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Consolidated Financial Results for the Fiscal Year Ended May 31,2026 〔Under Japanese GAAP〕

Jul. 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		
Inquiries:	Director, executive manager of Management Headquarters	Daisuke Ishii	TEL	+81 (0)3 5428 5577
Scheduled date of ordinary general meeting of shareholders:		August 28, 2026		
Scheduled date to commence dividend payments:		August 31, 2026		
Scheduled date to file annual securities report:		August 28, 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 fiscal year ended May 31, 2026
   (from June 1, 2025 to May 31, 2026)

(1) Consolidated operating results (Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
May 31, 2026	67,315	8.0	2,981	1.0	3,668	4.9	2,328	11.0
May 31, 2025	62,336	3.1	2,951	(11.5)	3,498	(11.5)	2,097	(14.3)

Note: Comprehensive income: For the fiscal year ended May 31, 2026: ¥ 2,379 million [13.6%]
For the fiscal year ended May 31, 2025: ¥ 2,095 million [(16.6)%]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary Income to Total Assets	Operating Income to Net Sales
Fiscal year ended	Yen	Yen	%	%	%
May 31, 2026	121.34	–	12.7	9.0	4.4
May 31, 2025	109.29	–	12.1	8.9	4.7

(Reference) Equity in earnings of affiliates if equity method is applied For the fiscal year ended May 31, 2026: ¥ - million
For the fiscal year ended May 31, 2025: ¥ - million

Note: Diluted earnings per share for the fiscal year ended May 31, 2026 are not provided as there were no dilutive shares.

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
May 31, 2026	41,242	19,006	46.1	990.45
May 31, 2025	40,446	17,798	44.0	927.46

(Reference) Equity : As of May 31, 2026: ¥ 19,006 million
As of May 31, 2025: ¥ 17,798 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
May 31, 2026	4,974	(1,826)	(2,025)	9,898
May 31, 2025	3,786	(2,158)	(2,290)	8,777

2. Cash dividends

	Annual dividends per share					Total Dividend Amount (Total)	Dividend Payout Ratio (Consolidated)	Dividend to Net Asset Ratio (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
May 31, 2025	–	29.00	–	31.00	60.00	1,151	54.9	6.7
May 31, 2026	–	30.00	–	30.00	60.00	1,151	49.4	6.3
May 31, 2027 (Forecast)	–	30.00	–	30.00	60.00		45.2	

Note: Breakdown of annual dividends for the fiscal year ended May 31, 2025: Commemorative dividend ¥2

3. Consolidated earnings forecast for the fiscal year ending May 31, 2027 (from June 1, 2026 to May 31, 2027)

(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	%	Yen
Full year	72,000	7.0	3,500	17.4	3,400	(7.3)	2,550	9.5	132.88

※ Notes

(1) Significant changes in the scope of consolidation during the fiscal year under review: None

(2) 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

(3) Number of issued shares (common shares)

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

As of May 31, 2026	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 May 31, 2026	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)

Fiscal year ended May 31, 2026	19,190,064 shares	Fiscal year ended May 31, 2025	19,190,064 shares

(Reference) Overview of non-consolidated financial results

Non-consolidated financial results for the fiscal year ended May 31, 2026 (from June 1, 2025 to May 31, 2026)

(1) Non-consolidated operating results (Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
May 31, 2026	3,739	7.2	2,583	7.0	2,554	5.8	1,884	5.4
May 31, 2025	3,489	5.7	2,415	6.0	2,414	6.6	1,787	10.1

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
May 31, 2026	98.19	–
May 31, 2025	93.12	–

Note: Diluted earnings per share for the fiscal year ended May 31, 2026 are not provided as there were no dilutive shares.

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
Fiscal year ended	Millions of yen	Millions of yen	%	Yen
May 31, 2026	14,506	8,893	61.3	463.43
May 31, 2025	14,500	8,167	56.3	425.62

(Reference) Equity: As of May 31, 2026: ¥8,893 million
As of May 31, 2025: ¥8,167 million

* Financial results reports are exempt from audit conducted by certified public accountants or an audit corporation.

* 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 LIKE and on certain assumptions deemed reasonable, and are not intended as a promise by LIKE that they will be achieved. Actual results may differ materially due to a variety of factors. Please refer to “(4) Outlook” under “1. Overview of Operating Results” on page 6 of the attached material for the assumptions on which earnings forecasts are based, and cautions concerning the use thereof.

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1. Overview of Operating Results

(1) Operating Results

In the fiscal year ended May 31, 2026, the Japanese economy has been recovering moderately due to improving employment and income conditions, and the effects of various policy measures. Meanwhile, it is necessary to pay close attention to the situation in the Middle East and fluctuations in the financial and capital markets.

The LIKE Group's businesses are closely related to social issues such as the diversification of childcare needs, labor shortages, the need for workers to leave their jobs due to elderly care and the elderly caring for the elderly. Accordingly, based on the Group philosophy of "...planning the future: developing people and creating the future," the Group 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 businesses. Furthermore, the Group strives to foster a corporate culture where expressions of gratitude come naturally, and people genuinely feel, "I'm glad it was you. Thank you," with the aim of becoming a corporate group that is truly indispensable to the world.

