

* Notes:

(1) Significant changes in the scope of consolidation during the three months ended March 31, 2026 No
New: - (Company name), Exclusion: - (Company name)

(2) Changes in accounting policies, changes in accounting estimates and retrospective restatement

- | | |
|---|----|
| 1) Changes in accounting policies due to the revision of accounting standards | No |
| 2) Changes in accounting policies other than 1) above | No |
| 3) Changes in accounting estimates | No |
| 4) Retrospective restatement | No |

(3) Total number of issued shares (common shares)

1) Total number of issued shares at the end of the period (including treasury shares):	Three months ended March 31, 2026	62,240,025 shares	As of December 31, 2025	62,240,025 shares
2) Total number of treasury shares at the end of the period:	Three months ended March 31, 2026	3,391,215 shares	As of December 31, 2025	3,389,241 shares
3) Average number of shares outstanding during the period:	Three months ended March 31, 2026	58,849,191 shares	Three months ended March 31, 2025	59,098,881 shares

(Note) The Board of Directors of the Company resolved at its meeting held on May 14, 2026 to conduct a 3-for-1 split of the shares of its common stock effective on July 1, 2026. Accordingly, the total number of issued shares at the end of the period, the total number of treasury shares at the end of the period, and the average number of shares during the period are calculated on the assumption that such stock split was conducted at the beginning of the previous fiscal year.

* Review of attached quarterly consolidated financial statements by certified public accountants or auditing firms:
No

* Explanation on appropriate use of financial results forecast, and other special notes
(Caution regarding forward-looking statements, etc.)

Please refer to “Explanation of Consolidated Financial Results Forecast and Other Forward-looking Statements” on page 3 of the attached document for the assumptions used in developing the financial results forecasts. The forecast figures are based on information available at the present time, and contain some uncertainties. Actual results may differ from the above forecasts due to changes in business conditions and other factors.

(Reference) Non-consolidated Financial Results Forecast

Non-consolidated Financial Results Forecast for the Fiscal Year Ending December 31, 2026 (January 1, 2026 to December 31, 2026)

(% is a comparison to the same period of the previous fiscal year)

	Net sales		Ordinary profit		Profit		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending June 30, 2026	20,000	2.1	2,400	1.8	1,600	(1.7)	27.19
Full year	42,000	3.2	4,900	3.1	3,400	(3.0)	57.77

(Notes)

1. Revision to the financial results forecast announced most recently: No
2. “Basic earnings per share” in the non-consolidated financial results forecast for the fiscal year ending December 31, 2026 is calculated on the assumption that such stock split was conducted at the beginning of the fiscal year under review.

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1. Overview of Operating Results

(1) Overview of Operating Results for the Three Months Ended March 31, 2026

During the three months under review (from January 1, 2026 to March 31, 2026), the Japanese economy was on a moderate recovery trend, amid a continued improvement in employment and income environment, due to the persistently high appetite for investment among corporations, despite the impacts of soaring material prices brought by rising prices, etc., and the Trump tariffs, particularly in the automobile industry. On the other hand, the outlook remains uncertain due to instability in global conditions, including geopolitical risks, suspension of oil supply in the Middle East, in particular, as well as the U.S. trade policy and sluggish domestic demand in the Chinese economy.

Amid this social and economic environment, major manufacturing companies maintained upfront investment in R&D for a competitive advantage, and requests made to the Group remained firm.

The Group's core business of engineer assignment maintained a high utilization rate, as we worked to newly cultivate the fields of aerospace, medical equipment, automobiles and others, and implemented initiatives in conjunction with sales policies such as team assignments. Further, we established the Space Business Promotion Office in the last fiscal year, in anticipation of an expansion of the market in the aerospace sector. In addition to that, we established the Outsourcing Service Promotion Office in this fiscal year. While building on technical services developed in the engineer assignment business, the Company will further strengthen the contracting business, which creates better results through specialized skills and knowledge.

As a result of the above measures, both the total number of staff in operation and the contract unit price have increased. Net sales for the three months under review were 13,340 million yen (up 6.5% year on year) mainly due to these various factors in the engineer assignment business. Also, the Company recorded operating profit of 1,305 million yen (down 7.1% year on year), ordinary profit of 1,310 million yen (down 10.2% year on year), and net profit attributable to owners of parent of 900 million yen (down 7.5% year on year), mainly due to the impact of inspections and completions of large-scale domestic and international projects in the first quarter of the previous year.

To create strengths for the next generation, the Company is strengthening its outsourcing service business, developing new business fields such as agriculture and nursing care, and expanding its manufacturing business.

