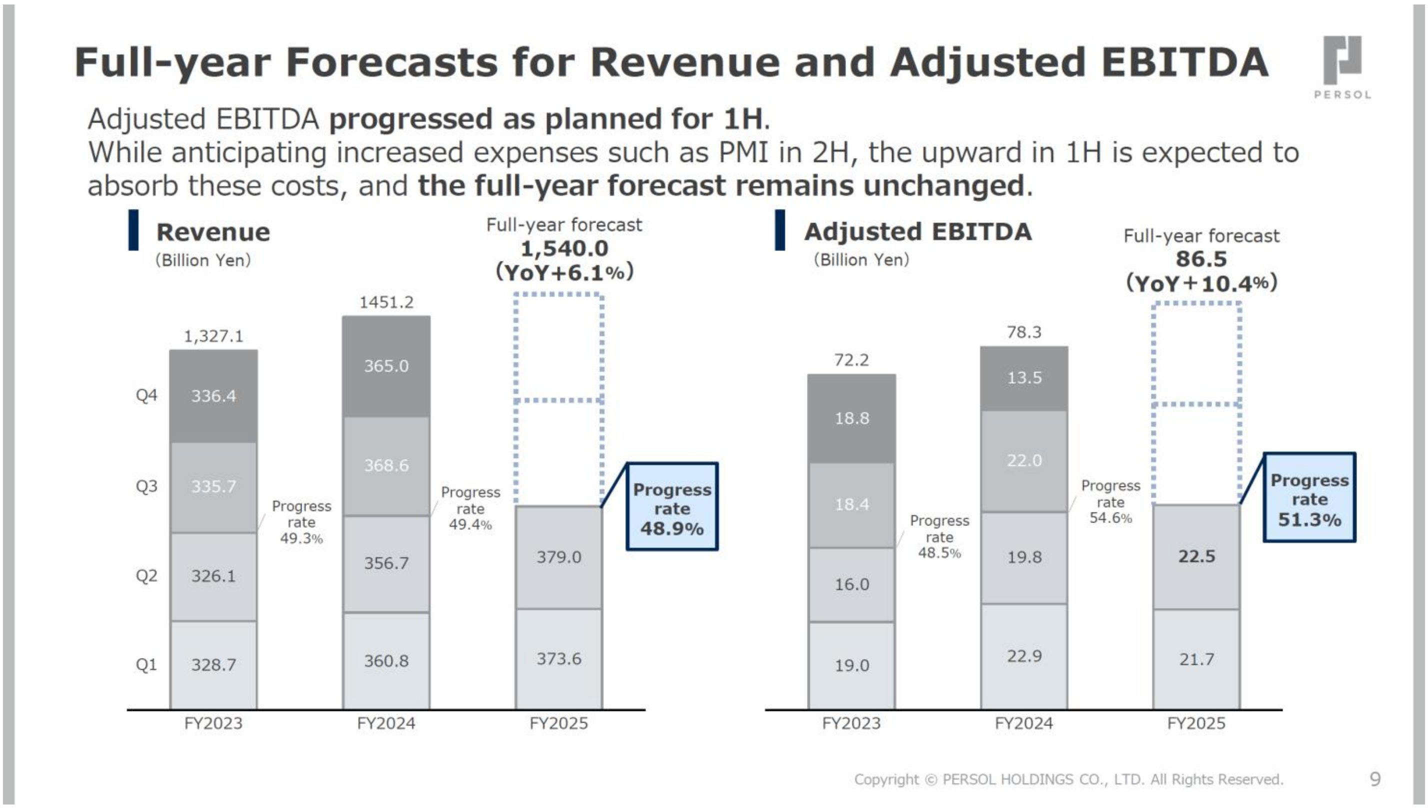
On the other hand, adjusted EBITDA in the Technology SBU was down 0.8 billion yen. The reason for that, which I will explain later, is the delays in system development within the group. Also, Adjusted, which are mainly holding company expenses, have worsened by 1.1 billion yen due to expenses for M&A such as Gojob being higher than the initial forecasts. Other SBUs outperformed the first half plans, resulting in a total 1.3 billion yen increase in adjusted EBITDA.

(Reference) FY2025 1H Achieved Rate/ Full-year Progress Rate by SBU

(Billion yen)	Revenue					Adjusted EBITDA					Operating profit				
	1H results	1H forecasts	1H achieved rate	Full-year forecasts	Full-year progress rate	1H results	1H forecasts	1H achieved rate	Full-year forecasts	Full-year progress rate	1H results	1H forecasts	1H achieved rate	Full-year forecasts	Full-year progress rate
Consolidated	752.7	757.0	**99.4%**	1,540.0	**48.9%**	44.3	43.0	**103.1%**	86.5	**51.3%**	36.6	34.3	**106.7%**	66.0	**55.5%**
Staffing	303.4	307.0	**98.8%**	618.0	**49.1%**	18.2	17.9	**101.8%**	34.2	**53.3%**	16.7	16.1	**104.1%**	29.7	**56.4%**
BPO	69.7	70.0	**99.7%**	147.0	**47.5%**	3.7	3.5	**106.2%**	10.0	**37.2%**	2.4	2.3	**106.1%**	7.9	**30.9%**
Techno logy	60.3	62.0	**97.3%**	129.0	**46.8%**	3.3	4.2	**80.0%**	10.0	**33.6%**	2.6	3.3	**81.4%**	8.3	**32.4%**
Career	77.8	78.0	**99.7%**	155.0	**50.2%**	19.9	17.7	**112.7%**	34.1	**58.5%**	17.0	15.1	**112.7%**	28.5	**59.7%**
Asia Pacific	236.6	236.0	**100.3%**	482.0	**49.1%**	5.8	5.5	**105.6%**	11.0	**52.8%**	3.8	3.2	**121.5%**	7.8	**49.9%**
Others	26.6	28.0	**95.2%**	59.0	**45.2%**	-1.4	-1.6	-	-1.8	-	-0.1	-0.6	-	-2.3	-
Adjusted	-21.8	-24.0	-	-50.0	-	-5.3	-4.2	-	-11.0	-	-6.0	-5.1	-	-13.9	-

* Exchange rates (period average) [AUD] FY2025 1H: 94.6 yen, FY2025 initial forecast: 95.0 yen

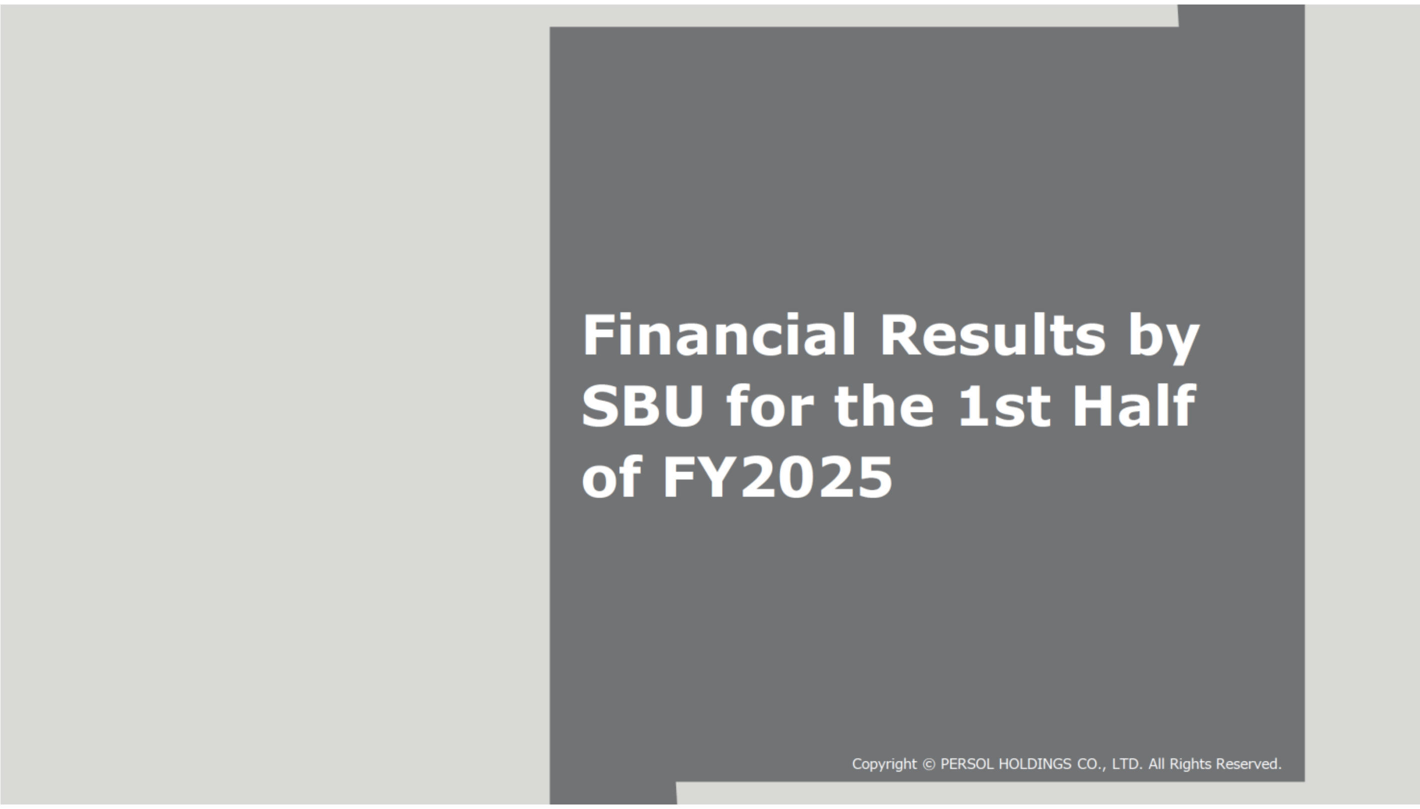
This page presents the revenue, adjusted EBITDA, and operating profit achievement rate for the first half as well as the full-year progress rate by SBU. Appreciate if you would take a look at the details later. In the middle of the table, the progress rate of adjusted EBITDA in the Technology SBU is lagging due to the delays in system development within the group explained earlier.