In the fiscal year ended May 31, 2026, net sales reached ¥67,315 million (+8.0% year-on-year), and operating profit was ¥2,981 million (+1.0% year-on-year), driven by an increase in official prices and high occupancy at licensed nurseries in the Child-Rearing Support Service Business, focus 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. Ordinary profit amounted to ¥3,668 million (+4.9% year-on-year) due to increased facilities subsidy income in the Child-Rearing Support Service Business. As a result, the Quarterly profit attributable to owners of parent was ¥2,328 million (+11.0% year-on-year).

Segment Results

Child-Rearing Support Service Business

According to the Summary of the Vital Statistics: Monthly Report Annual Total (preliminary data) released by the Ministry of Health, Labour and Welfare in June 2026, the number of births in 2025 declined to 671,236 from 686,173 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 16,330 as of May 1, 2025. This indicates that the waitlist issue remains serious, particularly in the Tokyo metropolitan area. Furthermore, the rising employment rate of women implies that the demand for child-rearing support services is likely to remain high in major metropolitan areas, making the promotion of various measures an ongoing priority. 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 childcare facility 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. As a result, the number of licensed nurseries opened totaled three, the number of after-school clubs, etc. opened totaled eleven, and the number of outsourced childcare facilities opened totaled two during the fiscal year under review.

Furthermore, recognizing the transition to an era where the "quality of childcare" is increasingly scrutinized, the Group has focused on recruiting the personnel who define this quality. As a result, the Group successfully recruited a total of 250 new graduates, the largest number since its founding, consisting of 166 nursery teachers, 51 after-school club staff, and 33 dietitians. Concurrently, the Group has focused on recruiting excellent nursery teachers and after-school club staff to ensure the quality of its childcare services by working closely with the Group company, LIKE Staffing, Inc.

As a result of these factors, net sales in the fiscal year ended May 31, 2026 totaled ¥35,814 million (+8.4% year-on-year), due to an increase in official prices and high occupancy at licensed nurseries, as well as the posting of deferred subsidies from FY05/25. Operating profit was ¥1,917 million (-11.9% year-on-year) reflecting the continued impact of higher personnel costs associated with improved working conditions and strengthened recruitment, and increased food costs driven by rising prices, along with proactive investments in digital transformation (DX).

Comprehensive Human Resources Service Business

Securing human resources is an important management issue in its 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, and childcare and nursing care industries.

In the mobile phone industry, demand for human resources remains strong, although the Group struggled to secure human resources amid increasingly intense competition with other industries for personnel due to society-wide human resource shortages. The Group is promoting the utilization of AI and digital transformation to strengthen recruitment, and the Group aims to meet clients' expectations by revamping training for inexperienced staff, promoting reskilling for dispatched staff, and optimizing the operations of outsourcing projects. In the logistics industry, the Group acquired short-term staffing projects for intermittent sales events at major e-commerce clients, as well as long-term staffing projects based on flexible working arrangements. The Group aims to increase its share among major clients by improving recruitment efficiency, while also focusing on launching new projects to establish a foundation for further growth. In the childcare and nursing care industries, which are seeing increasingly serious human resource shortages, the Group is reviewing itsin-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 the dispatch business and introduction business.

Furthermore, the Group has continued to work on expanding the employment support services for foreign nationals with the aim of developing them into its next growth driver. Regarding employment support services for foreign nationals, the Group has actively pursued sales efforts in the nursing care industry facing a labor shortage, and the Group is 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. The Group is also enhancing support for the foreign nationals it assists in preparing for the Certified Care Worker Examination, enabling them to build long-term careers in Japan.

As a result of these factors, sales in the fiscal year ended May 31, 2026, amounted to ¥21,982 million (+6.5% year-on-year) and operating profit was ¥1,676 million (+11.7% year-on-year), driven by a focus on high-demand outsourcing projects in the mobile phone business, alongside continued efforts to pursue high-unit-price projects during sales seasons in the logistics and manufacturing business.

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 expected to continue 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. Without waiting for the regular 2027 long-term care fee revision, the government implemented an off-cycle revision in 2026 to improve compensation for care workers. 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, the Group has focused on recruiting excellent care workers and specified skilled foreign workers to ensure the quality of its nursing care services by working closely with the Group company, LIKE Staffing, Inc.

As a result of these factors, sales in the fiscal year ended May 31, 2026 totaled ¥9,382 million (+9.5% year-on-year), and operating profit was ¥371 million (+39.8% year-on-year) due to the stable operation of existing facilities, including Sunrise Villa Kasukabe-Higashi, which commenced operations in February 2025.

(2) Financial Position

As of May 31, 2026, total assets stood at ¥41,242 million, up by ¥796 million from May 31, 2025. Total net assets amounted to ¥19,006 million, up ¥1,208 million. The equity-to-asset ratio increased 2.1 percentage points from May 31, 2025, to 46.1.%.

Current assets

Current assets as of May 31, 2026 came to ¥17,830 million, up by ¥597 million from May 31, 2025. This was primarily due to increases of a ¥1,121 million in cash and deposits, and decrease of a ¥368 million in notes and accounts receivable–trade and contract assets.

