Consolidated Financial Results for FY2026 Q1

PERSOL HOLDINGS CO., LTD.

August 7, 2026

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Notes regarding these materials

*1 FY2025 is the fiscal year ended March 31, 2026 and FY2026 is the fiscal year ending March 31, 2027.
*2 Profit figures are profit attributable to owners of parent.
*3 SBU: Strategic Business Unit, FU: Function Unit

Executive Summary

Financial Highlights

Revenue	Adjusted EBITDA
424.0 billion yen	**26.4** billion yen
YoY +13.5%	YoY +21.6%
Progress in line with the forecast	Progress above the forecast

■ **Both revenue and profit increased, marking a strong start towards 10% growth in adjusted EBITDA.**

- Revenue increased, driven by the contribution from Gojob, which was acquired in October 2025, and foreign exchange effects.
- Adjusted EBITDA increased due to profitability improvements mainly in Staffing SBU and Asia Pacific SBU.

AI Strategy Highlights

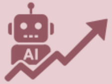
Turning Change into Growth with AI

AI Strategy Highlights: Turning Change into Growth with AI

PERSOL

Maximizing the value of connecting "the right talent with the right opportunities" amid accelerating talent mobility driven by AI

Leveraging AI as a starting point of growth



The essence of market changes

AI is accelerating the mobility of human resources

- Labor shortages are expected to reach around 3.84 million people*1 in 2035
- AI adoption is accelerating job-role transitions, driving growing demand for talent redeployment among companies

Our strengths

Providing irreplaceable value of matching with human × proprietary data × AI

- Promoting "PERSOL-style" AI utilization while delivering value that only human can provide
- Extensive customer base and proprietary data (behavioral data of individuals, corporate clients, and employees)
- Leveraging Gojob, a leading AI-native HR business

New opportunities

Capturing new market opportunities with low AI substitution risk

- Applying the Gojob model in Japan's frontline worker domain
- Driving productivity through AI and establishing a high-growth, high-profitability business model

AI Investment*2

Continuing to invest in technologies, human resources, and data infrastructure to improve profitability over the medium to long term

3-year investment & return (Cumulative FY2026–FY2028)

Investments: 19.0 billion yen → **Expected returns: 33.0-43.0 billion yen** (Higher productivity & enhanced added value)

*1 "Estimate of the Labor Market in 2035" (all industries) published by PERSOL RESEARCH AND CONSULTING
*2 See page 74 of the IR DAY 2026 materials. For details, click here.

Progress of the Gojob Model Rollout in Japan

Gojob An AI-driven staffing company in France, acquired in October 2025
Built around AI, Gojob has established an industry-leading model in both technology and implementation.

■ **Three strong advantages**

AI-driven, almost fully automated operation

AI completes the process **24/7**: approach → matching → application.
A reproducible model, not reliant on human labor

Highly accurate matching through accumulated dialogue data

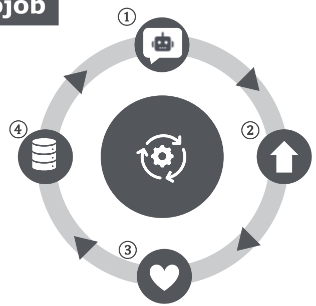
AI dialogue continuously captures intention and behavior data, boosting speed and accuracy. **High repeat and retention rates** drive both new customer acquisition and existing share expansion.

Human × AI collaboration

Human staff step in where needed. AI **expands individual potential**, delivering a **difficult-to-replicate** experience without sacrificing quality.

■ **Launched a PoC of AI-driven automated dialogue and data accumulation for the Gojob model rollout in Japan's staffing business**

Gojob



① **Automated dialogue and data accumulation**
② **Improved matching accuracy**
③ **Repeated use with a high level of satisfaction**
④ **Further accumulation of operating data**

PoC in Japan PoC conducted within the Group staffing subsidiary

Target : Inactive staff
Approach : AI contacts via a messaging app
Data update: Confirming intentions to work through AI-driven dialogue
Matching : AI guides users in the process from job referral to application

FY2026 Q1 Financial Summary

FY2026 Q1 Consolidated Financial Summary

Revenue and profits at all levels increased year on year and outpaced the full-year forecast pace.

(Million yen)	FY2025 Q1	FY2026 Q1	YoY	Full-year forecasts	Progress rate
Revenue[*1, 2]	373,669	424,017	+13.5%	1,665,000	25.5%
Gross profit[*3]	88,456	95,244	+7.7%	-	-
Operating profit	15,400	18,880	+22.6%	71,000	26.6%
OP margin	4.1%	4.5%	+0.3pt	4.3%	-
Adjusted EBITDA	21,777	26,488	+21.6%	97,000	27.3%
Adjusted EBITDA margin	5.8%	6.2%	+0.4pt	5.8%	-
Profit	10,662	12,190	+14.3%	44,500	27.4%
Adjusted profit	12,780	14,884	+16.5%	51,500	28.9%
EPS (Yen)	4.86	5.54	+14.0%	19.60	28.3%
Adjusted EPS (Yen)	5.76	6.67	+15.8%	22.68	29.4%

*1 Foreign exchange effects on revenue amounted to 23.3 billion yen, and revenue contributed by Gojob acquired in October 2025 amounted to 12.2 billion yen
*2 Exchange rates (period average) [AUD] FY2025 Q1: 92.6 yen, FY2026 Q1: 113.1 yen
*3 From FY2026 Q1, the accounting policy for advertising expenses included in cost of sales and SG&A expenses has been revised for certain businesses within Career SBU and Others. FY2025 Q1 figures have been retrospectively revised to reflect this change.

FY2026 Q1 Progress Rate by SBU

(Billion yen)	Revenue			Adjusted EBITDA			Operating profit		
	FY2026 Q1	Full-year forecasts	Progress rates	FY2026 Q1	Full-year forecasts	Progress rates	FY2026 Q1	Full-year forecasts	Progress rates
Consolidated	424.0	1,665.0	25.5%	26.4	97.0	27.3%	18.8	71.0	26.6%
Staffing	158.2	627.0	25.2%	11.6	36.6	31.9%	9.9	31.8	31.3%
BPO	35.9	152.5	23.6%	1.2	11.0	11.4%	0.4	8.3	5.7%
Technology	31.1	137.5	22.7%	1.2	11.3	11.0%	0.1	9.6	2.0%
Career	38.6	156.5	24.7%	9.3	35.8	26.1%	7.8	29.3	26.9%
Asia Pacific	145.4	539.0	27.0%	4.1	12.6	32.7%	2.8	9.7	29.6%
Others	24.7	103.0	24.0%	-0.0	0.0	-	-0.9	-4.6	-
Adjusted	-10.2	-50.5	-	-1.1	-10.3	-	-1.5	-13.1	-

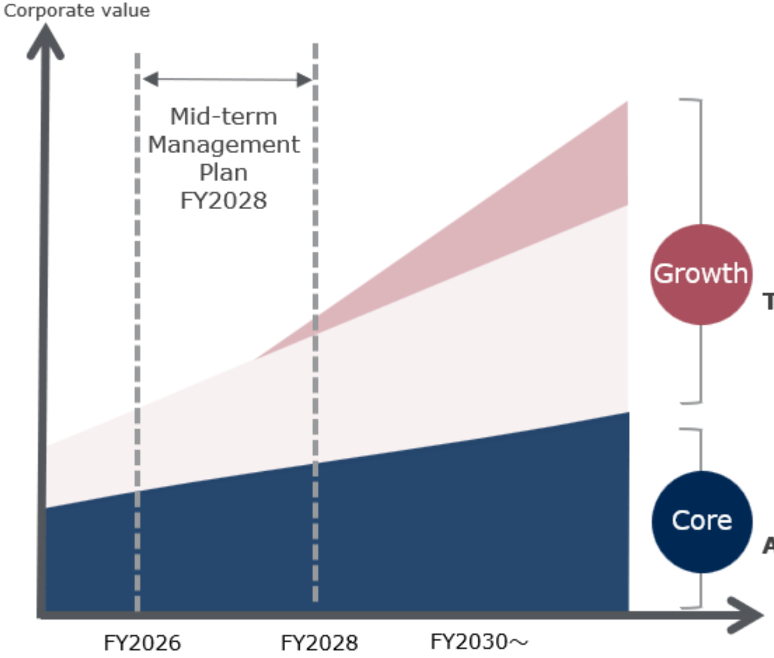
* Exchange rates (period average) [AUD] FY2026 Q1: 113.1 yen, FY2026 full-year initial forecast: 105.0 yen

FY2026 Q1 Financial Summary by SBU

In line with the positioning of each business under the Mid-term Management Plan FY2028,
results by SBU will be presented in the following order: Growth Businesses, followed by Core Businesses.

Excerpts from Mid-term Management Plan FY2028

Mid- to long-term corporate value trends (Conceptual Diagram)



Positioning and direction of each business in the Mid-term Management Plan FY2028

R&D FU
Gojob

New domains with strong growth potential

Focusing on the Frontline Worker domain, leveraging synergies with Gojob and domestic businesses

Career
Technology

Domains with sustained market growth and leverage-enabled transformation upside

Advancing AI model implementation and shifting toward higher value-added domains to **drive a high-growth, high-profitability business**

Staffing
BPO
Asia Pacific

Domains with moderate market growth

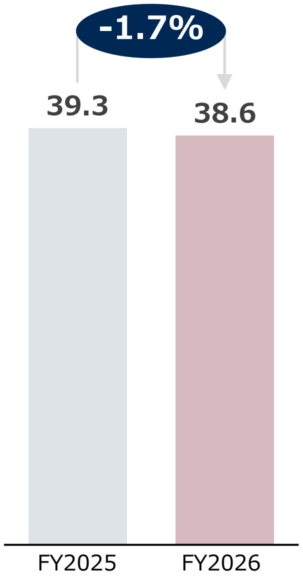
Enhancing a strong profit base through productivity improvements while maintaining stable revenue growth

* The optimization of the business portfolio is a priority for the **Asia Pacific SBU**.