This page shows our full-year forecasts, including the one for the second half of the year.

Revenue for the first half was almost in line with the plan, and the second half is projected to progress in line with the plan as well.

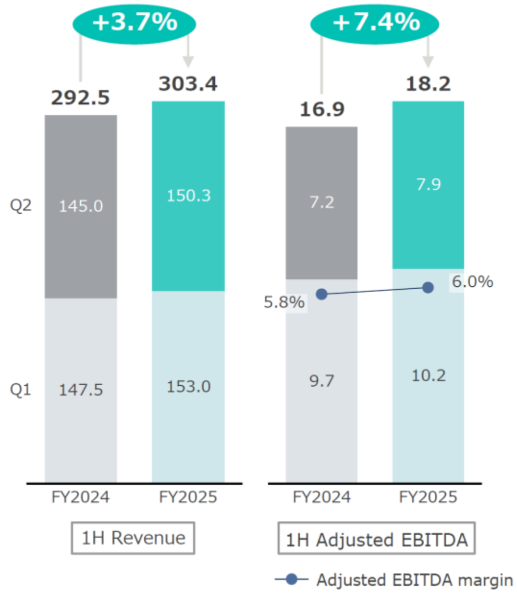
With regards to adjusted EBITDA, as Mr. Wada explained earlier, expenses are expected to increase by about 1.0 billion yen from the initial forecast due to PMI expenses associated with the Gojob acquisition. However, as first-half profits outperformed by 1.3 billion yen, which will offset expense increase to achieve full-year profits of 86.5 billion yen.



Here is the summary of the financial results by SBU.

Staffing SBU (P/L Analysis)

(Billion Yen)



Revenue

- Following Q1, no. of active staff achieved stable growth and the charge price progressed as expected in Q2.

■ Analysis of increase/decrease in revenue (YoY)

Unit : %	FY2024				FY2025	
	Q1	Q2	Q3	Q4	Q1	Q2
No. of active staff	+3.1	+3.0	+2.6	+2.1	+2.2	+2.2
Charge price	+2.0	+1.9	+1.9	+1.9	+2.1	+2.1
No. of operating days	0.0	0.0	+1.6	-1.7	0.0	0.0
Working hours	-0.6	-0.2	-1.2	+0.7	-0.7	-0.1

* The definitions of each KPI are listed in page 23.

Adjusted EBITDA

- Adjusted EBITDA increased in Q2 due to the effect of increased revenue and optimization of SG&A expenses.

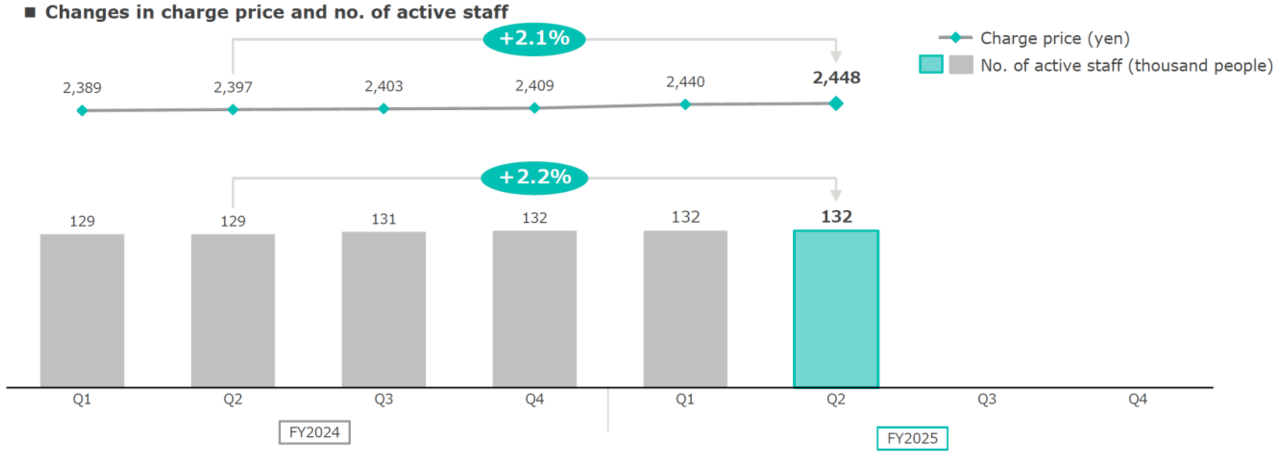
* Some businesses of Staffing SBU were transferred to Others in April 2025, and figures for FY2024 were revised retroactively. Accordingly, the analysis of increase/decrease in revenue for FY2025 compares the revised figures for FY2024.

First up is the Staffing SBU.

Looking at the KPIs, the number of active staff in Q2 increased by 2.2%, the same as in Q1. The charge price also increased by 2.1%, resulting in a 3.7% year-on-year revenue increase in the first half. We were also able to properly control SG&A expenses, resulting in a profit of 18.2 billion yen, 7.4% up on year-on-year basis.

Staffing SBU (Changes in Charge Price and No. of Active Staff)

■ Changes in charge price and no. of active staff



■ No. of operating days (day)

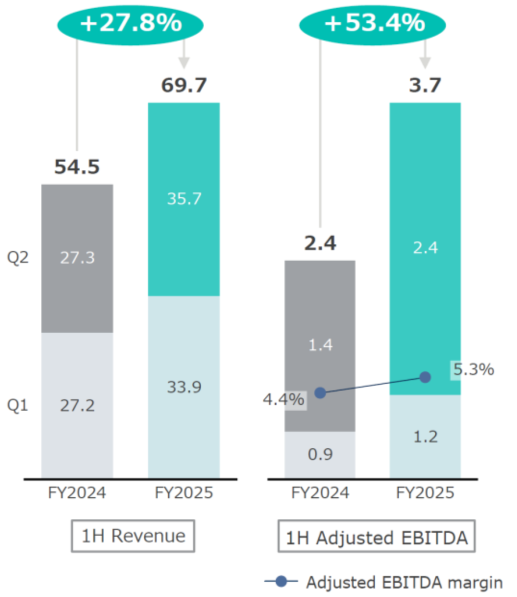
FY2024				FY2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
62	59	62	57	62	59	60	58

* Some businesses of Staffing SBU were transferred to Others in April 2025. No. of active staff and charge price were corrected retroactively to reflect the transfer.
* Reflecting the revision of the aggregation method of charge price in FY2025, figures have been corrected retroactively.
* Since the charge prices for FY2024 Q3 and Q4 were incorrect in the FY2025 Q1 earnings briefing presentation slides, the figures have been corrected.

This page covers quarterly results of charge price and number of active staff. Appreciate if you could take a look at it later.

BPO SBU (P/L Analysis)

(Billion Yen)



Revenue

- Organic*1 growth in Q2 was +11.5% YoY, driven by strong performance in IT-related BPO aimed at enhancing customer productivity and in the public sector (local gov., gov. agencies, etc.).

Adjusted EBITDA

- In addition to the revenue growth from organic expansion, profit increased due to the absence of one-time expenses related to the business restructuring in the previous fiscal year.