Non-current assets

Non-current assets as of May 31, 2026 amounted to ¥23,412 million, up by ¥198 million from May 31, 2025. This mainly reflected a ¥126 million increase in property, plant and equipment due to new facilities opening in the Child-Rearing Support Service business.

Current liabilities

As of May 31, 2026, current liabilities stood at ¥13,782 million, up by ¥1,550 million from May 31, 2025. This was primarily due to a ¥1,357 million increase in current portion of long-term borrowings.

Non-current liabilities

Non-current liabilities as of May 31, 2026, amounted to ¥8,453 million, down by ¥1,962 million from May 31, 2025. This mainly reflected a ¥2,029 million decrease in long-term borrowings, partially offset by a ¥138 million increase in Asset retirement obligations.

Net assets

As of May 31, 2026, net assets totaled ¥19,006 million, up by ¥1,208 million from May 31, 2025. This was due primarily to the booking of ¥2,328 million in profit attributable to owners of parent offset by ¥1,170 million in dividends paid, which was partially.

(3) Overview of Cash Flows

As of May 31, 2026, cash and cash equivalents (hereinafter "capital") amounted to ¥9,898 million, up by ¥1,121 million from May 31, 2025. Cash inflows resulting from the booking of profit before income taxes exceeded cash outflows, including the purchase of property, plant and equipment and repayments of long-term borrowings.
The status of each cash flow for the fiscal year under review is as follows.

Cash Flows from Operating Activities

Net cash provided by operating activities totaled ¥4,974 million (+31.4% year on year). Primary sources of cash included ¥3,678 million in profit before income taxes, ¥1,661 million in depreciation, and ¥13 million in amortization of goodwill, while were partially offset by ¥1,374 million in income taxes paid.

Cash Flows from Investing Activities

Net cash used in investing activities came to ¥1,826 million (-15.4% year on year). The main use of cash was ¥1,835 million for the acquisition of property, plant and equipment associated with new nursery openings in the Child-Rearing Support Service business.

Cash Flows from Financing Activities

Net cash used in financing activities amounted to ¥2,025 million (-11.6% year on year). Primary uses of cash included ¥2,421 million in repayment of long-term borrowings and ¥1,169 million in dividends paid offset by ¥1,750 million in proceeds from long-term borrowings.

(Reference) Cash Flow Indicators

	Year ended May 31, 2022	Year ended May 31, 2023	Year ended May 31, 2024	Year ended May 31, 2025	Year ended May 31, 2026
Shareholders' equity ratio (%)	35.6	39.2	43.7	44.0	46.1
Shareholders' equity ratio on a market value basis (%)	107.8	82.3	77.5	66.5	69.5
Ratio of interest-bearing debt to cash flow (years)	3.5	3.0	3.4	3.1	2.2
Interest coverage ratio (x)	68.0	62.5	35.0	29.9	29.3

Shareholders' equity ratio: shareholders' equity / total assets

Shareholders' equity ratio on a market value basis: market capitalization / total assets

Ratio of interest-bearing debt to cash flow: interest-bearing debt / cash flow

Interest coverage ratio: cash flow / interest payments

(Note 1) Each indicator is calculated based on consolidated financial figures.

(Note 2) Market capitalization is calculated on the basis of the number of shares outstanding (excluding treasury shares).

(Note 3) Cash flow reflects net cash provided by (used in) operating activities.

(Note 4) Interest-bearing debt is the sum of all liabilities shown on the consolidated balance sheet for which interest is paid.

(4) Outlook

The LIKE Group is committed to the philosophy of "...planning the Future: Developing people and creating the future." Based on this philosophy, the Group operates businesses with the aim of becoming a corporate group that is indispensable at every stage of life.

The Group has formulated a Long-term Management Plan with the fiscal year ending May 31, 2035 as its final year. In recent years, the world has been constantly changing—extending beyond the business environment to people’s daily lives—driven by factors such as the rapid advancement and widespread adoption of AI technologies, with the pace of this change accelerating rapidly. In this rapidly changing environment, the Group remains committed to in labor-intensive businesses, which are its strength. The Group will expand its focus beyond the Japanese market to global markets, accelerating business development by placing "people" at the core of its business. By focusing on priority areas that leverage the Group's accumulated experience and expertise, in addition to improving the profitability of existing businesses, the Group will deliver sustainable growth and enhance corporate value over the long term.

Child-Rearing Support Service Business

Looking at market trends in the Child-Rearing Support Service business, with the “barrier of the first graders” emerging as a social issue, alongside the increasing number of dual-income households and the rising employment rate of women, the demand for childcare and after-school places are expected to remain steady over the medium- to long-term, particularly in major metropolitan areas. Furthermore, recruiting excellent nursery teachers and after-school club staff to ensure the quality of childcare remains a pressing issue. Against this backdrop, the “New Direction in Childcare Policy” released in December 2024 outlined improvements in compensation, revisions to staffing standards, and the enhancement of childcare quality through the promotion of digital transformation. In parallel, the development of after-school clubs is being promoted based on the “After-school childcare measure package.”