Career SBU

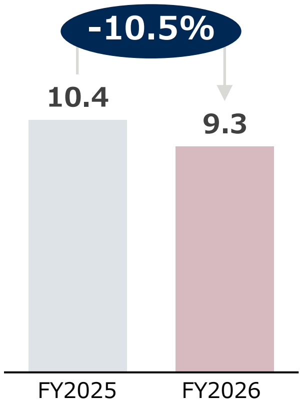
Q1 results

(Billion Yen)



Q1 Revenue

Adjusted EBITDA margin	
26.6%	24.2%



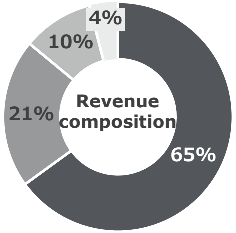
Q1 Adjusted EBITDA

Key points of the Q1 results

- Revenue declined in both placement and job recruitment media, mainly due to:
  - Continued selective hiring
  - Continued impact from user churn following the doda/doda X ID integration*1*2
  - Strong client demand for high-income group*3, while challenges remain in candidate registrations and conversion rates
- HiPro (side job and freelance business for professionals) performed strongly.
- Adjusted EBITDA decreased mainly due to higher costs associated with AI investment and strengthening the high-income domain.

■ Revenue growth rate by business (YoY)

Unit: %	FY2025				FY2026
	Q1	Q2	Q3	Q4	Q1
Placement	+4.2	+5.3	+5.2	-0.7	**-5.0** *2
High-income group	+12.5	+17.4	+14.0	+9.2	**-1.0** *2
Job recruitment media	+7.6	+6.0	+4.4	+2.0	**-0.3**
Side job and freelance	+21.1	+23.2	+26.4	+28.8	**+29.1**



*1 Impact of ID integration on total Career SBU revenue: -6.0%
*2 Impact of ID integration on Placement revenue (including high-income group): -8.9%
*3 High-income group: Job seekers with an annual income of 6 million yen or more

Placement
Side job and freelance
Job recruitment media
Others

* Reflecting the growing scale of HiPro (side job and freelance business), its revenue is now disclosed separately from the "Others" from FY2026.
* FY2026 Q1 results

Career SBU: Key Growth Initiatives

PERSOL

In FY2026, we will advance our organizational operations to accelerate growth as the market recovers.

Market Outlook

At present

- More selective corporate hiring
- Strong demand for highly skilled talent

Mid- to long-term

- Structural labor shortages persist
- Rising demand for talent mobility
- Gradual recovery in mid-career hiring market

- A domain where steady demand and mid- to long-term market growth is expected
- **Organizational rebuilding and the acceleration of operational reforms are essential** for achieving growth.

Issues and Responses

Impact on 1H results

Impact of the ID integration

- 1H revenue decreased from user churn following the doda/doda X ID integration.
- The cause was identified and countermeasures completed—**normalization is expected from 2H.**

Priority themes determining 2H results

Driving strategies for the high-income group

- **Improving the conversion rate and enhancing marketing**
  - ✓ Rebuild the organization in charge of the high-income group by consultant development and optimal allocation
  - ✓ Strengthen the 360-degree consultant organization
  - ✓ Boost highly skilled talent acquisition

Growth driver for mid- to long-term

AI model implementation

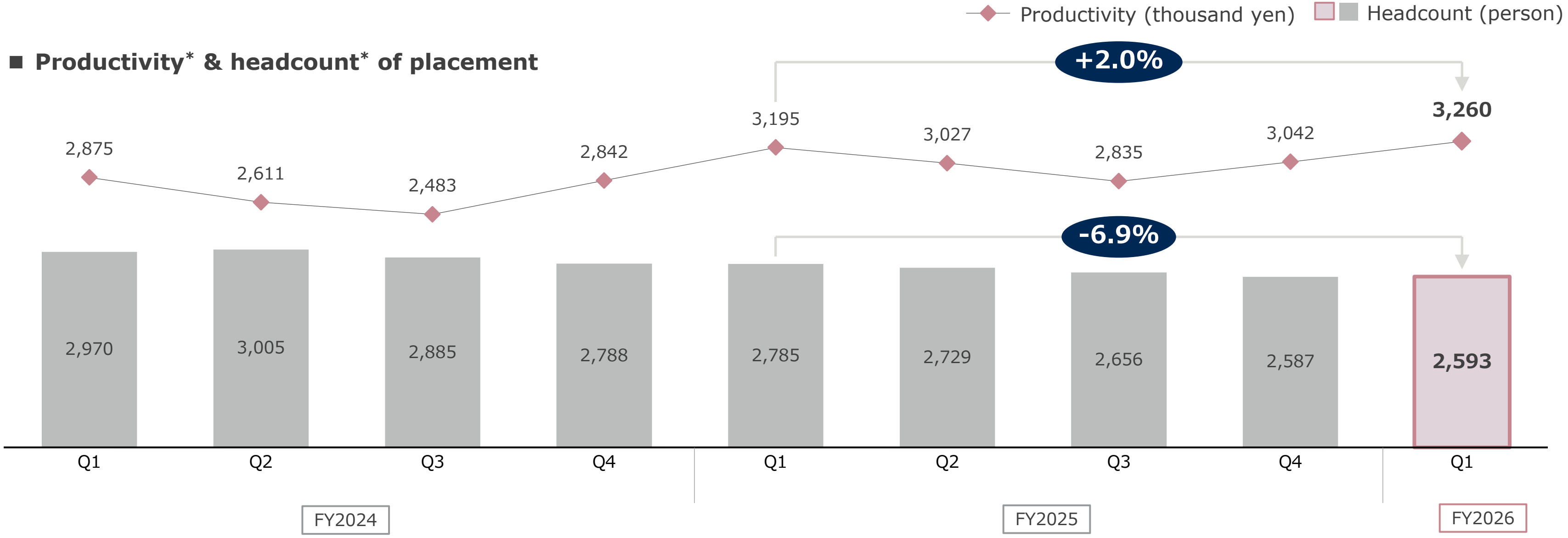
- Secure quality and volume of placement by more accurate AI matching
- Simultaneously improve customer experience and productivity (support volume × conversion rate)
- **Phased rollout from FY2026**

Career SBU

PERSOL

Continuously improve productivity while appropriately controlling headcount in line with revenue growth

■ **Productivity* & headcount* of placement**



■ **YoY changes** (Unit: %)

	FY2024				FY2025				FY2026
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Productivity	-3.8	+0.2	+4.3	+9.4	+11.1	+15.9	+14.2	+7.0	**+2.0**
Headcount	+18.8	+11.3	+3.5	-2.0	-6.2	-9.2	-7.9	-7.2	**-6.9**

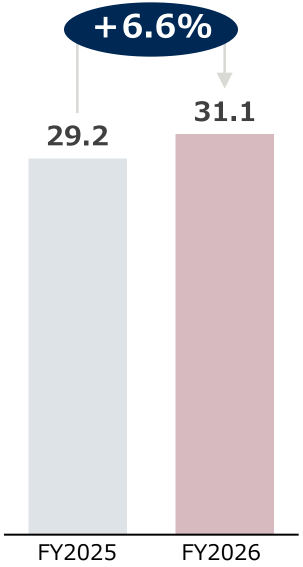
* Productivity: Monthly average sales in the overall placement business for the quarter / Headcount
* Headcount: Number of front-line personnel in the overall placement business (average at the beginning of each month for the quarter)

Technology SBU

PERSOL

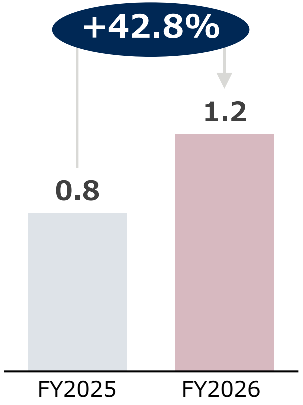
Q1 results

(Billion Yen)



Q1 Revenue

Adjusted EBITDA margin	
3.0%	4.0%



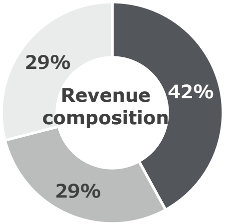
Q1 Adjusted EBITDA

Key points of the Q1 results

- Revenue was mainly driven by an increase in the no. of engineers.
  - ▶ IT/DX Solutions: Increase in the no. of engineers
  - ▶ Engineering: Sluggish growth in outsourcing orders from automotive-related companies
  - ▶ Registered temporary staffing / freelancers: Higher charge price offset the decline in the no. of active staff
- Adjusted EBITDA increased mainly due to the resolution of the impact from prior-year intra-group project delays.
- The turnover rate was in line with plan.

■ Revenue growth rate by business (YoY)

Unit: %	FY2025				FY2026
	Q1	Q2	Q3	Q4	Q1
IT/DX Solutions	+8.6	+6.3	+10.2	+14.5	**+9.2**
Engineering	+12.3	+8.6	+8.4	+8.0	**+4.4**
Registered temporary staffing / freelancers	+1.7	+1.5	+0.0	+3.4	**+2.5**



IT/DX Solutions
Engineering
Registered temporary staffing / freelancers

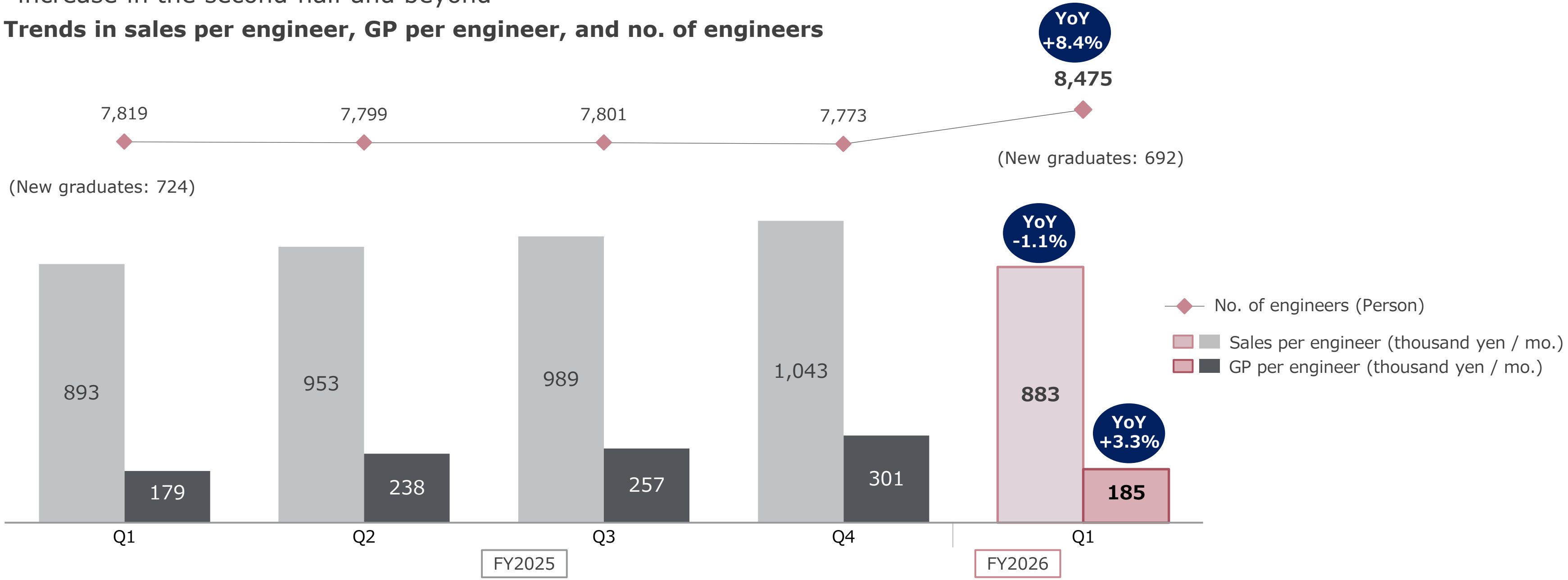
＊ FY2026 Q1 results

Technology SBU

■From FY2026, KPIs updated to better reflect organizational performance, including growth and productivity, aligned with the outsourcing-strengthening strategy under Mid-term Management Plan FY2028

