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November 10, 2025

Consolidated Financial Results for the Fiscal Year Ended September 30, 2025 (Under Japanese GAAP)

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 Listing: Tokyo Stock Exchange
 Securities code: 6551
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 Scheduled date of annual general meeting of shareholders: December 25, 2025
 Scheduled date to commence dividend payments: December 11, 2025
 Scheduled date to file annual securities report: December 22, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes

(Yen amounts are rounded down to the nearest million)

1. Consolidated financial results for the fiscal year ended September 30, 2025 (October 1, 2024 — September 30, 2025)

(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	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Sep. 30, 2025	18,269	11.5	877	39.3	897	43.2	511	42.7
Sep. 30, 2024	16,388	9.1	629	42.1	626	40.1	358	171.0

Note: Comprehensive income Fiscal year ended Sep. 30, 2025: ¥493 million [39.0%]
 Fiscal year ended Sep. 30, 2024: ¥355 million [168.3%]

	Net income per share	Diluted net income per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
Sep. 30, 2025	60.82	—	27.1	19.1	4.8
Sep. 30, 2024	41.64	41.27	21.7	13.2	3.8

Reference: Equity in income of affiliated companies
 For the fiscal year ended Sep. 30, 2025: ¥— million
 For the fiscal year ended Sep. 30, 2024: ¥— million

Note: Diluted net income per share for the fiscal year ended Sep. 30, 2025 is not recorded because there are no dilutive shares.

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
As of	Million yen	Million yen	%	Yen
Sep. 30, 2025	4,443	2,061	45.2	242.07
Sep. 30, 2024	4,964	1,867	35.7	207.12

Reference: Shareholders' Equity
 As of Sep. 30, 2025: ¥2,008 million
 As of Sep. 30, 2024: ¥1,772 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Million yen	Million yen	Million yen	Million yen
Sep. 30, 2025	1,131	53	(953)	1,148
Sep. 30, 2024	634	(387)	(142)	917

2. Dividends

	Dividend per share					Total dividends (Total)	Dividend payout ratio (Consolidated)	Ratio of dividends to net asset (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
Sep. 30, 2024	—	0.00	—	10.00	10.00	85	24.0	5.2
Sep. 30, 2025	—	0.00	—	14.00	14.00	116	23.0	6.2
Fiscal year ending Sep. 30, 2026 (Forecast)	—	0.00	—	20.00	20.00		25.2	

**3. Consolidated forecast for the fiscal year ending September 30, 2026
(October 1, 2025 — September 30, 2026)**

(Percentages indicate year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Full year	20,500	12.2	1,060	20.8	1,060	18.1	689	34.7

* **Notes**

(1) Significant changes in the scope of consolidation during the period: Yes

Newly included: 1 company (Advance News Co., Ltd.)

Excluded: 1 company (Logi HR Co., Ltd.)

(2) Changes in accounting policies, changes in accounting estimates, and restatements

(i) Changes in accounting policies due to revisions to accounting standards, etc.: Yes

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

(iii) Changes in accounting estimates: None

(iv) Restatements: None

(3) Number of shares outstanding (common stock)

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

As of Sep. 30, 2025	8,692,622 shares
As of Sep. 30, 2024	8,648,072 shares

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

As of Sep. 30, 2025	395,202 shares
As of Sep. 30, 2024	92,302 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended Sep. 30, 2025	8,408,724 shares
Fiscal year ended Sep. 30, 2024	8,603,962 shares

[Reference] Overview of non-consolidated financial results

**1. Non-consolidated financial results for the fiscal year ended September 30, 2025
(October 1, 2024 — September 30, 2025)**

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

	Net sales		Operating profit		Ordinary profit		Net profit	
Fiscal year ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Sep. 30, 2025	12,916	40.5	898	40.7	880	33.0	492	39.3
Sep. 30, 2024	9,192	522.8	638	818.4	662	739.4	354	—

	Net income per share	Diluted net income per share
Fiscal year ended	Yen	Yen
Sep. 30, 2025	58.63	—
Sep. 30, 2024	41.15	40.78

Note: Diluted net income per share for the fiscal year ended Sep. 30, 2025 is not recorded because there are no dilutive shares.

(2) Non-consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
As of	Million yen	Million yen	%	Yen
Sep. 30, 2025	4,005	1,868	46.7	225.21
Sep. 30, 2024	4,862	1,650	33.9	192.92

Reference: Shareholders' equity

As of Sep. 30, 2025: ¥1,868 million

As of Sep. 30, 2024: ¥1,650 million

* The current financial statement is not subject to audit procedures by certified public accountants or auditing corporations.

* Cautionary statement on the appropriate use of earnings forecasts, and other special items
(Notes on the appropriate use of forward-looking statements, etc.)

Earnings forecasts regarding future performance and other forward-looking statements in this material are based on information that is currently available to the Company, and do not represent promises by the Company that these figures will be achieved. In addition, actual results may differ significantly due to a variety of factors. For prerequisite conditions and precautions regarding the usage of earnings forecasts, please refer to “1. Overview of Operating Results, (4) Future Prospects” on p. 4 of the attachments.