In the Child-Rearing Support Service business, to achieve its strategic policy of "improving profitability and becoming the childcare provider of choice," the Group, for the fiscal year ending May 31, 2027, aims to implement initiatives to maximize subsidy income by operational improvements through a focus on the appropriate allocation of childcare staff and initiatives to increase child enrollment. Furthermore, the Group strives to become the childcare provider of choice by promoting the diversification of childcare services through forming alliances across industries and strengthening the recruitment and development of excellent nursery teachers.

Furthermore, as intensifying competition driven by the declining number of births is expected to make the gap between winners and losers among childcare providers increasingly clear, and given the characteristics of the childcare market, where major operators have only a small share and many small- and medium-sized operators are fragmented, the Group aims to execute proactive M&A to achieve not only organic growth through internal resources, including the proactive opening of after-school clubs and other facilities, but also non-organic growth.

Comprehensive Human Resources Service Business

Market trends in the Comprehensive Human Resources Service business highlight a strong demand for personnel in the mobile industry, primarily at electronics retail stores, which are the epicenter of competition for customers among carriers. Large-scale logistics facilities and distribution hubs are operational in the logistics industry, driven by the growth of the e-commerce market. In the nursing care industry, a labor shortage on the scale of hundreds of thousands is anticipated in the future. As a means of supplementing this shortage, the demand for foreign personnel in the nursing care industry is growing year by year. As such, the labor-intensive market in which the Group's business is positioned plays an indispensable role as social infrastructure, and workforce demand is expected in the long term.

Given these circumstances, in the Comprehensive Human Resources Service business, to achieve its strategic policy of "providing support by leveraging its strengths for sectors facing labor shortages," the Group, for the fiscal year ending May 31, 2027, aims to increase its share within existing clients by strengthening the recruitment of expert employees who work full-time at client sites, promoting reskilling for dispatch staff, and reinforcing recruitment through the utilization of AI and the promotion of digital transformation, while also focusing on acquiring new projects. Additionally, leveraging the Group's expertise in the nursing care business, the Group is committed to continue to provide high-quality introduction and living support services for Specified Skilled Foreign Workers 1 (Category 1). Furthermore, the Group strives to specialize in industries where human-to-human connection is essential, while exploring expansion into new industries.

Nursing Care-Related Service business

The market surrounding the Nursing Care-Related Service business is expected to see a continuous rise in the aging rate of the population aged 65 and over nationwide. Particularly in the Tokyo metropolitan area, demand for nursing care is expected to grow further alongside the growth of the elderly population. Meanwhile, securing care workers to meet this growing demand remains a major challenge. The domestic workforce alone is unlikely to meet the demand, and the resulting shortage in care workers has become a serious social issue.

Therefore, in the Nursing Care-Related Service business, the Group continues to promote its strategic policy of " enhancing nursing care services and utilizing foreign personnel." For the fiscal year ending May 31, 2027, the Group strives to maximize occupancy rates by enhancing the quality of nursing care services and promoting the occupancy of existing facilities. Concurrently, it seeks to improve profitability by reducing costs through operational efficiency improvements. Furthermore, in addition to continuously expanding its business scale through M&A in the Tokyo metropolitan area, the Group aims to accelerate the acceptance of Specified Skilled Foreign Workers at its facilities by collaborating with the Group's Comprehensive Human Resources Service business, thereby securing excellent nursing care talent and improving the quality of its facility services.

New Initiatives

The lagging pace of digital transformation (DX) represents a significant challenge within the childcare industry. The Group has promoted DX through the in-house development of core systems required for operating childcare facilities as well as its child-rearing support platform, "nanapocke." Currently, leveraging its development insights in core systems and its expertise as a childcare operator, the Group is developing a system to address complex municipal application procedures and other administrative tasks unique to childcare operators. The Group plans to complete the development of this system in September 2026. Following operational migration verifications from October 2026 to March 2027, the Group aims to launch sales under a subscription model in April 2027 targeting operators expanding facilities primarily in the Tokyo metropolitan area, and sequentially expand sales to childcare operators nationwide. While leading the DX of the entire childcare industry, the Group strives to grow this system into its fourth business pillar, following its Child-Rearing Support Service, Comprehensive Human Resources Service, and Nursing Care-Related Service businesses.

Furthermore, the Group seeks to export and provide its high-quality, Japanese-style childcare and nursing care services, primarily in Southeast Asia, by utilizing the childcare and nursing care expertise the Group has cultivated in Japan. Concurrently, it is committed to promoting the development of nursing care talent facing shortages in Japan, alongside support for their employment and life in Japan. For the fiscal year ending May 31, 2027, the Group plans to open a childcare facility around October 2026 in Indonesia, while continuing to pursue continuous facility openings.

Through these business activities, for the next fiscal year (ending May 31, 2027), the LIKE Group aims to deliver net sales of ¥72,000 million (+7.0% year on year), operating profit of ¥3,500 million (+17.4%), ordinary profit of ¥3,400 million (-7.3%), and profit attributable to owners of parent of ¥2,550 million (+9.5%).

The Group aims to enhance its corporate value by strengthening its financial position and reinvesting profits into businesses. The Group’s basic dividend policy targets a consolidated payout ratio of roughly 30% and calls for active and timely profit distributions by issuing dividends twice a year through interim and year-end dividends.