- No. of engineers increased, supported by solid hiring of both new graduates and mid-careers.
- Sales per engineer declined slightly in Q1 due to engineers being on standby for assignment to outsourcing projects, while GP per engineer increased driven by improved project profitability.
- Assignments are expected to progress from Q2 onward, with both sales per engineer and GP per engineer projected to increase in the second half and beyond

■Trends in sales per engineer, GP per engineer, and no. of engineers



*1 No. of engineers: Number of in-house engineers at end of quarter
*2 Sales per engineer = Total sales from IT/DX Solutions and Engineering / No. of engineers
*3 GP per engineer = Total gross profit from IT/DX Solutions and Engineering / No. of engineers
*4 Sales per engineer and GP per engineer are calculated based on JGAAP

Recruitment strength and engineer development drive competitive advantage

PERSOL

Strong recruitment capabilities enhanced since the previous Mid-term Management Plan
Ranked in the Top 10 most popular companies among science and engineering students graduating in 2027

■ Recruitment and Development Initiatives

New graduate recruitment process that considers post-recruitment development and success

- Former engineers interview students one-on-one
- Offering clear visibility into specific work content and career paths
- Minimizing recruits' expectation gaps through comprehensive follow-up after job offers

A culture of supporting each individual with care and sincerity

- Building an environment for engineer growth, based on the belief that “engineer growth creates customer value”
- Establishing a framework that accelerates engineer development, enabling both early success after joining and long-term career growth

News release is available here (Only available in Japanese)

■ External Evaluation

Ranked 7th* among science & engineering students in “Minna no Shinsotsu Popular Company Ranking” for the Class of 2027

Top 10 in Science & Engineering

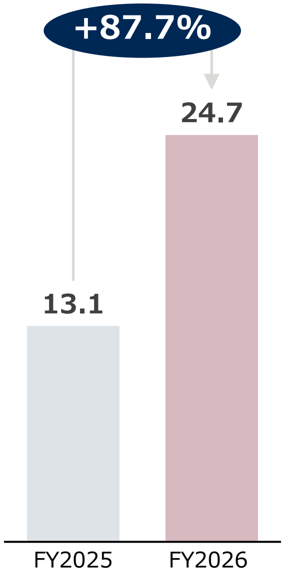
Rank	Company	Rank	Company
1	NTT DATA	6	KEYENCE
2	ITOCHU Corporation	7	PERSOL CROSS TECHNOLOGY
3	ITOCHU Techno-Solutions	8	Mitsubishi Corporation
4	Sky	9	Accenture
5	Nomura Research Institute	9	Sony Group

* Based on “Rankings by Academic Background and Gender,” a survey conducted by Minshu among students graduating in March 2027. The survey evaluates companies across five dimensions: job attractiveness, company attractiveness, work-style attractiveness, attractiveness of social contribution activities, and attractiveness of recruitment communications.

Others (Including Gojob)

Q1 results

(Billion Yen)



Q1 Revenue

Q1 Adjusted EBITDA

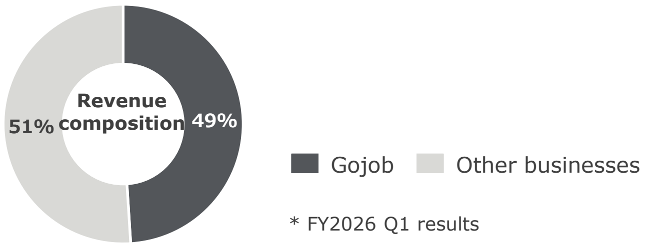
Key points of the Q1 results

- Gojob, which was acquired in October 2025, contributed 12.2 billion yen to revenue.
  - Gojob maintained high revenue growth of +50.9% YoY on a local currency basis.
  - In French temporary staffing business, both share expansion with existing customers and new customer acquisition were strong.
- Deficit narrowed, driven by revenue growth and cost optimization in R&D FU.

■ Gojob's revenue growth rate (YoY)

Unit: %	FY2025				FY2026
	Q1	Q2	Q3	Q4	Q1
Local basis*	+21.2	+20.3	+28.3	+36.0	**+50.9**

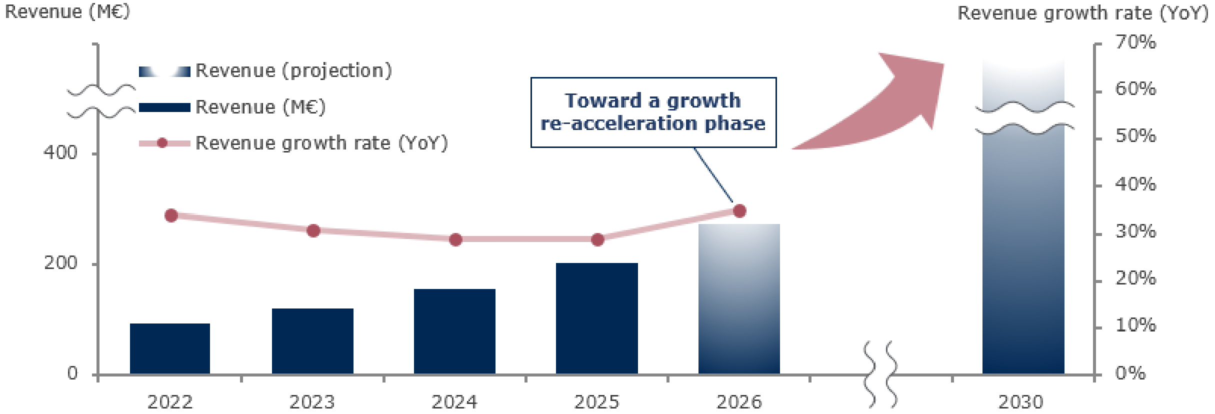
* Revenue YoY is calculated on a local currency and local GAAP basis, including periods prior to joining PERSOL Group.



* FY2026 Q1 results

Structural High Growth Model of Gojob

■ Startup growth re-acceleration phase



Strengths underpinned by actual results

Matching time	Repeat rate
24 minutes (Industry average: 1-2 days)	**Over 75%**

Fill rate	Introduction track record
Over 90%	**Over 6,500**

- **AI-driven reproducible growth model**
  Matching speed and accuracy, accumulated data, and strong customer satisfaction drive repeat usage, enabling both share expansion among existing customers and new customer acquisition.

- **Government-authorized AI technology**
  Selected for Next40, a group of high-potential startups backed by the French Tech initiative of the French government. It is driving high growth with superior technologies and sales capabilities.

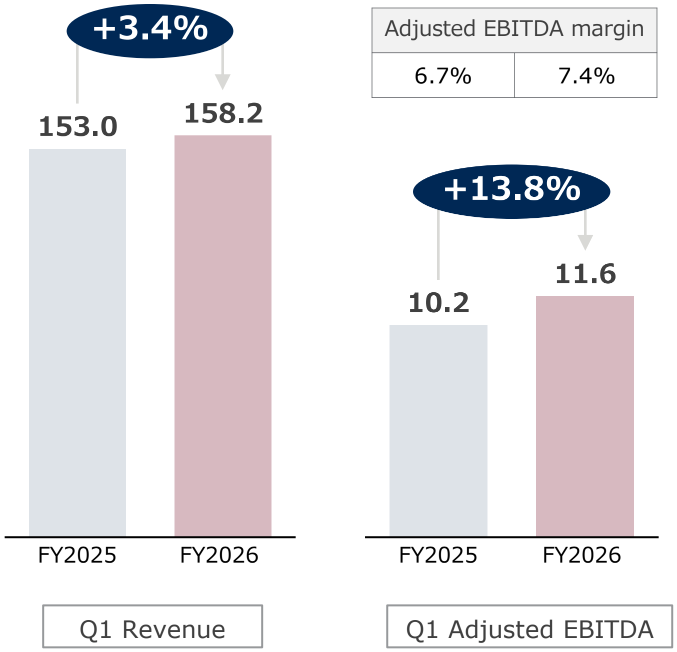
- **A virtuous circle created by data accumulation**
  As usage increases, matching accuracy and repeat rates improve, reducing sales effort and customer acquisition costs.

- **Significant growth potential**
  The share of Gojob in the temporary staffing market in France is still around 2%. Further growth potential through sustained high growth, market share expansion via M&A, and entry into the Japanese market

Staffing SBU

Q1 results

(Billion Yen)



* Q1 revenue includes the contribution from MC Partners Corporation, which was acquired in April 2026. However, the KPIs shown in the table on the right, which relate only to existing businesses, exclude its contribution.