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1. Overview of Operating Results

(1) Overview of Operating Results for the Current Fiscal Year

During the consolidated fiscal year under review, Japan's economy showed signs of a gradual recovery on the back of improvement in the employment and income situation. Meanwhile, the economic outlook remains uncertain due to the confluence of the effects of U.S. trade policy, geopolitical risks, and other factors on top of stagnant real wages and heightened sense of the need to economize due to rising prices. The employment situation in Japan saw continued notable labor shortages as the ratio of job openings to job applicants remained at a high level. In the labor market, the rate of wage increases rose at both large and small to medium-sized companies and a trend toward improvement in income and benefits was apparent.

The working population in Japan increased slightly despite the trend of decline in domestic population due to the employment of seniors, part-timers, foreign nationals, and other personnel. However, the impact from the so-called "annual income ceiling" is causing the hours worked per capita to decline.

Amid this environment, the Tsunagu Group aims provide substantial assistance in resolving the 5-billion-hour gap between labor demand and supply projected to occur in 2030 and is providing consulting and solutions in the employment area.

Cost reforms by optimizing cost of sales and SG&A expenses in addition to efforts to expand the top line by actively strengthening human capital and business alliances to maximize the value we provide to customers led to record highs in net sales and all levels of profit, even as customer needs increased due to the increasingly complex employment environment. Important corporate indicators also improved, achieving a return on equity (ROE) of 27.1% (up 5.4 points year-on-year) and an equity ratio of 45.2%, thereby maintaining earning efficiency and financial soundness at high levels.

Operating results for the consolidated fiscal year under review achieved amid this business environment were as follows: net sales of 18,269 million yen (up 11.5% year-on-year), operating profit of 877 million yen (up 39.3% year-on-year), ordinary profit of 897 million yen (up 43.2% year-on-year), and profit attributable to owners of parent of 511 million yen (up 42.7% year-on-year).

Performance by Group segment was as follows.

(Human Capital Business)

The Human Capital Business consists of various areas such as the "Recruitment process outsourcing (RPO) services" area, which provides comprehensive support for company recruitment activities; the "DX recruiting" area, which provides human resource matching leveraging IT technologies; and the "Segment media" area, which provides various recruitment media services to meet the needs of seniors, homemakers, people seeking short-term, one-off spot work, and other job seekers.

In the RPO services area, revision of the sales organizational structure, other efforts, and concentration of management resources to address the continuing high demand for labor, mainly among large companies, resulted in improvement in unit-cost per company. Net sales increased 3.0% year-on-year.

In the DX recruiting area, corporate clients of all sizes are shifting from investing their recruitment budgets in paid media (conventional recruitment ads) to owned media (recruitment websites owned by individual companies). Transactions grew, mainly on "Findin," and net sales increased substantially to 3,943 million yen (up 35.1% year-on-year).

In the Segment media area, net sales were 3,012 million yen (up 6.1% year-on-year) despite clients switching to Findin to resolve their employment issues.

The Human Capital Business consequently recorded net sales of 13,914 million yen (up 8.8% year-on-year) and operating profit of 1,830 million yen (up 43.6% year-on-year).

(Staffing Business)

The Staffing Business consists of the Dispatch and introduction area, which dispatches human resources and provides daily introductions, and the Convenience store area, which operates convenience stores that also serve as training stores for dispatched staff.

The Dispatch and introduction area mainly provides temporary workers to warehousing and logistics companies, but we have also entered the Healthcare and nursing care area operated by Tsunagu Group Consulting Co., Ltd. (formerly AIGATE Career Co., Ltd., which was acquired through M&A last fiscal year). This contributed to an increase in net sales (up 27.1% year-on-year).

The Staffing Business consequently recorded net sales of 4,503 million yen (up 14.7% year-on-year) and an operating loss of 116 million yen (compared to a loss of 105 million yen in the previous fiscal year).

(Other Businesses)

Other Businesses is the segment which includes businesses not included in reportable segments and consists of other revenue acquisition business activities supervised by headquarter divisions.

Other Businesses recorded net sales of 137 million yen (down 72.6% year-on-year) and an operating loss of 837 million yen (compared to a loss of 539 million yen in the previous fiscal year).

(2) Overview of Financial Position for the Current Fiscal Year

(Assets)

Total assets at the end of the consolidated fiscal year under review were 4,443 million yen, a decrease of 520 million yen from the end of the previous consolidated fiscal year. This was mainly due to decreases of 142 million yen in lease and guarantee deposits, 130 million yen in accounts receivable - trade, and 128 million yen in accounts receivable - other.

(Liabilities)

Total liabilities at the end of the consolidated fiscal year under review were 2,381 million yen, a decrease of 715 million yen from the end of the previous consolidated fiscal year. This was mainly due to decreases of 390 million yen in short-term loans payable and 184 million yen in long-term loans payable.

(Net Assets)

Net assets at the end of the consolidated fiscal year under review were 2,061 million yen, an increase of 194 million yen from the end of the previous consolidated fiscal year. This was mainly due to an increase of 425 million yen in retained earnings and a decrease of 194 million yen in purchase of treasury shares.

