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Consolidated Financial Results for the Three Months Ended August 31, 2026 [Under Japanese GAAP]

October 14, 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 03-5428-5577
 Scheduled date to commence dividend payments: —
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: None

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the three months ended August 31, 2026 (from June 1, 2026 to August 31, 2026)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Three months ended August 31, 2026	16,330	2.5	261	(43.9)	230	(47.3)	130	(50.9)
August 31, 2025	15,930	11.1	466	47.9	437	50.6	265	59.2

Note: Comprehensive income: For the three months ended August 31, 2026: ¥135 million [(53.4)%]

For the three months ended August 31, 2025: ¥290 million [90.7%]

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Three months ended August 31, 2026	6.78	—
August 31, 2025	13.81	—

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
	Millions of yen	Millions of yen	%
As of August 31, 2026	39,126	18,566	47.5
May 31, 2026	41,242	19,006	46.1

(Reference) Equity : As of August 31, 2026: ¥18,566 million

As of May 31, 2026: ¥19,006 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, 2026	Yen —	Yen 30.00	Yen —	Yen 30.00	Yen 60.00
May 31, 2027	—				
Fiscal year ending May 31, 2027 (Forecast)		30.00	—	30.00	60.00

Note: Revisions to the forecast of cash dividends most recently announced: None

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

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 quarterly consolidated financial statements: Yes

Note: Please refer to "Adoption of Special Accounting Methods for Preparation of Quarterly Consolidated Financial Statements" under "(3) Notes to Quarterly Consolidated Financial Statements" in "2. Quarterly Consolidated Financial Statements and Important Notes" on page 9 for 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 August 31, 2026	20,464,800 shares	As of May 31, 2026	20,464,800 shares
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(ii) Number of treasury shares at the end of the period

As of August 31, 2026	1,274,736 shares	As of May 31, 2026	1,274,736 shares
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(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Three months ended August 31, 2026	19,190,064 shares	Three months ended August 31, 2025	19,190,064 shares
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* Review of the attached quarterly consolidated financial statements by a certified public accountant 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) Consolidated Earnings Forecast 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.

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1. Qualitative Information on Financial Results

(1) Operating Results

In the three months ended August 31, 2026, the Japanese economy was expected to continue its gradual recovery, with improving employment and income conditions, and the effects of various measures. On the other hand, it is necessary to pay close attention to the situation in the Middle East, natural disasters, 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 business. 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 three months ended August 31, 2026, net sales reached ¥16,330 million (+2.5% year-on-year) driven by an increase in official prices and high occupancy at licensed nurseries in the Child-Rearing Support Service Business, and improvement in occupancy in the Nursing Care-Related Service Business. Operating profit was ¥261 million (-43.9% year-on-year), and ordinary profit was ¥230 million (-47.3% year-on-year) due to higher personnel costs resulting from an increase in the number of childcare staff and a decrease in the amount of deferred subsidies recorded during the period in the Child-Rearing Support Service Business. As a result, quarterly profit attributable to owners of parent was ¥130 million (-50.9% 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 63,883 (as of April 2026), and the number of children on waiting lists for after-school clubs stands at 14,713 as of May 1, 2026 (preliminary data). In addition, the Children and Families Agency reports that the expansion of childcare fee exemptions to cover all children, including first-borns, has increased demand for childcare and the number of children on waiting lists, particularly in Tokyo. 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, consolidated subsidiary LIKE Kids, Inc. has provided child-rearing support from various angles by operating private licensed nurseries, operating nurseries established by local governments, 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.

Furthermore, recognizing the transition to an era where the "quality of childcare" is increasingly scrutinized, the Group has focused on the recruitment and retention of personnel who define this quality. By working closely with its group company, LIKE Staffing, Inc., it has strengthened the recruitment of excellent nursery teachers and after-school club staff, not limited to new graduates.