Key points of the Q1 results

- No. of active staff growth remained modest, while charge price rose steadily
- One fewer operating day YoY
- Adjusted EBITDA achieved double-digit growth through SG&A optimization initiatives
- Temporary expenses related to office relocation will be incurred from Q2 through the second half of FY2026

■ KPI change rate (YoY)

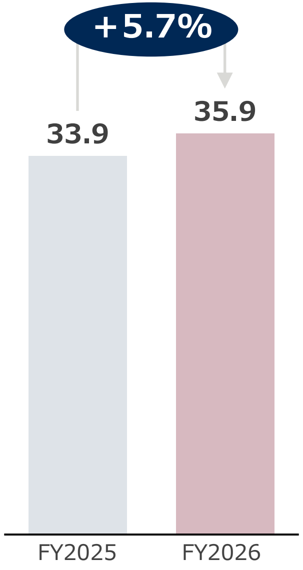
Unit: %	FY2025				FY2026
	Q1	Q2	Q3	Q4	Q1
No. of active staff	+2.2	+2.2	+1.9	+1.1	**+0.6**
Charge price	+2.1	+2.1	+2.2	+2.3	**+2.5**
No. of operating days	0.0	0.0	-3.2	+1.8	**-1.6**
Working hours	-0.7	-0.1	+1.1	-0.4	**+0.5**

* No. of active staff: Number of active temporary staff during the subject period (monthly average for the quarter, long-term contracts of 3 months or more only)
* Charge price: Average charge price for temporary staffing contracts (monthly average for the quarter)
* No. of operating days: Number of days excluding planned paid leave days set by the staffing company from the number of weekdays
* Working hours: Average daily actual working hours (including overtime) per temporary staff at PERSOL TEMPSTAFF

BPO SBU

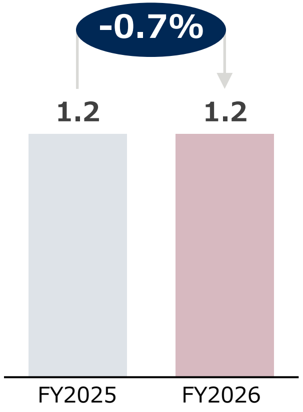
Q1 results

(Billion Yen)



Q1 Revenue

Adjusted EBITDA margin	
3.7%	3.5%



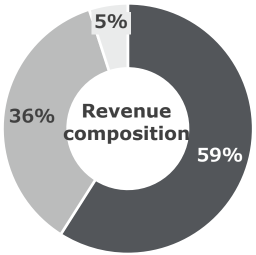
Q1 Adjusted EBITDA

Key points of the Q1 results

- Revenue increased, driven by growth of the BPO business.
  - ▶ Contracted financial and back-office services performed well.
  - ▶ Strong demand for business process re-engineering and AI introduction in both private and public sectors
- Adjusted EBITDA remained almost flat due to upfront expenses, including system investments.

■ Revenue growth rate by business (YoY)

Unit: %	FY2025				FY2026
	Q1	Q2	Q3	Q4	Q1
BPO	+10.5	+11.9	+11.6	+10.1	**+9.2**
CX	-	-	-	-	**+3.3**
Consulting	+13.6	+8.2	+7.7	-2.1	**-2.7**



Definitions of each business
- BPO: Support for business operations and back office operations at public entities and private enterprises
- CX*: Contact centers, sales & marketing
- Consulting: Consulting in human resource and technology domains

* CX includes CSL (PERSOL COMMUNICATION SERVICES LIMITED), which was acquired in February 2025. As the basis for comparison differs from the corresponding period of the previous fiscal year, YoY figures for FY2025 are not presented.

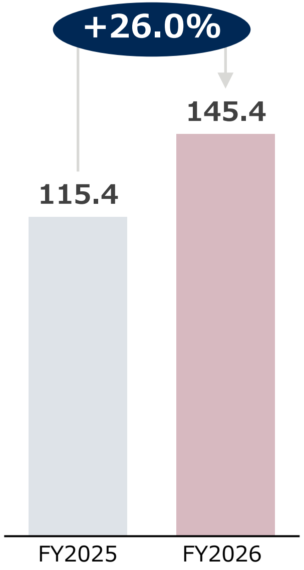
BPO CX Consulting

* FY2026 Q1 results

Asia Pacific SBU

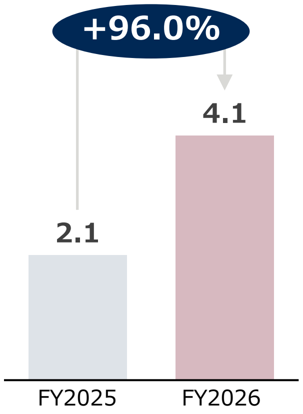
Q1 results

(Billion Yen)



Q1 Revenue

Adjusted EBITDA margin	
1.8%	2.8%



Q1 Adjusted EBITDA

Key points of the Q1 results

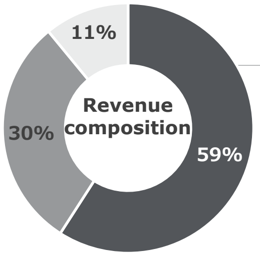
- Revenue increased 6.0% on a local currency basis.
  - ▶ Temporary staffing / Outsourcing: Continued solid growth in Asia
  - ▶ Placement: Recovery progressed in some countries
  - ▶ Facility management: Continued strong performance
- Adjusted EBITDA improved due to lower system renewal costs: +0.4 billion yen (recorded 0.5 billion yen in FY2025 Q1 and 0.1 billion yen in FY2026 Q1)

■ FX impact

(Billion Yen)	Q1	Q2	Q3	Q4	Full Year
Revenue	+23.3	-	-	-	-
Adjusted EBITDA	+0.5	-	-	-	-

■ Exchange rate (AUD, average during the period)

(Yen)	FY2025				FY2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Exchange rate	92.6	94.6	96.8	99.8	113.1	-	-	-



■ Staffing ■ Facility management ■ Others

Staffing revenue breakdown					
Temporary staffing / Outsourcing	94 %	Placement	3 %	Others	3 %

* FY2026 Q1 results

(Ref.) FY2026 Q1 Revenue by SBU (YoY)

PERSOL

SBU	Revenue (Million Yen) FY2026 Q1	Revenue (Million Yen) FY2025 Q1	YoY	Major changes
Staffing	**158,256**	153,027	+3.4%	Number of active staff +0.6% Charge price +2.5% Placement revenue +6.0% Impact of operating days -1.6%
BPO	**35,936**	33,989	+5.7%	BPO business +9.2% CX business +3.3% Consulting business -2.7%
Technology	**31,179**	29,259	+6.6%	Number of engineers +8.4% Sales per engineer -1.1%
Career	**38,678**	39,348	-1.7%	Placement business -5.0% Job recruitment media business -0.3% Side job / Freelance business +29.1%
Asia Pacific*	**145,441**	115,421	+26.0%	+6.0% on local currency basis FX impact: +23.3 billion yen
Others	**24,755**	13,190	+87.7%	Contribution from Gojob acquired in October 2025: +12.2 billion yen
Adjusted	**-10,231**	-10,566	-	-

* Exchange rates (period average) [AUD] FY2025 Q1: 92.6 yen, FY2026 Q1: 113.1 yen

(Ref.) FY2026 Q1 Adjusted EBITDA by SBU (YoY)

PERSOL

SBU	Adjusted EBITDA (Million Yen)	Margin	YoY	Major changes
Staffing	**11,674** 10,254	**+7.4%** +6.7%	+13.8%	Higher profit driven by revenue growth and ongoing SG&A optimization initiatives
BPO	**1,257** 1,265	**+3.5%** +3.7%	-0.7%	Profit was almost flat due to upfront costs including system
Technology	**1,238** 867	**+4.0%** +3.0%	+42.8%	Higher profit driven by the resolution of prior-year intra-group project delays and revenue growth
Career	**9,351** 10,451	**+24.2%** +26.6%	-10.5%	Profit declined due to increased AI investments and initiatives to strengthen high-income segment
Asia Pacific*	**4,121** 2,102	**+2.8%** +1.8%	+96.0%	Profit increased due to foreign exchange effects, lower system renewal expenses, and cost optimization
Others	**-50** -903	- -	-	Reduced deficit through increased revenue and cost optimization
Adjusted	**-1,105** -2,260	- -	-	Reduced deficit through headquarters cost optimization

FY2026 Q1 (upper value, pink bar)
FY2025 Q1 (lower value, grey bar)

* Exchange rates (period average) [AUD] FY2025 Q1: 92.6 yen, FY2026 Q1: 113.1 yen

(Ref.) FY2026 Q1 Operating Profit by SBU (YoY)

SBU	Operating profit (Million Yen) FY2026 Q1	Operating profit (Million Yen) FY2025 Q1	Margin FY2026 Q1	Margin FY2025 Q1	YoY	Special notes
Staffing	**9,937**	8,859	**+6.3%**	+5.8%	+12.2%	-
BPO	**474**	320	**+1.3%**	+0.9%	+48.0%	-
Technology	**190**	127	**+0.6%**	+0.4%	+49.4%	-
Career	**7,878**	9,080	**+20.4%**	+23.1%	-13.2%	-
Asia Pacific*	**2,871**	1,236	**+2.0%**	+1.1%	+132.2%	-
Others	**-931**	-1,584	-	-	-	-
Adjusted	**-1,540**	-2,639	-	-	-	-

* Exchange rates (period average) [AUD] FY2025 Q1: 92.6 yen, FY2026 Q1: 113.1 yen

(Ref.) List of SBU KPIs

Staffing		Unit	FY2025Q1	FY2025Q2	FY2025Q3	FY2025Q4	FY2026Q1	FY2026Q2	FY2026Q3	FY2026Q4	Q1 YoY	Q2 YoY	Q3 YoY	Q4 YoY
	No. of active staff	1,000 People	132	132	133	134	133	-	-	-	+0.6%	-	-	-
	Charge price	JPY	2,440	2,448	2,455	2,464	2,501	-	-	-	+2.5%	-	-	-
	No. of operating days	Day	62	59	60	58	61	58	60	59	-1.6%	-1.7%	0.0%	+1.7%
	Working hours YoY	%	-0.7	-0.1	+1.1	-0.4	+0.5	-	-	-	-	-	-	-

* No. of active staff: Number of active temporary staff during the subject period (monthly average for the quarter, long-term contracts of 3 months or more only)
* Charge price: Average charge price for temporary staffing contracts (monthly average for the quarter)
* No. of operating days: Number of days excluding planned paid leave days set by the staffing company from the number of weekdays
* Working hours YoY: Year-on-year comparison of the average daily actual working hours (including overtime) per temporary staff at PERSOL TEMPSTAFF

Technology		Unit	FY2025Q1	FY2025Q2	FY2025Q3	FY2025Q4	FY2026Q1	FY2026Q2	FY2026Q3	FY2026Q4	Q1 YoY	Q2 YoY	Q3 YoY	Q4 YoY
	IT/DX Solutions													
	No. of engineers	Person	3,723	3,792	3,854	3,882	4,224	-	-	-	+13.4%	-	-	-
	Sales per engineer	1,000 JPY	1,090	1,125	1,153	1,205	1,051	-	-	-	-3.6%	-	-	-
	GP per engineer	1,000 JPY	221	287	282	338	228	-	-	-	+3.2%	-	-	-
	Engineering													
	No. of engineers	Person	4,096	4,007	3,947	3,891	4,251	-	-	-	+3.8%	-	-	-
	Sales per engineer	1,000 JPY	715	793	830	882	718	-	-	-	+0.4%	-	-	-
	GP per engineer	1,000 JPY	141	193	232	264	142	-	-	-	+0.9%	-	-	-
	Registered temporary staffing / Freelancers													
	No. of registered temporary engineers (active staff)	Person	4,600	4,560	4,560	4,580	4,568	-	-	-	-0.8%	-	-	-
	Charge price	JPY	4,116	4,142	4,195	4,223	4,288	-	-	-	+4.2%	-	-	-