For the fiscal year ended May 31, 2026, the Group has set annual dividends at ¥60 per share, consisting of an interim dividend of ¥30 per share (already paid) and a projected year-end dividend of ¥30 per share for a consolidated payout ratio of 49.4%.

For the fiscal year ending May 31, 2027, as the Group changes its basic dividend policy to target a consolidated payout ratio of roughly 40% and maintain or increase the total dividend amount in principle, it intends to award an interim dividend of ¥30 per share and a year-end dividend of ¥30 per share.

2. Basic Policy Regarding Selection of Accounting Standards

The LIKE Group applies the Japanese Generally Accepted Accounting Principles (J-GAAP), as the majority of its stakeholders are domestic shareholders, creditors, and business partners, and the Group has little need to raise capital overseas.

3. Consolidated Financial Statements and Important Notes

(1) Consolidated Balance Sheet

(Thousands of yen)

	As of May 31, 2025	As of May 31, 2026
Assets		
Current assets		
Cash and deposits	8,837,256	9,958,468
Notes and accounts receivable–trade, and contract assets	7,133,998	6,765,291
Raw materials and supplies	24,044	30,401
Other	1,274,116	1,140,997
Allowance for doubtful accounts	(37,201)	(64,981)
Total current assets	17,232,215	17,830,176
Non-current assets		
Property, plant and equipment		
Buildings and structures	22,020,310	23,759,872
Accumulated depreciation	(8,486,044)	(9,563,589)
Accumulated impairment	(18,666)	(44,712)
Buildings and structures, net	13,515,599	14,151,569
Machinery, equipment and vehicles	40,223	40,223
Accumulated depreciation	(10,653)	(20,598)
Machinery, equipment and vehicles, net	29,570	19,624
Leased assets, net	3,979,781	3,979,781
Accumulated depreciation	(972,672)	(1,156,782)
Leased assets, net	3,007,108	2,822,998
Land	416,800	416,800
Construction in progress	427,263	11,000
Other	2,358,820	2,690,443
Accumulated depreciation	(1,953,445)	(2,184,676)
Accumulated impairment	(6,320)	(6,363)
Other, net	399,054	499,403
Total property, plant and equipment	17,795,395	17,921,397
Intangible assets		
Goodwill	58,476	44,717
Other	209,521	192,551
Total intangible assets	267,997	237,269
Investments and other assets		
Investment securities	441,087	449,218
Shares of subsidiaries and associates	30,000	30,000
Long-term loans receivable	681,153	626,127
Guarantee deposits	2,900,286	2,920,660
Deferred tax assets	837,374	972,141
Other	306,420	298,062
Allowance for doubtful accounts	(45,466)	(42,256)
Total investments and other assets	5,150,856	5,253,953
Total non-current assets	23,214,249	23,412,620
Total assets	40,446,464	41,242,797

(Thousands of yen)

	As of May 31, 2025	As of May 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable–trade	215,398	239,434
Short-term borrowings	1,820,000	1,820,000
Current portion of long-term borrowings	2,314,408	3,672,405
Accounts payable–other	4,660,031	4,624,256
Income taxes payable	752,993	854,423
Accrued consumption taxes	244,323	407,824
Provision for bonuses	885,734	987,050
Provision for shareholder benefit program	142,745	151,154
Other	1,196,477	1,025,761
Total current liabilities	12,232,112	13,782,310
Non-current liabilities		
Long-term borrowings	5,012,070	2,983,039
Deferred tax liabilities	51,909	57,246
Asset retirement obligations	1,225,437	1,363,567
Move-in security deposits received from nursing home residents	832,370	939,172
Retirement benefit liability	504,055	499,585
Lease obligations	2,706,776	2,524,469
Other	83,702	86,561
Total non-current liabilities	10,416,322	8,453,640
Total liabilities	22,648,434	22,235,951
Net assets		
Shareholders' equity		
Share capital	1,548,683	1,548,683
Capital surplus	165,827	165,827
Retained earnings	16,624,640	17,782,539
Treasury shares	(741,143)	(741,143)
Total shareholders' equity	17,598,008	18,755,907
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	197,822	209,938
Remeasurements of defined benefit plans	2,198	41,000
Total accumulated other comprehensive income	200,021	250,938
Total net assets	17,798,030	19,006,845
Total liabilities and net assets	40,446,464	41,242,797

(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income

Consolidated Statement of Income

(Thousands of yen)