■ Breakdown of revenue and adjusted EBITDA

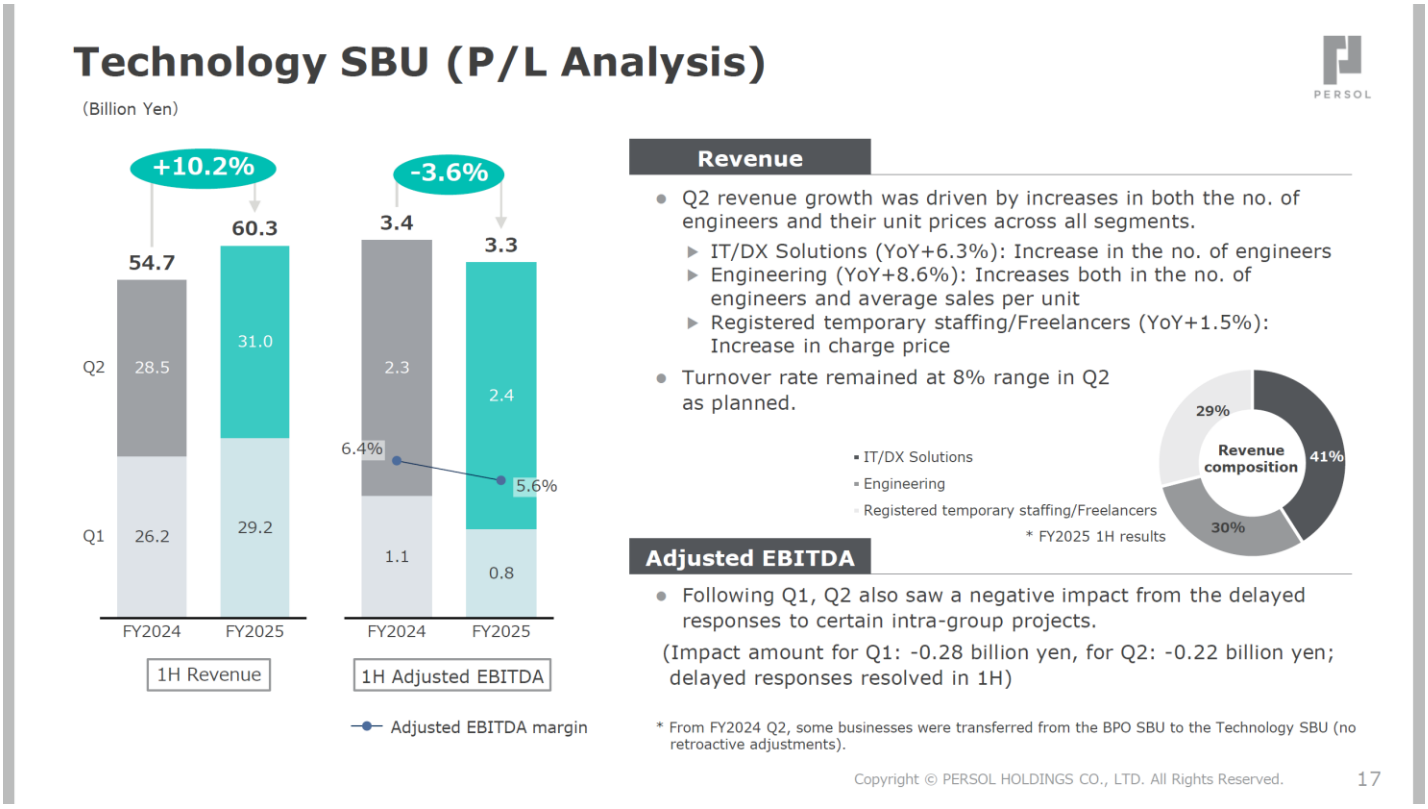
% (Billion yen)	FY2024				FY2025	
	Q1	Q2	Q3	Q4	Q1	Q2
Revenue	27.2	27.3	28.8	33.8	33.9	**35.7**
Organic	26.7	26.8	28.8	29.7	28.1	**29.9**
Organic YoY	*+14.2%*	*+8.8%*	*+13.1%*	*+9.0%*	*+5.2%*	***+11.5%***
COVID-19	0.4	0.4	-	-	-	**-**
CSL*2	-	-	-	4.0	5.8	**5.8**
Adjusted EBITDA	0.9	1.7	2.0	1.9	1.1	**2.4**
Organic	0.7	1.2	2.2	1.5	0.8	**2.1**
COVID-19	0.1	0.1	-	-	-	**-**
CSL*2	-	-	-	0.4	0.4	**0.3**

*1 Organic: Excluding revenue from COVID-19-related projects and revenue from CSL, which was acquired through M&A in February 2025
*2 CSL: PERSOL COMMUNICATION SERVICES LIMITED (former Fujitsu Communication Services Limited)
*3 From FY2024 Q2, some businesses were transferred from the BPO SBU to the Technology SBU (no retroactive adjustments).

Next is the BPO SBU.

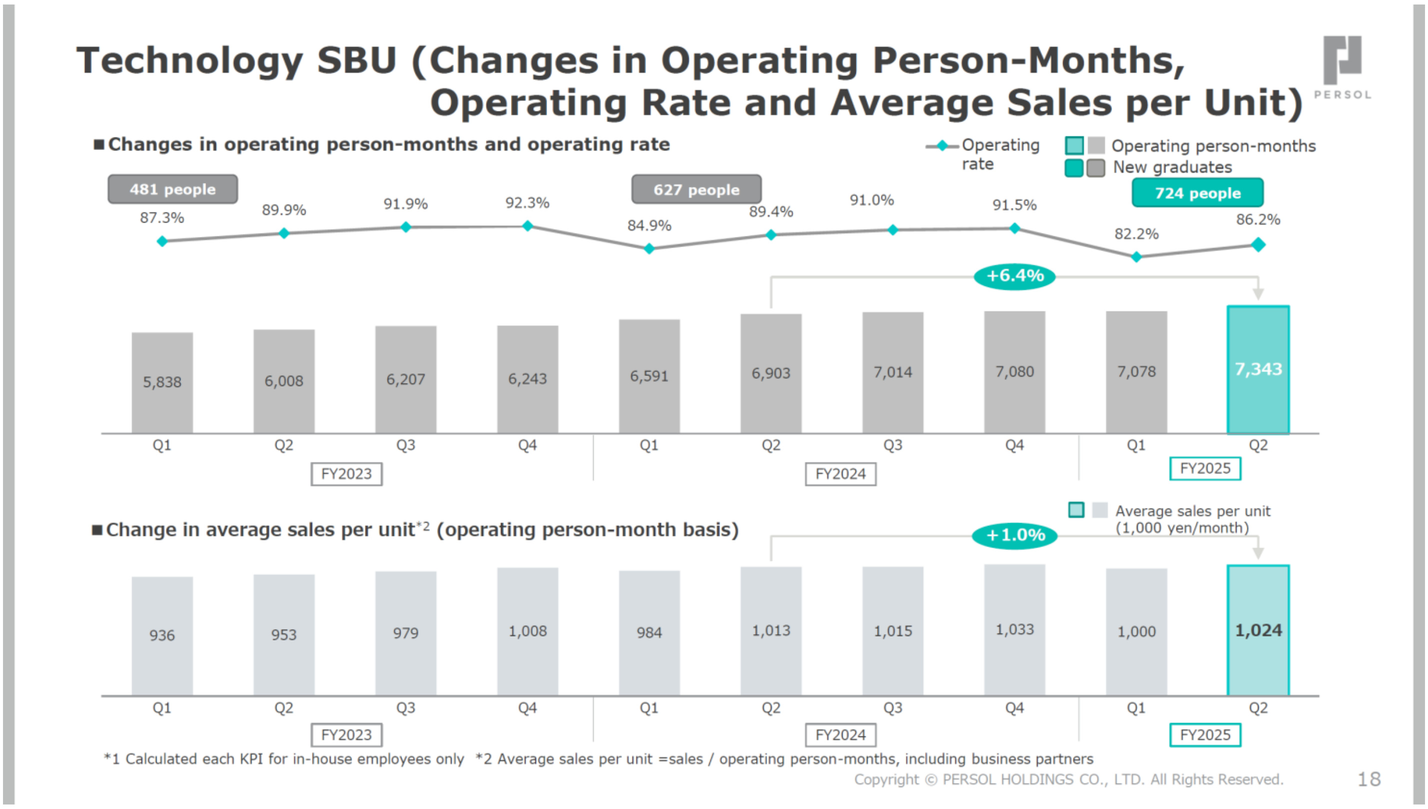
In the BPO SBU, revenue increased by about 27%, contributed by the acquisition of CSL (PERSOL COMMUNICATION SERVICES LIMITED) last fiscal year. Adjusted EBITDA also increased by 53%, achieving significant increase in both revenue and profits.

We call the revenue and adjusted EBITDA excluding the CSL acquisition and other items as "organic". The organic revenue grew by 11% in Q2. As described here, cumulative organic revenue for the first half increased by just over 8%, led by solid performance in public sector and local governments.



The third SBU is the Technology SBU. Starting off with revenue, it increased by 10% year on year. The breakdown is shown on the right. We saw a revenue increase by about 6% in the IT/DX solutions, by just over 8% in the mechanical and electrical engineering and by 1.5% in registered temporary staffing/freelancers. We also maintained the turnover rate at 8% range in Q2.

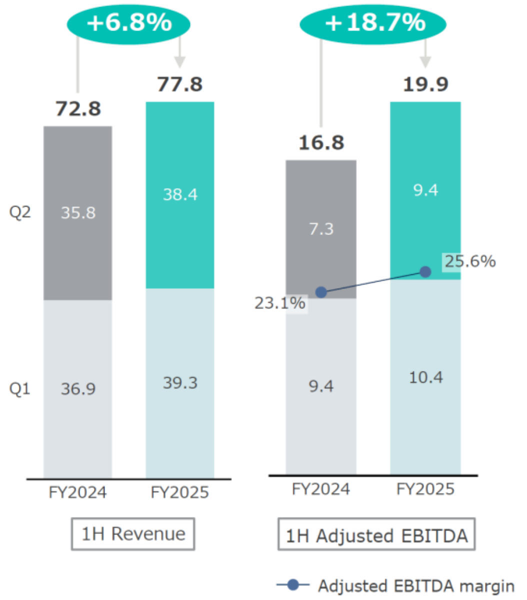
On the other hand, as explained at the outset, the adjusted EBITDA has been affected by delays in system development within the group. Expenses for the entire first half of the year have increased by about 0.5 billion yen compared to the plan. However, this has been resolved in the first half, so we do not expect its impact to drag on in the second half.



On this page, we share the operating person-months, operating rate and average sales per unit, excluding registered temporary staff/freelancers, for your reference.

Career SBU (P/L Analysis)

(Billion Yen)



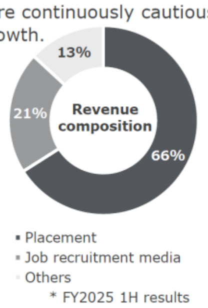
Revenue

- Revenue growth continued in Q2 for both placement & job recruitment media.
- The business environment for placement remains unchanged from the initial forecast.
  - Majority group*: Both companies & individuals were continuously cautious.
  - High-income group*: Continued its high rate of growth.