* No. of engineers: Number of in-house engineers at end of quarter
* Sales per engineer = Sales / No. of engineers (JGAAP basis)
* GP per engineer = Gross profit / No. of engineers (JGAAP basis)
* No. of registered temporary engineers (active staff): Number of operating registered temporary staffing engineers at the end of the quarter
* Charge price: Average charge price of the temporary staffing contracts (monthly average for the quarter)

Career		Unit	FY2025Q1	FY2025Q2	FY2025Q3	FY2025Q4	FY2026Q1	FY2026Q2	FY2026Q3	FY2026Q4	Q1 YoY	Q2 YoY	Q3 YoY	Q4 YoY
	No. of doda members (cumulative)	Person	9,786,666	10,060,000	10,316,666	10,590,000	10,890,000	-	-	-	+11.3%	-	-	-
	Headcount in placement business	Person	2,785	2,729	2,656	2,587	2,593	-	-	-	-6.9%	-	-	-
	Productivity of placement business	1,000 JPY	3,195	3,027	2,835	3,042	3,260	-	-	-	+2.0%	-	-	-

* No. of doda members (cumulative): Cumulative number of registered doda members (monthly average for the quarter)
* Headcount in placement business: Number of front-line personnel in the overall placement business (average at the beginning of each month for the quarter)
* Productivity of placement business: Monthly average sales in the overall placement business for the quarter / Headcount

Appendix

Appendix

PERSOL

1. Topics

- Group Topics
- Main Topics by SBU

2. Supplementary Information on Business Performance

- Adjusted EBITDA vs Operating Profit
- Consolidated Statement of Financial Position
- Balance of Goodwill
- Definitions of Adjusted EBITDA and Adjusted EPS

3. Business Environment / Shareholder Return

- Overview of Each SBU and FU’s Business
- Breakdown of Personnel
- Changes in Job-Openings-to-Applicants Ratio of “doda”
  - Overall
  - By Job Type
  - By Business Type
- Targeted Annual Income Group of Career SBU’s Main Services
- Shareholder Return Policy (excerpts from Mid-term Management Plan FY2028)

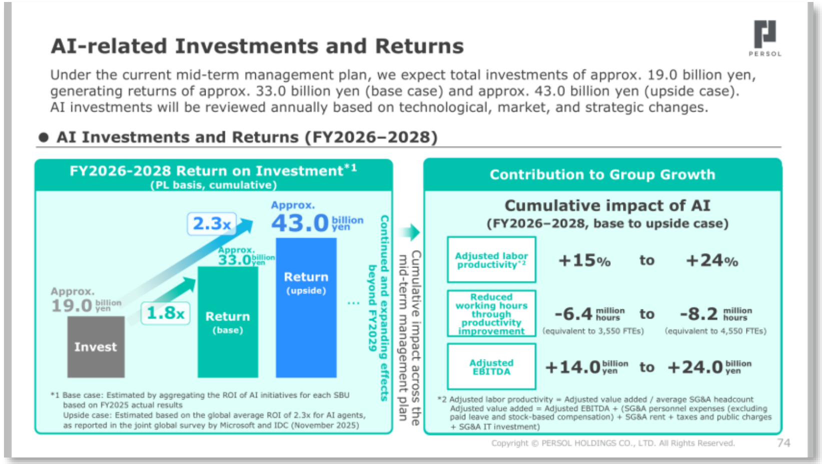
Factbook is available here

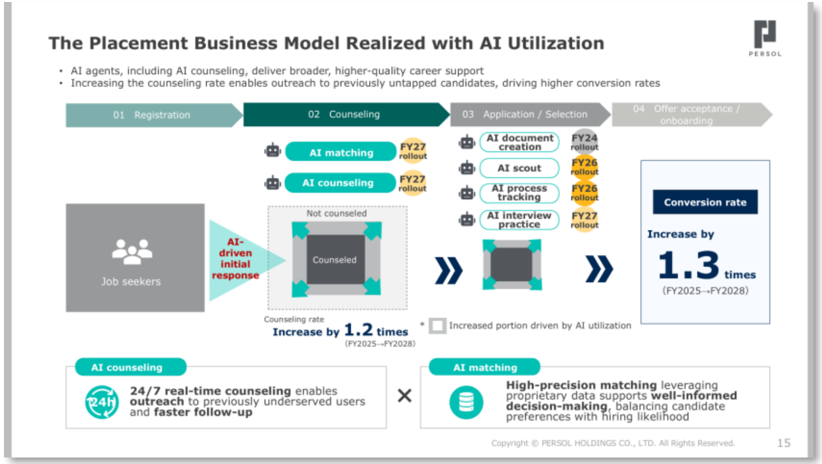
Group Topics -IR DAY 2026-

Six Executive Officers presented our SBU and technology strategies under Mid-term Management Plan FY2028.

Excerpts from the IR Day Q&A Session

■ Click here for IR DAY 2026 Q&A





Q: Can AI investments generate sufficient returns?

A (CIO/CAIO Tsuge):
Of the 33.0 billion yen in effects from AI investment, cost reductions account for 60% to 70%, while contributions to revenue constitute 30% to 40%.
The amount will be 43.0 billion yen if it beats forecasts, and the difference will mainly be due to revenue growth.

Q: Will revenue from the placement business increase due to AI?

A (Career SBU Lead Senoo):
We will increase both the candidate pool and conversion rate with AI counseling and use of proprietary data, and this will lead to revenue growth.

■ Click here for IR DAY 2026 related materials

Main Topics by SBU

*GX: Green Transformation

Related page here
(Only available in Japanese except Asia Pacific)

PERSOL

Staffing
Collaboration with ASUENE Inc., the provider of the ASUENE cloud platform for visualizing, reducing, and reporting CO_2 emissions, **launched toward building a new model of human resource supply featuring the integrated development and dispatch of human resources for practical GX* operations**

BPO
Start of provision of **"Shinsa Gyomu-no Zero-ka (shift to zero screening operations) "**, which uses AI to reduce labor-hours for screening operations in selecting recipients of subsidies, grant in aid, etc.

Technology
Ranked 7th in "Minna no Shinsotsu Popular Company Ranking" by Minshu for the Class of 2027 students

Career
"doda Career Fair" has revived!
It has been decided that "doda Career Fair" will be held in person for the first time in six years. The event will take place at the Tokyo International Forum on Saturday, October 17, 2026.

Asia Pacific
"Industry Insight Report 2026" published
Analysis of issues on hiring and retention of human resources in Asia

Others/R&D
PERSOL RESEARCH AND CONSULTING announces "The results of its quantitative survey on human resources and management in the AI environment".
The rate of utilization of generative AI among regular employees rose 12.4 percentage points in six months, to 54.3%.

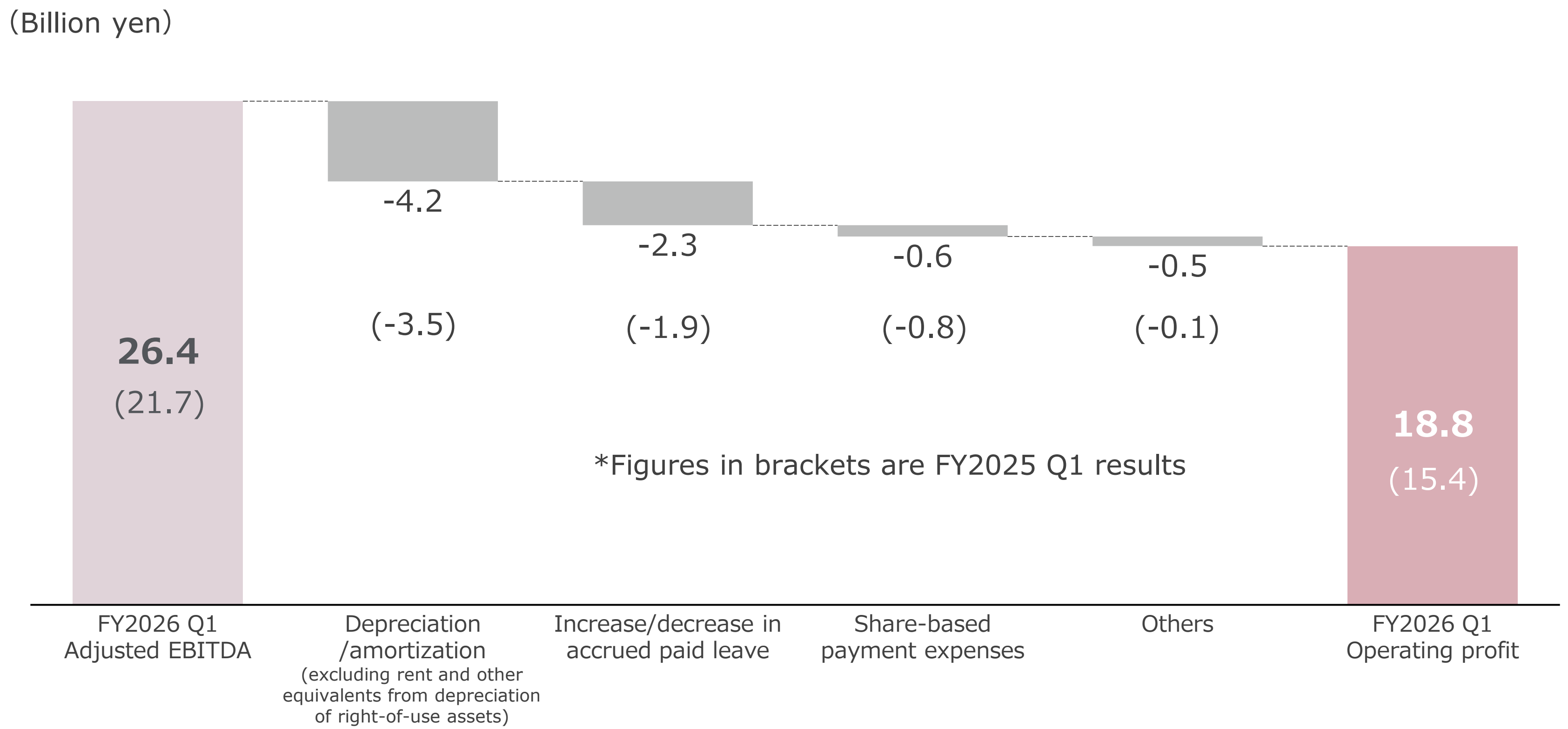
Companywide
Brand color of the PERSOL brand updated to commemorate its 10th anniversary and a commemorative measure taken — Release of a film celebrating the anniversary featuring a song of OFFICIAL HIGE DANDISM —

