

Note: This document has been translated from 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.

## Consolidated Financial Results for the Six Months Ended November 30, 2025 [Under Japanese GAAP]

January 13, 2026

Company name: LIKE, Inc.

Listing: Tokyo

Securities code: 2462 URL <https://www.like-gr.co.jp>

Representative: Representative Director, President and  
Chairman Group CEO Yasuhiko Okamoto

Director, executive manager of

Inquiries: Management Headquarters, and general  
manager of Finance and Accounting Daisuke Ishii

TEL 03-5428-5577

Division

Scheduled date to file semi-annual securities report January 14, 2026

Scheduled date to commence dividend payments: February 10, 2026

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: Yes (Recorded video of briefing on business results  
scheduled for distribution)

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the first half ended November 30, 2025 (from June 1, 2025 to November 30, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Six months ended November 30, 2025	Millions of yen 31,914	% 9.8	Millions of yen 735	% 1.3	Millions of yen 1,052	% 34.5	Millions of yen 660	% 50.1
November 30, 2024	29,057	0.6	725	(10.0)	782	(29.8)	440	(36.2)

Note: Comprehensive income: For the six months ended November 30, 2025: ¥681 million [64.3%]

For the six months ended November 30, 2024: ¥414 million [(41.8%)]

	Basic earnings per share	Diluted earnings per share
Six months ended November 30, 2025	Yen 34.43	Yen —
November 30, 2024	22.93	—

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of November 30, 2025	Millions of yen 39,344	Millions of yen 17,884	% 45.5
May 31, 2025	40,446	17,798	44.0

(Reference) Equity : As of November 30, 2025: ¥17,884 million

As of May 31, 2025: ¥17,798 million

## 2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
Fiscal year ended May 31, 2025	Yen —	Yen 29.00	Yen —	Yen 31.00	Yen 60.00
May 31, 2026	—	30.00	—	—	—
Fiscal year ending May 31, 2026 (Forecast)			—	30.00	60.00

### Notes

(1) Revisions to the forecast of cash dividends most recently announced: None

(2) Breakdown of the Year-End Dividend for the fiscal year ended May 31, 2025: Commemorative dividend ¥2

## 3. Consolidated earnings forecast for the fiscal year ending May 31, 2026 (from June 1, 2025 to May 31, 2026)

(Percentages indicate year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	
Full year	65,200	4.6	3,400	15.2	4,050	15.8	2,750	31.1	143.30

Note: Revisions to the forecast consolidated financial results of most recently announced: None

### ※ Notes

(1) Significant changes in the scope of consolidation during the period: None

(2) Adoption of special accounting methods for preparation of semi-annual consolidated financial statements: Yes

Note: Please refer to "Adoption of Special Accounting Methods for Preparation of Semi-annual Consolidated Financial Statements" under "(3) Notes to Semi-annual Consolidated Financial Statements" in "2. Semi-annual Consolidated Financial Statements and Principal Notes" on page 8 of further details.

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

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: None

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(4) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of November 30, 2025	20,464,800 shares	As of May 31, 2025	20,464,800 shares
-------------------------	-------------------	--------------------	-------------------

(ii) Number of treasury shares at the end of the period

As of November 30, 2025	1,274,736 shares	As of May 31, 2025	1,274,736 shares
-------------------------	------------------	--------------------	------------------

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Six months ended November 30, 2025	19,190,064 shares	Six months ended November 30, 2024	19,190,064 shares
------------------------------------	-------------------	------------------------------------	-------------------

\* Consolidated financial results reports for the six months are exempt from review conducted by certified public accountants or an audit firm: None

\* Proper use of earnings forecasts, and other special matters

The forward-looking statements, including earnings forecast, contained in this document are based on information currently available to the Company and on certain assumptions deemed reasonable, and are not intended as a promise by the Company that they will be achieved. Actual results may differ materially due to a variety of factors. Please refer to "(3) Explanation of consolidated earnings forecasts and other forward-looking statements" under "1. Overview of operating results and others" on page 4 of the attached material for the assumptions on which earnings forecasts are based, and cautions concerning the use thereof.