* Majority group: Job seekers with an average annual income range of 4 to 6 million yen
High-income group: Job seekers with an average annual income range of more than 6 million yen

■ Increase/decrease in revenue (YoY)

Unit : %	FY2024				FY2025	
	Q1	Q2	Q3	Q4	Q1	Q2
Placement	+14.3	+11.6	+8.0	+7.2	+4.2	+5.3
Job recruitment media	+13.0	+12.4	+8.8	+10.6	+7.6	+6.0

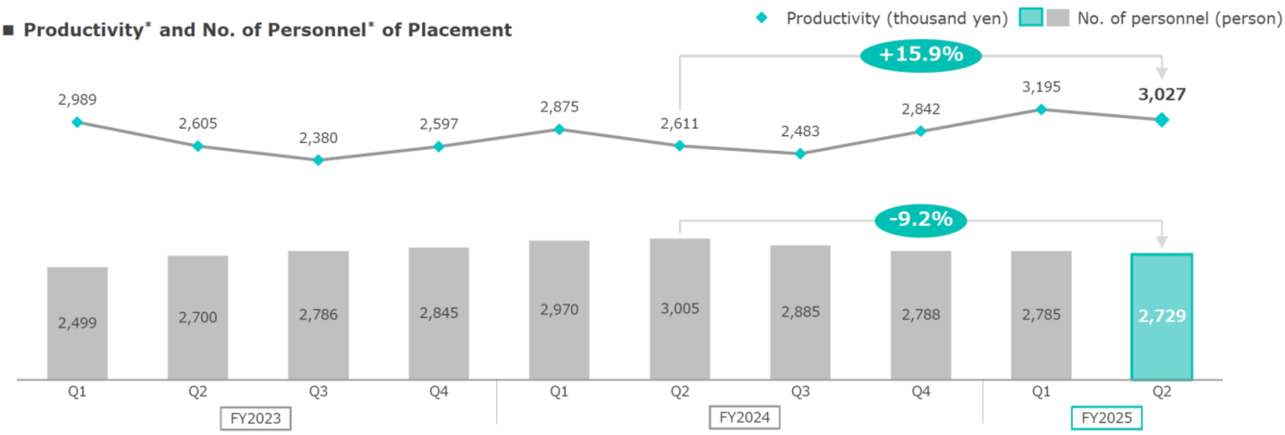


Adjusted EBITDA

- Marketing investment continued to be proactively implemented as planned in Q2.
- Increased revenue and improved productivity led to higher profits in Q2.

Next is the Career SBU.

With regards to the market of Career SBU, there were no major changes in Q2 so was in Q1. In the majority group, both individual and corporate customers remain cautious meanwhile the high-income group continues to experience high growth. As a result, revenue increased by 6.8% year on year as shown in the chart. As for profits, marketing investment increased by about 1.0 billion yen compared to the first half of last year. Other than marketing, expenses have been properly controlled, and adjusted EBITDA grew by 18.7%.

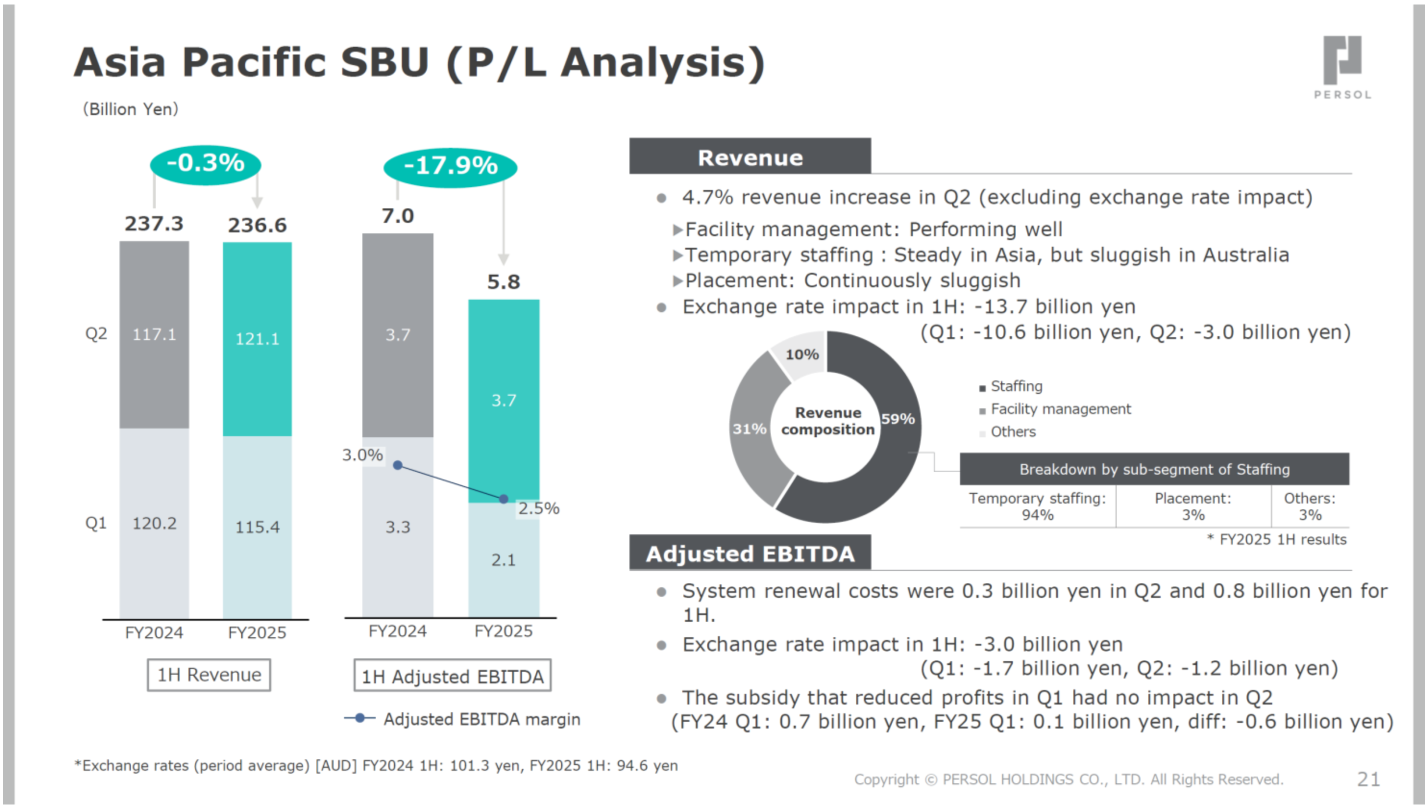


■YoY Changes

Unit: %	FY2023				FY2024				FY2025	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Productivity	-	-	-	-	-3.8	+0.2	+4.3	+9.4	+11.1	+15.9
No. of personnel	-	-	-	-	+18.8	+11.3	+3.5	-2.0	-6.2	-9.2

* Productivity: Monthly average sales in the overall placement business / No. of personnel
* No. of personnel: Total number of front-line personnel in the overall placement business (average at the beginning of each month)
* From FY2025, the scope of data collection for the placement business has been expanded from the main services to all services. As a result, past figures have been retroactively revised.
* Since the no. of personnel in FY2025 Q1 was incorrect, the figures of the no. of personnel and productivity in FY2025 Q1, and YoY comparisons have been corrected.

With regards to productivity and number of personnel in the placement business, productivity improved significantly, following the same trend in Q1. The number of consultants declined slightly from 2,785 in Q1. In view of placement market outlook in the next fiscal year, we would like to look into potential increase of personnel if needed in the second half of the year, within the range where we could maintain the level of productivity.



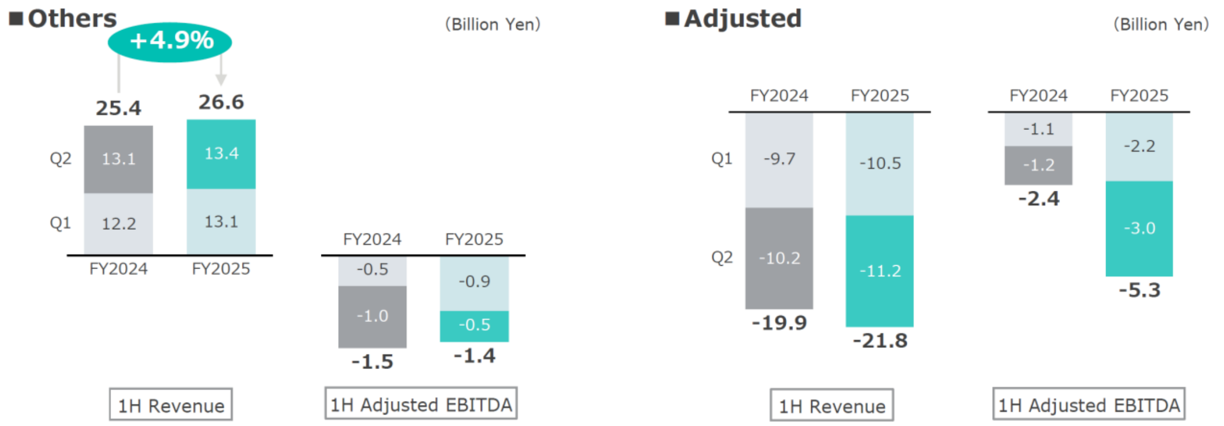
The last SBU is the Asia Pacific SBU.