■ Career: A scene from a past "doda Career Fair"

■ Asia Pacific:
Industry Insight Report 2026

■ Companywide: PERSOL 10th ANNIVERSARY FILM
themed on "Work and Smile"

FY2026 Q1 Adjusted EBITDA vs Operating Profit



* Adjusted EBITDA: operating profit + depreciation/amortization (excluding rent and other equivalents from depreciation of right-of-use assets) + (-) Increase (decrease) in accrued paid leave + share-based payment expenses – (+) other income (expenses) – (+) other non-recurring profit (loss)

FY2026 Q1 Consolidated Statement of Financial Position

(Million yen)	As of Mar. 31, 2025	As of Jun. 30, 2026	Change
Current assets	335,364	**340,458**	+5,094
(Major breakdown)			
Cash and cash equivalents	85,018	**82,643**	-2,374
Trade and other receivables	205,573	**205,206**	-366
Non-current assets	285,171	**286,514**	+1,342
(Major breakdown)			
Right-of-use assets	54,034	**51,303**	-2,731
Goodwill	94,019	**95,366**	+1,347
Intangible assets	59,941	**59,858**	-82
Total assets	620,535	**626,972**	+6,437

	As of Mar. 31, 2025	As of Jun. 30, 2026	Change
Current liabilities	311,269	**318,271**	+7,001
(Major breakdown)			
Trade and other payables	121,279	**128,722**	+7,442
Bonds and borrowings	20,745	**22,546**	+1,801
Accrued paid leave	61,466	**64,367**	+2,901
Non-current liabilities	70,476	**67,826**	-2,650
(Major breakdown)			
Bonds and borrowings	11,889	**11,897**	+7
Total liabilities	381,746	**386,097**	+4,350
Total equity	238,788	**240,875**	+2,086
Total equity attributable to owners of parent	219,499	**221,420**	+1,921
Total liabilities and equity	620,535	**626,972**	+6,437

FY2026 Q1 Balance of Goodwill

(Million yen)	As of Mar. 31, 2025	As of Jun. 30, 2026
Staffing SBU	10,964	**11,571**
BPO SBU	18,676	**18,676**
Technology SBU	1,988	**1,988**
Career SBU	16,712	**16,712**
Asia Pacific SBU	25,543	**26,045**
Programmed Staffing	7,170	**7,315**
Programmed Property Services	1,646	**1,680**
Programmed Facility Management	14,012	**14,294**
Other than the above	2,712	**2,755**
Others	20,134	**20,372**
Gojob	18,941	**19,178**
Total	94,019	**95,366**

* Exchange rates (end of period) / [AUD] As of Mar. 31, 2026: 109.5 yen; As of Jun. 30, 2026: 111.7 yen

Definitions of Adjusted EBITDA and Adjusted EPS

PERSOL

- Adjusted EBITDA remains the primary KPI, consistent with the previous Mid-term Management Plan.
- Reflecting an enhanced shareholder return policy, the dividend payout ratio under the Mid-term Management Plan FY2028 is set at 50% or more of adjusted EPS.
- Adjusted EPS is calculated by excluding the impacts of increase/decrease in accrued paid leave, share-based payment expenses, etc.

Adjusted EBITDA = Operating profit + Depreciation/amortization (excluding rent and other equivalents from depreciation of right-of-use assets) ± **Adjustment Items (1)**

Adjusted EPS = **Adjusted profit** ÷ (Average number of shares issued during the period - Average number of treasury shares during the period)

Adjusted profit = Profit ± **Adjustment Items (2)** ± Tax reconciliation related to certain adjustment items

Contents of adjustment items (1)

- Increase/decrease in accrued paid leave
- Share-based payment expenses
- Other income and expenses
- Other non-recurring profit/loss

(Million yen)	FY2025 Q1	FY2026 Q1
Profit	10,662	**12,190**
Adjustment items	3,106	**3,675**
Tax reconciliation related to certain adjustment items	-988	**-980**
Adjusted profit	12,780	**14,884**
Number of shares (share)*	2,218,463,190	**2,230,618,769**
Adjusted EPS (yen)	5.76	**6.67**

*Number of shares = average number of shares issued during the period - average number of treasury shares during the period

Contents of adjustment items (2)

- Increase/decrease in accrued paid leave
- Share-based payment expenses
- Other income and expenses
- Other non-recurring profit/loss
- Amortization of assets resulting from acquisitions

* Including items attributable to non-controlling interests

Overview of Each SBU and FU's Business

Strategic Business Unit					R&D Function Unit	Specialized Services
Staffing	**BPO**	**Technology**	**Career**	**Asia Pacific**		
■ Temporary staffing (clerical work, research, clinical development, sales, light work, factory positions, etc.) ■ Temporary job placement ahead of permanent employment/ permanent placement ■ Outsourcing/contracting (clinical development, sales, light work, factory positions, etc.)	■ BPO ■ Help desk/contact center ■ Sales marketing ■ Business process consulting ■ HR solutions ■ Health care solutions ■ Product	■ Engineering (design and experiment) ■ Digital solutions, systems development ■ Temporary staffing (IT, engineering)	■ Permanent placement for mid-career professionals (junior talent, mid-level talent, high-caliber talent, executive talent) ■ Permanent placement for new graduates ■ Career change media ■ Direct recruiting ■ Support for side jobs, multiple jobs, and freelancers ■ Support for career autonomy ■ Employment support for foreign workers	■ Temporary staffing ■ Permanent placement ■ Facility management & maintenance ■ Outsourcing ■ Human resource management consulting ■ Education/training	■ Career support & Recruitment support ■ Spot work services ■ POS (Point of Sale) system ■ Talent development and reskilling support	■ Think tank ■ HR & organization consulting ■ Talent & organization development ■ Employment/employment transfer support of people with disabilities ■ Corporate venture capital
SBU Core Company / Representative Companies						
PERSOL TEMPSTAFF PERSOL EXCEL HR PARTNERS PERSOL FACTORY PARTNERS Avanti Staff PERSOL FIELD STAFF Aoyama Art	PERSOL BUSINESS PROCESS DESIGN PERSOL WORKSWITCH CONSULTING Lacras PERSOL MEDIA SWITCH Bizer PERSOL S&I PERSOL COMMUNICATION SERVICES	PERSOL CROSS TECHNOLOGY PERSOL AVC TECHNOLOGY PERSOL & Serverworks	PERSOL CAREER PERSOL Global Workforce Benesse i-Career[*1]	PERSOL Asia Pacific Programmed	PERSOL DIGITAL VENTURES PERSOL INNOVATION PERSOL MARKETING MIIDAS Sharefull POSTAS	PERSOL RESEARCH AND CONSULTING PERSOL DIVERSE PERSOL NEXTAGE PERSOL VENTURE PARTNERS Gojob
Examples of Handled Brands						
テンプスタッフ Chall-edge Flexible CAREER funtable Remote Tasker	COROPS パーソルのRPA StepBase KATAruru		doda doda キャンパス doda X HiPro PERSOL MIRAIZ	PERSOL PROGRAMMED	ミイダス シェアフル POS+ ピタテン HITO Link	doda チャレンジ Gojob

* The "PERSOL" brand in the Asia Pacific SBU is a service brand.
* As of April 1, 2026

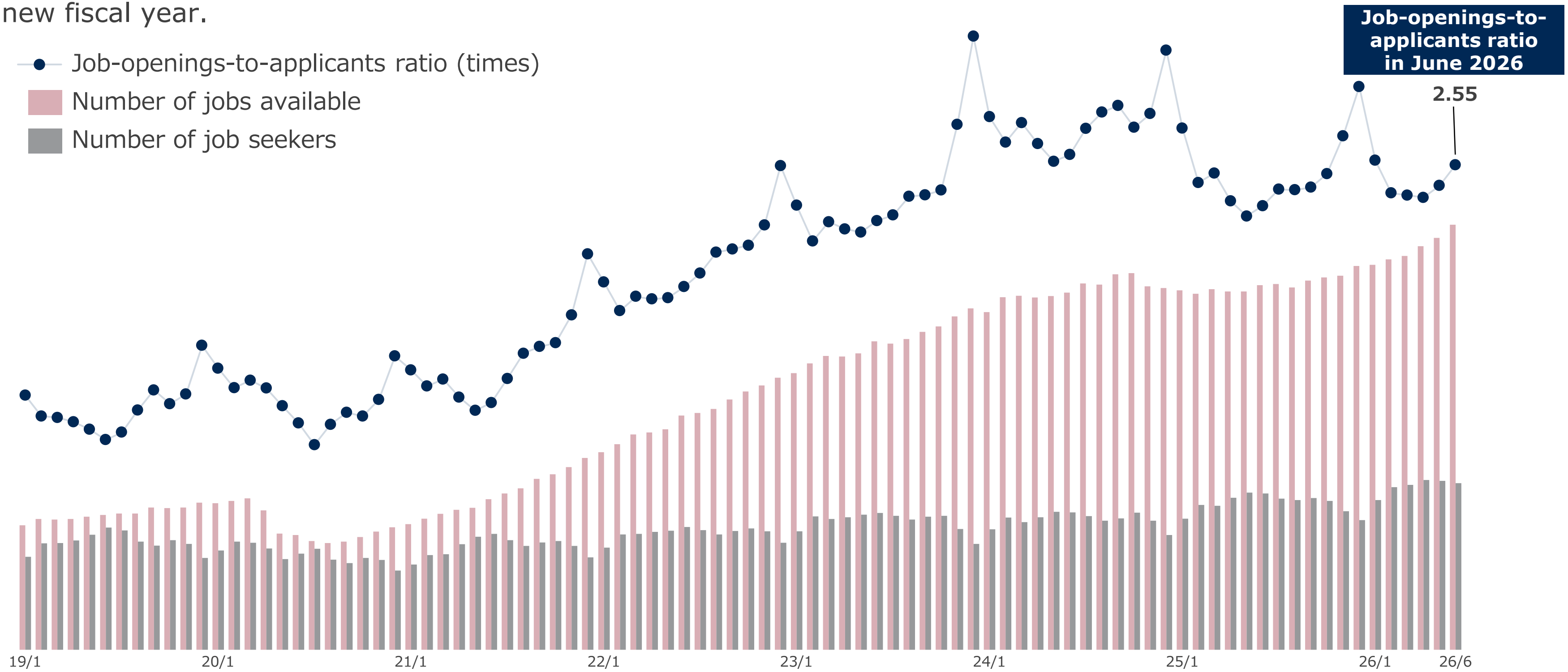
Breakdown of Personnel (FY2024 Q2-FY2026 Q1: Quarterly Changes)

