

Securities Report
for the Fiscal Year
Ended December 31, 2025

(The English Translation of the “Yukashoken-Houkokusho”
for the Fiscal Year Ended December 31, 2025)

Fullcast Holdings Co., Ltd.

This document has been translated from the Japanese original text of the “Yukashoken-Houkokusho” for reference purposes only. While our best efforts were made to ensure the accuracy of the English translation, the Japanese original shall prevail if any discrepancies between the translation and the Japanese original arise. Furthermore, Fullcast Holdings Co., Ltd. cannot be held responsible for this translation or for direct, indirect or any other damages arising from the translation.

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[Form Submitted]	Securities Report
[Legal Basis]	Article 24, Paragraph 1 of the Financial Instruments and Exchange Act
[Submitted To]	Director of the Kanto Local Finance Bureau
[Date Submitted]	March 26, 2026
[Fiscal Year]	FY12/25 (January 1 to December 31, 2025)
[Company Name]	Fullcast Holdings Co., Ltd.
[Representative Name and Position]	Takehito Hirano, President, Representative Director and CEO
[Head Office Address]	8-9-5 Nishi Gotanda, Shinagawa-ku, Tokyo
[Phone Number]	+81-3-4530-4833
[Business Contact]	Katsuaki Kobayashi, General Manager of the Accounting Department
[Contact Address]	8-9-5 Nishi Gotanda, Shinagawa-ku, Tokyo
[Phone Number]	+81-3-4530-4833
[Business Contact]	Katsuaki Kobayashi, General Manager of the Accounting Department
[Location to Submit to Inspection]	Tokyo Stock Exchange, Inc. (2-1 Nihonbashi Kabutocho, Chuo-ku, Tokyo)

Section 1: Corporate Information

Part 1: Corporate Overview

1. Trends in Key Performance Indicators

(1) Consolidated Performance Indicators

Term	Term 29	Term 30	Term 31	Term 32	Term 33
Date of settlement	Dec. 2021	Dec. 2022	Dec. 2023	Dec. 2024	Dec. 2025
Net sales (Million yen)	52,366	64,645	68,974	68,556	77,227
Ordinary profit (Million yen)	7,624	9,884	8,686	7,312	7,778
Profit attributable to owners of parent (Million yen)	5,012	6,622	5,889	5,493	4,784
Comprehensive income (Million yen)	5,235	6,877	6,090	5,598	4,816
Net assets (Million yen)	20,579	24,928	26,785	28,869	32,654
Total assets (Million yen)	29,484	35,604	38,977	41,468	57,830
Net assets per share (Yen)	535.40	657.21	721.42	812.65	878.03
Basic earnings per share (Yen)	137.34	183.11	164.86	155.99	136.84
Diluted earnings per share (Yen)	136.70	182.14	163.93	155.03	136.18
Equity-to-asset ratio (%)	66.2	66.7	65.2	69.0	53.0
Rate of return on equity (%)	27.8	30.6	24.0	20.3	16.1
Price-earnings ratio (Times)	17.9	15.4	11.1	9.5	12.2
Net cash provided by (used in) operating activities (Million yen)	6,368	6,796	5,163	5,758	1,356
Net cash provided by (used in) investing activities (Million yen)	(99)	(958)	(6,366)	175	(6,037)
Net cash provided by (used in) financing activities (Million yen)	(2,168)	(2,622)	(4,954)	(2,870)	6,159
Cash and cash equivalents at end of period (Million yen)	17,410	20,626	14,468	17,531	21,029
Number of employees (Others, average number of temporary employees)	1,244 (1,521)	1,279 (1,790)	1,568 (2,686)	1,178 (2,642)	1,515 (2,729)

Note: 1. Our Company applied “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020) from the beginning of the Term 30. The key performance indicators related to the Term 30 onwards represent the indicators after application of this accounting standard.

2. The Accounting Standard for Current Income Taxes (ASBJ Statement No. 27, October 28, 2022; hereinafter referred to as the “Revised 2022 Accounting Standard”) and related guidance have been applied from the beginning of the current consolidated fiscal year. The main management indicators related to the previous consolidated fiscal year represent the indicators after application of this accounting standard. With regard to the Revised 2022 Accounting Standard, transitional measures prescribed in the proviso to paragraph 20-3 have been adopted. With regard to the Implementation Guidance on Tax Effect Accounting (ASBJ Guidance No. 28, October 28, 2022), transitional measures prescribed in the proviso to paragraph 65-2(2) have been adopted. These changes in accounting policies had no impact on the consolidated financial statements.

(2) Performance Indicators for Submitting Companies

Term	Term 29	Term 30	Term 31	Term 32	Term 33
Date of settlement	Dec. 2021	Dec. 2022	Dec. 2023	Dec. 2024	Dec. 2025
Operating revenue (Million yen)	6,481	8,062	8,897	8,194	12,999
Ordinary profit (Million yen)	4,311	5,696	6,335	4,405	8,587
Profit (Million yen)	3,804	5,138	6,083	5,522	8,189
Share capital (Million yen)	2,780	2,780	2,780	2,780	2,780
Total number of issued shares (Shares)	37,486,400	37,486,400	37,486,400	37,486,400	35,215,449
Net assets (Million yen)	13,798	16,386	18,233	21,556	26,972
Total assets (Million yen)	17,287	20,176	23,677	27,909	40,203
Net assets per share (Yen)	374.67	449.56	512.07	604.97	766.75
Dividend paid per share (Yen)	44.00	58.00	61.00	62.00	63.00
(interim dividend paid per share) (Yen)	(21.00)	(23.00)	(29.00)	(31.00)	(31.00)
Basic earnings per share (Yen)	104.25	142.08	170.27	156.82	234.23
Diluted earnings per share (Yen)	103.77	141.33	169.31	155.86	233.09
Equity-to-asset ratio (%)	79.0	80.5	76.1	76.3	66.6
Rate of return on equity (%)	29.7	34.4	35.5	28.1	34.1
Price-earnings ratio (Times)	23.6	19.9	10.8	9.5	7.1
Payout ratio (%)	42.2	40.8	35.8	39.5	26.9
Number of employees	94	96	95	101	101
(Others, average number of temporary employees)	(165)	(166)	(129)	(130)	(126)
Total shareholder return (index for comparison: TOPIX including dividends) (%)	156.23 (112.74)	182.42 (109.98)	124.44 (141.05)	106.48 (169.91)	121.95 (213.16)
Highest share price (Yen)	3,225	3,245	2,888	1,910	1,864
Lowest share price (Yen)	1,510	1,976	1,621	1,136	1,370

- Notes: 1. Our Company applied “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020) from the beginning of the Term 30. The key performance indicators related to the Term 30 onwards represent the indicators after application of this accounting standard.
2. The highest and lowest share prices are those quoted on the First Section of the Tokyo Stock Exchange before April 3, 2022, and those quoted on the Prime Market of the Tokyo Stock Exchange after April 4, 2022.
3. The Accounting Standard for Current Income Taxes (ASBJ Statement No. 27, October 28, 2022; hereinafter referred to as the “Revised 2022 Accounting Standard”) and related guidance have been applied from the beginning of the current fiscal year. The main management indicators related to the previous fiscal year represent the indicators after application of this accounting standard. With regard to the Revised 2022 Accounting Standard, transitional measures prescribed in the proviso to paragraph 20-3 have been adopted. This change in accounting policies had no impact on the financial statements.

2. Corporate History

- Sept. 1990 Established Resort World Co., Ltd. in Minato-ku, Tokyo
- Sept. 1992 Changed our Company name to Fullcast Co., Ltd. (currently Fullcast Holdings Co., Ltd.)
- Oct. 1992 Began short-term business contracting
- Oct. 1994 Moved our head office to Shibuya-ku, Tokyo
- Jan. 1995 Signed a franchise contract with Fullcast Osaka Co., Ltd.*, located in Chuo-ku, Osaka
- Sept. 1995 Established Seiwa Service Co., Ltd.* in Shinjuku-ku, Tokyo
- Jan. 1996 Established Entry Co., Ltd.* in Kodaira-shi, Tokyo
- Oct. 1997 Established Fullcast Lady Co., Ltd.*
- May 1998 Changed the name of Kanagawa School Entrance Research Association Co., Ltd. to Fullcast With Co., Ltd.
- Oct. 1998 Fullcast With Co., Ltd. was approved to conduct general worker dispatching
- Jan. 1999 Newly established a factory business section, and began the factory-line contracting business
Fullcast Lady Co., Ltd.* was approved to conduct general worker dispatching
- Apr. 1999 Fullcast With Co., Ltd. was approved to engage in the employment placement business
- June 1999 Merged with Fullcast Osaka Co., Ltd.,* Entry Co., Ltd.,* Dual Support Co., Ltd.*
- Nov. 1999 Established Fullcast System Consulting Co., Ltd.*
- Mar. 2000 Established Fullcast HR Consulting Co., Ltd.* and commenced business after acquiring Fullcast With Co., Ltd.'s personnel consulting department in April of the same year
- Sept. 2000 Established Fullcast Factory Co., Ltd., and commenced business after acquiring the Factory department in October of the same year
- June 2001 Listed shares on an Over-The-Counter Market (currently Tokyo Stock Exchange Standard Market)
- Apr. 2002 Established Fullcast Central Co., Ltd. by merging with Central Motor Co., Ltd. and Daisho Industry Co., Ltd. and began our factory-line contracting business that caters specifically to the automobile industry
- Oct. 2002 Fullcast With Co., Ltd. and Fullcast System Consulting Co., Ltd. merged, and the name of the merged company was changed to Fullcast Technology Co., Ltd.
Assumed part of Fullcast Lady Co., Ltd.'s business through an absorption-type split. Fullcast Lady Co., Ltd. specializes in office-type short-term business contracting and dispatching, and changed its name to Fullcast Office Support Co., Ltd.*
- Jan. 2003 Fullcast Office Support Co., Ltd.* was approved to engage in employment placement business
Fullcast HR Consulting Co., Ltd. merged with Fullcast Office Support Co., Ltd.*
- Sept. 2003 Listed our shares on the Second Section of the Tokyo Stock Exchange
- June 2004 Acquired 100% ownership of Apayours Co., Ltd. through stock swap
- July 2004 Fullcast Technology Co., Ltd. was approved to conduct general worker dispatching
- Sept. 2004 Moved our shares to the First Section of the Tokyo Stock Exchange
- Oct. 2004 Established Fullcast Finance Co., Ltd.
- Nov. 2004 Approved to conduct general worker dispatching
- Mar. 2005 Acquired 100% ownership of Human Resources Research Institute Inc.* through transfer of shares
Acquired naming rights for Tohoku Rakuten Golden Eagles' home stadium, "Fullcast Stadium Miyagi" (in October 2007 we dissolved our contract, and declined use of the name)
- June 2005 Established an American Depositary Receipt (ADR) Program
- Oct. 2005 Fullcast Office Support Co., Ltd. merged with Human Resources Research Institute Inc., and changed their name to Fullcast

