

# Corporate Data

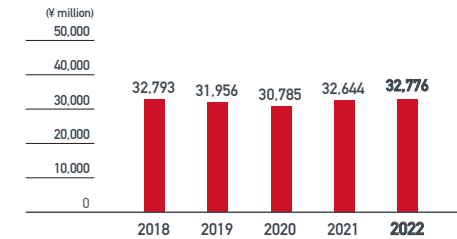
## Performance, Financial Position and Dividends

(As of December 31, 2022)

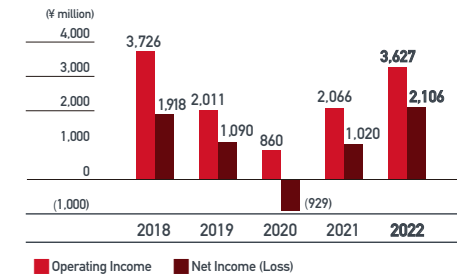
	(¥ million)				
	2018	2019	2020	2021	2022
<b>Performance</b>					
Revenues	32,793	31,956	30,785	32,644	32,776
Gross profit	14,601	13,631	14,008	15,340	16,068
Selling, general and administrative expenses	10,658	10,904	12,084	12,625	12,780
Other income	26	173	757	112	779
Other expenses	243	888	1,820	760	439
Operating income	3,726	2,011	860	2,066	3,627
Financial revenues	25	17	8	12	20
Financial expenses	131	167	240	174	146
Net income (loss) from continuing operations	1,860	1,074	(307)	1,102	2,191
Net income (loss)	1,918	1,090	(929)	1,020	2,106
Net income (loss) attributable to owners of the parent	1,945	1,086	(996)	918	1,941
<b>Financial Position</b>					
Total assets	27,664	44,787	41,083	30,062	28,952
Total equity	7,681	7,033	4,917	8,648	11,345
Interest-bearing debt	11,208	30,036	28,379	13,887	11,127
<b>Dividends (Yen)</b>					
Dividends per share	6.80	7.20	7.20	7.40	7.70

- From 2017, the Company has adopted International Financial Reporting Standards (IFRS) in place of the previously used generally accepted accounting principles in Japan (J-GAAP).
- Dividends per share of ¥6.80 for 2018 consisted of ¥1.70 in each of the four quarters.
- Dividends per share of ¥7.20 for 2019 and 2020 consisted of ¥1.80 in each of the four quarters.
- Dividends per share of ¥7.40 for 2021 consisted of ¥1.80 in each of the first and second quarters and ¥1.90 in each of the third and fourth quarters.
- As of 2021, the domestic temp staff business of Link Agent Inc. (formerly Link Staffing Inc.) has been classified as discontinued operations. As a result, profits from discontinued operations are presented separately from continuing operations in the consolidated statements of operations. Accordingly, revenues, gross profit and operating income present the amounts for continuing operations. Amounts prior to 2020 have also been restated in the same manner.

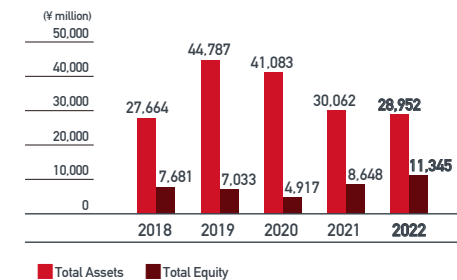
### Revenues



### Operating Income/Net Income (Loss)



### Total Assets/Total Equity



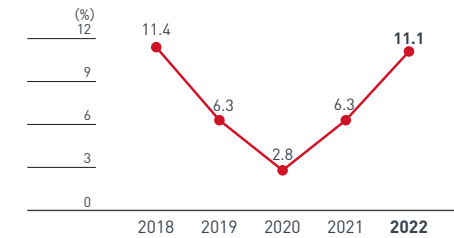
## Key Financial Indicators

(As of December 31, 2022)