Starting off with the forex impact, there was a negative impact of 13.7 billion yen in the first half of the year, but in local currency, it is an increase in revenue of about 5%.

With regards to trends by business and market, facility management continues to perform well. Temporary staffing is slightly patchy; Asia is steady while Australia is somewhat sluggish. Placement remains rather weak in both Asia and Australia.

As for adjusted EBITDA, as explained at the time of Q1 financial briefing, we plan to spend about 2.0 billion yen on system renewal this fiscal year, primarily in the facility management business. We recorded 0.8 billion yen in the first half. And the impact of forex rates was about 0.3 billion yen on adjusted EBITDA in the first half.

Others / Adjusted (P/L Analysis)



Comments

- Reduced deficit through increased revenue and cost optimization

Comments

- Increased intra-group transactions led to higher consolidation eliminations
- Increase in SG&A expenses due to system costs and M&A-related expenses

*Some businesses of Staffing SBU were transferred to Others in April 2025. Figures for FY2024 were corrected retroactively to reflect the transfer.

Regarding Others and Adjusted, there have been no major changes compared to the first half of last year. As for Adjusted, expenses have increased by about 3.0 billion yen due to an increase in financial and management accounting system-related expenses for the holding company year on year, along with the increase in M&A expenses including Gojob.

FY2025 Interim Dividend

Next, I will briefly explain the interim dividend.

FY2025 Interim Dividend

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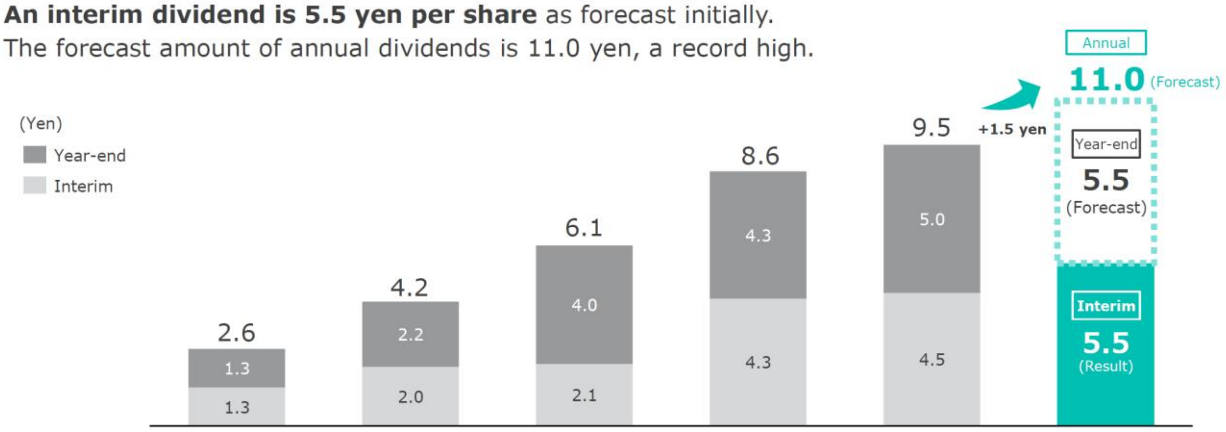
An interim dividend is 5.5 yen per share as forecast initially.
The forecast amount of annual dividends is 11.0 yen, a record high.



	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Adjusted EPS*	10.10	17.16	17.85	17.03	18.50	20.39 (Forecast)
Dividend payout ratio (Adjusted EPS basis)	25.7%	24.5%	34.2%	50.5%	51.4%	54.0% (Forecast)

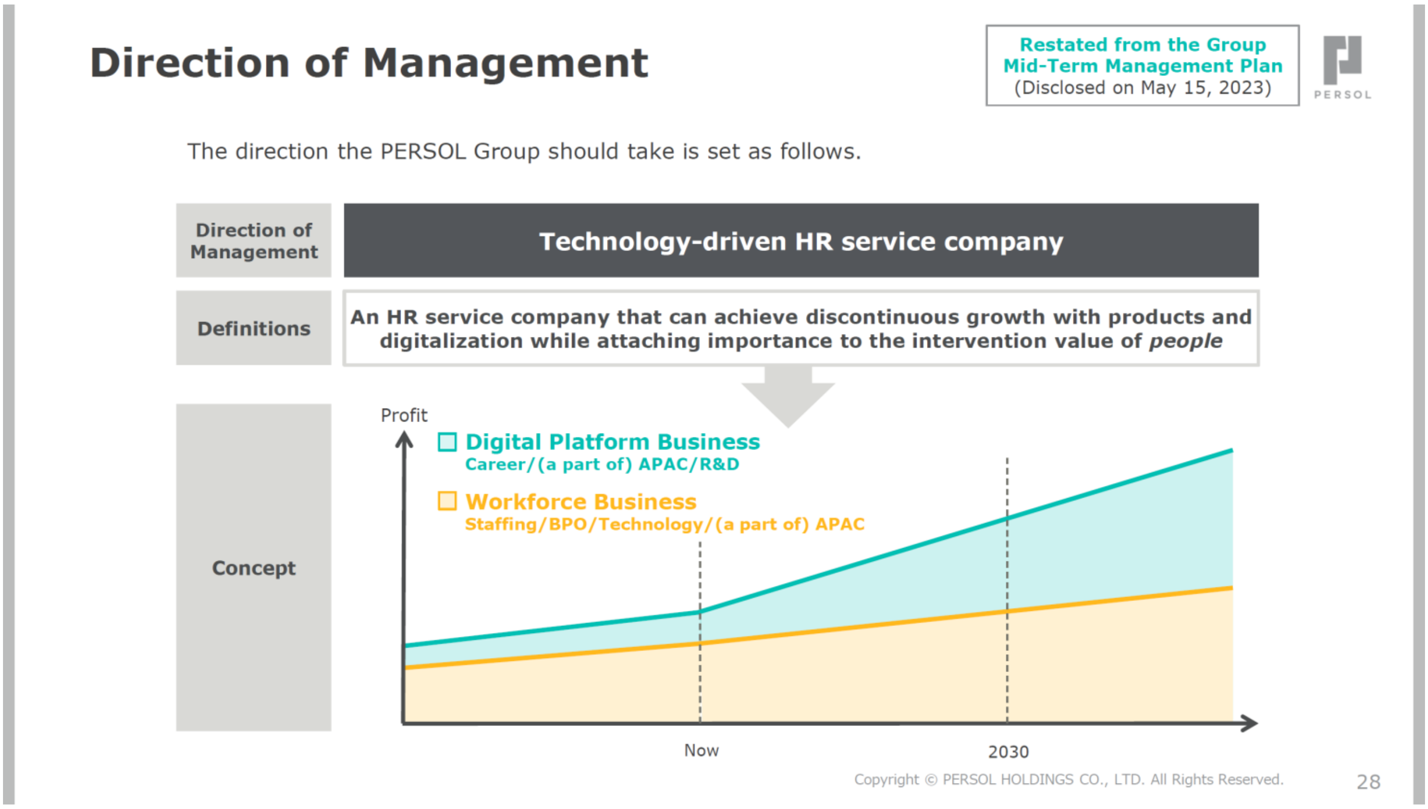
*Because the Company implemented a 10-for-1 split of its common stock, effective October 1, 2023, values for the amount of dividend per share and adjusted EPS, including values for past fiscal years, were converted by assuming that stock split has been implemented.
*Dividend payout ratio based on earnings per share (EPS) for FY2025 will be 60.1% (forecast).

At the beginning of this fiscal year, we announced a full-year dividend forecast of 11 yen. Today, we resolved to pay an interim dividend of 5.5 yen for the first half of the fiscal year as planned. We also forecast a year-end dividend of 5.5 yen.