	Year ended May 31, 2025 (June 1, 2024 to May 31, 2025)	Year ended May 31, 2026 (June 1, 2025 to May 31, 2026)
Net sales	62,336,226	67,315,520
Cost of sales	53,528,421	58,055,529
Gross profit	8,807,805	9,259,991
Selling, general and administrative expenses		
Payroll, remuneration and allowances	1,677,687	1,709,051
Provision for bonuses	107,086	125,435
Amortization of goodwill	10,319	13,759
Hiring and education expenses	853,282	915,737
Rent expenses	509,011	497,855
Taxes and dues	1,137,102	1,301,510
Provision for shareholder benefit program	146,151	177,210
Other	1,416,095	1,538,033
Total Selling, general and administrative expenses	5,856,738	6,278,594
Operating profit	2,951,067	2,981,397
Non-operating income		
Interest income	10,730	24,534
Dividend income	15,733	18,303
Gain on investments in investment partnerships	9,426	—
Facilities subsidy income	606,393	782,735
Other	52,398	47,221
Total non-operating income	694,683	872,795
Non-operating expenses		
Interest expenses	124,954	166,842
Donations	12,000	12,000
Loss on investments in investment partnerships	—	3,436
Other	10,787	3,807
Total non-operating expenses	147,742	186,086
Ordinary profit	3,498,008	3,668,106
Extraordinary income		
Gain on sale of non-current assets	3,887	20
Insurance claim income	21,258	56,388
Subsidy income	—	128,394
Total extraordinary income	25,146	184,802
Extraordinary losses		
Loss on retirement of non-current assets	21,594	10,840
Office relocation expenses	4,178	—
Loss on sale of non-current assets	—	1,858
Impairment losses	—	26,088
Expenses for dealing with system failure	69,953	7,536
Loss on tax purpose reduction entry of non-current assets	—	128,394
Total extraordinary losses	95,726	174,717
Profit before income taxes	3,427,427	3,678,191
Income taxes–current	1,364,462	1,505,624
Income taxes–deferred	(34,255)	(155,925)
Total income taxes	1,330,206	1,349,699
Profit	2,097,221	2,328,492
Profit attributable to non-controlling interests	—	—
Profit attributable to owners of parent	2,097,221	2,328,492

Consolidated Statement of Comprehensive Income

(Thousands of yen)

	Year ended May 31, 2025 (June 1, 2024 to May 31, 2025)	Year ended May 31, 2026 (June 1, 2025 to May 31, 2026)
Profit	2,097,221	2,328,492
Other comprehensive income		
Valuation difference on available-for-sale securities	(7,574)	12,115
Remeasurements of defined benefit plans, net of tax	5,666	38,801
Total other comprehensive income	(1,907)	50,917
Comprehensive income	2,095,313	2,379,409
Comprehensive income attributable to:		
Parent company	2,095,313	2,379,409
Non-controlling interests	―	―

(3) Consolidated Statement of Changes in Equity

Year ended May 31, 2025 (June 1, 2024 to May 31, 2025)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,548,683	165,827	15,640,443	(741,143)	16,613,811
Changes during period					
Dividends of surplus			(1,113,023)		(1,113,023)
Profit attributable to owners of parent			2,097,221		2,097,221
Net changes in items other than shareholders' equity					
Total changes during period	–	–	984,197	–	984,197
Balance at end of period	1,548,683	165,827	16,624,640	(741,143)	17,598,008

(Thousands of yen)

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	205,396	(3,467)	201,928	16,815,740
Changes during period				
Dividends of surplus				(1,113,023)
Profit attributable to owners of parent				2,097,221
Net changes in items other than shareholders' equity	(7,574)	5,666	(1,907)	(1,907)
Total changes during period	(7,574)	5,666	(1,907)	982,289
Balance at end of period	197,822	2,198	200,021	17,798,030

Year ended May 31, 2026 (June 1, 2025 to May 31, 2026)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,548,683	165,827	16,624,640	(741,143)	17,598,008
Changes during period					
Dividends of surplus			(1,170,593)		(1,170,593)
Profit attributable to owners of parent			2,328,492		2,328,492
Net changes in items other than shareholders' equity					
Total changes during period	–	–	1,157,898	–	1,157,898
Balance at end of period	1,548,683	165,827	17,782,539	(741,143)	18,755,907

(Thousands of yen)

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	197,822	2,198	200,021	17,798,030
Changes during period				
Dividends of surplus				(1,170,593)
Profit attributable to owners of parent				2,328,492
Net changes in items other than shareholders' equity	12,115	38,801	50,917	50,917
Total changes during period	12,115	38,801	50,917	1,208,815
Balance at end of period	209,938	41,000	250,938	19,006,845

(4) Consolidated Statement of Cash Flows

(Thousands of yen)