(Obtaining supplementary materials for financial results)

The Company plans to post supplementary materials for financial results on its website concurrently with the disclosure.

## Table of Contents for Attachment

1. Qualitative Information on Financial Results .....	2
(1) Operating Results .....	2
(2) Financial Position .....	4
(3) Consolidated Earnings Forecast and Other Forward-Looking Statements .....	4
2. Semi-annual Consolidated Financial Statements and Principal Notes.....	5
(1) Semi-annual Consolidated Balance Sheet.....	5
(2) Semi-annual Consolidated Statement of Income and	
Semi-annual Consolidated Statement of Comprehensive Income .....	7
Semi-annual Consolidated Statement of Income .....	7
Semi-annual Consolidated Statement of Comprehensive Income .....	8
(3) Notes to Semi-annual Consolidated Financial Statements .....	8
(Notes on Changes in Accounting Policies) .....	8
(Adoption of Special Accounting Methods for Preparation of Semi-annual Consolidated Financial Statements).....	8
(Segment Information) .....	9
(Notes on Significant Changes in the Amount of Shareholders' Equity) .....	9
(Notes Regarding Assumption of a Going Concern) .....	9

## 1. Qualitative Information on Financial Results

### (1) Operating Results

In the first six months ended November 30, 2025, the Japanese economy has been recovering moderately, with improving employment and income conditions, and the effects of various measures. On the other hand, downside risks to the economy are increasing, and it is necessary to pay close attention to the impact on the economy caused by US trade policy trends, the effects on personal consumption due to continued price increases, fluctuations in the financial and capital markets, and other factors.

The LIKE Group's businesses are closely related to social issues such as nursery waiting lists, participation of women in the workforce, labor shortages due to population decline and the need for workers to leave their jobs due to childbirth, childcare, and elderly care. In response to these challenges, we aim to build a culture where expressions of gratitude come naturally, and people genuinely feel, "I'm glad it was you. Thank you." Accordingly, based on our Group philosophy of "...planning the future: developing people and creating the future," we will help create a sustainable society by focusing on expanding the working population in an aging society with a declining birthrate while providing high-quality services in each of our businesses, with the aim of becoming a corporate group that is truly indispensable to the world.

In the six months ended November 30, 2025, profitability improved due to an increase in the amount of deferred subsidies recorded during the period and sales from the opening of new facilities with a high fill rate in the Child-Rearing Support Service Business, focusing on high-unit-price projects during sales seasons in the Comprehensive Human Resources Service Business, and improvement in occupancy in the Nursing Care-Related Service Business, net sales reached ¥31,914 million (+9.8% year-on-year), while operating profit was ¥735 million (+1.3% year-on-year). As a result, ordinary profit amounted to ¥1,052 million (+34.5% year-on-year), and the semi-annual profit attributable to owners of parent was ¥660 million (+50.1% year-on-year).

### Segment Results

#### Child-Rearing Support Service Business

According to the Summary Report of Annual Vital Statistics of Japan (final data) released by the Ministry of Health, Labour and Welfare in September 2025, the number of births in 2024 declined to 686,173 from 727,288 in the previous year, hitting the lowest level since the inception of the survey. However, the number of children on waiting lists (including "latent children," those seeking childcare services who do not appear on official waiting lists) totaled 66,743 (as of April 2025), and the number of children on waiting lists for after-school clubs stands at 16,630 as of May 1, 2025. This indicates that the waitlist issue remains serious, particularly in the Tokyo metropolitan area. In addition, the rising employment rate of women implies that the demand for childcare services is likely to remain high in major metropolitan areas, making the promotion of various measures to ensure the availability of childcare services a pressing issue. The government, in its Comprehensive Economic Measures to Build a *Strong Japanese Economy*, decided by the Cabinet in November 2025, also indicated its intention to expand after-school places for children and to create a more supportive environment for child-rearing through the full implementation of the Nursery for All Children program, while enhancing the quality of childcare by improving compensation and securing human resources for nursery teachers and other childcare personnel. Through these initiatives, the government is working to further bolster countermeasures for the declining birthrate at the national level.