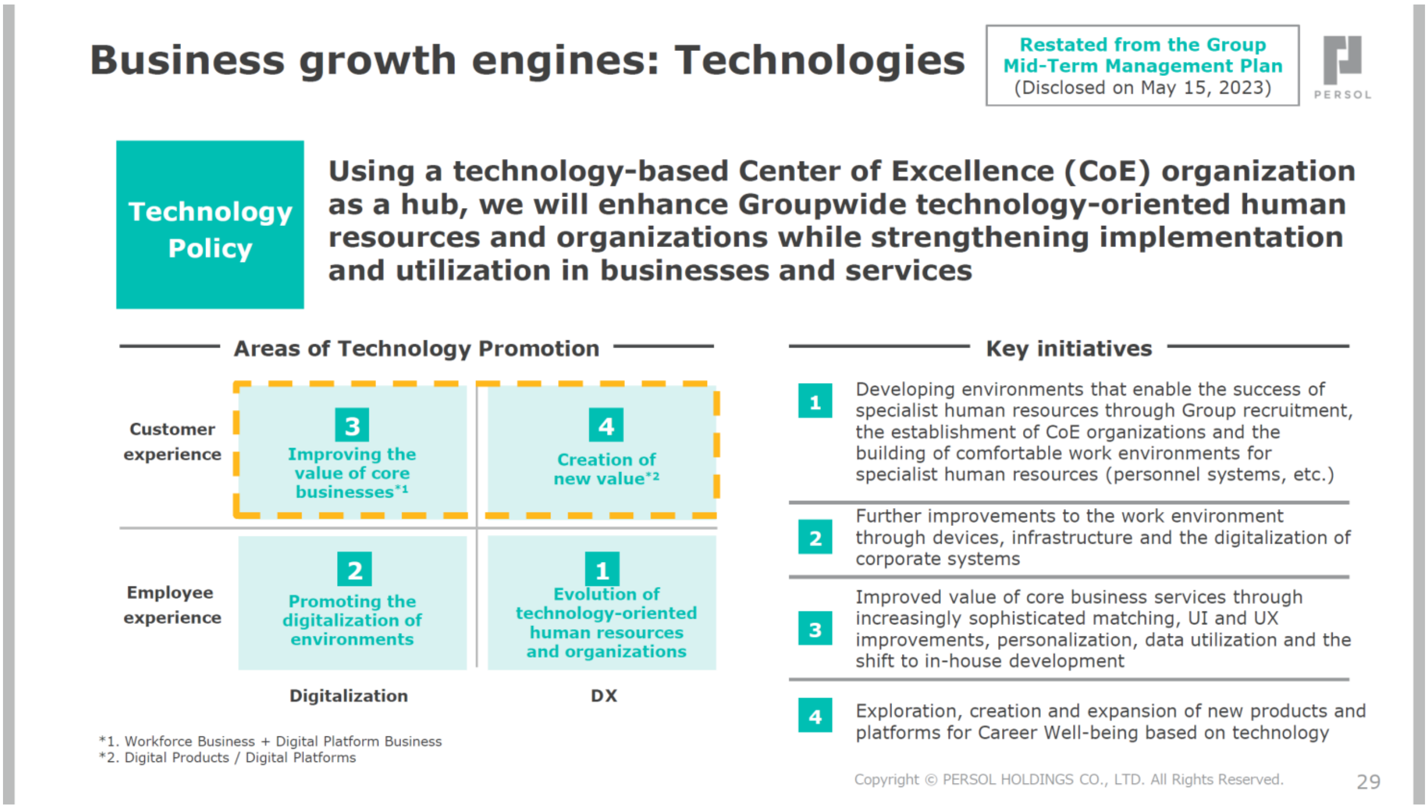
That concludes my presentation on the overview of the consolidated financial results, the current status by SBU, and the interim dividend.

[President and CEO Wada]

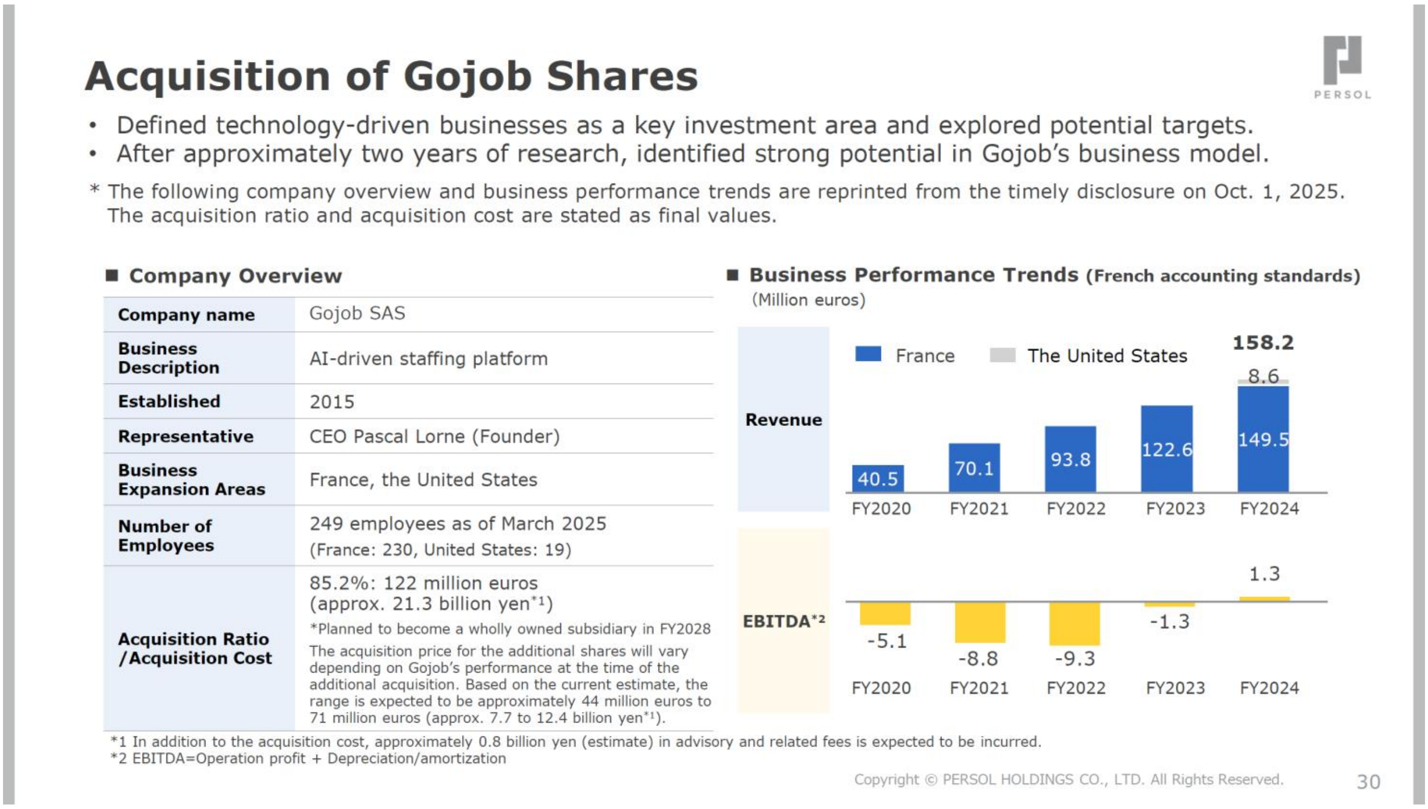
Next, I will give a brief explanation on the progress of the current mid-term management plan.



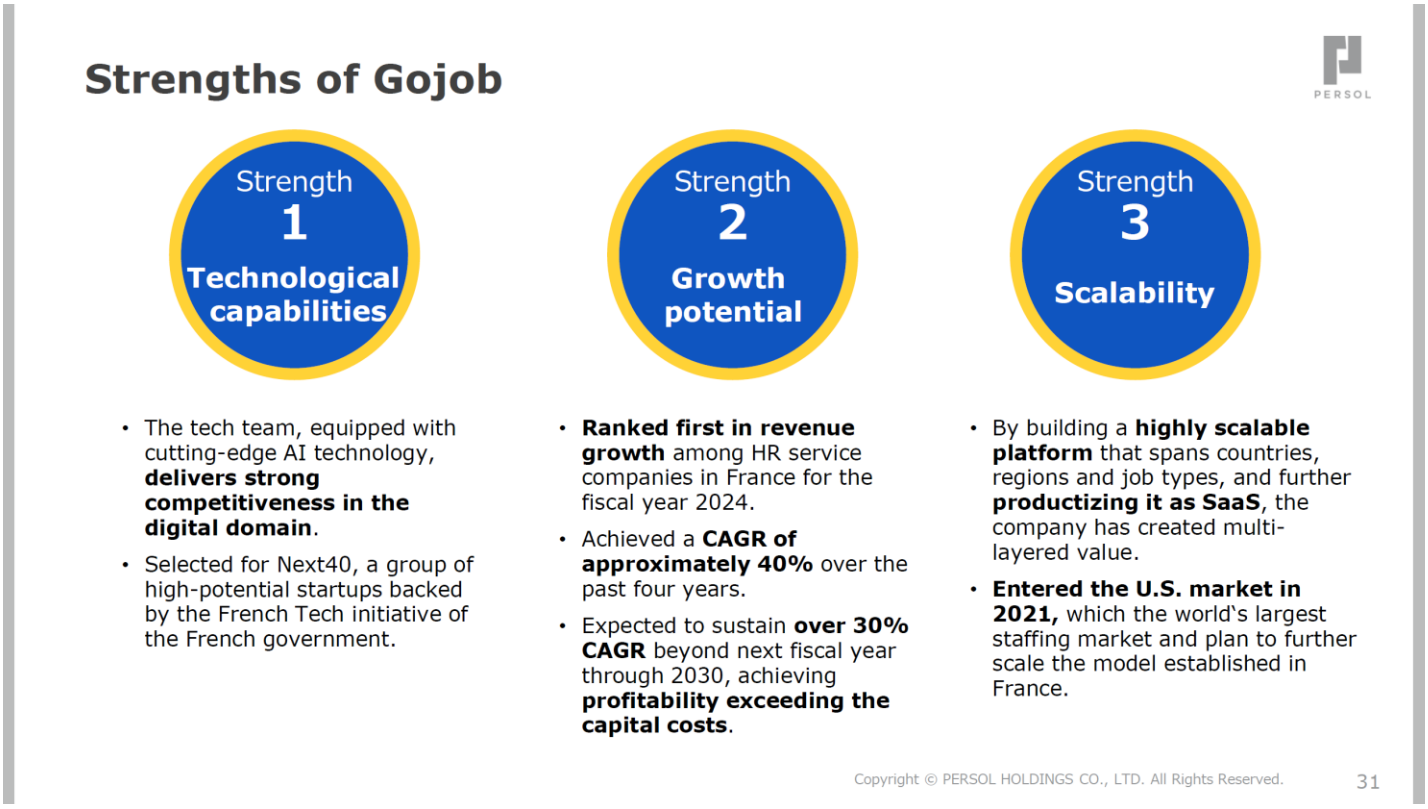
We set the management direction to become a technology-driven HR service company and have been pushing it forward. As shown in the chart, the Staffing SBU and BPO SBU are described as a workforce business, which means that increase in personnel is largely in line with top-line growth. Going forward, as the light blue area at the top shows, increase of personnel will not be in sync with business growth. We laid out a policy to enhance the technology-driven digital platform which enables us to drive businesses without adding personnel.