As a result of these factors, net sales in the three months ended August 31, 2026 totaled ¥8,452 million (+4.3% year-on-year), due to an increase in official prices and high occupancy at licensed nurseries. On the other hand, operating loss was ¥75 million (compared to an operating profit of ¥110 million in the same period of the previous fiscal year), reflecting higher personnel costs due to an increase in the number of childcare staff and a decrease in the amount of deferred subsidies recorded during the period.

Comprehensive Human Resources Service Business

Demand for dispatch services is expected to continue to grow as Japan's working population shrinks further due to declining birthrates and an aging population. The rapid adoption of generative AI is also driving changes in skill requirements and demand for personnel in the labor market. This calls for expanding areas of work that cannot be replaced by AI and developing talent capable of delivering high added value. Meanwhile, securing and recruiting personnel is becoming increasingly challenging as competition for talent intensifies. Therefore, the importance of efforts to streamline recruitment and other operations using generative AI and other technologies is increasing further.

Accordingly, consolidated subsidiary LIKE Staffing, Inc. engaged in sales activities to increase working populations and reviewed its recruitment process 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 centered on each mobile carrier remains strong. On the other hand, due to the challenging recruitment environment, the number of new hires has fallen short of departures, resulting in a decline in the number of dispatched staff. However, the Group is currently reviewing its recruitment process. As efforts to shorten delivery times gained momentum in the logistics industry, major e-commerce clients opened a succession of new warehouses and delivery facilities, leading to an expansion of direct business with the Group. In the childcare and nursing care industries, which are seeing increasingly serious human resource shortages, the Group is strengthening its dispatch business and introduction business by utilizing the facility management expertise of Group companies LIKE Kids, Inc. and LIKE Care, Inc.

Furthermore, the Group has continued to work on expanding its employment support services for foreign nationals. In addition to actively pursuing sales efforts in the nursing care industry, 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 smoothly. The Group is further 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, net sales in the three months ended August 31, 2026, amounted to ¥5,408 million (-1.3% year-on-year) and operating profit was ¥400 million (-7.6% year-on-year), mainly reflecting a decrease in the number of dispatched staff in the mobile phone and call center industries.

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 pronounced 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 areas 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, net sales in the three months ended August 31, 2026 totaled ¥2,421 million (+4.5% year-on-year), and operating profit was ¥133 million (+6.5% year-on-year) due to an improvement in the occupancy rate at Ferie-de Kami-igusa, which had remained low since its opening in February 2024, and the stable operation of existing facilities.

(2) Financial Position

As of August 31, 2026, total assets stood at ¥39,126 million, down by ¥2,116 million from May 31, 2026. Total net assets amounted to ¥18,566 million, down ¥440 million. The equity-to-asset ratio increased 1.4 percentage points from May 31, 2026, to 47.5%.

Current assets

Current assets as of August 31, 2026 came to ¥15,593 million, down by ¥2,236 million from May 31, 2026. This was mainly the result of a ¥1,935 million decrease in notes and accounts receivable—trade, and contract assets.

Non-current assets

Non-current assets as of August 31, 2026 amounted to ¥23,532 million, up by ¥120 million from May 31, 2026. This mainly reflected a ¥243 million increase in deferred tax assets and other factors, despite a ¥283 million decrease in property, plant and equipment due to the recording of depreciation.

Current liabilities

As of August 31, 2026, current liabilities stood at ¥10,778 million, down by ¥3,003 million from May 31, 2026. This was primarily due to a ¥1,801 million decrease in the current portion of long-term borrowings, a ¥546 million decrease in income taxes payable, a ¥332 million decrease in accounts payable—other, and a ¥123 million decrease in provision for shareholder benefit program.

Non-current liabilities

Non-current liabilities as of August 31, 2026 amounted to ¥9,780 million, up by ¥1,326 million from May 31, 2026. This mainly reflected a ¥1,240 million increase in long-term borrowings.

Net assets

As of August 31, 2026, net assets totaled ¥18,566 million, down by ¥440 million from May 31, 2026. This was due primarily to ¥575 million in dividends paid, which was partially offset by the booking of ¥130 million in profit attributable to owners of parent.