Segment	原価/販管	Cost/SG&A	雇用期間	Employment period	FY2024Q2	FY2024Q3	FY2024Q4	FY2025Q1	FY2025Q2	FY2025Q3	FY2025Q4	FY2026Q1
グループ合計 Group All	原価	Cost	無期	Permanent	46,769	46,941	49,244	51,050	51,579	51,898	52,306	54,939
			有期	Fixed-term	2,416	2,417	3,555	3,734	3,670	3,564	3,480	3,323
	販管	SG&A	無期	Permanent	21,839	22,162	22,326	23,076	22,756	22,804	22,620	22,995
			有期	Fixed-term	3,966	3,632	3,566	3,495	3,502	3,377	3,264	3,140
				Total	**74,990**	**75,152**	**78,691**	**81,355**	**81,507**	**81,643**	**81,670**	**84,397**
Staffing SBU	原価	Cost	無期	Permanent	27,414	27,637	27,940	28,527	29,195	29,415	29,834	30,805
			有期	Fixed-term	624	622	601	584	563	549	548	530
	販管	SG&A	無期	Permanent	4,290	4,309	4,285	4,477	4,424	4,386	4,315	4,495
			有期	Fixed-term	1,324	1,268	1,282	1,287	1,265	1,231	1,216	1,181
				Total	**33,652**	**33,836**	**34,108**	**34,875**	**35,447**	**35,581**	**35,913**	**37,011**
BPO SBU	原価	Cost	無期	Permanent	6,950	6,909	8,901	9,583	9,621	9,776	9,736	10,411
			有期	Fixed-term	1,334	1,323	2,449	2,494	2,448	2,359	2,262	2,177
	販管	SG&A	無期	Permanent	1,165	1,263	1,490	1,570	1,548	1,562	1,562	1,671
			有期	Fixed-term	120	125	168	157	161	148	142	138
				Total	**9,569**	**9,620**	**13,008**	**13,804**	**13,778**	**13,845**	**13,702**	**14,397**
Technology SBU	原価	Cost	無期	Permanent	8,433	8,453	8,465	9,211	9,172	9,168	9,171	9,882
			有期	Fixed-term	125	132	138	143	156	163	172	163
	販管	SG&A	無期	Permanent	938	953	953	984	989	995	993	1,045
			有期	Fixed-term	212	218	224	225	228	227	228	224
				Total	**9,708**	**9,756**	**9,780**	**10,563**	**10,545**	**10,553**	**10,564**	**11,314**
Career SBU	原価	Cost	無期	Permanent	93	92	89	85	85	79	75	73
			有期	Fixed-term	55	60	66	63	71	70	70	74
	販管	SG&A	無期	Permanent	5,984	5,872	5,763	5,977	5,837	5,733	5,596	5,716
			有期	Fixed-term	1,183	1,113	1,006	979	971	940	898	864
				Total	**7,315**	**7,137**	**6,924**	**7,104**	**6,964**	**6,822**	**6,639**	**6,727**
Asia Pacific SBU	原価	Cost	無期	Permanent	3,200	3,179	3,180	2,949	2,932	2,892	2,945	3,217
			有期	Fixed-term	—	—	—	163	172	162	172	174
	販管	SG&A	無期	Permanent	5,230	5,189	5,153	5,010	4,959	4,871	4,926	4,691
			有期	Fixed-term	300	308	310	286	275	292	269	247
				Total	**8,730**	**8,676**	**8,643**	**8,408**	**8,338**	**8,217**	**8,312**	**8,329**
その他 Others	原価	Cost	無期	Permanent	679	671	669	695	574	568	545	551
			有期	Fixed-term	278	280	301	287	260	261	256	205
	販管	SG&A	無期	Permanent	4,232	4,576	4,682	5,058	4,999	5,257	5,228	5,377
			有期	Fixed-term	827	600	576	561	602	539	511	486
				Total	**6,016**	**6,127**	**6,228**	**6,601**	**6,435**	**6,625**	**6,540**	**6,619**

*1 Excluding active temporary staff whose employment periods are fixed-term
*2 Number of persons at the end of each quarter
*3 From FY2026 Q1 onward, Staffing SBU includes personnel of MC Partners Corporation

Changes in Job-Openings-to-Applicants Ratio of “doda”

The job-openings-to-applicants ratio remained high at 2.55x in June 2026.
Corporate hiring demand remains solid despite a moderation in job-changing activity following the start of the new fiscal year.

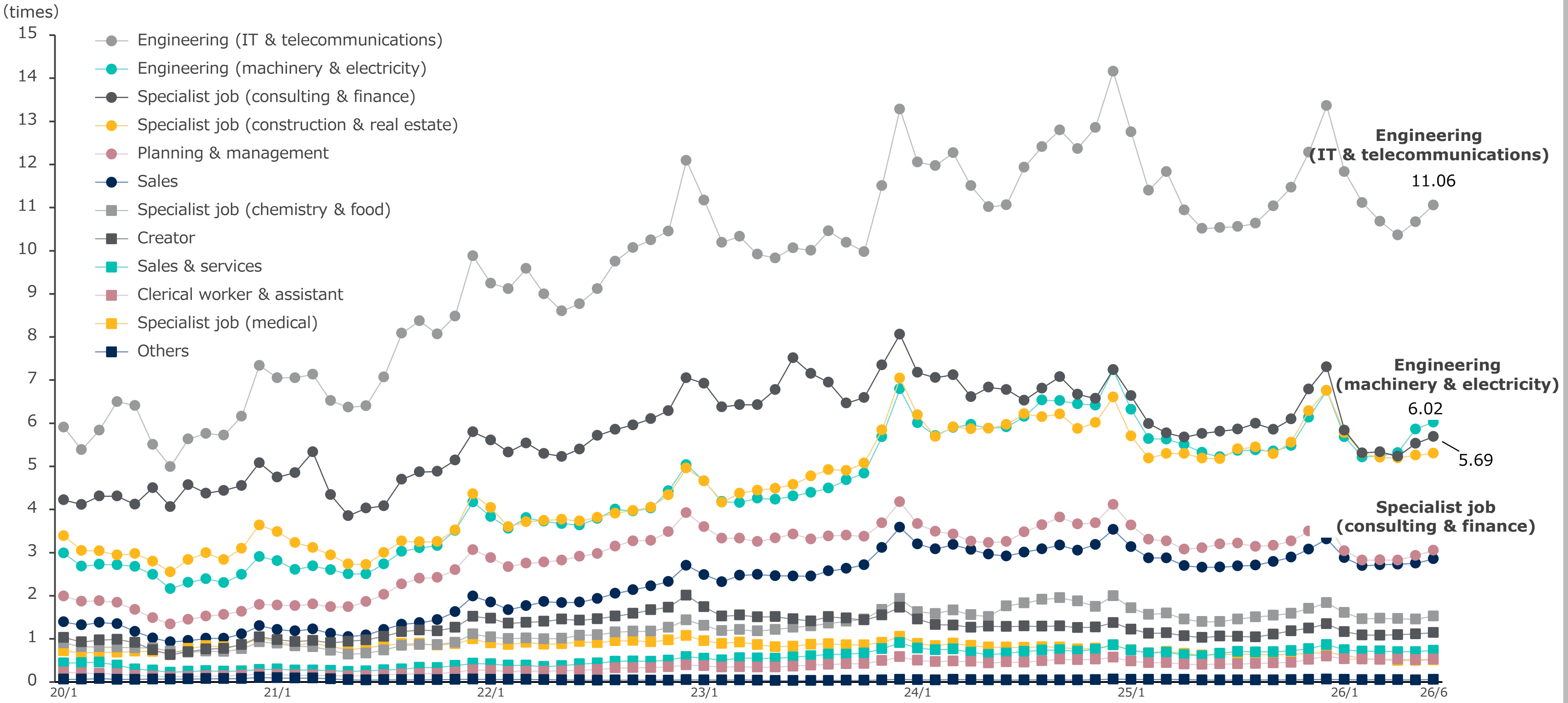


Job-openings-to-applicants ratio is calculated based on the number of jobs available for each registrant (job seeker) in the “doda.”
[Source] “doda,” Tenshoku kyujin bairitsu report (report on job-openings-to-applicants ratio) (June 2026)