Against this backdrop, in addition to opening private licensed nurseries, consolidated subsidiary LIKE Kids, Inc. has made efforts to improve the availability of childcare from various angles by operating nurseries established by local governments, opening new nurseries in large development projects led by real estate developers, operating after-school clubs and children's centers on behalf of local governments and operating outsourced childcare facilities including company-run nurseries located at hospitals, companies, and universities. Concurrently, we have focused on recruiting excellent nursery teachers and after-school club staff to ensure the quality of our childcare services by working closely with our Group company, LIKE Staffing, Inc.

As a result of these factors, sales in the six months ended November 30, 2025 totaled ¥16,141 million (+10.5% year-on-year), due to an increase in the amount of deferred subsidies recorded during the period and the opening of new licensed nurseries with a high fill rate. Operating profit amounted to ¥74 million (-77.9% year-on-year) due to higher personnel costs resulting from strategic investments in working conditions to secure and retain excellent nursery teachers and staff, as well as increased food costs driven by rising prices.

### Comprehensive Human Resources Service Business

Securing human resources is an important management issue in our main business domains, which can be described as social infrastructure, as the working population shrinks in Japan due to declining birthrates and an aging population.

Accordingly, consolidated subsidiary LIKE Staffing, Inc. engaged in sales activities to increase working populations in the business domains of mobile phone, logistics and manufacturing, call center, and childcare and nursing care industries.

In the mobile phone industry, demand for human resources remains strong, although we struggled to secure human resources amid increasingly intense competition with other industries for personnel due to society-wide human resource shortages. We are promoting the utilization of AI and digital transformation to strengthen recruitment, and aim to achieve growth in business performance by meeting personnel demand. In the logistics industry, short-term staffing demand has expanded due to intermittent sales events at major e-commerce clients. In addition to serving major clients, we will expand staffing across a wider range of projects to establish a foundation for further growth. In the childcare and nursing care industries, which are seeing increasingly serious human resource shortages, we are reviewing our in-house sales system and utilizing the facilities management expertise of Group companies LIKE Kids, Inc. and LIKE Care, Inc. with recruitment capabilities to continue to strengthen our dispatch business and introduction business.

In addition, we have continued to work on expanding our employment support services for foreign nationals with the aim of developing them into our next growth driver. Regarding employment support services for foreign nationals, we have actively pursued sales efforts in the nursing care industry facing a labor shortage, and we are also working to create comfortable work environments, including support for daily life, to ensure that more companies will be able to accept these workers effortlessly.

As a result of these factors, sales in the six months ended November 30, 2025, amounted to ¥11,051 million (+8.4% year-on-year) driven by new outsourcing projects in the mobile phone business and focus on high-unit-price projects during sales seasons in the logistics and manufacturing business. Operating profit was ¥871 million (+26.0% year-on-year).

### Nursing Care-Related Service Business

The Nursing Care-Related Service business is operating in a market characterized by an aging population. The number of elderly people, particularly those aged 65 and over, is forecast to grow. This trend is especially in the Tokyo metropolitan area and other major cities. Accordingly, demand for nursing care is expected to grow in these areas. Meanwhile, securing care workers to meet this growing demand remains a major challenge, and a significant shortage of personnel is projected to persist in the future. As an urgent measure to prevent the outflow of human resources, the government expressed its intention to advance improvements in compensation, support workplace environment enhancements and ensure the continuity of services and other related support measures for nursing care staff, without waiting for the 2026 long-term care fee revision. Given that the domestic workforce market alone can no longer meet the demand for nursing care personnel, securing care workers from both domestic and international sources has become a pressing challenge.