	HR Institute Co., Ltd.*
	Asia Pacific System Research Co., Ltd. became a subsidiary through third-party allocation of shares and transfer of shares.
	Fullcast Technology Co., Ltd. listed its shares on an Over-The-Counter market (Currently Tokyo Stock Exchange Standard Market)
May 2006	Acquired 100% ownership of Nihon Security Guard Co., Ltd. (currently Fullcast Advance Co., Ltd., now a consolidated subsidiary) through transfer of shares
June 2006	Acquired 100% ownership of Exe Outsourcing Co., Ltd. (currently F-PLAIN Corporation, now a consolidated subsidiary) through transfer of shares
May 2007	Acquired 100% ownership of Info-P Co., Ltd. through stock swap
June 2007	Net It Works, Inc. became a subsidiary through transfer of shares
July 2007	Transferred all shares held in Apayours Co., Ltd. to its founder
Oct. 2008	Transitioned to a pure holding company system through new division of corporate functions, and changed our corporate name to Fullcast Holdings Co., Ltd. All business relating to sales is performed by Fullcast HR Institute Co., Ltd.*
Nov. 2008	All shares held in Asia Pacific System Research Co., Ltd. acquired by Canon Electronics Inc. in a takeover bid
Mar. 2009	Transferred all shares held in Info-P Co., Ltd.
May 2009	Transferred all shares held in Fullcast Finance Co., Ltd.
June 2009	Transferred all shares held in Fullcast Factory Co., Ltd. and Fullcast Central Co., Ltd.
Aug. 2009	Transferred all shares held in Net It Works, Inc.
June 2010	Integrated head office functions of our Company and all Group companies (excluding Fullcast Technology Co., Ltd., East Communication Inc. (currently F-PLAIN Corporation, now a consolidated subsidiary) and EKO-SYSTEM Inc. (currently F-PLAIN Corporation, now a consolidated subsidiary))
May 2011	Fullcast Marketing Co., Ltd. (currently F-PLAIN Corporation, now a consolidated subsidiary) was changed to an equity method affiliate through a partial transfer of shares and allocation of new shares to a third party
	A takeover bid for Fullcast Technology Co., Ltd. was offered by Yumeshin Holdings Co., Ltd. and all shares owned were transferred
Apr. 2012	Acquired 100% ownership of Otetsudai Networks, Inc. (now a consolidated subsidiary) through transfer of shares
Oct. 2012	With the implementation of the Revised Worker Dispatching Act, Fullcast Co., Ltd. and Top Spot Co., Ltd. started services including the “Part-Time Worker Placement” and “Part-Time Worker Payroll Management” services
Jan. 2016	Launched “My Number Management” service
Feb. 2016	Established Work & Smile Co., Ltd., with operations started in July of the same year
Mar. 2016	Acquired shares of Beat Co., Ltd. and converted it to an equity method affiliate
Aug. 2016	Acquired shares of Dimension Pockets Co., Ltd., and made it a consolidated subsidiary
Oct. 2016	Launched “Year-End Tax Adjustment Management” service
Nov. 2016	Established Fullcast Senior Works Co., Ltd., with operations started in March 2017
Jan. 2017	Acquired shares of equity method affiliate F-PLAIN Corporation, making it a consolidated subsidiary
Mar. 2017	Established Fullcast Porter Co., Ltd., with operations started in July of the same year
May 2017	Launched “Resident Tax Update Admin Work Management” service
Jan. 2018	Acquired the shares of BOD Co., Ltd., making it a consolidated subsidiary
June 2018	Acquired shares of DeliArt Co., Ltd. and converted it to an equity method affiliate
June 2018	Established Fullcast Global Co., Ltd., with operations started in October of the same year

Aug. 2018 Acquired shares of Advancer Global Limited and converted it to an equity method affiliate

Aug. 2018 Acquired shares of Minimaid Service Co., Ltd., making it a consolidated subsidiary

Sept. 2018 Established BOD Alpha Co., Ltd. with operations started in March 2019

Mar. 2019 Acquired shares of NIHON DENKI SERVICE Co., Ltd. and converted it to a non-consolidated equity method affiliate

Aug. 2019 Established Fullcast International Co., Ltd., with operations started in December of the same year

Dec. 2019 Transferred all the owned shares of Dimension Pockets Co., Ltd.

Jan. 2020 Made non-consolidated equity method affiliate NIHON DENKI SERVICE Co., Ltd. a consolidated subsidiary

Jan. 2020 Acquired the shares of HR Management Co., Ltd., making it a consolidated subsidiary

Dec. 2020 Transferred part of the owned shares of NIHON DENKI SERVICE Co., Ltd. and removed it from the scope of consolidation

Apr. 2021 Acquired the shares of Progress, Inc., making it a consolidated subsidiary

July 2021 BOD Alpha Co., Ltd. and HR Management Co., Ltd. executed an absorption-type merger where BOD Alpha Co., Ltd. was the surviving company and HR Management Co., Ltd. was the extinct company, with the new company renamed HR Management Co., Ltd.

Apr. 2022 Transferred from the First Section of the Tokyo Stock Exchange to the Prime Market due to its market restructuring

May 2022 Acquired the shares of Hayfield inc., making it a consolidated subsidiary

June 2023 Acquired the shares of GLOBEAT JAPAN INC., and made it and its consolidated subsidiary GLOBEAT HOLDINGS INC., and its consolidated sub-subsidiary GLOBEAT JAPAN INC. consolidated subsidiaries

Oct. 2023 An absorption-type merger was conducted with GLOBEAT JAPAN INC. as the surviving company and GLOBEAT INC. and GLOBEAT HOLDINGS INC. as the absorbed companies.

Oct. 2023 Acquired the shares of App X, Inc. and made it and its subsidiary Imple, Inc. and its sub-subsidiary Releasebase, Inc. consolidated subsidiaries

Oct. 2023 Acquired the shares of BPC, Inc. and made it a consolidated subsidiary

Mar. 2024 Transferred all shares of BOD Co., Ltd. and excluded the company and its subsidiaries-HR Management Co., Ltd., Progress, Inc., and BPC, Inc.-from the scope of consolidation.

Sept. 2024 Implemented an absorption-type merger with Imple, Inc. as the surviving company and App X, Inc. as the absorbed company.

Sept. 2024 Acquired additional shares of F-PLAIN Corporation., making this company and its subsidiaries wholly owned subsidiaries.

Oct. 2024 Established GLOBEAT INTERNATIONAL INC, with operations started on the same day.

Nov. 2024 Acquired shares of GLOBEAT EUROPE GmbH, making it a consolidated subsidiary.

Jan. 2025 Acquired shares of Tuclicks Inc., making it a consolidated subsidiary.

Feb. 2025 Acquired equity interests in Shibuya Property LLC and Tamachi Property LLC, making them a consolidated subsidiary.

Apr. 2025 Acquired equity interests in Nishi-Shinjuku Property LLC, making it a consolidated subsidiary.

Aug. 2025 Established FC Asset Management Co., Ltd., with operations started on the same day.

Oct. 2025 Transferred the Cloud Business of Fullcast Advance Co., Ltd. to Top Spot Co., Ltd. through an absorption-type company split.

Oct. 2025 Making BEAT Co., Ltd., which had previously been an equity-method affiliate of our Company, and its subsidiaries consolidated subsidiaries based on effective control.

Oct. 2025 Acquired shares of N Business Co., Ltd., making it a consolidated subsidiary.

Dec. 2025 Work and Smile Co., Ltd. was excluded from the scope of consolidation following the completion of its liquidation.

Dec. 2025 Acquired the shares of Fiah, Co., Ltd., making it and its subsidiaries consolidated subsidiaries.

Jan. 2026 Acquired shares of ENTRY, Inc., making it a consolidated subsidiary.

*Currently Fullcast Co., Ltd. (now a consolidated subsidiary)

3. Description of Business

Our Fullcast Group is expanding the “Short-Term Operational Support Business” (providing timely short-term personnel services in response to changes in the amount of work at client companies), the “Sales Support Business” (mainly engaging in agency sales of telecommunications products and others focused on distributor networks and call center operations), the “Restaurant Business” (mainly operating a restaurant chain business), and the “Security, Other Businesses” (providing security services mainly for public facilities and ordinary corporations, others.).

The following business segments are identical to the classification of the reporting segments contained in the segment information listed in “Part 5: Financial Conditions, 1 (1) Consolidated Financial Statements, Notes.”

Segment classification has been changed starting from the current consolidated fiscal year. Details are as mentioned in “5. Financial Conditions [Notes on Consolidated Financial Statements] (Segment Information and Others) [Segment information] 1. Description of reported segments.”

Against the backdrop of business additions through M&A, our Group reviewed its classification for the disclosure of management information and internal performance management. As a result, our Group will implement changes to its reporting segments starting from the fiscal year ending December 2026. Please refer to the following for details.

(Reference)

Consolidated Business Results for the Fiscal Year Ended December 2025 (Jan.–Dec. 2025) (P.19)

https://www.fullcastholdings.co.jp/assets/upload/2026/02/presentation_20254Q_eng.pdf

Short-Term Operational Support Business (Short-term personnel services, human resource services for event operation, payroll management outsourcing services, other services)

[Main companies] Fullcast Co., Ltd.
Top Spot Co., Ltd.
Fullcast Senior Works Co., Ltd.
Fullcast Porter Co., Ltd.
Otetsudai Networks Inc.
Fullcast Global Co., Ltd.
Minimaid Service Co., Ltd.
Fullcast International Co., Ltd.
Hayfield inc.
Imple, Inc.
Releasebase, Inc.
Tuclicks Inc.
BEAT Co., Ltd.,
J-FOSTER Co., Ltd.
Fiah Co., Ltd.
Ann Co., Ltd.
Mico Inc.

Sales Support Business (Distributor sales and call center operations, other services)

[Main companies] F-PLAIN Corporation
M’s Line Co., Ltd.
FSP Co., Ltd.
Creagency Co., Ltd.

Restaurant Business (Restaurant chain business, other services)

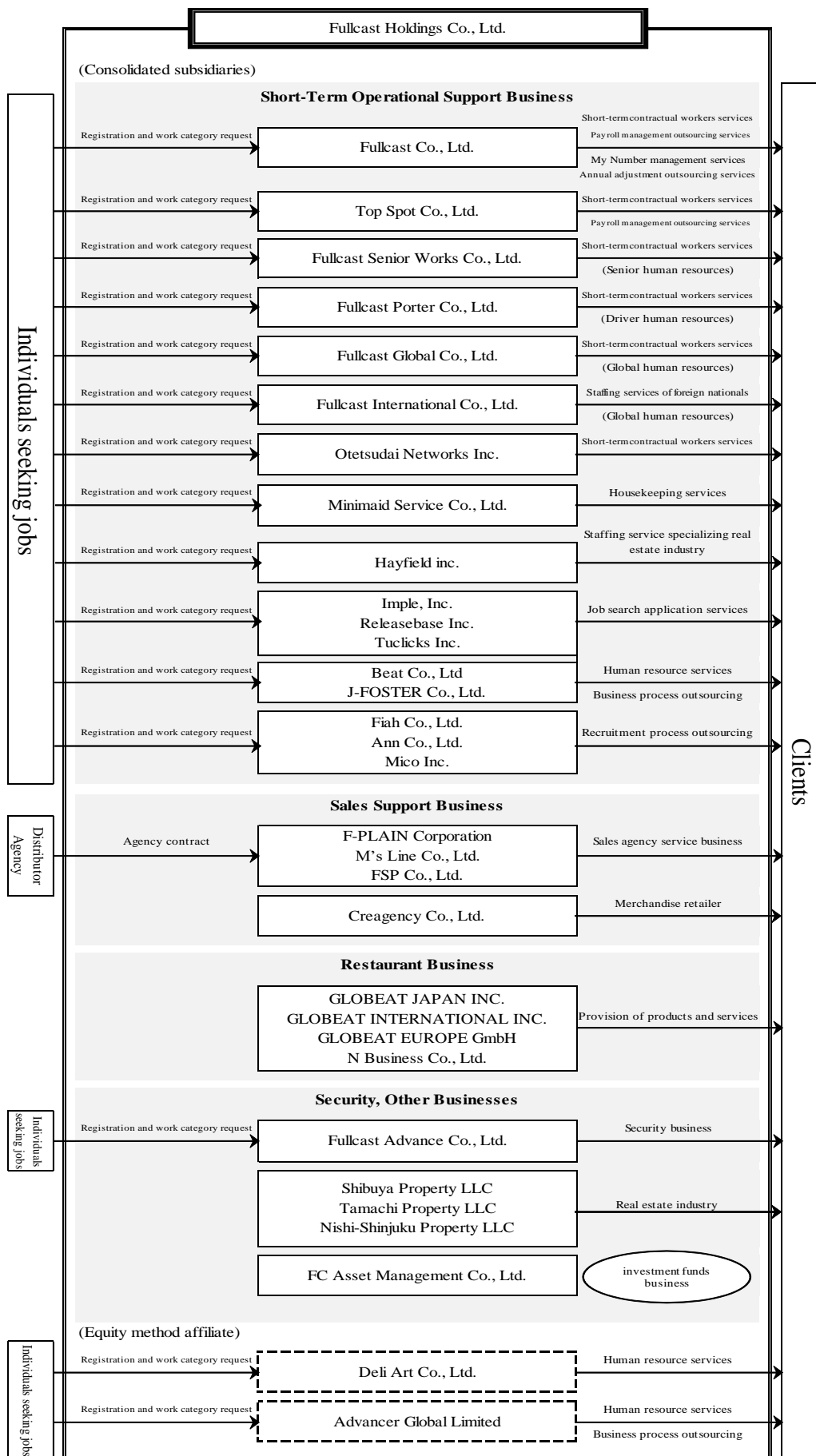
[Main companies] GLOBEAT JAPAN INC.
GLOBEAT INTERNATIONAL INC
GLOBEAT EUROPE GmbH
N Business Co., Ltd.