(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, 2027 released on July 13, 2026.

2. Quarterly Consolidated Financial Statements and Important Notes

(1) Quarterly Consolidated Balance Sheet

(Thousands of yen)

	As of May 31, 2026	As of August 31, 2026
Assets		
Current assets		
Cash and deposits	9,958,468	9,653,895
Notes and accounts receivable–trade, and contract assets	6,765,291	4,829,991
Raw materials and supplies	30,401	29,400
Other	1,140,997	1,145,460
Allowance for doubtful accounts	(64,981)	(65,537)
Total current assets	17,830,176	15,593,209
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	14,151,569	13,849,242
Machinery, equipment and vehicles, net	19,624	18,085
Leased assets, net	2,822,998	2,857,443
Land	416,800	416,800
Construction in progress	11,000	31,020
Other, net	499,403	465,167
Total property, plant and equipment	17,921,397	17,637,759
Intangible assets		
Goodwill	44,717	41,277
Other	192,551	216,815
Total intangible assets	237,269	258,092
Investments and other assets		
Investment securities	449,218	501,296
Shares of subsidiaries and associates	30,000	122,235
Long-term loans receivable	626,127	612,404
Guarantee deposits	2,920,660	2,917,464
Deferred tax assets	972,141	1,215,188
Other	298,062	309,952
Allowance for doubtful accounts	(42,256)	(41,522)
Total investments and other assets	5,253,953	5,637,019
Total non-current assets	23,412,620	23,532,872
Total assets	41,242,797	39,126,081

(Thousands of yen)

	As of May 31, 2026	As of August 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable–trade	239,434	258,063
Short-term borrowings	1,820,000	1,820,000
Current portion of long-term borrowings	3,672,405	1,870,855
Accounts payable–other	4,624,256	4,291,675
Income taxes payable	854,423	307,563
Accrued consumption taxes	407,824	457,345
Provision for bonuses	987,050	564,598
Provision for shareholder benefit program	151,154	27,806
Other	1,025,761	1,181,035
Total current liabilities	13,782,310	10,778,944
Non-current liabilities		
Long-term borrowings	2,983,039	4,223,371
Deferred tax liabilities	57,246	76,436
Asset retirement obligations	1,363,567	1,367,567
Move-in security deposits received	939,172	919,198
Retirement benefit liability	499,585	554,868
Lease obligations	2,524,469	2,552,913
Other	86,561	86,280
Total non-current liabilities	8,453,640	9,780,636
Total liabilities	22,235,951	20,559,581
Net assets		
Shareholders' equity		
Share capital	1,548,683	1,548,683
Capital surplus	165,827	165,827
Retained earnings	17,782,539	17,337,013
Treasury shares	(741,143)	(741,143)
Total shareholders' equity	18,755,907	18,310,381
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	209,938	243,952
Remeasurements of defined benefit plans	41,000	12,165
Total accumulated other comprehensive income	250,938	256,118
Total net assets	19,006,845	18,566,500
Total liabilities and net assets	41,242,797	39,126,081

(2) Quarterly Consolidated Statement of Income and Quarterly Consolidated Statement of Comprehensive Income
Quarterly Consolidated Statement of Income
For the Three months ended August 31, 2026

	(Thousands of yen)	
	Three months ended August 31, 2025 (June 1, 2025 to August 31, 2025)	Three months ended August 31, 2026 (June 1, 2026 to August 31, 2026)
Net sales	15,930,653	16,330,801
Cost of sales	13,956,112	14,556,452
Gross profit	1,974,540	1,774,348
Selling, general and administrative expenses	1,507,965	1,512,788
Operating profit	466,575	261,559
Non-operating income		
Interest income	5,235	7,992
Dividend income	712	437
Gain on investments in investment partnerships	346	—
Other	8,727	11,174
Total non-operating income	15,021	19,604
Non-operating expenses		
Interest expenses	39,998	46,341
Loss on investments in investment partnerships	—	166
Other	3,896	3,840
Total non-operating expenses	43,895	50,347
Ordinary profit	437,700	230,816
Extraordinary losses		
Loss on retirement of non-current assets	174	53
Loss on sale of non-current assets	1,858	1,146
Expenses for dealing with system failure	3,888	—
Total extraordinary losses	5,921	1,200
Profit before income taxes	431,779	229,616
Income taxes	166,777	99,440
Profit	265,002	130,176
Profit attributable to non-controlling interests	—	—
Profit attributable to owners of parent	265,002	130,176