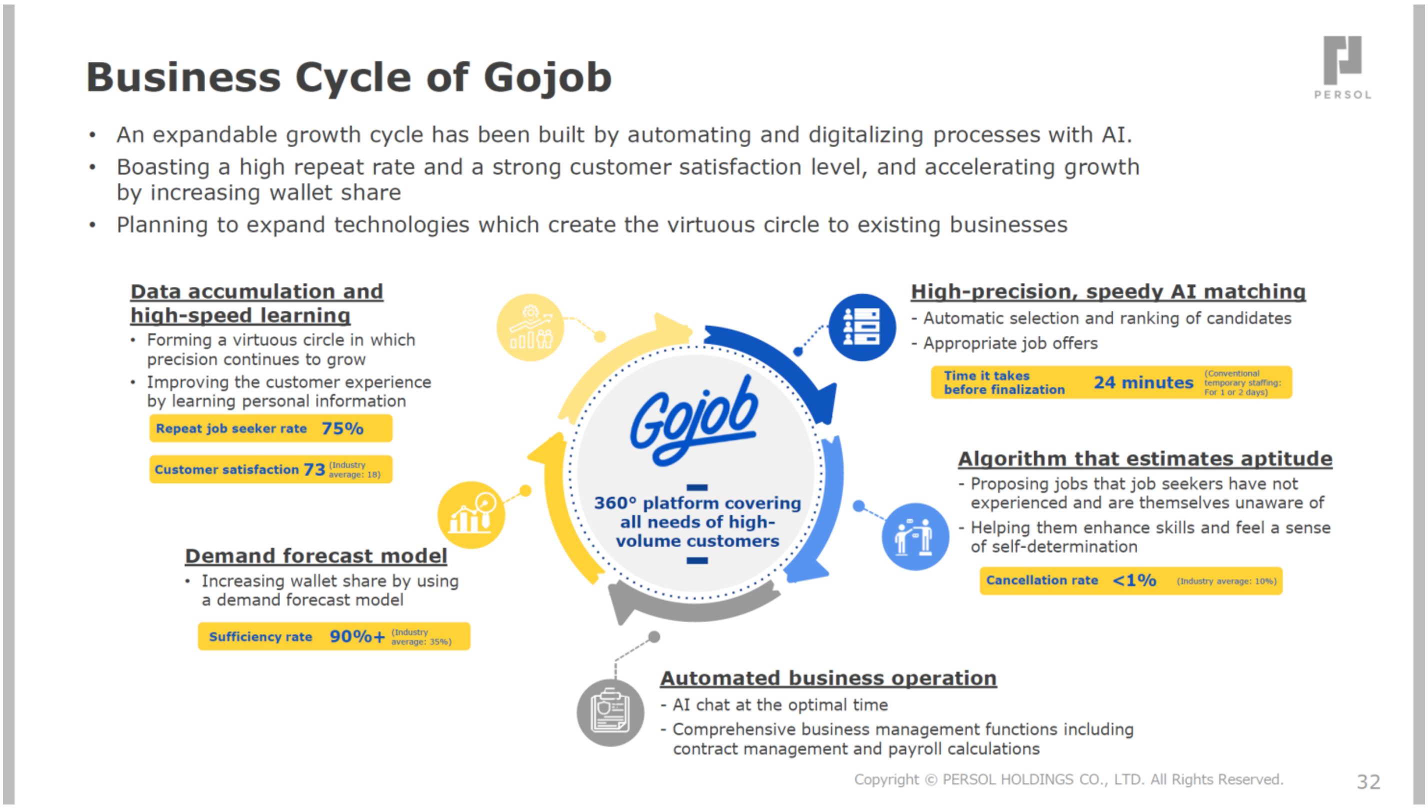
Here are the 4 areas defined in our technology policy. The area (3) Improving the value of core businesses" and "(4) Creation of new values," which led to the acquisition of Gojob.



We announced the acquisition of Gojob shares on October 1st. 85.2% of the shares we've acquired brought us an AI-driven staffing platform.

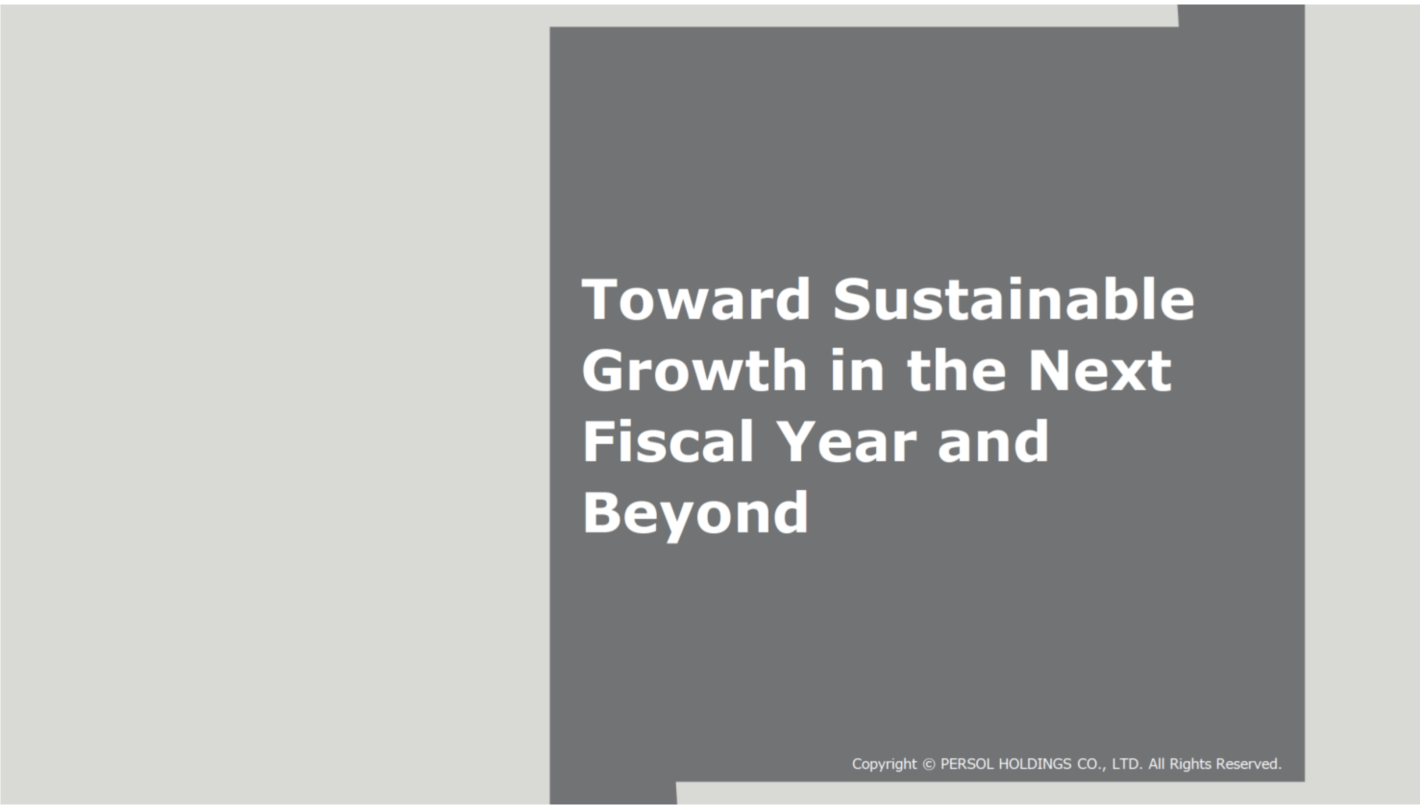


Gojob's technological capabilities, growth potential, and scalability stand out as particularly attractive. Almost 2 years of research on various companies lead us to this company. We were fully aware of their strength before proceeding with this M&A deal. We believe that these three factors – technological capabilities, growth potential, and scalability - are a perfect match with our digital platform business to grow further.