The results of operations by segment are as follows.

1) Outsourcing Service Business

In the outsourcing service business, which is the Company's main business, we are engaged in the acceptance of consignment of technical projects, office staff assignment, and other services, with a focus on engineer assignments. In order to secure excellent human resources even in the midst of intensifying competition for human resources, we implemented recruitment plans that promote a better understanding of what working at the Company will look like, such as internships. In addition, by strengthening technical education in the cutting-edge technology field and the aerospace field where growth continues to be expected, and implementing initiatives in conjunction with sales policies such as team assignments and contracting, we continued to maintain increased high utilization rates and increased the contract unit price. As a result, net sales for the three months under review were 12,202 million yen (up 6.7% year on year), and operating profit was 1,228 million yen (down 3.7% year on year).

2) Global Business

In the global business, the Company provides design, manufacturing, installation and maintenance services for plant facilities, machinery and equipment, and staffing services overseas. For the three months under review, net sales were 1,072 million yen (up 4.0% year on year) since orders received were strong, and operating profit was 87 million yen (down 39.8% year on year).

(2) Overview of Financial Position for the Three Months Ended March 31, 2026

Total assets at the end of the three months under review were 29,956 million yen, an increase of 645 million yen from the end of the previous consolidated fiscal year. This was mainly due to an increase in deferred tax assets. Total liabilities were 9,793 million yen, an increase of 918 million yen from the end of the previous consolidated fiscal year. This was mainly due to an increase in provision for bonuses. As a result, net assets decreased by 272 million yen from the end of the previous consolidated fiscal year to 20,163 million yen.

Accordingly, the capital adequacy ratio was 67.1%.

(3) Explanation of Consolidated Financial Results Forecast and Other Forward-looking Statements

As for the forecast for the fiscal year ending December 31, 2026, there are no changes to the consolidated and non-consolidated forecasts announced on February 12, 2026, as the current requests for assignment to the Group remain strong.

2. Quarterly Consolidated Financial Statements

(1) Quarterly Consolidated Balance Sheets

(Thousands of yen)

	Previous consolidated fiscal year (December 31, 2025)	Three months under review (March 31, 2026)
Assets		
Current assets		
Cash and deposits	14,118,668	13,725,140
Notes and accounts receivable - trade, and contract assets	7,277,930	7,652,293
Merchandise and finished goods	27,231	22,582
Work in process	250,413	206,682
Raw materials and supplies	285,985	272,648
Other	829,199	966,477
Total current assets	22,789,427	22,845,824
Non-current assets		
Property, plant and equipment		
Buildings and structures	3,968,079	3,987,446
Accumulated depreciation	(2,095,072)	(2,123,984)
Buildings and structures, net	1,873,007	1,863,462
Land	1,809,311	1,809,311
Other	793,633	808,781
Accumulated depreciation	(595,948)	(610,326)
Other, net	197,684	198,454
Total property, plant and equipment	3,880,003	3,871,228
Intangible assets		
Goodwill	64,068	57,661
Other	130,475	126,631
Total intangible assets	194,544	184,293
Investments and other assets		
Investment securities	1,234,842	1,246,202
Shares of subsidiaries and associates	59,638	59,638
Deferred tax assets	753,479	1,313,775
Investments in leases	3,898	3,763
Other	395,255	432,205
Total investments and other assets	2,447,114	3,055,585
Total non-current assets	6,521,662	7,111,107
Total assets	29,311,089	29,956,931

(Thousands of yen)

	Previous consolidated fiscal year (December 31, 2025)	Three months under review (March 31, 2026)
Liabilities		
Current liabilities		
Accounts payable - trade	234,013	363,113
Short-term borrowings	208,568	208,592
Accounts payable - other	2,151,286	1,434,841
Income taxes payable	788,387	1,064,436
Provision for bonuses	1,931,803	3,380,605
Provision for bonuses for directors (and other officers)	26,800	8,420
Other	3,130,002	2,933,183
Total current liabilities	8,470,861	9,393,191
Non-current liabilities		
Long-term borrowings	2,166	—
Retirement benefit liability	143,516	141,065
Other	257,860	258,840
Total non-current liabilities	403,542	399,905
Total liabilities	8,874,404	9,793,097
Net assets		
Shareholders' equity		
Share capital	2,347,163	2,347,163
Capital surplus	2,784,651	2,784,651
Retained earnings	16,013,458	15,717,407
Treasury shares	(1,791,986)	(1,791,986)
Total shareholders' equity	19,353,287	19,057,236
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	648,900	657,189
Foreign currency translation adjustment	372,405	384,300
Total accumulated other comprehensive income	1,021,306	1,041,490
Non-controlling interests	62,091	65,107
Total net assets	20,436,685	20,163,834
Total liabilities and net assets	29,311,089	29,956,931