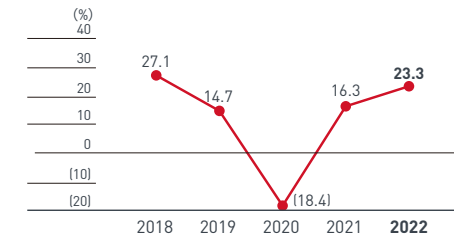
	2018	2019	2020	2021	2022
Operating margin (%)	11.4	6.3	2.8	6.3	11.1
Return on equity (ROE) (%)	27.1	14.7	(18.4)	16.3	23.3
Basic earnings per share (EPS) (Yen)	18.42	10.30	(9.50)	8.73	17.40
Diluted earnings per share (Yen)	18.36	10.28	(9.50)	8.73	17.38
Book value per share (BPS) (Yen)	72.87	67.13	35.84	67.17	82.11
Ratio of equity attributable to owners of the parent to total assets	27.8	15.7	9.2	24.9	31.6

Note: From 2017, the Company has adopted International Financial Reporting Standards (IFRS) in place of the previously used generally accepted accounting principles in Japan (J-GAAP).

### Operating Margin



### Return on Equity (ROE)



## Revenues by Business/Other Business-Related Data

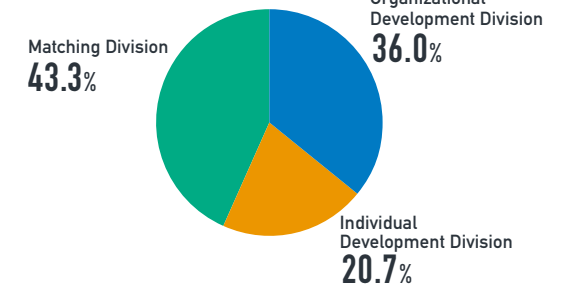
(As of December 31, 2022)

Revenues by Business	Revenues (¥ million)				
	2018	2019	2020	2021	2022
<b>Organizational Development Division</b>	13,277	11,729	9,923	10,819	12,092
Consulting & Cloud Business	11,387	10,037	8,274	9,156	10,236
IR Support Business	2,353	2,017	1,907	1,919	2,066
<b>Individual Development Division</b>	7,879	7,838	6,732	7,471	6,960
Career School Business	7,122	7,139	6,071	6,824	6,240
Cram School Business	758	704	666	651	720
<b>Matching Division</b>	12,713	13,131	14,846	15,043	14,564
ALT Placement Business	12,187	12,563	12,931	13,123	12,006
Personnel Placement Business	545	591	1,946	1,943	2,570
<b>Total</b>	<b>32,793</b>	<b>31,956</b>	<b>30,785</b>	<b>32,644</b>	<b>32,776</b>

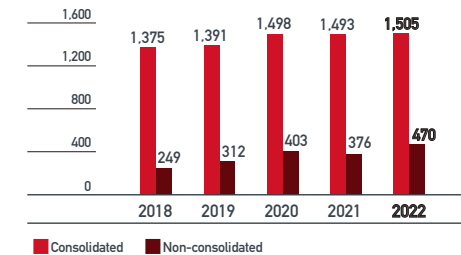
- Intersegment transactions are included in Revenues by Business.
- From 2017, the Company has adopted International Financial Reporting Standards (IFRS) in place of the previously used generally accepted accounting principles in Japan (J-GAAP).
- The name of the Consulting & Outsourcing Business was changed to the Consulting & Cloud Business in 2020.
- The Group classified the domestic temp staff business of Link Agent Inc. (formerly Link Staffing Inc.) as discontinued operations in the fiscal year ended December 31, 2021. As a result, all relevant figures for the Matching Division have been restated.
- From 2022, business categories and business names in the Organizational Development Division have been changed. All figures for the Organizational Development Division have been restated and presented according to the classifications after the change.