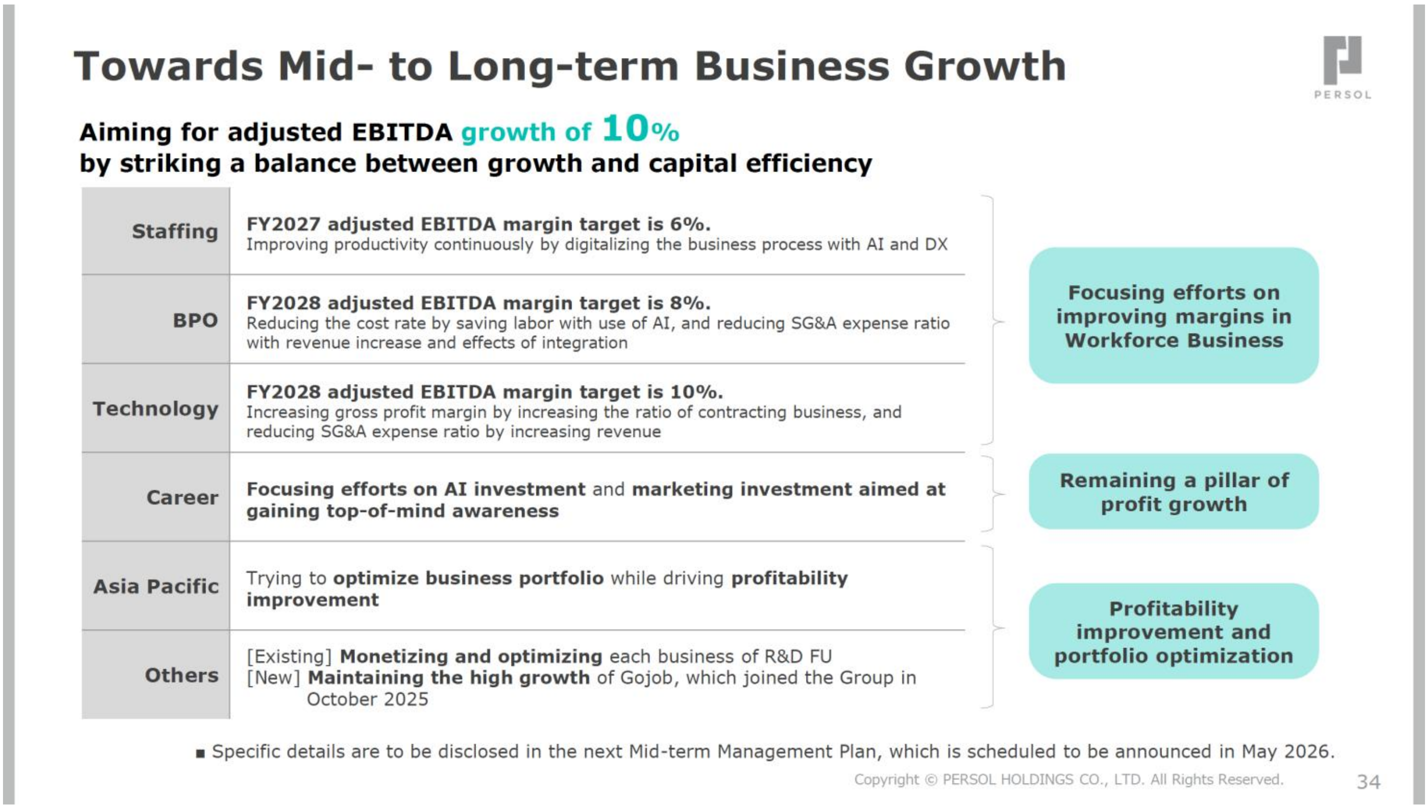


The strengths are listed here. A good example is a lead time for confirmation. It takes about 2 days to confirm in the traditional staffing business, but it can be done in only 24 minutes with Gojob. Or the cancellation rate of candidates is below 1%. We are able to provide service highly satisfying both corporate clients and candidates. As shown in the upper left, repeat rate of job seekers reaches 75%. And customer satisfaction is quite high at 73. Both numbers are maintained at the high level in the industry.

Therefore, these are the driving force behind the growth. Remarkably, this business has achieved 5-fold revenue growth in five years without adding recruiters. This is the proof that you can grow 5 times without increasing headcounts, leveraged by the model. It’s a formula in a format applicable to other businesses.



With these efforts, we will continue to achieve sustainable growth in the next fiscal year onwards, while improving profitability.



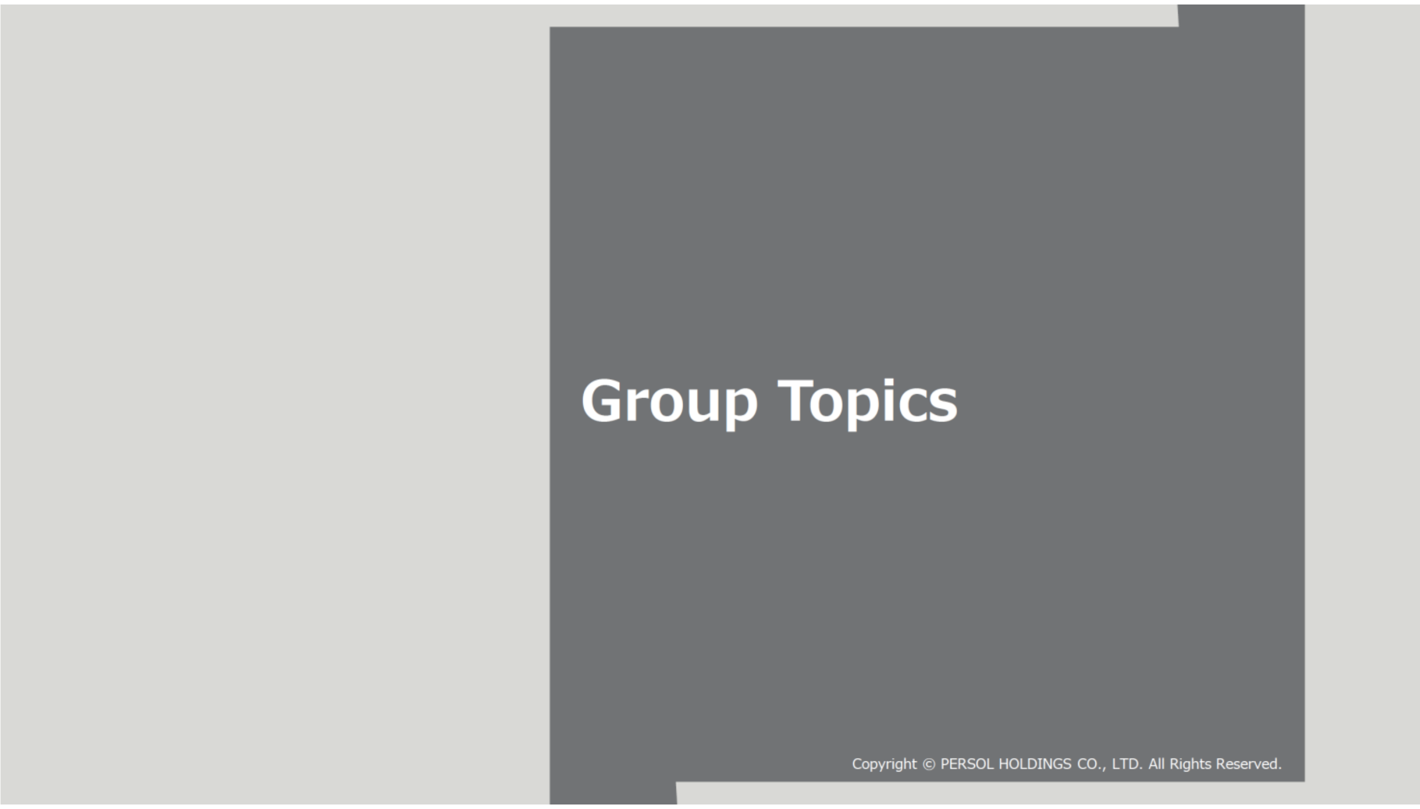
We'll make a solid progress in AI use especially in Japan while enhancing value of the core business.

We set profitability targets in FY2027 and FY2028; 6% for Staffing SBU, 8% for BPO SBU, and 10% for Technology SBU respectively to ensure the profit improvement.

We will also accelerate investment in AI in the Career SBU more to execute both improvement of productivity and business expansion at the same time.

In addition, we are actively driving profitability improvements in Asia Pacific SBU and are dedicated to ensuring their success. This will allow us to firmly achieve 10% adjusted EBITDA growth, both this fiscal year and in the future.

The specific details will be available around the time of our financial results announcement in May 2026.



Next section is Group topics.

The PERSOL Group Integrated Report 2025 was published. This is positioned as a progress review of our mid-term management plan, and it also helps you have better understanding on our business in details. We are grateful that last year our integrated report received an award and was also recognized by the GPIF. For this year, we have enhanced the content in a way that lives up to that recognition, so we encourage you to take a look at it.

Main Topics

News release is available here

Staffing	**Launched joint career support for persons with experience in the operation of EXPO Osaka, Kansai**	»»
BPO	**Started providing consulting services on the introduction and use of AI agents**	»»
Technology	**"AI Mizomiru-kun"**, which measures tire grooves and deterioration with AI, **received the Good Design Award 2025.**	»»
Career	**Received the "Promotion Award" and "Creative Office Award" in the 38th Nikkei New Office Awards**	»»
Asia Pacific	Published the **"Industry Insight Report 2025"**, in which industry trends across 12 countries and regions are analyzed	»»
Other/R&D	**Highlighting part-time job career with Sharefull in job-hunting activities** Service integration between "Sharefull Agent" and "doda Campus" has been launched.	»»
Companywide	**Announced the results of the "Workers' Well-being Survey 2025"**	»»

■ Technology: Highly evaluated for high measurement precision and simplicity and meticulous consideration to the realities of automobile repair sites

■ Career: A work of art that has visualized the mission is displayed at the entrance to the new office.

■ Asia Pacific: Industry Insight Report 2025

There are various general topics. The Expo 2025 is over, but we will continue to support those who have experience in the operation of the Expo. Also, in an attempt to integrate AI into our business, we share various topics here.

At the very end, we announced the results of the company-wide "Workers' Well-being Survey 2025". We engage in initiatives to accomplish the coexistence of business growth, social value and economic value. We are demonstrating our commitment to becoming a "Career Well-being" Creation Company. The survey results show how our initiatives meet our commitments, so I hope you will find a time to look at it.

That concludes my report.

[END]