Under those circumstances, consolidated subsidiary LIKE Care, Inc. operates assisted-living nursing homes and other nursing care facilities in the metropolitan area of Kanagawa, Tokyo, and Saitama, where large numbers of people aged 65 or older reside. Taking advantage of its partnerships with medical institutions, many of these facilities provide end-of-life care with round-the-clock nursing support, providing living quarters to individuals who are in need of intensive nursing care and for whom providing care at home is prohibitively difficult. At the same time, we have focused on recruiting excellent care workers and specified skilled foreign workers to ensure the quality of our nursing care services by working closely with our Group company, LIKE Staffing, Inc.

As a result of these factors, sales in the six months ended November 30, 2025 totaled ¥4,662 million (+10.6% year-on-year), and operating profit was ¥207 million (+57.2% year-on-year) due to the stable operation of existing facilities, including the newly opened Sunrise Villa Kasukabe-Higashi in February 2025.

(2) Financial Position

As of November 30, 2025, total assets stood at ¥39,344 million, down by ¥1,102 million from May 31, 2025. Total net assets amounted to ¥17,884 million, up ¥86 million. The equity-to-asset ratio increased 1.5 percentage points from May 31, 2025, to 45.5%.

Current assets

Current assets as of November 30, 2025 came to ¥15,360 million, down by ¥1,871 million from May 31, 2025. This was mainly the result of ¥1,945 million decrease in notes and accounts receivable—trade and contract assets.

Non-current assets

Non-current assets as of November 30, 2025 amounted to ¥23,983 million, up by ¥769 million from May 31, 2025. This mainly reflected ¥482 million increase in property, plant and equipment and ¥249 million increase in deferred tax assets.

Current liabilities

As of November 30, 2025, current liabilities stood at ¥13,553 million, up by ¥1,321 million from May 31, 2025. This was primarily due to ¥1,672 million increase in the current portion of long-term borrowings.

Non-current liabilities

Non-current liabilities as of November 30, 2025 amounted to ¥7,905 million, down by ¥2,510 million from May 31, 2025. This mainly reflected ¥2,535 million decrease in long-term borrowings.

Net assets

As of November 30, 2025, net assets totaled ¥17,884 million, up by ¥86 million from May 31, 2025. This was due primarily to the recording of ¥660 million in profit attributable to owners of parent, which was partially offset by ¥594 million in dividends paid.

(3) Consolidated Earnings Forecast and Other Forward-Looking Statements

We have made no changes to our consolidated earnings forecast for the fiscal year ending May 31, 2026 released on July 15, 2025.

2. Semi-annual Consolidated Financial Statements and Principal Notes

(1) Semi-annual Consolidated Balance Sheet

(Thousands of yen)

	As of May 31, 2025	As of November 30, 2025
<b>Assets</b>		
<b>Current assets</b>		
<b>Cash and deposits</b>	8,837,256	8,942,605
Notes and accounts receivable—trade, and contract assets	7,133,998	5,188,472
<b>Raw materials and supplies</b>	24,044	24,059
Other	1,274,116	1,251,123
Allowance for doubtful accounts	(37,201)	(45,930)
<b>Total current assets</b>	17,232,215	15,360,331
<b>Non-current assets</b>		
<b>Property, plant and equipment</b>		
Buildings and structures, net	13,515,599	13,650,058
Machinery, equipment and vehicles, net	29,570	24,597
Leased assets, net	3,007,108	2,915,053
Land	416,800	416,800
Construction in progress	427,263	840,854
Other, net	399,054	430,491
<b>Total property, plant and equipment</b>	17,795,395	18,277,856
<b>Intangible assets</b>		
Goodwill	58,476	51,596
Other	209,521	213,886
<b>Total intangible assets</b>	267,997	265,483
<b>Investments and other assets</b>		
Investment securities	441,087	480,063
Shares of subsidiaries and associates	30,000	30,000
Long-term loans receivable	681,153	653,464
Guarantee deposits	2,900,286	2,918,578
Deferred tax assets	837,374	1,086,913
Other	306,420	315,694
Allowance for doubtful accounts	(45,466)	(44,386)
<b>Total investments and other assets</b>	5,150,856	5,440,328
<b>Total non-current assets</b>	23,214,249	23,983,669
<b>Total assets</b>	40,446,464	39,344,000

