

# Q3 Financial Results Summary

Ended December 31, 2025



**MS-Japan**

TSE-Prime Market

Ticker Symbol:6539

Announcement Date: 12<sup>nd</sup> Feb 2026

(IR website: <https://ir.jmsc.co.jp/en/index.html>)

DISCLAIMER : This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

## ① Information & Inquiries

For further information or to arrange an interview, please contact us via the application form below.

English interviews are available without an interpreter.

<https://cloud.swcms.net/ms-japanPublic/en/Inquiry.html>

Additionally, please refer to the following for details about our business.

<https://ir.jmsc.co.jp/en/outline.html>

## ② Financial Result Highlights

**- Consolidated revenue and EBITDA both reached record highs for the first nine months of the fiscal year.**

Consolidated revenue reached a record high of ¥5.83 billion, up 2.3% year-on-year, and EBITDA also marked a record high of ¥1.68 billion, up 3.5% year-on-year.

**- Domestic recruitment business revenue reached a record high for the first nine months.**

Revenue for the domestic recruitment business reached a record high of 3.26 billion yen for the first nine months (up 1.8% year-on-year).

**- All levels of profit remained solid, with progress tracking steadily against the budget.**

Profit at all levels remained solid, with strong progress against the full-year plan: operating profit at 74.9%, ordinary profit at 80.1%, and net income attributable to the parent company at 80.8%.

**- Revenue from the overseas recruitment business showed steady growth.**

The Australian subsidiary achieved revenue growth of +9.9% year-on-year on an AUD basis, showing steady performance despite a challenging macroeconomic environment. Operating profit for the first nine months also increased by +22.3%, continuing to contribute to the company's overall cash generation since the acquisition.

**③ Q3 Financial Performance Overview (Unit: million Yen)**

	Nine Months Ended Dec 31		Growth %
	FY25	FY26	
<b>Total Revenue</b>	<b>5,700</b>	<b>5,833</b>	<b>2.3%</b>
MS Agent revenue	3,203	3,262	1.8%
Manegy revenue	192	184	(4.1%)
MS Jobs revenue	86	79	(7.7%)
Overseas revenue	2,217	2,306	4.0%
Cost of sales	1,186	1,316	11.0%
<b>EBITDA</b>	<b>1,625</b>	<b>1,682</b>	<b>3.5%</b>
<b>Operating profit</b>	<b>1,273</b>	<b>1,341</b>	<b>5.4%</b>
Ordinary profit	1,369	1,415	3.3%
<b>Net income</b>	<b>846</b>	<b>896</b>	<b>6.0%</b>
<b>Net income attributable to the parent</b>	<b>815</b>	<b>857</b>	<b>5.2%</b>

**-Recruitment Agency Service “MS Agent” overview**

**Revenue:** Third-quarter (Q3) revenue for the Recruitment Business reached ¥1.02 billion (+1.3% YoY), bringing the cumulative total to ¥3.26 billion (+1.8% YoY). This marks the second consecutive quarter of year-on-year growth.

**Profitability:** Amid intensifying marketing competition across the recruitment industry, we prioritized profit control over aggressive revenue expansion. By optimizing personnel and marketing costs to meet our targets, **controllable profit\*** (before allocation of unmanageable corporate expenses) hit a record high of ¥1.92 billion for the first nine months.

**AI Implementation:** Our AI matching module, trained on over 30 years of proprietary data (job listings, candidates, and placement history), has already been integrated into our direct recruiting platform, *MS Jobs*. Within the Recruitment Business, we are currently pilot-testing automated operations to augment consultant-led matching, with a full-scale rollout scheduled for the next fiscal year.

**Job Offers:** In a persistent candidate-short market, we continued our strategy of focusing on quality over quantity. Instead of aggressively pursuing the total number of job offers, we concentrated on high-placement segments (classified by job-to-applicant ratios, job types, and annual salary), resulting in 986 new offers in Q3 and a

cumulative total of 3,018 (+4.3% YoY). The ratio of job offers in key segments remains stable at a high level.

**Registrant Acquisition:** Regarding new registrants (excluding reactivated users), we observed a temporary, unconventional decline last fiscal year due to decreased search volumes following the rise of generative AI. However, we have successfully reversed this trend by implementing GEO (Generative Engine Optimization), targeted brand-recognition initiatives, and deeper synergies with *Manegy*. We are now achieving high-efficiency acquisition, with January recording a fiscal-year high for new registrations.

**Key Segments:** Notably, the number of registrants in key high-placement segments\*1 has consistently outperformed previous-year levels this fiscal year, reaching 1,642 in Q3 (a significant +22.4% increase YoY).

(\*1 Key High-Placement Segments: Mid-career professionals (30s–40s) in Accounting, HR, and Legal departments, as well as junior-to-mid-career professionals (20s–40s) with qualifications as Attorneys, Certified Public Accountants (CPAs), Certified Public Tax Accountants, or those who have passed subjects of the Tax Accountant Examination.)

## **-Business Media Service “Manegy” overview**

**Revenue Growth:** Revenue for the Media Business (*Manegy*) reached ¥65 million in Q3, up 0.8% quarter-on-quarter (QoQ), marking the third consecutive quarter of growth. Cumulative revenue for the first nine months stood at ¥180 million.