	Year ended May 31, 2025 (June 1, 2024 to May 31, 2025)	Year ended May 31, 2026 (June 1, 2025 to May 31, 2026)
Cash flows from operating activities		
Profit before income taxes	3,427,427	3,678,191
Depreciation	1,507,442	1,661,593
Amortization of goodwill	10,319	13,759
Insurance claim income	(21,258)	(56,388)
Expenses for dealing with system failure	69,953	7,536
Impairment losses	—	26,088
Increase (decrease) in allowance for doubtful accounts	18,481	24,569
Increase (decrease) in provision for bonuses	41,997	101,315
Interest and dividend income	(26,463)	(42,837)
Facilities subsidy income	(606,393)	(782,735)
Decrease (increase) in trade receivables	(997,891)	368,707
Increase (decrease) in trade payables	21,005	24,036
Increase (decrease) in accounts payable–other	701,290	(31,460)
Increase (decrease) in move-in deposits received	43,951	106,802
Decrease (increase) in prepaid expenses	(20,786)	52,814
Increase (decrease) in accrued consumption taxes	78,104	339,211
Decrease (increase) in consumption taxes refund receivable	(9,023)	15,258
Other	347,561	28,292
Subtotal	4,585,717	5,534,753
Interest and dividends received	26,449	42,816
Interest paid	(126,707)	(169,850)
Income taxes refund (paid)	(1,130,238)	(1,374,974)
Subsidies received	495,580	873,918
Payments associated with system failure response	(64,338)	(10,303)
Proceeds from insurance income	—	77,647
Net cash provided by (used in) operating activities	3,786,462	4,974,007
Cash flows from investing activities		
Proceeds from distributions from investment partnerships	17,560	5,840
Proceeds from withdrawal of time deposits	38,800	60,200
Payments into time deposits	—	(60,200)
Purchase of property, plant and equipment	(1,856,209)	(1,835,328)
Proceeds from sale of property, plant and equipment	15,069	5,801
Purchase of intangible assets	(67,225)	(36,231)
Payments of guarantee deposits	(81,810)	(44,158)
Proceeds from refund of guarantee deposits	34,088	23,459
Payments for sale of shares of subsidiaries resulting in change in scope of consolidation	(308,228)	—
Other	49,753	53,705
Net cash provided by (used in) investing activities	(2,158,203)	(1,826,910)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	420,000	—
Repayments of long-term borrowings	(2,859,383)	(2,421,034)
Proceeds from long-term borrowings	1,460,000	1,750,000
Dividends paid	(1,112,616)	(1,169,567)
Other	(198,798)	(185,283)
Net cash provided by (used in) financing activities	(2,290,797)	(2,025,885)
Net increase (decrease) in cash and cash equivalents	(662,538)	1,121,211
Cash and cash equivalents at beginning of period	9,439,595	8,777,056
Cash and cash equivalents at end of period	8,777,056	9,898,268

(5) Notes to Consolidated Financial Statements

(Notes Regarding Assumption of a Going Concern)

There are no applicable matters to report.

(Segment Information)

Segment Information

1. Overview of reportable segments

The LIKE Group's reportable segments are constituent units of the Group for which separate financial information is available and which are subject to periodic review by the Board of Directors to determine the allocation of management resources and evaluate performance.

The Group categorizes its businesses into three reportable segments based on the nature of the services provided: Comprehensive Human Resources Service, Child-Rearing Support Service, and Nursing Care-Related Service.

In the Comprehensive Human Resources Service business, the Group provides temporary staffing service, outsourcing service, introduction service, and hiring and education support service for client companies.

In the Child-Rearing Support Service business, the Group provides public-sector childcare services in which it operates licensed nurseries, after-school clubs, and other public childcare facilities, as well as contracted childcare services in which it operates on-site childcare facilities located on the premises of hospitals, companies, and universities,

In the Nursing Care-Related Service business, the Group provides nursing and elderly care services to the residents of nursing care facilities operated by LIKE Care, Inc.

2. Calculation Methods for Sales, Profit, Assets, Liabilities, and Other Items for Each Reportable Segment

The accounting treatment for the reportable segments is generally consistent with "Significant accounting policies for preparation of consolidated financial statements."

The profit in each reportable segment is based on operating profit.

Intersegment income and transfer amounts between reportable segments are based on market prices.

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

Year ended May 31, 2025 (June 1, 2024 to May 31, 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	20,642,458	33,027,464	8,564,462	62,234,385	101,841	62,336,226	－	62,336,226
Intersegment sales and transfers	410,566	－	－	410,566	1,367,578	1,778,144	(1,778,144)	－
Total	21,053,024	33,027,464	8,564,462	62,644,951	1,469,420	64,114,371	(1,778,144)	62,336,226
Segment profit	1,500,333	2,175,611	265,922	3,941,867	137,720	4,079,588	(1,128,520)	2,951,067
Segment assets	5,949,769	29,519,520	3,169,518	38,638,809	408,932	39,047,742	1,398,722	40,446,464
Segment liabilities	2,356,171	15,952,130	1,936,176	20,244,478	166,381	20,410,859	2,237,575	22,648,434
Other items								
Depreciation	18,650	1,382,732	76,820	1,478,202	－	1,478,202	29,239	1,507,442
Goodwill amortization	－	10,319	－	10,319	－	10,319	－	10,319
Increase in property, plant and equipment and intangible assets	35,601	2,024,863	95,393	2,155,858	－	2,155,858	29,081	2,184,940

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

2. Adjustments on segment profit of -¥1,128,520 thousand reflect companywide expenses not allocated to each reportable segment. Companywide expenses are primarily general and administrative expenses not attributable to reportable segments.

Adjustments on segment assets of ¥1,398,722 thousand are companywide assets, most of which are cash and deposits and investment securities not attributable to reportable segments.

Adjustments on segment liabilities of ¥2,237,575 thousand are companywide liabilities, most of which are liabilities for the administrative division of the Company and subsidiaries.

Adjustments on depreciation of ¥29,239 thousand are mainly depreciation on companywide assets.

Adjustments of ¥29,081 thousand for increases in property, plant and equipment, as well as intangible assets are company-wide assets.