Number and Average Age of Employees	2018	2019	2020	2021	2022
Number of employees (Consolidated)	1,375	1,391	1,498	1,493	1,505
Number of employees (Non-consolidated)	249	312	403	376	470
Average age of employees (Consolidated)	36.0	35.9	35.6	36.3	36.3
Average age of employees (Non-consolidated)	31.4	30.8	31.1	31.7	31.5

### Revenues by Business (2022)



### Number of Employees



## Consolidated Statements of Financial Position

As of December 31	(¥ million)				
	2018	2019	2020	2021	2022
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents	1,979	2,160	6,449	4,917	6,112
Trade and other receivables	4,533	4,114	3,680	3,851	3,299
Inventories	278	256	187	200	183
Other current financial assets	9	17	14	9	12
Other current assets	1,015	4,905	1,057	753	1,025
<b>Total current assets</b>	<b>7,817</b>	<b>11,454</b>	<b>11,389</b>	<b>9,732</b>	<b>10,633</b>
<b>Non-current assets</b>					
Property, plant and equipment	1,851	1,459	1,162	637	599
Right-of-use assets	—	15,941	12,790	4,149	3,308
Goodwill	6,551	5,927	9,376	9,410	9,347
Intangible assets	1,841	2,095	2,266	2,234	2,417
Investments in associates	3,080	2,788	—	—	—
Other non-current financial assets	5,821	4,033	3,203	2,744	1,947
Deferred tax assets	440	839	646	984	617
Other non-current assets	260	248	245	168	81
<b>Total non-current assets</b>	<b>19,847</b>	<b>33,333</b>	<b>29,694</b>	<b>20,329</b>	<b>18,319</b>
<b>Total assets</b>	<b>27,664</b>	<b>44,787</b>	<b>41,083</b>	<b>30,062</b>	<b>28,952</b>

Note: Due to the application of IFRS 16, "Right-of-use assets" has been presented separately since 2019.

As of December 31	(¥ million)				
	2018	2019	2020	2021	2022
<b>LIABILITIES</b>					
<b>Current liabilities</b>					
Trade and other payables	2,394	2,397	2,174	2,094	1,858
Contract liabilities	1,573	1,760	1,786	1,615	1,461
Interest-bearing and other financial liabilities	4,749	4,104	7,440	7,161	5,064
Lease liabilities	—	1,839	1,778	1,079	905
Income tax payable	1,077	865	484	716	712
Provisions	18	21	129	274	8
Other current liabilities	2,287	1,843	2,149	2,075	1,725
<b>Total current liabilities</b>	<b>12,101</b>	<b>12,831</b>	<b>15,944</b>	<b>15,018</b>	<b>11,737</b>
<b>Non-current liabilities</b>					
Interest-bearing and other financial liabilities	6,458	9,177	7,104	1,716	2,332
Lease liabilities	—	14,915	12,056	3,929	2,824
Provisions	435	462	560	359	318
Deferred tax liabilities	724	218	362	256	269
Other non-current liabilities	261	148	138	134	124
<b>Total non-current liabilities</b>	<b>7,881</b>	<b>24,922</b>	<b>20,222</b>	<b>6,395</b>	<b>5,869</b>
<b>Total liabilities</b>	<b>19,982</b>	<b>37,754</b>	<b>36,166</b>	<b>21,413</b>	<b>17,606</b>
<b>EQUITY</b>					
<b>Equity attributable to owners of the parent</b>					
Share capital	1,380	1,380	1,380	1,380	1,380
Capital surplus	1,989	1,987	1,855	3,879	4,464
Treasury shares	(1,373)	(1,733)	(1,733)	(320)	(320)
Retained earnings	4,763	5,440	3,989	4,406	5,487
Other components of equity	936	(31)	(1,731)	(1,853)	(1,851)
<b>Total equity attributable to owners of the parent</b>	<b>7,696</b>	<b>7,043</b>	<b>3,760</b>	<b>7,493</b>	<b>9,159</b>
Non-controlling interests	(15)	(10)	1,157	1,154	2,185
<b>Total equity</b>	<b>7,681</b>	<b>7,033</b>	<b>4,917</b>	<b>8,648</b>	<b>11,345</b>
<b>Total liabilities and equity</b>	<b>27,664</b>	<b>44,787</b>	<b>41,083</b>	<b>30,062</b>	<b>28,952</b>

Note: Due to the application of IFRS 16, "Lease liabilities" has been presented separately since 2019.