**Strategic Pivot:** Amid declining lead acquisition efficiency for tech companies in the post-pandemic era, we launched a "user communication advertising model" in December. This monthly subscription-based model—similar to those utilized by Medical Representatives (MRs) in the healthcare sector—represents a strategic transition of our flagship products aimed at accelerating revenue expansion from the next fiscal year onward.

**Synergy with Recruitment Business:** In the previous fiscal year, recruitment revenue derived specifically from *Manegy* members (identifiable portion only) totaled ¥730 million. As marketing costs rise due to intensifying competition for candidates, *Manegy* serves as a key driver of our competitive advantage and high profit margins. Cumulative revenue from this channel for the first nine months remained steady at ¥560 million; when accounting for conversions from non-logged-in members (untrackable), the platform’s contribution to total registrations is substantial.

**Future Outlook and Data Strategy:** To further boost user engagement (active rates), we are currently developing a new mobile app designed for high compatibility with the new communication advertising model. Beyond its direct revenue contribution, the Media Business has evolved into a high-leverage asset for our next growth phase. We will continue to accelerate our data-driven strategy, centered on our Data Management Platform (DMP).

## -Direct Recruitment Service “MS Jobs” overview

**Revenue and Investment Strategy:** Revenue for the Direct Recruiting Business (*MS Jobs*) reached ¥26 million in Q3. Performance remained steady even as we intentionally moderated investments during this transitional phase between the completion and full implementation of our AI matching module.

**Job Listings:** As of the end of December, the number of active job listings stood at 8,411, an increase of 4.6% year-on-year (YoY).

**New Registrants:** The scout service attracted 3,283 new registrants during Q3 (+2.9% YoY), continuing a trend of high-level acquisition.

**AI Implementation and Future Outlook:** Following a successful pilot phase to enhance accuracy, our proprietary AI matching module—trained on extensive job and candidate matching data—was fully implemented in December. From January onward, we are focused on further refining the AI's precision to drive an increase in the number of successful placements.

## -Overseas Recruitment Service overview

Despite a challenging macroeconomic environment, the business demonstrated robust growth with revenue increasing by 9.9% and operating profit rising by 22.3% on an AUD basis.

## -Cost of Sales and SG&A expenses overview

(Unit: million Yen)

	Nine Months Ended Dec 31		Growth %
	FY25	FY26	
<b>SG&amp;A Total</b>	<b>3,240</b>	<b>3,175</b>	<b>(2.0%)</b>
Marketing related expenses	491	498	1.5%
Personnel expenses	887	931	4.9%
Depreciation	76	76	(0.3%)
Office Rent	149	135	(9.4%)
Other expenses	562	546	(3.0%)
Expenses overseas	835	763	(8.7%)
Goodwill amortization	237	224	(5.3%)

### Marketing Expenses

Marketing expenses increased slightly by 1.5% year-on-year, remaining almost at the same level as the previous period. The total number of new registrants remained nearly flat compared to the previous period, at 12,952 (–2.1% YoY). However, the number of registrants in job categories with a high volume of openings increased to 4,628 (+9.5% YoY). Leveraging our competitive advantages—such as the referral effect from the Manegy media business—we successfully acquired registrants in key segments.

## Personnel Expenses

Personnel expenses increased due to an average increase of 9 employees compared to the same period last year, primarily from aggressive hiring in the first nine months of the previous fiscal year to address a labor shortage.

## Rent

Rent decreased due to the consolidation of the Yokohama branch.

## Other Expenses

Other expenses primarily decreased due to a reduction in outsourcing costs and temporary staffing expenses, such as those related to the PMI of the overseas subsidiary.

## Overseas SG&A

SG&A for the overseas subsidiary is primarily related to employee personnel expenses.

## Goodwill Amortization

Goodwill amortization expenses arose from the acquisition of the Australian subsidiary (calculated at an average exchange rate of ¥94.89 for the period).

## -Balance Sheet overview

The equity ratio continues to be maintained at a high level.

(Unit: Million Yen)

	FY 25 (31 Mar 2025)	FY 26 (31 Dec 2025)
Current assets	5,778	5,375
Non-currents assets	5,063	4,869
Total assets	10,841	10,244
Liabilities	1,067	979
Net assets	9,773	9,265
Equity ratio	89.2%	89.3%

## -Capital Allocation Policy (Unchanged from the Annual Financial Summary Announcement)

The company's policy is to maintain a stable dividend supported by operating cash flow (approximately ¥1.5 billion in FY2025) while actively reinvesting for future growth. This includes using cash generated from profit growth and existing cash reserves (approximately ¥7 billion in cash and cash equivalents at the end of FY2025) for growth investments. These investments will target existing businesses (¥100 million to ¥300 million), as well as M&A and new business opportunities to further enhance long-term value.

With a high equity ratio of 89.3%, the current level of retained earnings on the balance sheet is considered sufficient, providing a strong financial foundation. The company remains committed to balancing shareholder returns and growth investments, efficiently deploying excess cash to drive sustainable growth while maintaining financial

flexibility.

### **-Shareholder Return Policy**

Our company has adopted JGAAP (Japanese Generally Accepted Accounting Principles), and as a result, our dividend payout ratio has exceeded 100% due to the amortization of goodwill associated with M&A activities, which is deducted from our accounting profit. However, our ability to generate operating cash flow, which is an indicator of cash-generating capacity, remains stable. Since the dividends are fully covered by operating cash flow, there are no issues with our business operations or financial management. We will continue to maintain a shareholder return policy based on cash flow while keeping in mind future profit growth both domestically and internationally.