(3) Overview of Cash Flows for the Current Fiscal Year

Cash and cash equivalents (hereinafter, "cash") for the consolidated fiscal year under review were 1,148 million yen, an increase of 230 million yen compared to the end of the previous consolidated fiscal year. The respective cash flows for the consolidated fiscal year under review and the factors resulting in those cash flows were as follows.

(Cash flows from operating activities)

Net cash inflow from operating activities was 1,131 million yen (compared to cash inflow of 634 million yen in the previous consolidated fiscal year). This was mainly due to 826 million yen in profit before income taxes, 186 million yen in depreciation, and a decrease of 131 million yen in notes and accounts receivable -trade.

(Cash flows from investing activities)

Net cash inflow from investing activities was 53 million yen (compared to cash outflow of 387 million in the previous consolidated fiscal year). This was mainly due to 149 million yen in proceeds from refund of lease deposits, which exceeded the expenditures of 30 million yen for purchase of intangible assets and 25 million yen for the purchase of property, plant and equipment.

(Cash flows from financing activities)

Net cash used in financing activities was 953 million yen (compared to cash outflow of 142 million yen in the previous consolidated fiscal year). This was mainly due to a net decrease of 390 million yen in short-term loans payable and expenditures of 270 million yen for repayment of long-term loans payable.

(4) Future Prospects

The Tsunagu Group aims provide substantial assistance in resolving the 5-billion-hour gap between labor demand and supply projected to occur in 2030.

As stated in the Notice of Formulation of “Circular Recruiting” Medium-Term Management Plan disclosed on August 28, 2025, our targets for the fiscal year ending September 30, 2030 are net sales of 35 billion yen (1.9 times the level in the fiscal year ended September 30, 2025) and operating profit of 2.8 billion yen (3.2 times the level in the fiscal year ended September 30, 2025).

We project a labor shortage of 13.86 million hours per day in 2030, resulting in a 5.0-billion-hour gap between labor demand and supply on an annual basis, and anticipate the shortage to be mainly felt in two industries—the service industry and healthcare and nursing care industry. To resolve the gap between labor demand and supply in the service industry, we launched a service called Alumnia on July 1, 2025 to reutilize retirees and temporarily mismatched human resources. Alumnia is a database of retirees who have worked at a given company. Through Alumnia, companies can make a work offer to experienced people who once worked at their company, enabling the matching company to hire experienced people. Client contracts are expanding because this offers employers the advantages of employees being able to start work without investing in additional training costs and the provision of comprehensive services from employment contracts to attendance management, and payment of wages in Alumnia, which means that companies consequently do not need to shoulder additional personnel and labor costs. Because this service is highly compatible with our existing clients (large companies and companies that operate numerous stores), we think client contracting will proceed at a greater-than-expected pace in the future and will operate the business in anticipation of 20,000 users per day in the fiscal year ending September 30, 2030.

We see a need to increase opportunities for foreign workers to resolve the gap in labor demand and supply in the healthcare and nursing care industry and released “Global Agent Next,” a human resource introduction service, on October 22, 2025. As we partner with a diverse range of corporate partners, we expect to expand sales in the future by providing support ranging from advice on residency status along with personnel requirements, setting hiring targets, and other aspects of initial design, to provision of support after joining a company. As we partner with local governments, we also plan to establish cooperative training centers operated jointly by nursing care providers, local governments, and the Company, and will also pursue approaches that address the decline in local healthcare and nursing care personnel.

While it has not been incorporated in the Medium-Term Management Plan, we have also formed a new M&A organization to accelerate the speed of our business in the future, which began activities in October 2025.

We aim to maximize our corporate value through M&A, business alliances, and other means aimed at enhancing the added value provided to clients in a market where further declines in the working population and other factors are expected to cause labor shortages.

For the fiscal year ending September 30, 2026, we forecast net sales of 20,500 million yen (up 12.2% year-on-year), operating profit of 1,060 million yen (up 20.8% year-on-year), ordinary profit of 1,060 million yen (up 18.1% year-on-year), and profit attributable to owners of parent of 689 million yen (up 34.7% year-on-year).

2. Basic Approach to the Selection of Accounting Standards

The Group intends to prepare consolidated financial statements according to Japanese GAAP because the main sphere of business activities is Japan and to ensure comparability with other domestic companies. In the future, we plan to take domestic and international conditions into consideration and respond to application of International Financial Reporting Standards (IFRS), as appropriate.

3. Consolidated Financial Statements and Notes

(1) Consolidated Balance Sheet

(Unit: Thousand yen)

	FY 9/24 (As of Sep. 30, 2024)	FY 9/25 (As of Sep. 30, 2025)
Assets		
Current assets		
Cash and deposits	917,606	1,148,474
Accounts receivable - trade	1,888,120	1,757,790
Merchandise	57,882	57,319
Accounts receivable - other	327,223	198,510
Other	242,689	151,944
Allowance for doubtful accounts	(20,281)	(26,230)
Total current assets	3,413,240	3,287,809
Non-current assets		
Property, plant and equipment		
Facilities attached to buildings	220,698	116,982
Accumulated depreciation	(154,427)	(46,622)
Facilities attached to buildings, net	66,271	70,359
Tools, furniture and fixtures	208,088	175,010
Accumulated depreciation	(144,770)	(135,729)
Tools, furniture and fixtures, net	63,318	39,280
Total property, plant and equipment	129,589	109,640
Intangible assets		
Software	130,711	65,490
Goodwill	315,143	222,232
Customer-related intangible assets	508,672	420,207
Other	697	19,579
Total intangible assets	955,224	727,509
Investments and other assets		
Investment securities	0	0
Deferred tax assets	26,229	13,664
Lease and guarantee deposits	366,341	223,755
Other	73,984	81,439
Allowance for doubtful accounts	(350)	(350)
Total investments and other assets	466,204	318,510
Total non-current assets	1,551,019	1,155,660
Total assets	4,964,260	4,443,469