Changes in Job-Openings-to-Applicants Ratio of "doda" by Job Type

PERSOL

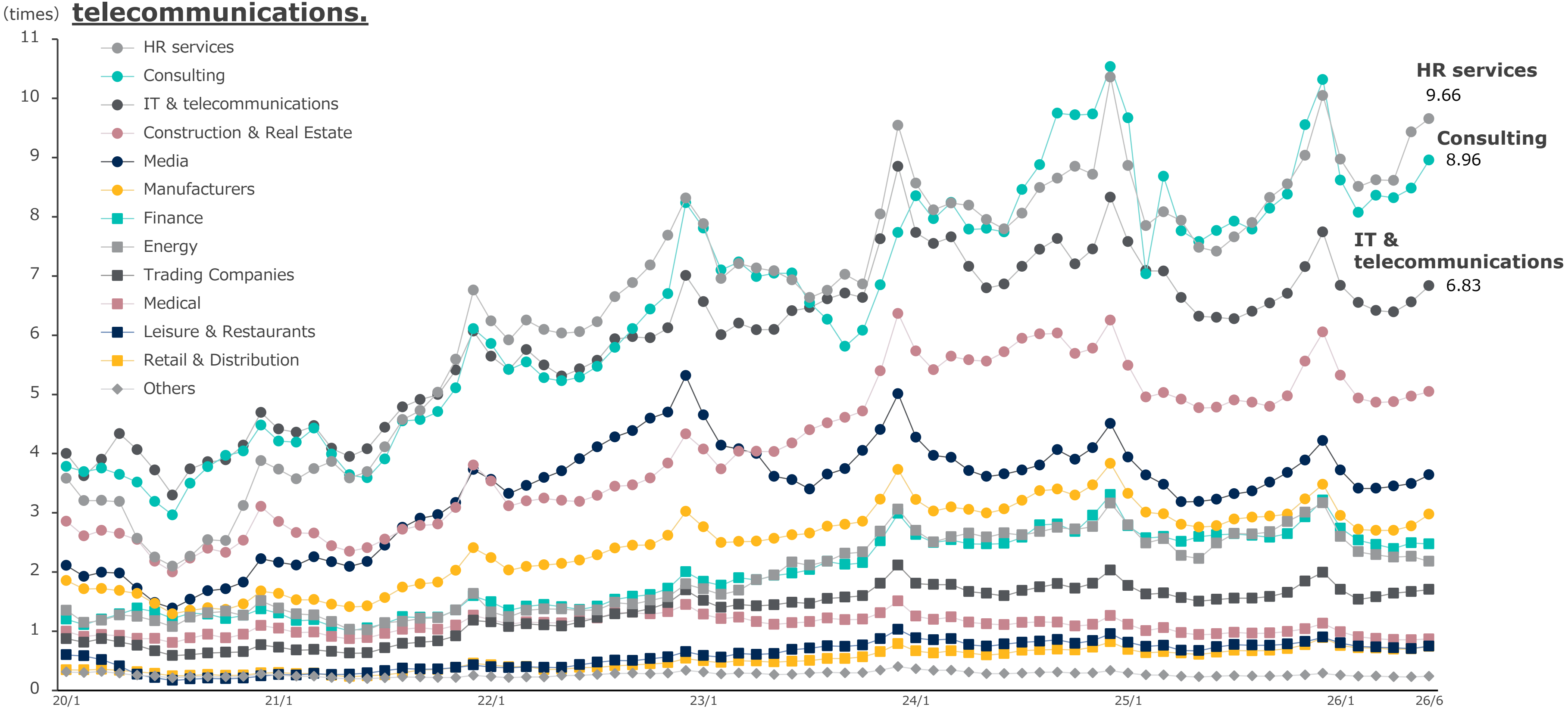
By job type, the job-openings-to-applicants ratio is high especially in **engineering (IT & telecommunications)**.



[Source] "doda," Tenshoku kyujin bairitsu report (report on job-openings-to-applicants ratio) (June 2026)

Changes in Job-Openings-to-Applicants Ratio of “doda” by Business Type

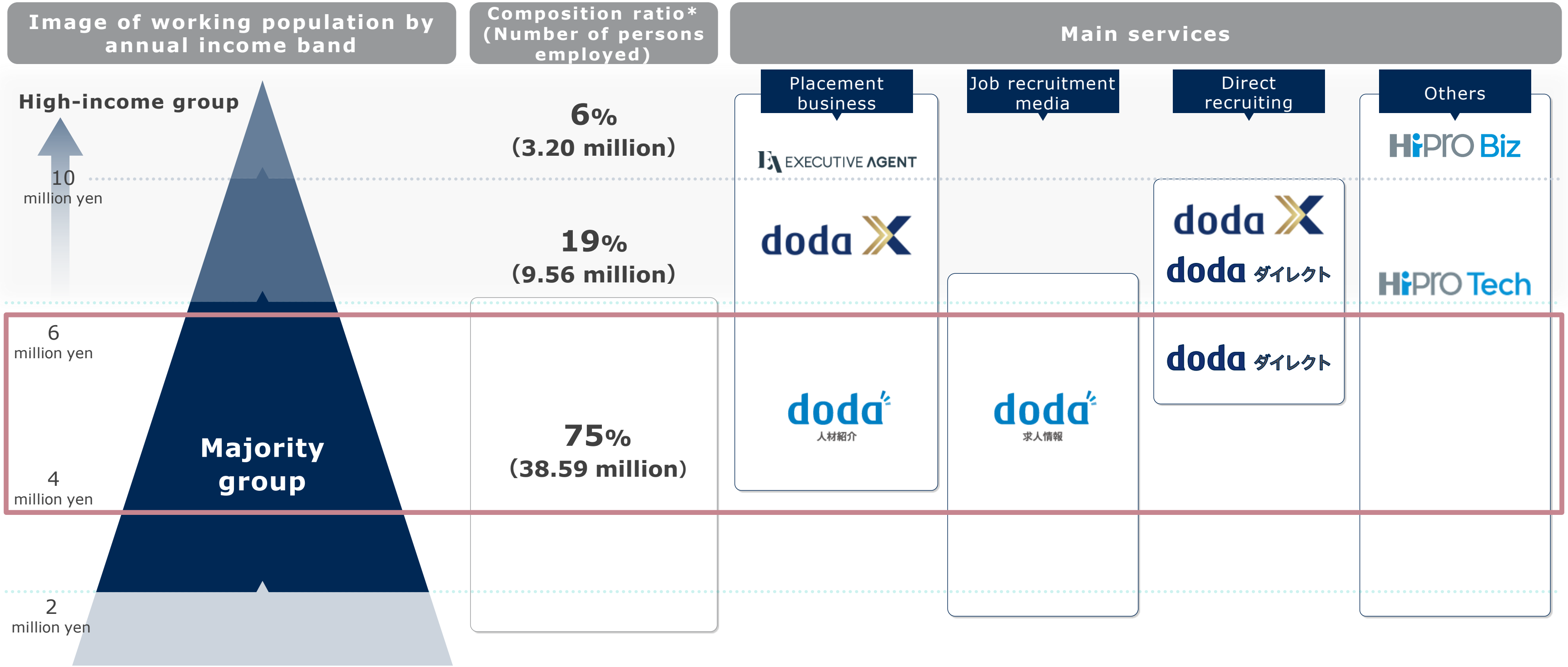
By business type, the job-openings-to-applicants ratio is high, especially in **HR services, Consulting and IT & telecommunications.**



[Source] "doda," Tenshoku kyujin bairitsu report (report on job-openings-to-applicants ratio) (June 2026)

Targeted Annual Income Group of Career SBU's Main Services

- The main target of doda is the majority group with annual income range of 4 to 6 million yen.
- PERSOL will aim to broaden the base to the high-income group with services, including doda X.

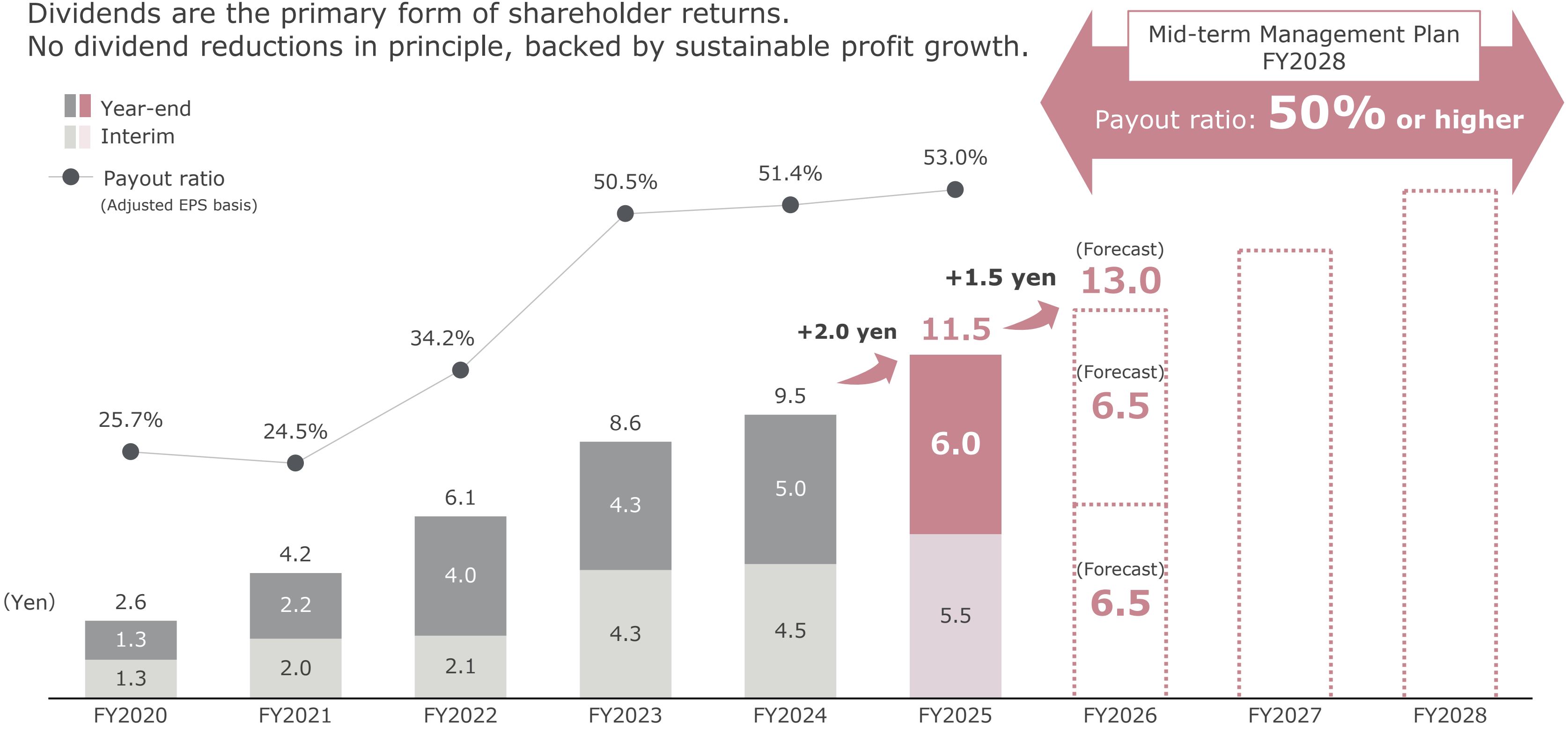


Source: National Tax Agency, "Statistical Survey of Private Sector Salaries for 2024"

Shareholder Return Policy

Excerpts from Mid-term Management Plan FY2028

Dividends are the primary form of shareholder returns.
No dividend reductions in principle, backed by sustainable profit growth.



* 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 FY2026 will be 66.3% (forecast).

Disclaimer

The statements concerning PERSOL HOLDINGS's future business performance in this material such as earnings forecasts are based on information currently available and certain assumptions deemed to be reasonable by PERSOL HOLDINGS, and do not guarantee that these figures will be achieved. Actual results may differ materially from the statements due to a variety of factors.

The figures and indicators included in this material have been released to facilitate an appropriate understanding of business results and financial status of PERSOL Group. Please note that not all the figures and indicators have been subjected to audit or review by external auditors.