## Consolidated Statements of Operations and Comprehensive Income

Years ended December 31	(¥ million)				
	2018	2019	2020	2021	2022
Revenues	32,793	31,956	30,785	32,644	32,776
Cost of sales	18,192	18,325	16,777	17,304	16,708
Gross profit	14,601	13,631	14,008	15,340	16,068
Selling, general and administrative expenses	10,658	10,904	12,084	12,625	12,780
Other income	26	173	757	112	779
Other expenses	243	888	1,820	760	439
Operating income	3,726	2,011	860	2,066	3,627
Financial revenues	25	17	8	12	20
Financial expenses	131	167	240	174	146
Equity in earnings of associates	(335)	43	41	—	—
Income before income taxes	3,284	1,904	670	1,903	3,501
Income taxes	1,424	829	977	801	1,310
Net income (loss) from continuing operations	1,860	1,074	(307)	1,102	2,191
Net income (loss) from discontinued operations	58	15	(622)	(82)	(84)
Net income (loss)	1,918	1,090	(929)	1,020	2,106
(Net income (loss) attributable to)					
Owners of the parent	1,945	1,086	(996)	918	1,941
Non-controlling interests	(27)	4	66	101	164
Net income (loss)	1,918	1,090	(929)	1,020	2,106
Net income (loss) per share attributable to owners of the parent					
Basic earnings (loss) per share (Yen)	18.42	10.30	(9.50)	8.73	17.40
Diluted earnings (loss) per share					
Diluted earnings (loss) per share (Yen)	18.36	10.28	(9.50)	8.73	17.38

Note: As of 2021, the domestic temp staff business of Link Agent Inc. (formerly Link Staffing Inc.) has been classified as discontinued operations. As a result, profits from discontinued operations are presented separately from continuing operations in the consolidated statements of operations. Accordingly, revenues, gross profit and operating income present the amounts for continuing operations. Amounts prior to 2020 have also been restated in the same manner.

Years ended December 31	(¥ million)				
	2018	2019	2020	2021	2022
Net income (loss)	1,918	1,090	(929)	1,020	2,106
Other comprehensive income					
Items that will not be reclassified to profit or loss					
Net gain (loss) on revaluation of financial assets measured at fair value through other comprehensive income	(85)	13	(1,397)	22	(57)
Total of items that will not be reclassified to profit or loss	(85)	13	(1,397)	22	(57)
Items that may be reclassified to profit or loss					
Exchange differences on translation of foreign operations	(0)	(0)	(2)	4	(5)
Total of items that may be reclassified to profit or loss	(0)	(0)	(2)	4	(5)
Total other comprehensive income	(86)	13	(1,399)	26	(62)
Total comprehensive income	1,832	1,103	(2,329)	1,047	2,043
(Attributable to)					
Owners of the parent	1,859	1,099	(2,396)	945	1,878
Non-controlling interests	(27)	4	66	101	164
Comprehensive income	1,832	1,103	(2,329)	1,047	2,043

## Consolidated Statements of Cash Flow

	(¥ million)				
Years ended December 31	2018	2019	2020	2021	2022
<b>Cash Flow from Operating Activities</b>					
Income before income taxes	3,284	1,904	670	1,903	3,501
Profit (loss) before income taxes from discontinued operations	103	(0)	(611)	(13)	19
Depreciation and amortization	751	2,480	2,798	2,870	1,724
Loss on impairment	207	959	2,386	756	351
Loss (profit) from business transfer	—	—	—	—	(50)
Gain on valuation of investment securities	—	—	(563)	—	20
Loss (gain) on sales of fixed assets	—	—	(7)	(3)	—
Stock listing expenses	—	—	—	—	22
Gain on cancellation of insurance	—	—	—	(8)	—
Financial revenues and financial expenses	102	146	224	163	125
Equity in (earnings) losses of associates	335	(43)	(41)	—	—
Loss (gain) on sales of investments accounted for using the equity method	—	(160)	—	—	—
Decrease (increase) in trade and other receivables	395	418	503	(173)	552
Loss (gain) on step acquisition	—	—	16	—	—
Decrease (increase) in inventories	(91)	22	68	(12)	16
Increase (decrease) in trade and other payables	6	8	(263)	(78)	(237)
Other	(102)	(43)	657	(547)	(1,216)
<b>Subtotal</b>	<b>4,992</b>	<b>5,693</b>	<b>5,837</b>	<b>4,856</b>	<b>4,830</b>
Interest and dividends received	14	9	5	0	6
Interest paid	(108)	(155)	(226)	(162)	(131)
Income tax refund	17	62	28	439	5
Income taxes paid	(1,304)	(1,783)	(1,675)	(816)	(1,159)
<b>Net cash provided by operating activities</b>	<b>3,611</b>	<b>3,827</b>	<b>3,970</b>	<b>4,316</b>	<b>3,550</b>