(Unit: Thousand yen)

	FY 9/24 (As of Sep. 30, 2024)	FY 9/25 (As of Sep. 30, 2025)
Liabilities		
Current liabilities		
Accounts payable - trade	500,881	558,191
Short-term loans payable	400,000	10,000
Current portion of long-term loans payable	225,024	139,112
Income taxes payable	279,558	216,237
Provision for bonuses	120,037	120,484
Accounts payable - other	806,916	813,441
Accrued expenses	224,062	251,270
Other	327,299	238,064
Total current liabilities	2,883,779	2,346,802
Non-current liabilities		
Long-term loans payable	194,186	10,052
Deferred tax liabilities	19,245	24,910
Total non-current liabilities	213,431	34,962
Total liabilities	3,097,210	2,381,764
Net assets		
Shareholders' equity		
Capital stock	703,273	705,768
Capital surplus	611,392	613,887
Retained earnings	510,689	936,549
Treasury shares	(53,282)	(247,648)
Total shareholders' equity	1,772,072	2,008,556
Non-controlling interests	94,976	53,149
Total net assets	1,867,049	2,061,705
Total liabilities and net assets	4,964,260	4,443,469

(2) Consolidated Statements of Income and Comprehensive Income

Consolidated Statement of Income

(Unit: Thousand yen)

	FY 9/24 (Oct. 1, 2023 - Sep. 30, 2024)	FY 9/25 (Oct. 1, 2024 - Sep. 30, 2025)
Net sales	16,388,728	18,269,126
Cost of sales	9,219,926	10,298,883
Gross profit	7,168,801	7,970,242
Selling, general and administrative expenses	6,538,844	7,092,935
Operating profit	629,956	877,306
Non-operating income		
Interest and dividends received	188	1,648
Commission income	6,572	30,181
Insurance claim income	-	6,062
Other	1,672	3,092
Total non-operating income	8,434	40,985
Non-operating expenses		
Interest expenses	6,166	6,270
Commission expenses	2,868	9,363
Write-off of share-based payment expenses	249	-
Loss on subsidy repayment	-	1,904
Other	2,212	3,187
Total non-operating expenses	11,497	20,724
Ordinary profit	626,894	897,567
Extraordinary income		
Gain on sale of non-current assets	605	536
Gain on sale of businesses	1,353	-
Gain on sale of investment securities	527	-
Total extraordinary income	2,485	536
Extraordinary losses		
Loss on disposal of non-current assets	17,390	11,614
Impairment losses	166,202	59,613
Loss on sale of shares of subsidiaries and associates	-	110
Loss on valuation of investment securities	53,005	-
Office relocation expenses	9,987	-
Total extraordinary losses	246,585	71,338
Profit before income taxes	382,794	826,764
Income taxes - current	262,915	314,506
Income taxes - deferred	(235,335)	18,307
Total income taxes	27,579	332,813
Profit	355,214	493,951
Profit (loss) attributable to non-controlling interests	(3,092)	(17,466)
Profit attributable to owners of parent	358,307	511,417

Consolidated Statement of Comprehensive Income

(Unit: Thousand yen)

	FY 9/24 (Oct. 1, 2023 - Sep. 30, 2024)	FY 9/25 (Oct. 1, 2024 - Sep. 30, 2025)
Profit	355,214	493,951
Other comprehensive income		
Valuation difference on available-for-sale securities	45	-
Total other comprehensive income	45	-
Comprehensive income	355,260	493,951
Comprehensive income attributable to:		
Owners of parent	358,353	511,417
Non-controlling interests	(3,092)	(17,466)

(3) Consolidated Statement of Changes in Equity

FY 9/24 (Oct. 1, 2023 - Sep. 30, 2024)

(Unit: Thousand yen)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	700,576	608,695	221,066	-	1,530,339
Changes during period					
Issuance of new shares	2,696	2,696			5,392
Dividends of surplus			(68,685)		(68,685)
Profit attributable to owners of parent			358,307		358,307
Purchase of treasury shares				(53,282)	(53,282)
Net changes other than shareholders' equity					
Total changes during period	2,696	2,696	289,622	(53,282)	241,733
Balance at end of period	703,273	611,392	510,689	(53,282)	1,772,072

	Accumulated other comprehensive income		Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Total accumulated other comprehensive income		
Balance at beginning of period	(45)	(45)	102,969	1,633,263
Changes during period				
Issuance of new shares				5,392
Dividends of surplus				(68,685)
Profit attributable to owners of parent				358,307
Purchase of treasury shares				(53,282)
Net changes other than shareholders' equity	45	45	(7,992)	(7,947)
Total changes during period	45	45	(7,992)	233,785
Balance at end of period	-	-	94,976	1,867,049