(Thousands of yen)

	As of May 31, 2025	As of November 30, 2025
<b>Liabilities</b>		
<b>Current liabilities</b>		
Notes and accounts payable—trade	215,398	239,963
Short-term borrowings	1,820,000	1,820,000
Current portion of long-term borrowings	2,314,408	3,987,065
Accounts payable—other	4,660,031	4,246,659
Income taxes payable	752,993	650,064
Accrued consumption taxes	244,323	372,347
Provision for bonuses	885,734	793,092
Provision for shareholder benefit program	142,745	24,854
Other	1,196,477	1,419,371
<b>Total current liabilities</b>	<b>12,232,112</b>	<b>13,553,420</b>
<b>Non-current liabilities</b>		
Long-term borrowings	5,012,070	2,476,412
Deferred tax liabilities	51,909	65,228
Asset retirement obligations	1,225,437	1,261,172
Move-in security deposits received	832,370	877,107
Retirement benefit liability	504,055	549,291
Lease obligations	2,706,776	2,616,111
Other	83,702	60,657
<b>Total non-current liabilities</b>	<b>10,416,322</b>	<b>7,905,982</b>
<b>Total liabilities</b>	<b>22,648,434</b>	<b>21,459,403</b>
<b>Net assets</b>		
<b>Shareholders' equity</b>		
Share capital	1,548,683	1,548,683
Capital surplus	165,827	165,827
Retained earnings	16,624,640	16,690,419
Treasury shares	(741,143)	(741,143)
<b>Total shareholders' equity</b>	<b>17,598,008</b>	<b>17,663,787</b>
<b>Accumulated other comprehensive income</b>		
Valuation difference on available-for-sale securities	197,822	228,577
Remeasurements of defined benefit plans	2,198	(7,767)
<b>Total accumulated other comprehensive income</b>	<b>200,021</b>	<b>220,810</b>
<b>Total net assets</b>	<b>17,798,030</b>	<b>17,884,597</b>
<b>Total liabilities and net assets</b>	<b>40,446,464</b>	<b>39,344,000</b>

(2) Semi-annual Consolidated Statement of Income and Semi-annual Consolidated Statement of Comprehensive Income

Semi-annual Consolidated Statement of Income  
For the six months ended November 30, 2025

	(Thousands of yen)	
	Six months ended November 30, 2024 (June 1, 2024 to November 30, 2024)	Six months ended November 30, 2025 (June 1, 2025 to November 30, 2025)
Net sales	29,057,796	31,914,781
Cost of sales	25,640,225	28,155,695
Gross profit	3,417,570	3,759,085
Selling, general and administrative expenses	2,691,910	3,023,880
Operating profit	725,660	735,205
Non-operating income		
Interest income	3,669	12,104
Dividend income	7,933	8,512
Gain on investments in investment partnerships	2,281	—
Facilities subsidy income	95,898	352,897
Other	14,398	25,636
Total non-operating income	124,180	399,151
Non-operating expenses		
Interest expenses	57,188	78,632
Loss on investments in investment partnerships	—	35
Other	10,405	3,356
Total non-operating expenses	67,593	82,025
Ordinary profit	782,247	1,052,331
Extraordinary income		
Gain on sale of non-current assets	2,596	20
Total extraordinary income	2,596	20
Extraordinary losses		
Loss on retirement of non-current assets	2,295	1,431
Loss on sale of non-current assets	—	1,858
Expenses for dealing with system failure	36,247	7,536
Total extraordinary losses	38,543	10,826
Profit before income taxes	746,300	1,041,525
Income taxes	306,268	380,854
Profit	440,031	660,670
Profit attributable to non-controlling interests	—	—
Profit attributable to owners of parent	440,031	660,670