Security, Other Businesses (Security business, other services)

[Main companies] Fullcast Advance Co., Ltd.
Shibuya Property LLC
Tamachi Property LLC
Nishi Shinjuku Property LLC
FC Asset Management Co., Ltd.

Please note that Fullcast Holdings Co., Ltd. is a specified listed company falling under the category of a specified listed company, and de minimis standards for material facts concerning insider trading regulations will be judged based on consolidated data.

A diagram of our business activities is shown below:



Note 1: The above diagram is current as of December 31, 2025.

Note 2: is Fullcast Holdings Co., Ltd., is a consolidated subsidiary, is an equity method affiliate.

4. Overview of affiliated entities

Company	Location	Share capital (Million yen)	Major business activities	Voting rights (or equity interests) ratio (%)	Issues to be noted
(Consolidated subsidiaries) Fullcast Co., Ltd. (Notes 3, 11)	Shinagawa-ku, Tokyo	100	Short-Term Operational Support Business	100.0	- Provides services such as management advice, business outsourcing, and system leases. - Concurrent directorates: 1 - Provides financial support: borrowing and lending operating capital
Top Spot Co., Ltd.	Shinagawa-ku, Tokyo	113	Short-Term Operational Support Business	100.0	- Provides services such as management advice, business outsourcing, and system leases. - Concurrent directorates: 1 - Provides financial support: borrowing and lending operating capital
Fullcast Senior Works Co., Ltd.	Shinagawa-ku, Tokyo	80	Short-Term Operational Support Business	100.0	- Provides services such as management advice, business outsourcing, and system leases. - Concurrent directorates: 1 - Provides financial support: borrowing and lending operating capital
Fullcast Porter Co., Ltd.	Shinagawa-ku, Tokyo	80	Short-Term Operational Support Business	100.0	- Provides services such as management advice, business outsourcing, and system leases. - Concurrent directorates: 1 - Provides financial support: borrowing and lending operating capital
Fullcast Global Co., Ltd.	Shinagawa-ku, Tokyo	80	Short-Term Operational Support Business	100.0	- Provides services such as management advice, business outsourcing, and system leases. - Concurrent directorates: 1 - Provides financial support: borrowing and lending operating capital
Fullcast International Co., Ltd.	Shinagawa-ku, Tokyo	50	Short-Term Operational Support Business	51.0	- Provides services such as business outsourcing, and system leases. - Concurrent directorates: 1 - Provides financial support: borrowing and lending operating capital
Otetsudai Networks Inc.	Shinagawa-ku, Tokyo	50	Short-Term Operational Support Business	100.0	- Sublets a part of our rented building to this company for office use. - Provides services such as management advice, business outsourcing, and system leases. - Concurrent directorates: 1 - Provides financial support: borrowing and lending operating capital
Minimaid Service Co., Ltd.	Shibuya-ku, Tokyo	30	Short-Term Operational Support Business	100.0	- Provides services such as management advice, business outsourcing, and system leases. - Concurrent directorates: 1 - Provides financial support: borrowing and lending operating capital
Hayfield inc.	Shibuya-ku, Tokyo	4	Short-Term Operational Support Business	100.0	- Provides services such as system leases. - Concurrent directorates: 1
Imple, Inc. (Notes 7)	Shinjuku-ku, Tokyo	3	Short-Term Operational Support Business	100.0	- Concurrent directorates: 1
Releasebase, Inc.	Shinjuku-ku, Tokyo	1	Short-Term Operational Support Business	100.0 (100.0)	-
Tuelicks Inc. (Notes 6)	Chigasaki-shi, Kanagawa	2	Short-Term Operational Support Business	100.0	-

Beat Co., Ltd. (Notes 9)	Yokohama-shi, Kanagawa	50	Short-Term Operational Support Business	30.0	- Concurrent directorates: 2
J-FOSTER Co., Ltd. (Notes 9)	Fukuoka-shi, Fukuoka	10	Short-Term Operational Support Business	30.0 (30.0)	-
Fiah Co., Ltd (Notes 8)	Shinjuku-ku, Tokyo	98	Short-Term Operational Support Business	100.0	-
Ann Co., Ltd. (Notes 8)	Shinjuku-ku, Tokyo	1	Short-Term Operational Support Business	100.0 (100.0)	-
Mico Inc. (Notes 8)	Shinjuku-ku, Tokyo	5	Short-Term Operational Support Business	100.0 (100.0)	-
F-PLAIN Corporation	Minato-ku, Tokyo	80	Sales Support Business	100.0	- Provides services such as management advice, business outsourcing, and system leases. - Concurrent directorates: 2 - Provides financial support: borrowing and lending operating capital
M's Line Co., Ltd.	Minato-ku, Tokyo	1	Sales Support Business	100.0 (100.0)	- Provides services such as management advice and system leases.
FSP Co., Ltd.	Minato-ku, Tokyo	1	Sales Support Business	100.0 (100.0)	- Provides services such as management advice and system leases.
Creagency Co., Ltd. (Notes 9)	Minato-ku, Tokyo	10	Sales Support Business	30.0 (30.0)	-
GLOBEAT JAPAN INC.	Suginami-ku, Tokyo	10	Restaurant Business	100.0	- Concurrent directorates: 1
GLOBEAT INTERNATIONAL INC	Suginami-ku Tokyo	1	Restaurant Business	100.0 (100.0)	-
GLOBEAT EUROPE GmbH	Germany	(thousand euros) 25	Restaurant Business	100.0 (100.0)	-
N Business Co., Ltd. (Notes 6)	Suginami-ku Tokyo	10	Restaurant Business	100.0 (100.0)	-
Fullcast Advance Co., Ltd.	Shinagawa-ku, Tokyo	50	Security, Other Businesses	100.0	- Sublets a part of our rented building to this company for office use. - Provides services such as management advice, business outsourcing, and system leases. - Concurrent directorates: 1 - Provides financial support: borrowing and lending operating capital
Shibuya Property LLC (Notes 6)	Shinagawa-ku, Tokyo	1	Security, Other Businesses	100.0	- Provides financial support: borrowing and lending operating capital
Tamachi Property LLC (Notes 6)	Shinagawa-ku, Tokyo	1	Security, Other Businesses	100.0	- Provides financial support: borrowing and lending operating capital

Nishi Shinjuku Property LLC (Notes 6)	Shinagawa-ku, Tokyo	1	Security, Other Businesses	100.0	- Provides financial support: borrowing and lending operating capital
FC Asset Management Co., Ltd. (Notes 7)	Shinagawa-ku, Tokyo	10	Security, Other Businesses	55.0	- Provides financial support: borrowing and lending operating capital
Fullcast Business Support Co., Ltd.	Shinagawa-ku, Tokyo	9	Company-wide	100.0	- Sublets a part of our rented building to this company for office use. - Provides services such as business outsourcing and system leases. - Provides financial support: borrowing and lending operating capital
(Equity method affiliate) DeliArt Co., Ltd.	Chiyoda-ku, Tokyo	43	Worker dispatch business	20.0	-
Advancer Global Limited (Notes 2)	Singapore	(million Singapore dollars) 41	Employment services Facility management services	25.8	- Concurrent directorates: 1

- Notes:
1. The “Major business activities” field for consolidated subsidiaries category follows the business segment classification.
 2. The share capital of Advancer Global Limited is the amount as of June 30, 2025.
 3. Specified subsidiary.
 4. The voting shares indicated in parentheses represents the ratio of voting rights held indirectly.
 5. None of the companies have submitted securities report or securities registration statement.
 6. As of January 31, 2025, our Company acquired shares of Tuclicks Inc. As of February 28, 2025, it acquired equity interests in Shibuya Property LLC and Tamachi Property LLC, and as of April 25, 2025, it acquired equity interests in NishiShinjuku Property LLC. In addition, as of October 29, 2025, our Company acquired shares of N Business Co., Ltd., and these companies have been made consolidated subsidiaries.
 7. On August 8, 2025, our Company established FC Asset Management Co., Ltd., which engages in investment funds business, and made it a consolidated subsidiary.
 8. As of December 24, 2025, our Company acquired shares of Fiah, Co., Ltd., and made the company and its subsidiaries consolidated subsidiaries.
 9. BEAT Co., Ltd., which had previously been an equity-method affiliate of our Company, was included in the scope of consolidation from the current consolidated fiscal year based on effective control, together with its subsidiaries.
 10. Work and Smile Co., Ltd., which had been a consolidated subsidiary of our Company, was excluded from the scope of consolidation following the completion of its liquidation on December 23, 2025.
 11. Sales by Fullcast Co., Ltd. account for over 10% of consolidated net sales (excluding internal sales among consolidated companies).

Key Information about Profit and Loss (Million yen)

	Fullcast Co., Ltd.
Net sales	44,642
Ordinary profit	4,050
Profit	2,777
Net assets	2,923
Total assets	13,696

5. Number of Employees

(1) Status of Consolidated Companies

(As of December 31, 2025)

Name of Segment	Number of Employees
Short-Term Operational Support Business	1,028 [1,620]
Sales Support Business	56 [92]
Restaurant Business	230 [851]
Security, Other Businesses	59 [20]
Company-wide (Shared)	142 [146]
Total	1,515 [2,729]

- Notes:
1. “Number of employees” is the number of employees engaged in work, and the average annual number of temporary employees is listed within parentheses.
 2. The number of employees listed as “Company-wide (shared)” indicates the number of employees who belong to administrative departments who cannot be assigned to specific business segments.
 3. In the “Short-Term Operational Support Business,” the number of employees increased by 279, compared to the end of the previous consolidated fiscal year. This was mainly due to the inclusion of Beat Co., Ltd. and its subsidiaries in the scope of consolidation from the current consolidated fiscal year.

(2) Status of the Submitting Company

(As of December 31, 2025)

Number of Employees	Average Age (Years old)	Average Years of Service	Average Annual Salary (Thousand yen)
101 [126]	40.1	12 years and 0 months	5,733

- Notes:
1. “Number of employees” is the number of employees engaged in work, and the average annual number of temporary employees is listed within parentheses.
 2. “Average annual salary” includes bonuses and additional wages.
 3. Our Company’s employees mainly perform management and planning related to the our Group, and they are included in the Company-wide (shared) category.

(3) Status of Labor Unions

No enterprise unions have been formed within our Company or Group. Regarding labor-management relations, there are no items worthy of special mention.

(4) Proportion of women in management roles, share of men taking childcare leave and wage gap between male and female employees

Submitting company

(As of December 31, 2024)

Current fiscal year				
Proportion of women in management roles (%)	Share of men taking childcare leave (%)	Wage gap between male and female employees (%)		
		All employees	Regular employees	Part-time and fixed-term employees
19.2	57.9	68.3	76.3	84.5

- Note: Calculated based on the provisions contained in “Act on the Promotion of Women's Active Engagement in Professional Life” (Act No. 64 of September 4, 2015).

Part 2: State of Business

1. Management Policy and Environment, and Issues to Be Addressed

(1) Fundamental Management Policies

Our Group considers the “sustained improvement of corporate value” to be one of its most important management issues.

We manage our business by focusing upon capital efficiency and identify ROE as a target indicator to reflect “improvement of corporate value” with the goal of realizing ROE in excess of our capital cost, which represents the expected returns by shareholders and investors from our Company.

(2) Target Management Indicators

Our Group will endeavor to maximize corporate value by striking a balance between profitability and growth. At the same time, our management will endeavor to maintain a solid financial standing and implement strategies that focus upon capital efficiency. Also, we maintain a goal of realizing a debt-to-equity ratio target of no more than 1.0 time to maintain appropriate debt levels that will enable us to make investments necessary to secure growth, while at the same time maintaining financial soundness. Our Group also seek to achieve an ROE of over 20% as a target indicator of “improvement of corporate value.”

(3) Management Environment and Key Management Issues

Management Environment

Our Group’s mainstay segment of “Short-Term Operational Support Business” accounts for a high percentage of our Group’s consolidated net sales at approximately 80%. In the “Short-Term Operational Support Business” segment, we provide four types of short-term staffing services—Placement, Business process outsourcing (BPO), Dispatching, and Outsourcing—enabling us to respond flexibly to the needs of client companies.

With regards to the current operating environment surrounding the staffing service industry in which our group primarily operates, the employment situation is showing signs of a recovery. This is notably indicated by an increase in the number of workers and the employment ratio year-on-year, while labor shortages is a growing. As for the future outlook, the operating environment is expected to continue to recover gradually.