FY 9/25 (Oct. 1, 2024 - Sep. 30, 2025)

(Unit: Thousand yen)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	703,273	611,392	510,689	(53,282)	1,772,072
Changes of items during period					
Issuance of new shares	2,494	2,494			4,989
Dividends of surplus			(85,557)		(85,557)
Profit attributable to owners of parent			511,417		511,417
Purchase of treasury shares				(194,366)	(194,366)
Net changes of items other than shareholders' equity					
Total changes of items during period	2,494	2,494	425,859	(194,366)	236,483
Balance at end of period	705,768	613,887	936,549	(247,648)	2,008,556

	Non-controlling interests	Total net assets
Balance at beginning of period	94,976	1,867,049
Changes of items during period		
Issuance of new shares		4,989
Dividends of surplus		(85,557)
Profit attributable to owners of parent		511,417
Purchase of treasury shares		(194,366)
Net changes of items other than shareholders' equity	(41,827)	(41,827)
Total changes of items during period	(41,827)	194,655
Balance at end of period	53,149	2,061,705

(4) Consolidated Statement of Cash Flows

(Unit: Thousand yen)

	FY 9/24 (Oct. 1, 2023 - Sep. 30, 2024)	FY 9/25 (Oct. 1, 2024 - Sep. 30, 2025)
Cash flows from operating activities		
Profit before income taxes	382,794	826,764
Depreciation	326,351	186,664
Impairment losses	166,202	59,613
Amortization of goodwill	36,626	66,249
Amortization of lease and guarantee deposits	(24,711)	7,039
Increase (decrease) in allowance for doubtful accounts	14,243	5,942
Increase (decrease) in provision for bonuses	(18,536)	446
Interest and dividend income	(188)	(1,648)
Interest expenses	6,166	6,270
Loss (gain) on sale of non-current assets	(605)	(536)
Loss on disposal of non-current assets	17,390	11,614
Loss (gain) on sale of shares of subsidiaries and associates	-	110
Loss (gain) on valuation of investment securities	53,005	-
Loss (gain) on sale of investment securities	(527)	-
Loss (gain) on sale of businesses	(1,353)	-
Decrease (increase) in trade receivables	(333,163)	131,473
Decrease (increase) in inventories	6,635	2,536
Increase (decrease) in trade payables	46,383	56,511
Increase (decrease) in accounts payable - other	116,629	8,434
Other	6,481	78,326
Subtotal	799,826	1,445,812
Interest and dividends received	188	1,648
Interest paid	(6,166)	(6,270)
Income taxes paid	(197,017)	(366,571)
Income taxes refund	38,046	56,923
Cash flows from operating activities	634,877	1,131,543
Cash flows from investing activities		
Purchase of property, plant and equipment	(80,056)	(25,219)
Proceeds from sale of property, plant and equipment	479	536
Purchase of intangible assets	(4,652)	(30,574)
Purchase of investment securities	(33,003)	-
Proceeds from sale of investment securities	1,001	1,029
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(123,002)	(18,571)
Sale of shares of subsidiaries resulting in change in scope of consolidation	-	(9,784)
Payments of lease deposits	(179,614)	(5,745)
Proceeds from refund of lease deposits	34,353	149,280
Proceeds from sale of businesses	3,000	-
Other	(5,607)	(7,900)
Cash flows from investing activities	(387,102)	53,050

(Unit: Thousand yen)

	FY 9/24 (Oct. 1, 2023 - Sep. 30, 2024)	FY 9/25 (Oct. 1, 2024 - Sep. 30, 2025)
Cash flows from financing activities		
Net increase (decrease) in short-term loans payable	250,000	(390,000)
Repayments of long-term loans payable	(276,423)	(270,046)
Proceeds from issuance of shares resulting from exercise of share acquisition rights	5,392	4,989
Purchase of treasury shares	(53,712)	(195,692)
Cash dividends paid	(63,268)	(84,847)
Dividends paid to non-controlling interests	(4,900)	(18,130)
Cash flows from financing activities	(142,911)	(953,726)
Net increase (decrease) in cash and cash equivalents	104,863	230,867
Cash and cash equivalents at beginning of period	812,743	917,606
Cash and cash equivalents at end of period	917,606	1,148,474

(5) Notes regarding Consolidated Financial Statements

(Notes on Going Concern Assumption)

Not applicable.

(Notes on Changes in Accounting Policies)

(Application of Accounting Standard for Current Income Taxes and related guidance)

The Accounting Standard for Current Income Taxes (ASBJ Statement No. 27, revised October 28, 2022; hereinafter referred to as “2022 Revised Accounting Standard”) has been applied from the beginning of the consolidated fiscal year under review.

Regarding the revisions of the classification of income taxes (taxation on other comprehensive income), the Company follows the transitional treatment stipulated in the proviso to Paragraph 20-3 of the 2022 Revised Accounting Standard and the transitional treatment stipulated in the proviso to paragraph 65-2 (2) of the Guidance on Accounting Standard for Tax Effect Accounting. (ASBJ Guidance No. 28, revised October 28, 2022; hereinafter referred to as the “2022 Revised Application Guidelines”). The changes in these accounting policies have no impact on the consolidated financial statements.