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

Year ended May 31, 2026 (June 1, 2025 to May 31, 2026)

(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	21,982,983	35,814,007	9,382,202	67,179,193	136,327	67,315,520	―	67,315,520
Intersegment sales and transfers	377,353	―	―	377,353	1,612,346	1,989,700	(1,989,700)	―
Total	22,360,336	35,814,007	9,382,202	67,556,546	1,748,674	69,305,221	(1,989,700)	67,315,520
Segment profit	1,676,293	1,917,643	371,707	3,965,645	215,329	4,180,974	(1,199,577)	2,981,397
Segment assets	6,210,983	28,901,416	3,552,928	38,665,328	622,980	39,288,308	1,954,488	41,242,797
Segment liabilities	2,607,682	15,697,968	2,142,093	20,447,744	210,240	20,657,984	1,577,966	22,235,951
Other items								
Depreciation	33,489	1,516,955	84,729	1,635,174	―	1,635,174	26,419	1,661,593
Goodwill amortization	―	13,759	―	13,759	―	13,759	―	13,759
Increase in property, plant and equipment and intangible assets	80,291	1,690,536	59,404	1,830,232	―	1,830,232	20,442	1,850,674

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

2. Adjustments on segment profit of -¥1,199,577 thousand reflect companywide expenses not allocated to each reportable segment. Companywide expenses are primarily general and administrative expenses not attributable to reportable segments.

Adjustments on segment assets of ¥1,954,488 thousand are companywide assets, most of which are cash and deposits and investment securities not attributable to reportable segments.

Adjustments on segment liabilities of ¥1,577,966 thousand are companywide liabilities, most of which are liabilities for the administrative division of the Company and subsidiaries.

Adjustments on depreciation of ¥26,419 thousand are mainly depreciation on companywide assets.

Adjustments of ¥20,442 thousand for increases in property, plant and equipment, as well as intangible assets are company-wide assets.

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

Related Information

Year ended May 31, 2025 (June 1, 2024 to May 31, 2025)

1. Information by product and service

This information has been omitted, as relevant information is disclosed as segment information.

2. Information by region

(1) Sales

There are no applicable matters to report, as there are no sales to external customers outside Japan.

(2) Property, plant and equipment

There are no applicable matters to report, as the Group has no consolidated subsidiaries or branches in countries or regions outside Japan.

3. Information by key customer

This information has been omitted, as no customer accounts for more than 10% of net sales shown in the consolidated financial statements.

Year ended May 31, 2026 (June 1, 2025 to May 31, 2026)

1. Information by product and service

This information has been omitted, as relevant information is disclosed as segment information.

2. Information by region

(1) Sales

There are no applicable matters to report, as there are no sales to external customers outside Japan.

(2) Property, plant and equipment

There are no applicable matters to report, as the Group has no consolidated subsidiaries or branches in countries or regions outside Japan.

3. Information by key customer

This information has been omitted, as no customer accounts for more than 10% of net sales shown in the consolidated financial statements.

Information Regarding Impairment Losses on Fixed Assets by Reportable Segment

Year ended May 31, 2026 (June 1, 2025 to May 31, 2026)

(Thousands of yen)

	Comprehensive Human Resources Service	Child-Rearing Support Service	Nursing Care-Related Service	Subtotal	Other	Companywide expenses and eliminations	Total
Impairment losses	—	26,088	—	26,088	—	—	26,088

Information Regarding Amortization of Goodwill and Unamortized Balance by Reportable Segment

Year ended May 31, 2025 (June 1, 2024 to May 31, 2025)

(Thousands of yen)

	Comprehensive Human Resources Service	Child-Rearing Support Service	Nursing Care-Related Service	Subtotal	Other	Companywide expenses and eliminations	Total
Year-end balance	—	58,476	—	58,476	—	—	58,476

(Note) Information on the amount of goodwill amortization has been omitted, as relevant information is disclosed as segment information.

Year ended May 31, 2026 (June 1, 2025 to May 31, 2026)

(Thousands of yen)

	Comprehensive Human Resources Service	Child-Rearing Support Service	Nursing Care-Related Service	Subtotal	Other	Companywide expenses and eliminations	Total
Year-end balance	—	44,717	—	44,717	—	—	44,717

(Note) Information on the amount of goodwill amortization has been omitted, as relevant information is disclosed as segment information.

Information on Gains on Bargain Purchase by Reportable Segment

There are no applicable matters to report.

(Per Share Information)

	Year ended May 31, 2025 (June 1, 2024 to May 31, 2025)	Year ended May 31, 2026 (June 1, 2025 to May 31, 2026)
Book value per share	¥927.46	¥990.45
Basic earnings per share	¥109.29	¥121.34

(Note) The basis of calculation for basic earnings per share is as below. Diluted earnings per share are not provided as there were no dilutive shares.

	Year ended May 31, 2025 (June 1, 2024 to May 31, 2025)	Year ended May 31, 2026 (June 1, 2025 to May 31, 2026)
Profit attributable to owners of parent (thousands of yen)	2,097,221	2,328,492
Amount not attributable to common shareholders (thousands of yen)	—	—
Profit attributable to owners of parent applicable to common shares (thousands of yen)	2,097,221	2,328,492
Average number of common shares outstanding during the fiscal year (shares)	19,190,064	19,190,064

(Significant Subsequent Events)

There are no applicable matters to report.