(2) Quarterly Consolidated Statements of Income and Comprehensive Income

Quarterly Consolidated Statements of Income

(For the three months)

(Thousands of yen)

	For the three months of previous fiscal year (From January 1, 2025 to March 31, 2025)	For the three months under review (From January 1, 2026 to March 31, 2026)
Net sales	12,490,856	13,304,079
Cost of sales	9,604,833	10,381,067
Gross profit	2,886,022	2,923,012
Selling, general and administrative expenses	1,481,262	1,617,332
Operating profit	1,404,759	1,305,679
Non-operating income		
Interest income	4,779	10,719
Dividend income	100	100
Subsidy income	18,974	6,175
Foreign exchange gains	19,285	—
Other	20,624	20,148
Total non-operating income	63,763	37,143
Non-operating expenses		
Interest expenses	1,159	558
Loss on extinguishment of share-based compensation expenses	2,510	1,314
Loss on investments in investment partnerships	2,741	1,191
Donations	—	10,000
Foreign exchange losses	—	16,668
Other	2,421	2,267
Total non-operating expenses	8,832	32,000
Ordinary profit	1,459,690	1,310,823
Extraordinary income		
Gain on sale of non-current assets	—	74
Total extraordinary income	—	74
Profit before income taxes	1,459,690	1,310,897
Income taxes - current	979,273	971,811
Income taxes - deferred	(499,251)	(564,541)
Total income taxes	480,022	407,269
Profit	979,667	903,628
Profit attributable to non-controlling interests	6,018	3,046
Profit attributable to owners of parent	973,649	900,581

Quarterly Consolidated Statements of Comprehensive Income
(For the three months)

(Thousands of yen)

	For the three months of previous fiscal year (From January 1, 2025 to March 31, 2025)	For the three months under review (From January 1, 2026 to March 31, 2026)
Profit	979,667	903,628
Other comprehensive income		
Valuation difference on available-for-sale securities	1,689	8,289
Foreign currency translation adjustment	(129,656)	11,864
Total other comprehensive income	(127,967)	20,153
Comprehensive income	851,700	923,781
Comprehensive income attributable to:		
Comprehensive income attributable to owners of parent	849,102	920,765
Comprehensive income attributable to non- controlling interests	2,597	3,015

(3) Notes to Quarterly Consolidated Financial Statements

(Notes on Going Concern)

Not applicable.

(Notes to quarterly consolidated statements of cash flows)

Quarterly consolidated statements of cash flows have not been prepared for the three months under review. Depreciation (including amortization related to intangible assets excluding goodwill) and amortization of goodwill for the three months under review are as follows.

	For the three months of previous fiscal year (From January 1, 2025 to March 31, 2025)	For the three months under review (From January 1, 2026 to March 31, 2026)
Depreciation	50,043 thousand yen	55,697 thousand yen
Amortization of goodwill	6,406 thousand yen	6,406 thousand yen

(Shareholders' equity and others)

I For the three months ended March 31, 2025 (From January 1, 2025 to March 31, 2025)

1. Dividends paid

Resolution	Type of shares	Total dividends (Thousands of yen)	Dividend per share (yen)	Record date	Effective date	Source of dividends
Annual General Meeting of Shareholders held on March 26, 2025	Common stock	973,904	49	December 31, 2024	March 27, 2025	Retained earnings

2. Significant changes in shareholders' equity

(Acquisition of Treasury Shares)

At the meeting of its Board of Directors held on February 13, 2025, the Company resolved to acquire treasury shares under the provision of Article 156 of the Companies Act of Japan, as applied pursuant to the provision of paragraph 3, Article 165 of said Act, and acquired 267,000 shares of treasury shares on February 17, 2025 in accordance with such resolution. As a result, treasury shares increased by 674,709 thousand yen during the three months under review.

(Retirement of Treasury Shares)

At the meeting of its Board of Directors held on February 13, 2025, the Company resolved to retire treasury shares under the provision of Article 178 of the Companies Act of Japan, and retired 1,000,000 shares of treasury shares on February 18, 2025 in accordance with such resolution. As a result, capital surplus, retained earnings, and treasury shares decreased by 26,360 thousand yen, 1,562,640 thousand yen, and 1,589,000 thousand yen, respectively, during the three months under review.