With regard to the revisions related to the review of the treatment in the consolidated financial statements in the case of deferral for tax purposes of gains and losses arising from the sale of shares, etc. of subsidiaries between consolidated companies, the Company has also applied the 2022 Revised Application Guidelines from the beginning of the consolidated fiscal year under review. The changes in the accounting policies have been applied retroactively, and the consolidated financial statements for previous consolidated fiscal year have been restated to reflect these changes. The changes in these accounting policies have no impact on the consolidated financial statements for the previous consolidated fiscal year.

(Notes on Changes in Presentation Method)

(Consolidated Balance Sheet)

“Accrued expenses,” which was included in “Other” under “Current liabilities” in the previous consolidated fiscal year, have increased in monetary significance and are therefore listed as a separate item from the consolidated fiscal year under review. The balance sheet for the previous consolidated fiscal year has been restated to reflect this change in presentation.

As a result, the 551 million yen presented in “Other” under “Current liabilities” in the balance sheet for the previous consolidated fiscal year has been restated as 224 million yen in “Accrued expenses” and 327 million yen in “Other.”

(Notes on Segment Information, etc.)

1. Overview of Reportable Segment Information

(1) Reportable Segment Determination Method

The Group's reportable segments are those constituent units of the Company on which separate financial information is obtainable and which the Board of Directors regularly examines to determine allocation of management resources and evaluate performance.

(2) Types of Products and Services Attributable to Each Reportable Segment

The Group formulates an overall strategy and engages in business activities according to the services we provide. Segments are therefore structured according to the services the Group provides and there are two reportable segments: the "Human Capital Business" and "Staffing Business."

2. Method of Calculation of Net Sales, Profit or Loss, Assets, Liabilities, and Other Items for Each Reportable Segment

The accounting method for reportable business segments is generally the same as that described in "Significant Matters That Serve as the Basis for Preparation of Consolidated Financial Statements." Reportable segment profit is based on operating profit. Intersegment transactions are based on third-party transactions.

3. Net Sales, Profit or Loss, Assets, Liabilities, and Other Items for Each Reportable Segment

FY 9/2024 (Oct. 1, 2023 - Sep. 30, 2024)

(Unit: Thousand yen)

	Reportable Segment			Other (Note 1)	Total
	Human Capital Business	Staffing Business	Total		
Net sales					
Sales to external customers	12,522,406	3,864,857	16,387,264	1,463	16,388,728
Internal inter-segment sales and transfers	262,601	63,348	325,949	499,817	825,767
Total	12,785,007	3,928,205	16,713,213	501,281	17,214,495
Segment profit (loss)	1,274,784	(105,756)	1,169,027	(539,072)	629,955
Segment assets	4,138,963	580,351	4,719,314	346,986	5,066,301
Segment liabilities	2,580,759	311,946	2,892,705	304,708	3,197,414
Other items					
Depreciation	290,730	251	290,981	35,387	326,369
Amortization of goodwill	32,699	3,926	36,626	—	36,626
Impairment losses	166,202	—	166,202	—	166,202
Increase in property, plant and equipment and intangible assets (Note 2)	176,031	94,247	270,279	—	270,279

- Notes: 1. The “Other” category consists of other revenue acquisition business activities supervised by headquarter divisions. This includes Group-operated businesses, the outsourced management services business, etc.
2. The Group has included Tsunagu Group Consulting Co., Ltd. in the scope of consolidation in the consolidated fiscal year under review. The increase in property, plant and equipment and intangible assets includes goodwill arising from purchase of the company’s shares.

FY 9/25 (Oct. 1, 2024 - Sep. 30, 2025)

(Unit: Thousand yen)

	Reportable Segment			Other (Note 1)	Total
	Human Capital Business	Staffing Business	Total		
Net sales					
Sales to external customers	13,861,596	4,374,192	18,235,788	33,337	18,269,126
Internal inter-segment sales and transfers	52,429	129,802	182,232	104,045	286,277
Total	13,914,025	4,503,995	18,418,021	137,382	18,555,403
Segment profit (loss)	1,830,250	(116,319)	1,713,931	(837,182)	876,748
Segment assets	3,772,156	596,899	4,369,055	322,413	4,691,469
Segment liabilities	2,044,669	347,531	2,392,200	237,961	2,630,162
Other items					
Depreciation	176,332	698	177,030	9,651	186,681
Amortization of goodwill	34,392	20,415	54,807	11,441	66,249
Impairment losses	10,068	38,103	48,171	11,441	59,613
Increase in property, plant and equipment and intangible assets (Note 2)	49,826	2,470	52,296	24,180	76,477

- Notes: 1. The “Other” category consists of other revenue acquisition business activities supervised by headquarter divisions. This includes the outsourced management services business, etc.
2. The Group has included Advance News Co., Ltd. in the scope of consolidation in the consolidated fiscal year under review. The increase in property, plant and equipment and intangible assets includes goodwill arising from purchase of the company’s shares.