In addition, as individual values and lifestyles become increasingly diverse, the growing demand for flexible working styles among workers, together with companies’ expectations for greater efficiency, has expanded the market and is functioning as a driver of business growth. Going forward, we will maximize Group synergies and simultaneously expand advertising and brand recognition while enhancing the added value of our services. Through these initiatives, we aim to establish a competitive advantage in the market and drive further business development. In addition, with a focus on expanding job categories, we will improve profitability by making full use of the Group’s resources, and pursue business reinforcement and enhancement of corporate value through M&A.

Key Management Issues

In implementing our management policy and achieving the management indicators stated in “Part 2: State of Business, 1. Management Policy and Environment, and Issues to be Addressed (1) and (2),” our Group recognizes that the business and financial issues to address with prioritize are as follows.

1) Sustained Improvement of Corporate Value

As stated in “Part 2: State of Business, 1. Management Policy and Environment, and Issues to be Addressed (1) Fundamental Management Policies,” we consider the “sustained improvement of corporate value” as one of our most important management issues. Accordingly, we will manage our businesses by focusing upon capital efficiency through the maintenance of an appropriate level of shareholder equity while at the same time continuing to return profits to shareholders. In addition, we seek to realize further expansion of profits in the “Placement” (Note 1) and “BPO” (Note 2) services in the Short-Term Operational Support Business, which is the main business of our Group.

In addition, we will continue to emphasize compliance-first management and strive to maintain and improve it while placing the highest priority on winning the trust of all stakeholders in our business operations.

Notes: 1. The “Part-Time Worker Placement” service, Hayfield inc.’s staffing service specializing in the real estate industry and Imple Group’s and Tuclicks Inc’s job search application service are referred to as “Placement.”

2. The “Part-Time Worker Payroll Management” service, as well as other personnel and labor-related business process outsourcing (BPO) services such as the “My Number Management” service and “Year-End Tax Adjustment Management,” and the back office BPO services provided by BOD Group are referred to as “BPO.” Furthermore, our Group transferred all its shares of its consolidated subsidiary BOD Co., Ltd. on March 29, 2024. As a result, our Group includes three months of earnings of this company and its subsidiaries HR Management Co., Ltd., Progress, Inc. and BPC, Inc. into our consolidated results in the previous consolidated fiscal year.

2) Achievement of “Medium-Term Management Plan 2029”

Based on “Medium-Term Management Plan 2029,” we will work toward achieving consolidated operating profit of 12.5 billion yen in the final year of the plan.”

An outline of “Medium-Term Management Plan 2029” is presented below.

a) Applicable period

5 years from the fiscal year ending December 2025 to the fiscal year ending December 2029

b) Numerical Targets

Consolidated operating profit of 12.5 billion yen in the fiscal year ending December 2029

c) Key Performance Indicators (KPI)

Indicators for achieving “sustained improvement of corporate value” : ROE of 20% or higher

Indicators related to shareholder returns : Total return ratio of 50%

Indicators supporting “basic capital policy” : D/E ratio 1.0 times (upper)

d) Summary of Business Strategy

■ Short-Term Operational Support Business

• By maximizing group synergies, expanding advertising and brand recognition and enhancing the added value of our services, we will establish our competitive advantage in the market and thus further develop our businesses.

■ Sales Support Business

• We will promote competitive sales support with new customer acquisition through the use of the cutting-edge marketing techniques, the expansion of a diverse product line-up, and the development of an entertainment business incorporating the latest trends.

■ Restaurant Business

• We will promote our businesses through both brand reinforcement and store expansion, and accelerate our global expansion, primarily through overseas store openings, to attract a new fan base and achieve sustainable growth.

■ Security, Other Businesses

• We will accelerate the growth of the security business through strict security guard training, the promotion of business partnerships, and the optimization of response to large-scale events such as Expo 2025 Osaka, Kansai, Japan and the World Athletics Championships Tokyo 2025.

3) Business Targets for the Fiscal Year Ending December 2026

The set objective for the fiscal year ending December 31, 2026 is “Enhance profitability by optimizing business operations through a review of business segments and the reorganization of subsidiaries, thereby improving productivity across our Group, and expand business domains by promoting M&A,” and the following measures will be implemented.

- Improve productivity across the “Short-Term Operational Support Business”
 - Implement business consolidation through the absorption and merger of subsidiaries
 - Consolidate operational bases and close locations
- Expansion of human resource–related services
 - Further expansion of job referrals and placements, and the creation of career advancement opportunities for job seekers through collaboration with Fiah, Co., Ltd.
 - Provision of new human resource solutions to companies in Japan and overseas through collaboration with RGF Talent Solutions Japan K.K. and RGF International Recruitment Holdings Limited
 - Pursuit of synergies through collaboration with existing services
- Expansion of investment in the “Restaurant business”
 - Continued opening of new stores in Japan and overseas, and expansion of the number of stores under new business formats
- Strengthening of M&A and promoting PMI
 - Implementation of M&A targeting areas adjacent to our Group, as well as other business domains
 - Improvement in profit margins through the promotion of PMI for ENTRY, Inc., which operates a short-term staffing matching business (to be consolidated as a subsidiary as of January 30, 2026), and RGF and other related companies engaged in recruitment services in the global high-end segment (scheduled to become consolidated subsidiaries as of April 1, 2026).
- Promotion of a new graduate recruitment project aimed at securing future candidates for senior management positions

2. Approach and initiatives related to sustainability

Our Group’s approach and initiatives related to sustainability are as follows.

Note that the following future-related statements are based on our best judgment as of the end of the current consolidated fiscal year.

(1) Disclosure on overall sustainability-related matters

1) Governance

a. Fullcast Group Sustainability Basic Policy

The Fullcast Group’s basic policy on sustainability is to contribute to solving social issues and to win the trust of all stakeholders involved in our business by achieving sustainable enhancement of corporate value based on our corporate philosophy of “Providing the best place for people to bring out their best.” We will implement the following sustainability activities:

1. As we are primarily engaged in short-term staffing services, it is difficult to imagine that climate change will have a major impact on our business. However, we will reduce our environmental impact and use resources efficiently in areas where we can contribute for the sustainable development of the global environment.
2. We will respond appropriately to the human rights impact and risks of corporate activities and strive to prevent human rights violations.
3. We are aware that the growth of our employees is the source of sustained enhancement of corporate value and we will strive for recruitment and training not tied to race, nationality, age, gender, and other attributes, as well as implement efforts to improve the working environment with a consideration to work-life balance.
4. We will strive to establish trust and engage in fair and appropriate transactions with job seekers and client companies, our important business partners in operating the staffing services business.

b. Corporate Governance Systems

Our Group has established a system for discussing and reporting sustainability-related policies and important matters at Board of Directors’ Meetings, in order to strengthen and promote the sustainability of its business operations.

Under the “Fullcast Group Sustainability Basic Policy,” the Board of Directors receives reports on sustainability-related issues and supervises actions.

Our Group does not have a committee dedicated to sustainability; instead, there is a system in place to report on these matters in a timely manner whereby the Legal Department takes the lead in identifying and discussing sustainability issues, including human capital and climate change, covering the entire Group. Additionally, in order to appropriately manage risks in our Group’s organizations, the President, Representative Director and CEO serves as the chief of risk management and the General Manager of the Legal Department serves as the chief of risk management practices. The General Manager of the Legal Department, following the instructions of the President, Representative Director and CEO, works with our Company’s institutions including the Audit & Supervisory Committee to assist in the execution of duties of the President, Representative Director and CEO.

Our Company believes that these systems allow our corporate governance to function properly.

2) Risk Management

a. Identification and assessment process of risks associated with overall sustainability

Risks and opportunities related to overall sustainability are identified and assessed at the Group’s Board of Directors meetings. First, the Legal Department will collect information from each department in an effort to identify the current status of risks and opportunities. The Board of Directors will identify risks and opportunities based on the information compiled by the Legal Department. In assessing these risks and opportunities, our Company will analyze the financial impacts that the identified risks and opportunities will have on our Group’s business activities and earnings, and assess these impacts. Based on these assessment results, the Board of Directors discusses and determines action plans containing targets and specific measures for mitigating risks and maximizing opportunities. The matters discussed and determined by the Board of Directors will be conveyed to each department via the Legal Department and put into practice.

b. Process for managing risks related to overall sustainability and their integration to Group management risks

Our Group defines basic matters concerning its risk management system under its “Basic Risk Management Regulations”, and integrates operations for efficient and reliable risk management, including human capital and climate change-related risks, within its risk management system.

The General Manager of the Legal Department is the chief of risk management practices. The General Manager of the Legal Department, following the instructions of the President, Representative Director and CEO, who also serves as the chief of risk management, works with the Company’s institutions, including the Audit & Supervisory Committee, to assist the execution of duties of the President, Representative Director and CEO.

Additionally, the President, Representative Director and CEO regularly reports to the Board of Directors on the development of initiatives and operational processes for the risk management system, and immediately reports to the Board of Directors in case of a serious event.

3) Strategies

a. Identification and assessment process of risks associated with overall sustainability

Our Group identifies materiality in accordance with the following process.

1. Understand the SDGs.
2. Align the Corporation Philosophy, Vision, and Strategy with the SDGs.
3. Identify issues based on our own strategy.
4. Identify key issues (materiality).

b. SDGs-related initiatives

We endorse all 17 goals of SDGs.

In addition, we consider contributing to the following the goals of SDGs by implementing and promoting our corporate philosophy of “Providing the best place for people to bring out their best” as a core value of our

Company.

8. Decent Work and Economic Growth

Our Group will constantly offer employment opportunities to job seekers and a workforce to hiring companies by continually providing matching opportunities for short-term positions to job seekers and hiring companies. Thereby, we will contribute to providing decent work for job seekers and economic growth for hiring companies.

5. Gender Equality

We will contribute to gender equality by providing job seekers with employment opportunities not tied to age, gender or attribution.

10. Reduced Inequalities

We will contribute to reducing inequalities among people and countries by providing job seekers with employment opportunities not tied to region or nationality.

9. Industry, Innovation and Infrastructure

In response to Japan's labor environment, which is experiencing a declining workforce, we will contribute to industrial growth and building infrastructures for technological innovation by providing matching services for short-term positions to companies seeking growth or innovation, thus expanding their workforce in the process.

c. Initiatives regarding sustainability

Our Group's basic policy regarding sustainability is to contribute to solving sustainability issues and gaining the trust of all stakeholders involved in our business, and thereby realizing sustainable enhancement of corporate value. We will implement the following sustainability initiatives:

- Our Group will constantly offer employment opportunities to job seekers and a workforce to hiring companies by continually providing matching opportunities for short-term positions to job seekers and hiring companies. By doing so, we will contribute to job satisfaction for job seekers and economic growth for hiring companies. In particular, in Japan's labor market, which is experiencing a declining workforce, we will continually provide matching opportunities for short-term positions to both job seekers and hiring companies with a focus on young people, women, seniors, and foreign nationals as these are groups with room for labor force participation who can or want to work in short-term positions only, and through the growth of our Group, we will expand the opportunities both for job seekers and hiring companies.
- We will contribute to the realization of gender equality by providing employment opportunities to job seekers not tied to age, gender or other attributes. In particular, women account for 47.1% (fiscal year ended December 31, 2025) of dispatched workers in the Short-Term Operational Support Business, our Group's mainstay segment, and through the growth of our Group, we will contribute to the expansion of employment opportunities for female job seekers. We will also contribute to expanding employment opportunities for seniors through Fullcast Senior Works Co., Ltd., a subsidiary providing staffing services specializing in older workers.
- We will contribute to eliminating inequalities among people and countries by providing employment opportunities to job seekers throughout Japan not tied to nationality. In particular, we will contribute to expanding employment opportunities for foreign nationals through Fullcast Global Co., Ltd., a subsidiary providing staffing services specializing in foreign nationals with resident status in Japan, and Fullcast International Co., Ltd., a subsidiary providing staffing services specializing in foreign nationals with specified skilled worker status.
- In response to Japan's labor environment, which is experiencing a declining workforce, we will contribute to industrial growth and building infrastructure for technological innovation by satisfying workforce needs through the provision of staff matching services to companies seeking growth or innovation. In particular, in providing staff matching services or job opportunities, it is essential to improve the convenience and efficiency of the core systems used for human resource matching, and we will strive to make continuous improvements in this area to expand matching opportunities. In addition, there are increasing opportunities for digital

transformation (DX), which we will actively implement.

4) Indicators and targets

Our Group promotes its activities based on “Fullcast Group Sustainability Basic Policy,” but specific indicators and targets are not currently defined. Going forward, our Group will carry forward deliberations on indicators and targets concerning sustainability for the improvement of corporate value.