As a result of the above, capital surplus, retained earnings, and treasury shares amounted to 2,784,651 thousand yen, 13,915,563 thousand yen, and 1,810,989 thousand yen, respectively, at the end of the three months under review.

II For the three months under review (From January 1, 2026 to March 31, 2026)

1. Dividends paid

Resolution	Type of shares	Total dividends (Thousands of yen)	Dividend per share (yen)	Record date	Effective date	Source of dividends
Annual General Meeting of Shareholders held on March 26, 2026	Common stock	1,196,632	61	December 31, 2025	March 27, 2026	Retained earnings

2. Significant changes in shareholders' equity

Not applicable.

(Segment Information)

[Segment Information]

I For the three months ended March 31, 2025 (From January 1, 2025 to March 31, 2025)

1. Information on the Amount of Sales and Profit or Loss for Each Reportable Segment

(Thousands of yen)

	Reportable segment			Others (Note)	Total
	Outsourcing Service Business	Global Business	Total		
Net sales					
Sales to external customers	11,432,546	1,031,203	12,463,750	27,105	12,490,856
Intersegment sales and transfers	—	9,545	9,545	—	9,545
Total	11,432,546	1,040,748	12,473,295	27,105	12,500,401
Segment profit (loss)	1,276,648	144,911	1,421,559	(17,429)	1,404,129

(Note) "Others" is a business segment not included in the reportable segments and includes Elderly Housing with Home-care Services.

2. Differences between the Total Amount of Reportable Segments Profit or Loss and the Amounts Reported in Quarterly Consolidated Statements of Income and the Details of the Differences (Matters Concerning Reconciliation of Differences)

(Thousands of yen)

Profit	Amount
Reportable segments total	1,421,559
Loss in "Others"	(17,429)
Intersegment transaction elimination	630
Operating profit in Quarterly Consolidated Statements of Income	1,404,759

II For the three months ended March 31, 2026 (From January 1, 2026 to March 31, 2026)

1. Information on the Amount of Sales and Profit or Loss for Each Reportable Segment

(Thousands of yen)

	Reportable segment			Others (Note)	Total
	Outsourcing Service Business	Global Business	Total		
Net sales					
Sales to external customers	12,202,788	1,072,236	13,275,025	29,054	13,304,079
Intersegment sales and transfers	—	8,124	8,124	—	8,124
Total	12,202,788	1,080,360	13,283,149	29,054	13,312,203
Segment profit (loss)	1,228,852	87,173	1,316,025	(10,975)	1,305,049

(Note) "Others" is a business segment not included in the reportable segments and includes Elderly Housing with Home-care Services.

2. Differences between the Total Amount of Reportable Segments Profit or Loss and the Amounts Reported in Quarterly Consolidated Statements of Income and the Details of the Differences (Matters Concerning Reconciliation of Differences)

(Thousands of yen)

Profit	Amount
Reportable segments total	1,316,025
Loss in "Others"	(10,975)
Intersegment transaction elimination	630
Operating profit in Quarterly Consolidated Statements of Income	1,305,679

(Revenue recognition)

1. Information on the classification of revenue from contracts with customers

For the three months ended March 31, 2025 (From January 1, 2025 to March 31, 2025)

(Thousands of yen)

	Reportable segment			Others	Total
	Outsourcing Service Business	Global Business	Total	(Note) 1	
Assignment	9,962,812	—	9,962,812	—	9,962,812
Contracting	1,345,489	1,016,797	2,362,286	—	2,362,286
Others (Note) 2	124,244	14,406	138,651	11,426	150,077
Revenue from contracts with customers	11,432,546	1,031,203	12,463,750	11,426	12,475,176
Other revenue (Note) 3	—	—	—	15,679	15,679
Sales to external customers	11,432,546	1,031,203	12,463,750	27,105	12,490,856

(Notes) 1. "Others" other than reporting segments is a business segment not included in the reportable segments and includes Elderly Housing with Home-care Services.

2. "Others" include the goods sales business, home-visit care business, and others.

3. "Other revenue" is rent revenue - real estate.

For the three months ended March 31, 2026 (From January 1, 2026 to March 31, 2026)

(Thousands of yen)

	Reportable segment			Others	Total
	Outsourcing Service Business	Global Business	Total	(Note) 1	
Assignment	10,739,304	—	10,739,304	—	10,739,304
Contracting	1,310,023	916,953	2,226,976	—	2,226,976
Others (Note) 2	153,460	155,283	308,744	11,742	320,487
Revenue from contracts with customers	12,202,788	1,072,236	13,275,025	11,742	13,286,768
Other revenue (Note) 3	—	—	—	17,311	17,311
Sales to external customers	12,202,788	1,072,236	13,275,025	29,054	13,304,079

(Notes) 1. "Others" other than reporting segments is a business segment not included in the reportable segments and includes Elderly Housing with Home-care Services.