4. Difference between Total Amount for Reportable Segments and Amount in Consolidated Financial Statements and Main Differences (variance analysis)

(Unit: Thousand yen)

Net sales	FY 9/24	FY 9/25
Reportable segment total	16,713,213	18,418,021
“Other” net sales	501,281	137,382
Intersegment eliminations	(825,767)	(286,277)
Net sales in consolidated financial statements	16,388,728	18,269,126

(Unit: Thousand yen)

Profit	FY 9/24	FY 9/25
Reportable segment total	1,169,027	1,713,931
“Other” profit (loss)	(539,072)	(837,182)
Intersegment eliminations	1	557
Operating profit in consolidated financial statements	629,956	877,306

(Unit: Thousand yen)

Assets	FY 9/24	FY 9/25
Reportable segment total	4,719,314	4,369,055
“Other” assets	346,986	322,413
Intersegment eliminations	(102,040)	(247,999)
Total assets in consolidated financial statements	4,964,260	4,443,469

(Unit: Thousand yen)

Liabilities	FY 9/24	FY 9/25
Reportable segment total	2,892,705	2,392,200
“Other” liabilities	304,708	237,961
Intersegment eliminations	(100,203)	(248,397)
Total liabilities in consolidated financial statements	3,097,210	2,381,764

(Unit: Thousand yen)

Other items	Reportable Segment Total		Other		Adjustment		Amount in Consolidated Financial Statements	
	FY 9/24	FY 9/25	FY 9/24	FY 9/25	FY 9/24	FY 9/25	FY 9/24	FY 9/25
Depreciation	290,981	177,030	35,387	9,651	(17)	(17)	326,351	186,664
Amortization of goodwill	36,626	54,807	—	11,441	—	—	36,626	66,249
Impairment losses	166,202	48,171	—	11,441	—	—	166,202	59,613
Increase in property, plant and equipment and intangible assets	270,279	52,296	—	24,180	—	—	270,279	76,477

(Notes on Revenue Recognition)

Disaggregation of Revenue from Customer Contracts

FY 9/24 (Oct. 1, 2023 - Sep. 30, 2024)

(Unit: Thousand yen)

	Reportable Segment			Other ^{Note}	Total
	Human Capital Business	Staffing Business	Total		
RPO service area	5,741,266	—	5,741,266	—	5,741,266
DX recruiting area	2,918,165	—	2,918,165	—	2,918,165
Segment media area	2,838,308	—	2,838,308	—	2,838,308
Agency services area	785,392	—	785,392	—	785,392
Dispatch and introduction area	—	1,235,100	1,235,100	—	1,235,100
Convenience store area	—	2,629,756	2,629,756	—	2,629,756
Other	239,272	—	239,272	1,463	240,736
Revenue from customer contracts	12,522,406	3,864,857	16,387,264	1,463	16,388,728
Sales to external customers	12,522,406	3,864,857	16,387,264	1,463	16,388,728

Note: The “Other” category consists of other revenue acquisition business activities supervised by headquarter divisions.

FY 9/25 (Oct. 1, 2024 - Sep. 30, 2025)

(Unit: Thousand yen)

	Reportable Segment			Other ^{Note}	Total
	Human Capital Business	Staffing Business	Total		
RPO service area	5,911,358	—	5,911,358	—	5,911,358
DX recruiting area	3,943,243	—	3,943,243	—	3,943,243
Segment media area	3,012,610	—	3,012,610	—	3,012,610
Agency services area	777,668	—	777,668	—	777,668
Dispatch and introduction area	—	1,569,766	1,569,766	—	1,569,766
Convenience store area	—	2,804,425	2,804,425	—	2,804,425
Other	216,714	—	216,714	33,337	250,052
Revenue from customer contracts	13,861,596	4,374,192	18,235,788	33,337	18,269,126
Sales to external customers	13,861,596	4,374,192	18,235,788	33,337	18,269,126

Note: The “Other” category consists of other revenue acquisition business activities supervised by headquarter divisions.

(Notes on Per Share Information)

(Unit: Yen)

	FY 9/24 (Oct. 1, 2023 - Sep. 30, 2024)	FY 9/25 (Oct. 1, 2024 - Sep. 30, 2025)
Net assets per share	207.12	242.07
Net income per share	41.64	60.82
Diluted net income per share	41.27	—

Note: 1. Diluted net income per share for the fiscal year ended Sep. 30, 2025 is not recorded because there are no dilutive shares.
2. Net income per share and diluted net income per share are calculated as follows.

Item	FY 9/24 (Oct. 1, 2023 - Sep. 30, 2024)	FY 9/25 (Oct. 1, 2024 - Sep. 30, 2025)
(1) Net income per share		
Profit attributable to owners of parent (thousand yen)	358,307	511,417
Amount not attributable to common shareholders (thousand yen)	—	—
Profit attributable to owners of parent (common shares) (thousand yen)	358,307	511,417
Average number of common shares during period (shares)	8,603,962	8,408,724
(2) Diluted net income per share		
Adjustment of profit attributable to owners of parent (thousand yen)	—	—
Increase in number of common shares (shares)	77,559	—
(of which, share acquisition rights (shares))	(77,559)	—
Summary of dilutive shares not included in calculation of diluted net income per share because there is no dilutive effect	—	—

3. Net assets per share are calculated as follows.

Item	FY 9/24 (As of Sep. 30, 2024)	FY 9/25 (As of Sep. 30, 2025)
Total net assets (thousand yen)	1,867,049	2,061,705
Amount deducted from total net assets (thousand yen)	94,976	53,149
(Of which, amount attributable to non-controlling interests (thousand yen))	(94,976)	(53,149)
Net assets at end of period attributable to common shareholders (thousand yen)	1,772,072	2,008,556
Number of common shares outstanding (shares)	8,648,072	8,692,622
Number of common treasury shares (shares)	92,302	395,202
Number of common shares at end of period used in calculating net assets per share (shares)	8,555,770	8,297,420

(Notes Relating to Business Combination, etc.)