(2) Disclosure concerning human capital and diversity

1) Strategies

- Investments, etc toward human capital

With regard to investment in human capital, increasing the number of personnel is essential for our Group to achieve sustainable enhancement of corporate value, and we are making the necessary investments to enable us to continually recruit new graduates and midcareer hires, with an annual increase. Besides this, our Group will also increase the number of personnel by regularly providing the opportunity for our Group’s temporary employees and staff dispatched and placed through our Group to become regular employees. In addition, for our Group to achieve sustained enhancement of corporate value, it is essential for new graduates and midcareer hires to quickly become competitive after joining, and we have a full menu of training programs with a focus on practical training for employees up to their third year. We implement a review of this menu of training programs each fiscal year, which includes increasing their precision and the opportunities offered, and gradually expanding the menu for each level of upper management. In addition, we are pursuing preparations to formulate a menu of training programs in an effort to establish programs aimed at increasing awareness of sustainability among officers and employees.

In addition, our Group is running a new graduate recruitment project aimed at securing future candidates for senior management positions, as part of our efforts to strengthening new graduate recruitment for full-time employees. Under this initiative, executive management is directly involved in the selection process, with the President conducting final interviews, and opportunities are provided for direct communication with prospective graduates through recruitment events and internships targeting growth-oriented talent, in which the President participates alongside executive officers. In addition, our Group is promoting initiatives to attract its target talent pool by presenting clear career paths, from initial assignment upon joining our Company through to potential appointment as an executive officer.

- Approach to ensuring diversity

Our Group will promote diversity not tied to attributes such as gender, nationality, age, and work history, not only in core human resources, but also among its regular employees, temporary employees, and jobseekers via dispatching or placement through our Group. As of December 31, 2025, the ratio of female employees, including regular and temporary employees working for our Group, was 60.0%, and we will maintain a minimum ratio of 50.0%. The ratio of female managers at our Group was 10.4% as of December 31, 2025. Furthermore, we will promote the enhancement of our personnel system and training programs to maintain the ratio of female managers at 15.0% and increase it by the end of December 2030. As we do not anticipate any differences in the promotion of foreign nationals and midcareer hires to management positions in terms of nationality or recruitment period, we have not set or disclosed goals for promotion to management positions at the current time.

2) Indicators and targets

Our Group uses the following indicators in its policy on personnel development including ensuring the diversity of personnel and its policy on improving the internal environment mentioned in 1) Strategies. The targets and results regarding said indicators are as follows.

Indicators	Targets	Target year	Results (current consolidated fiscal year)
Percentage of female employees, including permanent and temporary employees	50% (maintain)	2025	60.0%
Percentage of female managers	15% or above (maintain)	2025	10.4%
Percentage of female employees among operating workers in Placement and Dispatching, etc. in the “Short-Term Operational Support Business”	50% (maintain)	2025	47.1%

From the fiscal year ending December 31, 2026 onward, our Group will continue to set and pursue the following targets.

Indicators	Targets	Target year
Percentage of female employees, including permanent and temporary employees	50%	2030
Percentage of female managers	15%	2030
Percentage of female employees among operating workers in Placement and Dispatching, etc. in the “Short-Term Operational Support Business”	50%	2030

(3) Disclosure concerning climate change

Our Group has adopted a Corporate Philosophy which states “Providing the best place for people to bring out their best,” and the Fullcast Group’s basic policy on sustainability is to contribute to solving social issues and to win the trust of all stakeholders involved in our business by achieving sustainable enhancement of corporate value.

Our Group has identified climate-related risks, considering the impact of climate change issues caused by global warming on our businesses and finances. In addition to addressing the risks already identified from a risk management perspective, we also performed a scenario analysis of climate change-related risks and possibilities in accordance with the framework proposed by the TCFD (Task Force on Climate-related Financial Disclosure). From now on, we will understand the climate change impact on our Group’s business, take necessary measures, and enhance the disclosure of related information.

Starting from the fiscal year ended December 31, 2023, we are disclosing information on “Governance,” “Strategy,” “Risk Management,” and “Indicators and Targets,” as recommended by the TCFD. Please refer to the “Integrated Report 2025” for details on our Group’s climate related information based on the framework proposed by TCFD.

(Reference)

Integrated Report 2025

https://www.fullcastholdings.co.jp/assets/upload/2025/11/integratedreport_20250331-2_eng.pdf

3. Risks Associated with Our Businesses

The main risks recognized by management with the potential to seriously impact our consolidated financial condition, business results, cash flow conditions among the matters concerning the business and accounting conditions appearing in our securities report, are as follows. As part of our policy of proactive disclosure of information to investors, descriptions of risks may also include matters that do not necessarily fall under the category of business risks, but those which may be regarded as important factors for investors in making investment decisions or understanding our Group’s business activities.

Furthermore, the possibility or timing for these risks to emerge and the impact for our Group's business results if these risks will materialize, are not included because of the difficulty in making reasonable assessments of these.

Our Group seeks to proactively identify potential business risks, prevent their occurrence and take adequate measures to address them should they appear. The following statements may contain potential risk factors which may occur in the future, and they are based on our best judgment as of the date of reporting of these securities report.

(1) Fullcast Group's Policy for Business Growth

We endeavor to raise our competitive position by strengthening corporate governance and by promoting speed in both our strategic decision-making process and in the implementation of various strategies by our management. However, should these decisions and implementation take longer than anticipated and the contribution to our earnings does not proceed as planned, our Group's business results could be negatively affected.

Within the "Short-Term Operational Support Business," our Company engages in both "Placement" and "BPO" services and other services in response to the Revised Worker Dispatching Act implemented on October 1, 2012. In addition, Minimaid Service Co., Ltd. provides "Housekeeping Services," Hayfield inc. provides "Recruitment Agency Services Specializing in the Real Estate Industry," and Imple Group and Tuclicks Inc. provide "Job Search Application Services." If these business results do not progress according to forecasts, our Group's business results could be materially affected.

In the "Sales Support Business," our Company engages in sales support for telecommunications products and call center operations. If business revenues are not generated in line with forecasts, or if large amounts of capital must be invested, or if the appeal of the products sold deteriorates, our Group's business results could be affected.

In the "Restaurant Business," we operate a restaurant chain business. If its business results do not progress according to forecasts, our Group's business results could be affected.

In the "Security, Other Businesses," our Company provides security services mainly to public facilities and general companies. If these business results do not progress according to forecasts, our Group's business results could be affected.

In addition to reinforcing our existing businesses with a view to the future, our Group has the potential to launch new business ventures through the establishment of new companies, M&A, business tie-ups and among other means. However, there are many elements of uncertainty surrounding new business ventures, and in cases where the initially expected synergies are not achieved and business profit does not meet forecasts due to changes in the business environment surrounding our Group or changes in legal regulations related to the new business venture, our Group's business results could be materially affected.

Moreover, due to the acquisition of overseas companies, our Group is exposed to foreign exchange risks, risks related to local regulations applied to businesses of acquired companies, and country risks. If these risks appear, they may adversely affect our Group's business results and financial condition.

We maintain a policy of selling shares in affiliates or marketable securities of companies which cease to provide synergies with our Group's various businesses. Also, our Group's business results could be materially affected by the implementation of impairment accounting related to goodwill as well as the shares of affiliated companies and investment securities during times when market capitalization or the actual value of companies whose shares we hold deteriorate significantly due to a drop in their business results.

(2) Legal Regulations

1) Changes in Legal Regulations

If the laws and other related ordinances applied to the business operations of our Group are enforced or revised or legal interpretations modified due to changes in societal conditions, these enforcement, revisions or new legal interpretations could materially affect our Group's business. Applicable laws include the Worker Dispatching Act, Labor Standards Act, Employment Security Act, Industrial Accident Compensation Insurance Act, Health Insurance Act, Employees' Pension Insurance Act, the Act on the Use of Numbers to Identify a Specific Individual in Administrative Procedures (My Number Act), and Immigration Control and Refugee Recognition Act

(Immigration Control Act), Act on the Arrangement of Related Acts to Promote Work Style Reform (Work Style Reform Act), Food Sanitation Act, and Amusement Businesses Law. As a countermeasure against these risks, our Group endeavors to gather information in a timely manner concerning revisions to or changes in the interpretation of the laws and regulations applied to our Group's business operations, to address these in an appropriate manner, and quickly understand the impacts on our Group's business results and financial condition.

2) Recruitment Agency Business

Our Group provides paid-for employment placement services under the license of Minister of Health, Labor and Welfare and in accordance with the Employment Security Act. This license is valid for 5 years, and if it cannot be renewed when required because of non-compliance with the licensing requirements of Article 31 of the Act, if there are grounds to disqualify our license as prescribed in Article 32 of the Act, or if there are grounds to cancel our license, our license could be canceled or orders to suspend or halt our operations could be issued. As a countermeasure against these risks, our Group is committed to implementing compliance and risk management to prevent any violation of acts and ordinances. However, if licenses are canceled or if other measures are taken due to some reason in the future, we may be unable to continue providing worker dispatching services and our Group's business results could be materially affected.

3) Worker Dispatching Service

Our Group provides worker dispatching services under the license of Minister of Health, Labor and Welfare in accordance with the Worker Dispatching Act. This license is valid for 5 years, and if it cannot be renewed when required because of non-compliance with the licensing requirements of Article 7, if there is a violation of relevant laws and regulations, if there are grounds to disqualify our license as prescribed in Article 6, or if there are grounds to cancel our license as prescribed in Article 14, our license could be canceled or orders to suspend or halt our operations could be issued.

As a countermeasure against these risks, our Group is committed to implementing compliance and risk management to prevent any violation of acts and ordinances. However, if licenses are canceled or if other measures are taken due to some reason in the future, we may be unable to continue providing worker dispatching services and our Group's business results could be materially affected.

4) Various Management Services Including Part-Time Worker Payroll Management Service

Because our Group conducts outsourcing services independent of the contracting client company based upon an outsourcing agreement, we may become liable for damages caused by the incompleteness of outsourcing services or delays in reporting. Should this risk materialize, our Group will work to mitigate damages by reducing costs with internal efforts, such as increasing the efficiency of operations. However, depending upon the amount of compensation for damages, our Group's business could be affected if we cannot mitigate damages through these efforts.

5) Onsite Subcontracting Service

As an onsite subcontracting service provider based on subcontracts, our Group completes its subcontracting services independently at the client company of said contracts. In carrying out the work involved, we follow commonly accepted practices (as defined in Notice No. 37 of 1986 by Japan's Ministry of Labor) that separates and distinguishes between the employee dispatching and the subcontracting services and other relevant laws and regulations.

Due to the nature of the subcontracting business, our Group is exposed to productivity risks and defective product risks. As a countermeasure against these risks, our Group will work to absorb damages by reducing costs with internal efforts, such as increasing efficiency of operations should these risks materialize. However, our Group's business could be affected if we cannot offset the affected costs through these efforts.

6) Sharing of Social Insurance Contributions

If legal revisions expand the scope of social insurance and employment insurance in the future, or if the number of employees enrolled in social insurance increases due to growth in the worker dispatch or subcontracting businesses owing to the prolonged need for short-term human resources arising from chronic labor shortages at customer companies, the amount of social insurance premiums borne by our Company will increase. Also, this could lead to an increase in the number of cases requiring procedures for obtaining or losing coverage qualifications, which in turn could increase costs for clerical work. As a countermeasure against these risks, our Group strives to quickly understand the impacts on our Group's business results and financial condition by gathering information in a timely manner concerning revisions to laws and regulations. At the same time, should this risk materialize, our Group will work to pass on the cost increase to the invoice amount for customers or make internal efforts to cut costs, such as increasing efficiency of operations. However, if the cost increase cannot be offset through these efforts, our Group's business results could be materially affected.

(3) Economic Trends

Our Group's business composition focused upon the "Short-Term Operational Support Business" is not susceptible to the impacts of economic trends during the current environment where there is a worker shortage due to structural factors regarding the population. However, if the economy deteriorates beyond our Group's assumptions, our Group's business results and financial condition could be affected. As a countermeasure against these risks, our Group regularly monitors economic trends and market developments, and promotes a sales strategy tailored to specific geographic regions and characteristics of customer industry. In addition to improving sales capabilities, our Group continues to work on increasing profit margin by enhancing productivity, and then working to mitigate the said risk.

(4) Managing the Database on Client Firms and Staff

Our Group always strives to provide staff best matched to the needs of client companies and deploy staff for clients promptly and efficiently. To facilitate this, our Group manages a database that contains information on staff work attitudes and experiences by job classification, and similar information regarding our clients.