Quarterly Consolidated Statement of Comprehensive Income
For the Three months ended August 31, 2026

(Thousands of yen)

	Three months ended August 31, 2025 (June 1, 2025 to August 31, 2025)	Three months ended August 31, 2026 (June 1, 2026 to August 31, 2026)
Profit	265,002	130,176
Other comprehensive income		
Valuation difference on available-for-sale securities	35,783	34,014
Remeasurements of defined benefit plans, net of tax	(10,345)	(28,834)
Total other comprehensive income	25,438	5,180
Quarterly Comprehensive income	290,440	135,356
Comprehensive income attributable to:		
Parent company	290,440	135,356
Non-controlling interests	—	—

(3) Notes to Quarterly Consolidated Financial Statements

(Adoption of Special Accounting Methods for Preparation of Quarterly Consolidated Financial Statements)

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, 2027, including the three months ended August 31, 2026 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 (loss), assets, liabilities, and other items for each reportable segment

Three months ended August 31, 2025 (June 1, 2025 to August 31, 2025)

(Thousands of yen)

	Reportable segment				Other (Note 1)	Total	Adjustments (Note 2)	Amount recorded in consolidated financial statements (Note 3)
	Comprehensive Human Resources Service	Child-Rearing Support Service	Nursing Care- Related Service	Subtotal				
Sales								
Sales to external customers	5,482,155	8,106,975	2,316,831	15,905,962	24,690	15,930,653	—	15,930,653
Intersegment sales and transfers	98,580	—	—	98,580	389,964	488,545	(488,545)	—
Total	5,580,736	8,106,975	2,316,831	16,004,543	414,654	16,419,198	(488,545)	15,930,653
Segment profit	433,551	110,482	125,709	669,743	44,330	714,073	(247,498)	466,575

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

2. Adjustments on segment profit of ¥247,498 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.

Three months ended August 31, 2026 (June 1, 2026 to August 31, 2026)

(Thousands of yen)

	Reportable segment				Other (Note 1)	Total	Adjustments (Note 2)	Amount recorded in consolidated financial statements (Note 3)
	Comprehensive Human Resources Service	Child-Rearing Support Service	Nursing Care- Related Service	Subtotal				
Sales								
Sales to external customers	5,408,843	8,452,780	2,421,586	16,283,210	47,590	16,330,801	—	16,330,801
Intersegment sales and transfers	73,709	—	—	73,709	432,258	505,968	(505,968)	—
Total	5,482,553	8,452,780	2,421,586	16,356,920	479,849	16,836,769	(505,968)	16,330,801
Segment profit (loss)	400,384	(75,803)	133,833	458,414	71,317	529,732	(268,172)	261,559

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

2. Adjustments on segment profit (loss) of ¥268,172 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 (loss) 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.

(Notes on Quarterly Consolidated Statement of Cash Flows)

We have not prepared the quarterly consolidated statements of cash flows for the three months ended August 31, 2026. Depreciation (including amortization of intangible assets other than goodwill) and amortization of goodwill for the three months ended August 31, 2026 are as follows.

	(Thousands of yen)	
	Three months ended August 31, 2025 (June 1, 2025 to August 31, 2025)	Three months ended August 31, 2026 (June 1, 2026 to August 31, 2026)
Depreciation	441,964	422,816
Goodwill amortization	3,439	3,439