(Business Combination through Acquisition)

At the meeting held on August 29, 2024, the Board of Directors resolved to acquire 100% of the shares of Advance News Co., Ltd. and make it a subsidiary. The Company concluded a share transfer agreement on October 1, 2024.

All shares were acquired on October 1, 2024, pursuant to this agreement.

1. Overview of Business Combination

(1) Name of acquired company and description of its business

Name of acquired company	Advance News Co., Ltd.
Description of business	News distribution on employment, labor, and the human resource services business via the Internet Speakers for seminars, lectures, etc. Printing and publishing of books and magazines

(2) Main reasons for business combination

The decision to acquire Advance News Co., Ltd. was made because we thought it was necessary to build sensing and forecasting skills in addition to our knowledge of labor, such as utilization of spot workers, sideline work, and global human resources, to increase the capabilities of the Tsunagu Group, achieve growth, and solve social issues.

(3) Date of business combination

October 1, 2024

(4) Legal form of business combination

Acquisition of shares for cash consideration

(5) Post-acquisition company name change

No change.

(6) Percentage of voting rights acquired

100%

(7) Main rationale for decision to acquire company

For the Company to acquire the shares by paying cash consideration.

2. Period of Acquired Company's Financial Results Included in the Consolidated Financial Statements

Oct. 1, 2024 – Sep. 30, 2025

3. Breakdown of Cost and Consideration Paid for Acquisition of Acquired Company by Acquisition

Cost and Type of Consideration	Cash	20,000,000 yen
Acquisition cost		20,000,000 yen

4. Description and Amount of Main Acquisition-related Expenses

Not applicable.

5. Amount of Goodwill Generated, Cause of Occurrence, Amortization Method and Amortization Period

(1) Goodwill generated:

22,883,000 yen

(2) Cause of occurrence

Excess earning power anticipated from future business development

(3) Amortization method and amortization period

Straight-line depreciation over two years

6. Amount of Assets Accepted and Liabilities Assumed on Date of Business Combination and Main Breakdown Thereof

Current assets	2,633,000 yen
Non-current assets	<u>1,684,000 yen</u>
Total assets	<u>4,318,000 yen</u>
Current liabilities	<u>7,200,000 yen</u>
Total liabilities	<u>7,200,000 yen</u>

(Sale of Subsidiary)

At the meeting held on July 31, 2025, the Tsunagu Group Board of Directors resolved to sell all shares of Logi HR Co., Ltd. owned by the Company to CRE, Inc. The shares were transferred on September 30, 2025 and Logi HR Co., Ltd. was consequently excluded from consolidation.

1. Summary of share transfer

(1) Name and business description of subsidiary transferred

Name of subsidiary transferred Logi HR Co., Ltd.

Business description Support for human resource recruitment activities, recruitment consulting services

(2) Name of company transferred to
CRE, Inc.

(3) Reasons for share transfer

Logi HR Co., Ltd. (formerly, Warehouse Personnel Dispatch Center Co., Ltd.), which was established as a joint venture in 2019, has operated a platform that successfully matches and dispatches warehouse personnel. Development of warehousing technology and changes in human resource recruitment methods have made it necessary to achieve more synergy between expertise on core warehouse operations and the logistics real estate. Amid these conditions, the Company decided to transfer all shares of Logi HR Co., Ltd. to CRE, Inc., our joint venture partner, which possesses extensive expertise in logistics facility operation, as part of the Company's business restructuring.

(4) Share transfer date
September 30, 2025

(5) Other matters concerning summary of transaction
Cash consideration for shares received in share transfer

2. Summary of accounting treatment

(1) Loss on transfer

Loss on sale of shares of subsidiaries and associates: 110,000 yen

(2) Fair carrying value and main breakdown of transferred subsidiary's assets and liabilities

Current assets: 23,291,000 yen

Total assets: 23,291,000 yen

Current liabilities: 497,000 yen

Non-current liabilities: 77,000 yen

Total liabilities: 575,000 yen

(3) Accounting treatment

Difference between share transfer price and carrying value recorded as "Loss on sale of shares of subsidiaries and associates" under extraordinary losses in the consolidated financial statements..

(4) Reportable segment that included business of transferred subsidiary
Human Capital Business

(5) Estimated profit (loss) of transferred subsidiary recorded on the Consolidated Statement of Income for the fiscal year under review

Net sales: 11,264,000 yen

Operating profit: 5,817,000 yen

(Notes on Significant Subsequent Events)

None.