To be prepared for the potential of a malfunction in servers, our Group makes backup databases and servers themselves are operated in a redundant configuration using multiple machines in preparation for any potential problems. However, if these servers were to fail simultaneously as a result of problems such as earthquakes or other natural disasters, cyberattacks, human errors or other factors, and this results in a system failure, our Group's operations could be impeded and our business could be materially affected.

As a countermeasure against these risks in the future, our Group expects to make investments in information technologies as needed to help differentiate our Company from our competitors in terms of costs and services offered. Deterioration in the effectiveness of these investments could contribute to reductions in their contribution to sales growth in the future.

To appropriately manage personal information and other data, we endeavor to prevent unauthorized access, lost, falsification or unauthorized disclosure of personal information by establishing clear handling rules, strictly controlling access rights to the system and stepping up internal inspections. However, our Group's business results could be affected by potential security breaches of personal information, and our Group could lose the trust of the public, suffer decreased sales, and become subject of claims for damages.

(5) Workplace Accidents and Transaction-Related Trouble

1) Recruitment Agency Business

In the process of selecting staff members who apply for jobs, the client company may file a suit against us for breach of contract or demand other compensation in the event that our Company selects and places a staff member who does not meet the recruitment requirements of the client company due to our negligence. As a countermeasure against these risks, our Group has a compliance system under which it ensures personnel in

charge of legal affairs can handle various legal risks. However, our Group's business could be materially affected by accidents depending upon the legal nature and the amount of money involved.

2) Worker Dispatching Service

In the event that a staff member is injured, becomes ill or dies during the course of performing work tasks or due to causes attributable to work at the dispatched workplace, our Group as an employer may become responsible to pay compensation according to the relevant laws and regulations including the Labor Standards Act and the Industrial Accident Compensation Insurance Act (Destination business owners that are our clients bear the employer's liability in accordance with the Industrial Safety and Health Act, and are obliged to protect the safety of staff in accordance with the Civil Code.).

As a countermeasure against these risks, our Group fortifies staff awareness of safety by promoting occupational health and safety training for staff, as well as by posting and providing safety bulletins for on-the-job vigilance to prevent injury and illness. To provide better worker protection, our Group maintains a comprehensive general liability insurance and other insurances as an insurance program to pay agreed claims. However, should an accident not covered by this insurance occur, our Group could be forced to pay damages on the grounds of neglecting its duty to secure safety and tort liability as stipulated in labor contracts.

In addition, our Group could be sued or pressured to make other payments on allegations of accidents due to staff negligence, for violations of contracts with clients or for illegal activities of staff members in the course of performing services at the dispatched workplace. As a countermeasure against these risks, our Group has a compliance system under which it ensures personnel in charge of legal affairs can handle various legal risks. However, our performance may be seriously affected by accidents depending upon the legal nature and the amount of money involved.

(6) Securing and Retaining Employees

In order to improve employee retention, our Group implements measures to enhance employee training and motivation. However, if the loss of a greater than expected number of personnel occurred, our Group's business could be affected.

(7) Exchange Risk

Our Group assumes foreign exchange risk when converting into Japanese yen, because it receives remittances in the local currency denominated transactions in a foreign currency, including when conducting sales transaction with overseas companies and receiving dividend incomes from overseas affiliated companies. In addition, and as a general rule, the financial statements of overseas affiliates are prepared in local currency and converted into yen when preparing consolidated financial statements. Therefore, even if the value in local currency does not change with the exchange rate at the time of closing, the value after the conversion to yen may affect our Group's business results and financial statements. As a countermeasure against these risks, our Group works to mitigate risks by means of foreign exchange contracts as needed, while considering foreign currency trends.

(8) Changes in Accounting or Tax Systems, Others.

The new introduction of or changes to accounting standards or tax systems that cannot be anticipated by our Group could affect our Group's business results and financial condition. As a countermeasure against these risks, our Group strives to gather information in a timely manner concerning changes and the introduction of accounting standards or tax systems in order to quickly understand impacts on our Group's business results and financial condition.

(9) Large-Scale Natural Disasters and Pandemics

Our Group has implemented countermeasures after working to put into place a crisis management system for contingencies. However, if natural disasters, such as typhoons, earthquakes or tsunamis, occur that exceed our

Group's expectations or a pandemic occurs and spreads far beyond our Group's expectations, these events could impact the business activities of our Group or our Group's business partners, and have a negative effect on our Group's business results and financial condition. As a countermeasure against these risks, our Group has established a business continuity plan (BCP) that it reviews as necessary to be able to continue or quickly restore important business operations even during a contingency.

(10) Climate Change

Opportunity losses and other factors resulting from the suspension of business activities could affect our Group's business results and financial condition if our business offices and supply chains are damaged due to the intensification of natural disasters caused by climate change. Recently, social demands for climate change countermeasures have been increasing. As such, if these efforts are inadequate or do not gain sufficient understanding from stakeholders, our Group's business results and financial condition may be affected by a decline in social credibility. Furthermore, if new laws and regulations related to climate change countermeasures are introduced, an increase in response costs may affect our Group's business results and financial condition.

Our Group continuously analyzes the business impact of climate change-related risks and opportunities based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), striving to proactively disclose information.

4. Analysis of Financial Position, Operating Results and Cash Flow Status by Management

(1) Performance Overview

A summary of our Group's (our Company, its consolidated subsidiaries, and equity method affiliates) financial condition, operating results, and cash flow status (hereinafter, "operating results, others") in the current consolidated fiscal year are presented below.

1) Financial Condition and Operating Results

During the current fiscal year, Japan's economy continued to undergo a moderate recovery, supported by improvements in personal consumption and favorable employment conditions, as well as a gradual recovery in capital investments. Looking ahead, while the economic outlook is expected to be underpinned by improvements in the employment and income environment and the effects of various government policies. Thereafter, as overseas economies are expected to return to a moderate growth trajectory, Japan's economy is also projected to achieve a higher growth rate. However, attention must be paid to downside risks stemming from the impact of U.S. trade policies. In addition, continued inflation and its impact on personal consumption pose downside risks to Japan's economy, while volatility in financial and capital markets also warrants continued attention. Accordingly, the outlook remains uncertain.

With regards to the current operating environment surrounding the staffing service industry, the employment situation is showing signs of a recovery. This is notably indicated by an increase in the number of workers and the employment ratio year-on-year, while labor shortages is a growing. As for the future outlook, the operating environment is expected to continue to recover gradually.

Against this backdrop, in the current fiscal year, our implemented group management activities to achieve our goal of "The objective is to further strengthen the business foundation to better respond to the demand related to the labor shortage under the declining labor force, and to address the business environment where competition is expected to intensify in the spot work area in the short-term labor market, with the increased entry of players from other industries." Our Group also carried out marketing activities focused on boosting overall profitability of our Group, particularly in the mainstay "Placement" (Note 1) and "BPO" (Note 2) services. In addition, our Company worked to further expand its business while maximizing profits by continuing to increase productivity and promote operational efficiencies across our entire Group.

a. Operating Results

Consolidated net sales increased by 12.6% year-on-year to 77,227 million yen. This was mainly attributable to higher net sales in our Group's core "Short-Term Operational Support Business," as well as increased net sales in the "Security, Other Businesses" and "Sales Support Business" segments.

In terms of profits, consolidated operating profit rose by 10.9% year-on-year to 7,915 million yen, and consolidated ordinary profit increased by 6.4% year-on-year to 7,778 million yen. This reflects the increase in net sales, as well as factors such as a reduction in costs related to strategic investments compared with the previous fiscal year.

Profit attributable to owners of parent decreased by 12.9% year-on-year to 4,784 million yen. This was due to the recording of a 1,295 million yen gain on sale of shares of subsidiaries as extraordinary income for the previous consolidated fiscal year, following the transfer of shares of BOD Co., Ltd., a consolidated subsidiary.

Our Group considers the "sustained improvement of corporate value" to be one of its most important management issues. We manage our business by focusing upon capital efficiency and by Identifying ROE as a target indicator to reflect "improvement of corporate value" based on the goal of realizing ROE in excess of our capital cost, which represents the expected returns by shareholders and investors from our Company. Our Group targets ROE of 20% or higher.

ROE at the end of the current consolidated fiscal year was 16.1%, and while this represents a decrease of 4.2% points from 20.3% at the end of the previous consolidated fiscal year.

As of January 31, 2025, our Company acquired shares of Tuclicks Inc. As of February 28, 2025, it acquired equity

interests in Shibuya Property LLC and Tamachi Property LLC, and as of April 25, 2025, it acquired equity interests in Nishi-Shinjuku Property LLC. As of December 24, 2025, our Company acquired shares of Fiah, Co., Ltd., and made the company and its subsidiaries consolidated subsidiaries.

Our Company has also included FC Asset Management Co., Ltd., which was newly established on August 8, 2025, within the scope of consolidation.

BEAT Co., Ltd., which had previously been an equity-method affiliate of our Company, was included in the scope of consolidation from the current consolidated fiscal year based on effective control, together with its subsidiaries.

Work and Smile Co., Ltd., which had been a consolidated subsidiary of our Company, was excluded from the scope of consolidation following the completion of its liquidation on December 23, 2025.

Results by Business Segment

The results for each of our business segments are as follows.

i) Short-Term Operational Support Business

Net sales of the “Short-Term Operational Support Business” increased by 10.6% year-on-year to 61,097 million yen. This reflects the fact that, while net sales in the “BPO” service declined due to the exclusion of BOD Co., Ltd. from the scope of consolidation in the previous consolidated fiscal year, the Group was able to increase net sales in the “Placement,” “Dispatching,” and “Outsourcing” services by capturing expanding customer demand, as well as by incorporating the performance of BEAT Co., Ltd., which became a consolidated subsidiary on October 1, 2025.

In terms of profit, segment profit (operating profit) increased by 1.7% year-on-year to 8,469 million yen mainly due to the growth in net sales.

ii) Sales Support Business

Net sales of the “Sales Support Business” increased by 52.1% year-on-year to 5,050 million yen. This was due to strong sales of telecommunications products and services through the use of our Company’s network of agents in its mainstay Internet access sales business.

In terms of profits, segment profit (operating profit) increased by 11.5% year-on-year to 247 million yen due to the growth in net sales.

iii) Restaurant Business

Net sales of the “Restaurant Business” decreased by 2.6% year-on-year to 7,442 million yen. This was mainly due to the fact that, as a result of a change in the fiscal year-end of GLOBEAT JAPAN INC., net sales for the previous consolidated fiscal year included results for a 13-month period.

In terms of profits, segment profit (operating profit) decreased by 17.7% year-on-year to 456 million yen. This reflects not only the decrease in net sales, but also factors such as rising food ingredient costs, expenses related to new store openings in Japan and overseas, and renovation costs for existing stores.

iv) Security, Other Businesses

Net sales of “Security, Other Businesses” increased by 53.7% year-on-year to 3,639 million yen. This was mainly due to the acquisition of temporary security projects related to the Expo 2025 Osaka, Kansai, Japan, as well as the continued acquisition and stable operation of permanent security contracts carried over from the previous fiscal year.

In terms of profits, segment profit (operating profit) increased by 170.7% year-on-year to 530 million yen mainly due to the growth in net sales.

b. Financial Condition

i) Liquidity

With regards to assets, current assets increased by 7,338 million yen from the end of the previous fiscal year to

34,806 million yen. This growth is attributed mainly to rises in cash and deposits of 3,558 to 21,089 million yen, in notes and accounts receivable - trade of 2,436 to 10,094 million yen, and in other under current assets of 1,181 to 3,411 million yen caused mainly by an increase in accounts receivable - other of 844 to 2,588 million yen.

With regard to liabilities, current liabilities increased by 11,512 million yen from the end of the previous fiscal year to 21,703 million yen. This growth is mainly attributed to increases in short-term borrowings of 9,500 million yen to 10,500 million yen, accrued expenses of 1,203 million yen to 2,875 million yen, and in accrued consumption taxes of 905 million yen to 1,912 million yen.

As a result, working capital (current assets – current liabilities) at the end of the current consolidated fiscal year stood at 13,103 million yen, representing a decrease of 4,174 million yen from the end of the previous consolidated fiscal year, and the current ratio (current assets ÷ current liabilities × 100) decreased to 160.4% from 269.5% at the end of the previous consolidated fiscal year.

ii) Capital Expenditures

Capital investments executed in the current consolidated fiscal year increased by 53 million yen year-on-year to 733 million yen. Major investments included the acquisition of property, plant and equipment associated with the opening and renovation of restaurants in the “Restaurant Business” of 512 million yen, and the acquisition of intangible assets associated with the purchase of various software for in-house use of 221 million yen.