2. "Others" include the goods sales business, home-visit care business, and others.

3. "Other revenue" is rent revenue - real estate.

(Per Share Information)

Net profit per share and the basis for calculation are as follows.

	For the three months of previous fiscal year (From January 1, 2025 to March 31, 2025)	For the three months under review (From January 1, 2026 to March 31, 2026)
Basic earnings per share	16.47 yen	15.30 yen
(Basis for calculation)		
Profit attributable to owners of parent (Thousands of yen)	973,649	900,581
Amount not attributable to common shareholders (Thousands of yen)	—	—
Profit attributable to owners of parent for common shares (Thousands of yen)	973,649	900,581
Average number of common shares outstanding during the period (shares)	59,098,881	58,849,191

(Notes) 1. Diluted earnings per share is not presented because there are no diluted shares.

2. The Company resolved at the meeting of its Board of Directors held on May 14, 2026 to conduct a 3-for-1 split of the shares of its common stock effective on July 1, 2026. Basic earnings per share is calculated on the assumption that such stock split was conducted at the beginning of the previous fiscal year.

(Significant Subsequent Events)

(Stock Split and Partial Amendment to the Articles of Incorporation due to Stock Split)

The Company resolved at the meeting of its Board of Directors held on May 14, 2026 to carry out a stock split and to partially amend the Articles of Incorporation in connection with the stock split.

1. Regarding stock split

(1) Purpose of the stock split

The Company will implement a stock split to reduce the price per investment unit, thereby creating a more accessible environment for a broader range of investors. This initiative aims to expand the investor base and enhance the liquidity of the Company's shares.

(2) Outline of the stock split

1) Method of the split

The Company will carry out a three-for-one stock split for each share of its common stock held by shareholders registered in the final shareholders' register as of the end of June 30, 2026 (Tuesday).

2) Number of shares to be increased as a result of the split

Total number of shares outstanding before the stock split	20,746,675 shares
Number of shares to be increased as a result of the split	41,493,350 shares
Total number of shares outstanding after the stock split	62,240,025 shares
Total number of authorized shares after the stock split	128,700,000 shares

3) Schedule of the split

Date of public notice of the record date	June 12, 2026
Record date	June 30, 2026
Effective date	July 1, 2026

4) Impact on per share information

The impact on per share information is reflected in (Per Share Information).

2. Partial amendment to the Articles of Incorporation due to stock split

(1) Reason for amendment to the Articles of Incorporation

Pursuant to the provisions of Article 184, Paragraph 2 of the Companies Act, the total number of authorized shares stipulated in Article 5 of the Company's Articles of Incorporation will be changed effective on July 1, 2026 due to the stock split.

(2) Details of amendment to the Articles of Incorporation

The details of the amendment are as follows.

Current Articles of Incorporation	After the amendment
(Total number of authorized shares) Article 5. The total number of authorized shares of the Company shall be <u>42,900,000</u> shares.	(Total number of authorized shares) Article 5. The total number of authorized shares of the Company shall be <u>128,700,000</u> shares.

3. Other

There will be no change in the amount of share capital of the Company as a result of the stock split.

3. (Reference)

(1) (Summary) Quarterly Non-consolidated Statements of Income for the Three Months Ended March 31, 2026

Account	For the three months of previous fiscal year (From January 1, 2025 to March 31, 2025)	For the three months under review (From January 1, 2026 to March 31, 2026)
	Amount (Thousands of yen)	Amount (Thousands of yen)
I Net sales	9,582,635	10,521,024
II Cost of sales	7,316,149	8,071,950
Gross profit	2,266,486	2,449,073
III Selling, general and administrative expenses	1,157,874	1,265,045
Operating profit	1,108,611	1,184,027
IV Non-operating income	177,660	244,427
V Non-operating expenses	103,702	100,338
Ordinary profit	1,182,569	1,328,116
VI Extraordinary income	—	—
VII Extraordinary losses	—	—
Net profit before income taxes	1,182,569	1,328,116
Income taxes - current	813,382	856,595
Income taxes - deferred	(453,669)	(486,217)
Profit	822,856	957,737

(Note) The quarterly statements of income are prepared in accordance with the “Regulation on Financial Statements” and are presented in summarized form.