Note: The former items "Interest and dividend income" and "Interest expense" are included in "Financial revenues and financial expenses" for presentation from 2018.

	(¥ million)				
Years ended December 31	2018	2019	2020	2021	2022
<b>Cash Flow from Investing Activities</b>					
Payments for acquisition of property, plant and equipment	(275)	(337)	(222)	(330)	(135)
Proceeds from sale of property, plant and equipment	—	—	16	3	—
Payments for acquisition of intangible assets	(731)	(772)	(699)	(889)	(898)
Proceeds from business transfer	—	—	—	—	441
Proceeds from acquisition of subsidiary stock associated with a change in the scope of consolidation	—	—	2,290	—	—
Payments for acquisition of investment securities	(135)	(204)	—	—	(169)
Proceeds from sale of investment securities	293	1,966	636	513	1
Payments for security deposits and guarantees	(163)	(122)	(56)	(272)	(46)
Proceeds from recovery of security deposits and guarantees	155	120	56	291	990
Payments for investments in associates	(2,252)	—	—	—	—
Proceeds from sales of investments accounted for using the equity method	—	498	—	—	—
Advance payments	—	(4,075)	—	—	—
Payments for fulfillment of asset retirement obligations	—	—	(44)	(142)	(452)
Proceeds from cancellation of insurance	—	—	—	85	—
Other	(12)	(63)	(9)	13	(0)
<b>Net cash used in investing activities</b>	<b>(3,121)</b>	<b>(2,990)</b>	<b>1,969</b>	<b>(728)</b>	<b>(269)</b>
<b>Cash Flow from Financing Activities</b>					
Net increase (decrease) in short-term financial liabilities	506	(1,000)	3,640	—	(1,800)
Proceeds from long-term financial liabilities	2,821	5,255	—	506	2,400
Repayment of long-term financial liabilities	(2,531)	(1,972)	(2,376)	(6,173)	(2,081)
Proceeds from exercise of stock options	—	—	—	—	5
Payments of stock listing expenses	—	—	—	—	(18)
Payments of cash dividends	(710)	(747)	(754)	(765)	(847)
Repayments of lease liabilities	—	(1,827)	(2,075)	(1,968)	(1,191)
Proceeds from payments from non-controlling interests	—	—	8	—	1,449
Payments for acquisition of interest in subsidiary from non-controlling interests	(140)	—	(90)	(753)	—
Payments for acquisition of treasury shares	—	(362)	—	—	(0)
Proceeds from sales of treasury shares	—	—	—	4,029	—
Other	(110)	—	—	—	—
<b>Net cash provided by (used in) financing activities</b>	<b>(164)</b>	<b>(655)</b>	<b>(1,647)</b>	<b>(5,124)</b>	<b>(2,085)</b>
<b>Cash and cash equivalents translation adjustment</b>	<b>(0)</b>	<b>(0)</b>	<b>(2)</b>	<b>4</b>	<b>(1)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>325</b>	<b>180</b>	<b>4,289</b>	<b>(1,532)</b>	<b>1,194</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>1,654</b>	<b>1,979</b>	<b>2,160</b>	<b>6,449</b>	<b>4,917</b>
<b>Cash and cash equivalents at end of year</b>	<b>1,979</b>	<b>2,160</b>	<b>6,449</b>	<b>4,917</b>	<b>6,112</b>