Our Company does not have any concrete plans for important capital investments during the fiscal year ending December 31, 2026 at this point.

iii) Interest-Bearing Debt

The total amount of interest-bearing debt at the end of the current consolidated fiscal year was 12,221 million yen, representing an increase of 11,215 million yen from the end of the previous consolidated fiscal year.

iv) Net Assets

Net assets at the end of the current consolidated fiscal year stood at 32,654 million yen, representing an increase of 3,785 million yen from the end of the previous consolidated fiscal year. This increase is mainly attributed to a decrease in treasury shares of 4,156 million yen associated with the cancellation of treasury shares and others.

As a result of these events, our debt-to-equity ratio (Interest-bearing debt ÷ equity capital (Note) × 100) decreased from 3.5% at the end of the previous fiscal year to 39.9%, and the equity-to-asset ratio (equity capital ÷ total assets × 100) decreased from 69.0% at the end of the previous fiscal year to 53.0%.

Note: Equity capital = Total net assets – Share acquisition rights – Non-controlling interests

v) Basic Policy Concerning Profit Allocation

We maintain a policy of enhancing returns of profits to shareholders with a target of achieving total return ratio of 50%.

We will implement shareholder returns with a target of achieving a total return ratio of 50% by enhancing profitability and further improving management efficiencies, in addition to offering dividends and share buybacks. Furthermore, we will seek to achieve our target indicator for “improvement of corporate value” of ROE of over 20%.

Fullcast Holdings has established a basic policy of offering a dividend from surpluses twice a year, comprised of interim and year-end dividends. The decision-making body for the dividend is the Board of Directors for both the interim and year-end dividends.

For the fiscal year ended December 2025, a total annual dividend was 63 yen per share, increases of 1 yen compared to the previous year and in line with the forecast, based on the goal of achieving a total return ratio of 50%. At the end of the current fiscal year, our Company paid a dividend of 32 yen per share (in line with the forecast) and acquired treasury shares up to a maximum of 193 million yen. As a result, the total return ratio for

the fiscal year ended December 2025 exceeded 50.0%.

According to our Articles of Incorporation, our Company can offer an interim dividend as prescribed in Article 454, Paragraph 5 of the Companies Act.

2) Cash Flows

Cash and cash equivalents (hereinafter referred to as “funds”) at the end of the fiscal year increased by 3,498 million yen from the end of the previous fiscal year to 21,029 million yen, including increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation of 2,008 million yen (compared with an increase of 3,063 million yen in the previous fiscal year).

(Cash Flows from Operating Activities)

Funds provided by operating activities were 1,356 million yen (compared with 5,758 million yen provided in the previous fiscal year) due to profit before income taxes of 7,883 million yen, which covered increase in guarantee deposits of 1,395 million yen, decrease in deposits received of 880 million yen, as well as income taxes paid of 4,493 million yen.

(Cash Flows from Investing Activities)

Funds used in investing activities were 6,037 million yen (compared with 175 million yen provided in the previous fiscal year) due to purchase of shares of subsidiaries resulting in change in scope of consolidation of 4,444 million yen.

(Cash Flows from Financing Activities)

Funds provided by financing activities were 6,159 million yen (compared with 2,870 million yen used in the previous fiscal year) due to purchase of treasury shares of 566 million yen and dividends paid of 2,172 million yen, which covered net increase in short-term borrowings of 9,000 million yen.

3) State of Production, Orders Received and Sales

a. Results of Production and Orders Received

Our Group does not typically perform production activities, and due to the extremely short period from the acceptance of orders to the booking of sales in our “Short-Term Operational Support Business,” we do not display the scope of orders received as a monetary amount.

b. Sales Performance

Name of segment	Current consolidated fiscal year (January 1 to December 31, 2025) (Million yen)	Change from the previous year (%)
Short-Term Operational Support Business	61,097	10.63%
Sales Support Business	5,050	52.06%
Restaurant Business	7,442	(2.59)%
Security, Other Businesses	3,639	53.72%
Total	77,227	12.65%

Note: Elimination is performed for intersegment transactions.

(2) Awareness, Analysis and Review of Status of Operating Results, Others from the Perspective of Management

Our awareness, analysis and review of status of operating results, others from the perspective of management are presented below. Note that the following statements may contain risk factors forecast for the future, although they are

based on our best judgment as of the end of the current consolidated fiscal year.

1) Significant Accounting Policies and Estimates

Our Group's consolidated financial statements are prepared based on accounting standards generally accepted in Japan. The preparation of these consolidated financial statements requires the adoption of accounting policies and estimates by management which affects the booking and disclosure of assets, liabilities, profits and costs. Management determines these estimates in a reasonable manner taking into account past performance, but actual results may differ from these estimates due to their uncertainty.

Significant accounting policies adopted for our Group's consolidated financial statements appear in "Part 5: Financial Conditions, 1. Consolidated Financial Statements, (1) Consolidated Financial Statements, Notes on Consolidated Financial Statements (Significant Accounting Policies in the Preparation of the Consolidated Financial Statements)."

In addition, significant accounting estimates used in the preparation of our Group's consolidated financial statements appear in "Part 5: Financial Conditions, 1. Consolidated Financial Statements, (1) Consolidated Financial Statements, Notes on Consolidated Financial Statements (Important Accounting Estimates)."

2) Awareness, Analysis and Review of Status of Operating Results, Others for the Current Consolidated Fiscal Year

a. Operating Results, Others

i) Net Sales

Consolidated net sales increased by 12.6% year-on-year to 77,227 million yen. This was mainly attributable to higher net sales in our Group's core "Short-Term Operational Support Business," as well as increased net sales in the "Security, Other Businesses" and "Sales Support Business" segments. We explain our results by business segment below.

- Short-Term Operational Support Business

Net sales of the "Short-Term Operational Support Business" increased by 10.6% year-on-year to 61,097 million yen. This reflects the fact that, while net sales in the "BPO" service declined due to the exclusion of BOD Co., Ltd. from the scope of consolidation in the previous consolidated fiscal year, the Group was able to increase net sales in the "Placement," "Dispatching," and "Outsourcing" services by capturing expanding customer demand, as well as by incorporating the performance of BEAT Co., Ltd., which became a consolidated subsidiary on October 1, 2025.

- Sales Support Business

Net sales of the "Sales Support Business" increased by 52.1% year-on-year to 5,050 million yen. This was due to strong sales of telecommunications products and services through the use of our Company's network of agents in its mainstay Internet access sales business.

- Restaurant Business

Net sales of the "Restaurant Business" decreased by 2.6% year-on-year to 7,442 million yen. This was mainly due to the fact that, as a result of a change in the fiscal year-end of GLOBEAT JAPAN INC., net sales for the previous consolidated fiscal year included results for a 13-month period.

- Security, Other Businesses

Net sales of "Security, Other Businesses" increased by 53.7% year-on-year to 3,639 million yen. This was mainly due to the acquisition of temporary security projects related to the Expo 2025 Osaka, Kansai, Japan, as well as the continued acquisition and stable operation of permanent security contracts carried over from the previous fiscal year.

ii) Operating Expenses and Profit

Cost of sales increased by 6,744 million yen from the previous consolidated fiscal year to 50,783 million yen (an increase of 15.3% year-on-year), while the cost of sales ratio increased 1.5% points from 64.2% in the previous consolidated fiscal year to 65.8%. Selling, general and administrative expenses increased by 1,152 million yen from the previous consolidated fiscal year to 18,530 million yen (an increase of 6.6% year-on-year) while the ratio to net sales decreased by 1.4% points from 25.3% in the previous consolidated fiscal year to 24.0%. As a result, operating profit increased by 775 million yen from the previous consolidated fiscal year to 7,915 million yen (an increase of 10.9% year-on-year). We explain our results by business segment below.

- Short-Term Operational Support Business

In terms of profit, segment profit (operating profit) increased by 1.7% year-on-year to 8,469 million yen mainly due to the growth in net sales.

- Sales Support Business

In terms of profits, segment profit (operating profit) increased by 11.5% year-on-year to 247 million yen due to the growth in net sales.

- Restaurant Business

In terms of profits, segment profit (operating profit) decreased by 17.7% year-on-year to 456 million yen. This reflects not only the decrease in net sales, but also factors such as rising food ingredient costs, expenses related to new store openings in Japan and overseas, and renovation costs for existing stores.

- Security, Other Businesses

In terms of profits, segment profit (operating profit) increased by 170.7% year-on-year to 530 million yen mainly due to the growth in net sales.

iii) Non-Operating Income and Expenses, and Ordinary Profit

In terms of non-operating income and expenses, net expenses of 137 million yen was posted in the current consolidated fiscal year while net income of 172 million yen was reported in the previous consolidated fiscal year. Ordinary profit increased by 466 million yen from the previous consolidated fiscal year to 7,778 million yen (an increase of 6.4% year-on-year) thanks to the upswing in operating profit.

iv) Extraordinary Income and Losses, and Profit before Income Taxes

The total after deducting extraordinary losses from extraordinary income was net extraordinary income of 105 million yen. As a result, profit before income taxes totaled 7,883 million yen (a decrease of 8.6% year-on-year).

v) Income Taxes and Profit

Income taxes after tax-effect accounting is applied decreased by 86 million yen from the previous consolidated fiscal year to 3,002 million yen, and profit totaled 4,881 million yen (a decrease of 11.9% year-on-year).

vi) Profit Attributable to Owners of Parent

Profit attributable to non-controlling interests totaled 97 million yen.

Consequently, profit attributable to owners of parent decreased by 709 million yen from the previous consolidated fiscal year to 4,784 million yen (a decrease of 12.9% year-on-year). Basic earnings per share stood at 136.84 yen (155.99 yen in the previous consolidated fiscal year).

b. Significant Factors Affecting Operating Results

Significant factors affecting our Group's operating results are presented in "Part 2: State of Business, 3. Risks Associated with Our Businesses."

c. Financial Resources for Capital and Liquidity of Funds

i) Funding Requirements

The main funding requirements for our Group's business activities are working capital for maintaining and expanding business activities, capital investment funds for expenses associated with the new opening and relocation of sales offices, the new opening and renovation of restaurants in the "Restaurant Business" and system investment expenses in addition to temporary funding requirements such as M&A.

ii) Financial Resources for Capital and Liquidity of Funds

Our Group strives to utilize diverse financing methods while adhering to our basic financial policy of appropriately securing funds, and of maintaining both suitable levels of liquidity and sound financial position needed to conduct our business.

We believe that sufficient working capital and capital investment funds for maintaining and expanding our Group's business activities can be secured by using cash flow provided by operating activities and by utilizing borrowings from financial institutions.

In order to effectively procure working capital, our Group has concluded overdraft agreements with four banks for a maximum of 16,600 million yen in total.

Details regarding the status of our interest-bearing debt are presented in "Part 2: State of Business, 4. Analysis of Financial Position, Operating Results and Cash Flow Status by Management (1) Performance Overview, 1) Financial Condition and Operating Results, b. Financial Condition, iii) Interest-Bearing Debt."

Our Group's policy on fund procurement and fund management is presented in "Part 5. Financial Conditions, 1. Consolidated Financial Statements, (1) Consolidated Financial Statements, Notes on Consolidated Financial Statements (Notes Regarding Financial Instruments)."

d. Management Policy, Management Strategy, and Objective Indicators for Determining the Achievement of Management Targets, Others

Our Group considers the "sustained improvement of corporate value" to be one of its most important management issues.

Our Group will endeavor to maximize corporate value by striking a balance between profitability and growth. At the same time, our management will endeavor to maintain a solid financial standing and implement strategies that focus upon capital efficiency. Also, we maintain a goal of realizing a debt-to-equity ratio target of no more than 1.0 time to maintain appropriate debt levels that will enable us to make investments necessary to secure growth, while at the same time maintaining financial soundness. Our Group also seek to achieve an ROE of over 20% as a target indicator of "improvement of corporate value." In addition, we maintain a policy of enhancing returns of profits to shareholders with a target of achieving total return ratio of 50%.

Indicators for achieving "sustained improvement of corporate value" : ROE of 20% or higher

Indicators related to shareholder returns : Total return ratio of 50%

Indicators supporting "basic capital policy" : D/E ratio 1.0 times (upper)

We seek to achieve the above target indicators to realize our vision of "sustained enhancement of corporate value."

4. Contracts of Vital Importance

There are no relevant matters.