Semi-annual Consolidated Statement of Comprehensive Income

For the six months ended November 30, 2025

(Thousands of yen)

	Six months ended November 30, 2024 (June 1, 2024 to November 30, 2024)	Six months ended November 30, 2025 (June 1, 2025 to November 30, 2025)
Profit	440,031	660,670
Other comprehensive income		
Valuation difference on available-for-sale securities	(27,994)	30,755
Remeasurements of defined benefit plans, net of tax	2,833	(9,966)
Total other comprehensive income	(25,160)	20,788
Semi-annual Comprehensive income	414,871	681,459
Comprehensive income attributable to:		
Parent company	414,871	681,459
Non-controlling interests	—	—

(3) Notes to Semi-annual Consolidated Financial Statements

(Notes on Changes in Accounting Policies)

There are no applicable matters to report.

(Adoption of Special Accounting Methods for Preparation of Semi-annual Consolidated Financial Statements)

(Calculation of tax expenses)

Tax expenses are calculated by multiplying profit before income taxes by an effective tax rate that was reasonably estimated by applying tax-effect accounting to estimated profit before income taxes for the fiscal year ending May 31, 2026, including the six months ended November 30, 2025 under review.

However, in cases where calculating tax expenses using an estimated effective tax rate yields a result that is notably lacking rationality, tax expenses are calculated using the statutory effective tax rate.

(Segment Information)

Segment Information

1. Information on sales, profit, assets, liabilities, and other items for each reportable segment

Six months ended November 30, 2024 (June 1, 2024 to November 30, 2024)

(Thousands of yen)

	Reportable segment				Other (Note 1)	Total	Adjustments (Note 2)	Amount recorded in consolidate financial statements (Note 3)
	Comprehensive Human Resources Service	Child-Rearing Support Service	Nursing Care- Related Service	Subtotal				
Sales								
Sales to external customers	10,192,957	14,608,506	4,217,309	29,018,773	39,022	29,057,796	—	29,057,796
Intersegment sales and transfers	203,298	—	—	203,298	661,121	864,420	(864,420)	—
Total	10,396,256	14,608,506	4,217,309	29,222,071	700,144	29,922,216	(864,420)	29,057,796
Segment profit	691,857	338,039	132,240	1,162,137	54,483	1,216,620	(490,960)	725,660

(Notes) 1. The "Other" category refers to business segments that are not included in the reportable segments.

2. Adjustments on segment profit of ¥(490,960) thousand reflect companywide expenses not allocated to each reportable segment. Companywide expenses are primarily general and administrative expenses not attributable to reportable segments.

3. Segment profit is adjusted with operating profit shown in the consolidated financial statements.

Six months ended November 30, 2025 (June 1, 2025 to November 30, 2025)

(Thousands of yen)

	Reportable segment				Other (Note 1)	Total	Adjustments (Note 2)	Amount recorded in consolidate financial statements (Note 3)
	Comprehensive Human Resources Service	Child-Rearing Support Service	Nursing Care- Related Service	Subtotal				
Sales								
Sales to external customers	11,051,658	16,141,778	4,662,478	31,855,915	58,865	31,914,781	—	31,914,781
Intersegment sales and transfers	200,732	—	—	200,732	794,014	994,747	(994,747)	—
Total	11,252,390	16,141,778	4,662,478	32,056,647	852,880	32,909,528	(994,747)	31,914,781
Segment profit	871,418	74,657	207,841	1,153,918	97,272	1,251,190	(515,985)	735,205

(Notes) 1. The "Other" category refers to business segments that are not included in the reportable segments.

2. Adjustments on segment profit of ¥(515,985) thousand reflect companywide expenses not allocated to each reportable segment. Companywide expenses are primarily general and administrative expenses not attributable to reportable segments.

3. Segment profit is adjusted with operating profit shown in the consolidated financial statements.

(Notes on Significant Changes in the Amount of Shareholders' Equity)

There are no applicable matters to report.

(Notes Regarding Assumption of a Going Concern)

There are no applicable matters to report.