5. Research and Development Activities

There are no relevant matters.

Part 3: State of Equipment

1. Overview of Capital Investment

Capital investment in the current consolidated fiscal year totaled 733 million yen. Major investments included the acquisition of property, plant, and equipment associated with the opening and renovation of restaurants in the “Restaurant Business” of 512 million yen, and the acquisition of intangible assets associated with the purchase of various software for in-house use of 221 million yen.

2. State of Major Equipment

(1) Submitting Companies

(As of December 31, 2024)

Company name	Name of business office (Location)	Name of segment	Nature of equipment	Book-value (Million yen)				Employees
				Buildings and structures	Tools, furniture and fixtures	Other	Total	
Fullcast Holdings Co., Ltd.	Head office (Shinagawa-ku, Tokyo)	Company-wide (Shared)	Business office	4	95	530	630	101 [126]

- Notes:
1. “Other” in “book-value” is total of software, etc..
 2. “Employees” refers to staff engaged in work. The number of temporary employees is represented by the figures in parentheses apart from the number of regular employees, and it is the average yearly number of employees.
 3. Apart from those listed above, assets leased from parties other than consolidated companies are as outlined below (amounts are annual rental charges, excluding parking).

(As of December 31, 2025)

Name of business office (Location)	Name of segment	Nature of equipment	Annual rent expenses (Million yen)
Head office (Shinagawa-ku, Tokyo)	Company-wide (Shared)	Leased buildings	135
Company housing for employees	Company-wide (Shared)	Leased buildings	5
Total	-	-	140

(2) Domestic Subsidiaries

(As of December 31, 2025)

Company name	Name of business office (Location)	Name of segment	Nature of equipment	Book-value (Million yen)					Employees
				Buildings and structures	Tools, furniture and fixtures	Land (area; m ²)	Other	Total	
Fullcast Co., Ltd.	Head office (Shinagawa-ku, Tokyo)	Short-Term Operational Support Business	Business office Operating equipment	86	51	-	4	142	514 [607]
Top Spot Co., Ltd.	Head office (Shinagawa-ku, Tokyo)	Short-Term Operational Support Business	Business office Operating equipment	12	8	-	8	29	95 [55]
Fullcast Advance Co., Ltd.	Head office (Shinagawa-ku, Tokyo)	Security, Other Businesses	Business office Operating equipment	6	0	-	-	6	59 [41]
Fullcast Business Support Co., Ltd.	Head office (Shinagawa-ku, Tokyo)	Company-wide (Shared)	Business office Operating equipment	1	4	-	0	4	41 [20]
Otetsudai Networks Inc.	Head office (Shinagawa-ku, Tokyo)	Short-Term Operational Support Business	Business office Operating equipment	-	0	-	9	9	2 [2]
Fullcast Senior Works Co., Ltd.	Head office (Shinagawa-ku, Tokyo)	Short-Term Operational Support Business	Business office Operating equipment	0	0	-	0	0	6 [3]
Fullcast Porter Co., Ltd.	Head office (Shinagawa-ku, Tokyo)	Short-Term Operational Support Business	Business office Operating equipment	0	0	-	-	0	7 [-]
F-PLAIN Corporation	Head office (Minato-ku, Tokyo)	Sales Support Business	Business office Operating equipment	18	19	-	12	48	51 [88]
Fullcast Global Co., Ltd.	Head office (Shinagawa-ku, Tokyo)	Short-Term Operational Support Business	Business office Operating equipment	0	0	-	-	0	5 [3]
Minimaid Service Co., Ltd.	Head office (Shibuya-ku, Tokyo)	Short-Term Operational Support Business	Business office Operating equipment	38	1	184 (276.84)	25	249	75 [855]
Fullcast International Co., Ltd.	Head office (Shinagawa-ku, Tokyo)	Short-Term Operational Support Business	Business office Operating equipment	0	0	-	-	0	5 [-]
Hayfield inc.	Head office (Shibuya-ku, Tokyo)	Short-Term Operational Support Business	Business office Operating equipment	13	7	-	-	20	83 [-]
GLOBEAT JAPAN INC.	Head office (Suginami-ku, Tokyo)	Restaurant Business	Business office Operating equipment	653	127	961 (2,925.55)	10	1,751	217 [828]
Imple, Inc.	Head office (Shinjuku-ku, Tokyo)	Short-Term Operational Support Business	Business office Operating equipment	3	1	-	39	43	5 [1]
Tuclicks Inc.	Head office (Chigasaki-shi, Kanagawa)	Short-Term Operational Support Business	Business office Operating equipment	-	0	-	-	0	- [-]
Shibuya Property LLC 2 other companies	Head office (Shinagawa-ku, Tokyo)	Security, Other Businesses	Business office Operating equipment	105	-	3,778 (326.69)	-	3,883	- [-]

Beat Co., Ltd	Head office (Yokohama-shi, Kanagawa)	Short-Term Operational Support Business	Business office Operating equipment	235	9	129 (1,750.00)	30	402	184 [63]
Creagency Co., Ltd.	Head office (Minato-ku, Tokyo)	Sales Support Business	Business office Operating equipment	-	0	-	0	0	5 [4]
J-FOSTER Co., Ltd.	Head office (Fukuoka-shi, Fukuoka)	Short-Term Operational Support Business	Business office Operating equipment	2	-	-	3	4	24 [1]
N Business Co., Ltd.	Head office (Suginami -ku Tokyo)	Restaurant Business	Business office Operating equipment	34	0	-	4	38	6 [13]
Fiah Co., Ltd.	Head office (Shinjuku-ku Tokyo)	Short-Term Operational Support Business	Business office Operating equipment	-	0	-	39	39	1 [-]
Ann Co., Ltd.	Head office (Shinjuku-ku Tokyo)	Short-Term Operational Support Business	Business office Operating equipment	-	-	-	4	4	22 [9]

- Notes: 1. "Other" in "book-value" includes machinery and equipment, vehicles, construction in progress and software.
2. "Employees" refers to staff engaged in work. The number of temporary employees is represented by the figures in parentheses apart from the number of regular employees, and it is the average yearly number of employees.
3. Apart from those listed above, assets leased from parties other than consolidated companies are as outlined below (amounts are annual rental charges, excluding parking).

(As of December 31, 2025)

Company name	Name of business office (Location)	Name of segment	Nature of equipment	Annual rent expenses (Million yen)
Fullcast Co., Ltd.	Head office, branches (Shinagawa-ku, Tokyo and other)	Short-Term Operational Support Business	Leased buildings	387
	Company housing for employees		Leased buildings	84
Top Spot Co., Ltd.	Head office, branches (Shinagawa-ku, Tokyo and other)	Short-Term Operational Support Business	Leased buildings	40
	Company housing for employees		Leased buildings	10
Fullcast Advance Co., Ltd.	Head office, branches (Shinagawa-ku, Tokyo and other)	Security, Other Businesses	Leased buildings	34
	Company housing for employees		Leased buildings	4
Fullcast Business Support Co., Ltd.	Head office, branches (Shinagawa-ku, Tokyo and other)	Company-wide (Shared)	Leased buildings	3
Work & Smile Co., Ltd.	Head office, branches (Shinagawa-ku, Tokyo and other)	Short-Term Operational Support Business	Leased buildings	1
	Company housing for employees		Leased buildings	0
Fullcast Senior Works Co., Ltd.	Head office, branches (Shinagawa-ku, Tokyo and other)	Short-Term Operational Support Business	Leased buildings	5
Fullcast Porter Co., Ltd.	Head office, branches (Shinagawa-ku, Tokyo and other)	Short-Term Operational Support Business	Leased buildings	4
F-PLAIN Corporation	Head office, branches (Minato-ku, Tokyo and other)	Sales Support Business	Leased buildings	27
	Company housing for employees		Leased buildings	1
Fullcast Global Co., Ltd.	Head office, branches (Shinagawa-ku, Tokyo and other)	Short-Term Operational Support Business	Leased buildings	4
	Company housing for employees		Leased buildings	0
Minimaid Service Co., Ltd.	Head office, branches (Shibuya-ku, Tokyo and other)	Short-Term Operational Support Business	Leased buildings	12
	Company housing for employees		Leased buildings	1
Hayfield inc.	Head office (Shibuya -ku, Tokyo)	Short-Term Operational Support Business	Leased buildings	89

GLOBEAT JAPAN INC.	Head office, branches (Suginami-ku, Tokyo and other)	Restaurant Business	Leased buildings	789
	Company housing for employees		Leased buildings	8
Imple, Inc.	Head office (Shinjuku-ku, Tokyo)	Short-Term Operational Support Business	Leased buildings	9
Releasebase Inc.	Head office (Shinjuku-ku, Tokyo)	Short-Term Operational Support Business	Leased buildings	0
Tuclicks Inc.	Head office (Chigasaki-shi, Kanagawa)	Short-Term Operational Support Business	Leased buildings	1
Beat Co., Ltd	Head office, branches (Yokohama-shi, Kanagawa and other)	Short-Term Operational Support Business	Leased buildings	23
	Company housing for employees		Leased buildings	50
Creagency Co., Ltd.	Head office, branches (Minato-ku, Tokyo and other)	Sales Support Business	Leased buildings	3
J-FOSTER Co., Ltd.	Head office, branches (Fukuoka-shi, Fukuoka and other)	Short-Term Operational Support Business	Leased buildings	2
	Company housing for employees		Leased buildings	3
N Business Co., Ltd.	Head office, branches (Suginami-ku, Tokyo and other)	Restaurant Business	Leased buildings	4

(3) Overseas Subsidiaries

(As of December 31, 2025)

Company name	Name of business office (Location)	Name of segment	Nature of equipment	Book-value (Million yen)				Employees
				Buildings and structures	Tools, furniture and fixtures	Other	Total	
GLOBEAT EUROPE GmbH	Head office (Cologne, Germany)	Restaurant Business	Business office Operating equipment	7	1	13	21	7 [10]

- Notes:
1. "Other" in "book-value" includes construction in progress.
 2. "Employees" refers to staff engaged in work. The number of temporary employees is represented by the figures in parentheses apart from the number of regular employees, and it is the average yearly number of employees.
 3. Apart from those listed above, assets leased from parties other than consolidated companies are as outlined below (amounts are annual rental charges, excluding parking).

(As of December 31, 2025)

Name of business office (Location)	Name of segment	Nature of equipment	Annual rent expenses (Million yen)
Head office, branches (Cologne, Germany)	Restaurant Business	Leased buildings	9

3. Plans for Creation and Retirement of Equipment

(1) New major equipment

There are no relevant matters.

(2) Major equipment retired

There are no relevant matters.

Part 4: Status of Submitting Companies

1. Status of Shares

(1) Total Number of Shares, Other Information

1) Total number of shares

Type	Total number of shares authorized (Shares)
Ordinary shares	110,000,000
Total	110,000,000

2) Shares issued

Type	Number of shares issued by the end of the fiscal year (Dec. 31, 2025)	Number of shares issued at the date of submission (Mar. 26, 2026)	Name of exchange for listed financial instruments, or name of association trading registered and approved financial instruments	Description
Ordinary shares	35,215,449	35,215,449	Tokyo Stock Exchange Prime Market	One unit of shares: 100 shares
Total	35,215,449	35,215,449	-	-

(2) State of New Share Acquisition Rights

1) Details of stock option system

Fullcast Holdings Co., Ltd. No. 1-1 Stock Compensation-type Share Acquisition Rights	
Date of resolution	March 24, 2017
Category of persons granted share acquisition rights and number (Persons)	4 Directors of our Company (excluding those who are Audit & Supervisory Committee Members) 8 Directors of our Company's wholly-owned subsidiaries 2 Auditors of our Company's wholly-owned subsidiaries
Number of share acquisition rights (Rights)*	964[944] (Note 1)
Type and detail of stock for the purpose of share acquisition rights and number (Shares)*	Ordinary shares: 96,400 [94,400] (Note 1)
Amount paid at the time of exercise of share acquisition rights (Yen)*	1 (Note 2)
Exercise period of share acquisition rights*	April 11, 2021 to April 10, 2051
Issue price and capital incorporation amount of shares when issuing shares due to the exercise of share acquisition rights (Yen)*	Issue price: 785.50 Capital incorporation amount (Note 3)
Conditions for exercise of share acquisition rights*	(Note 4)
Matters concerning the transfer of share acquisition rights*	Acquisition of share acquisition rights by transfer requires the approval of the Board of Directors of our Company.
Matters concerning the granting of share acquisition rights associated with organization restructuring*	(Note 5)

*Details presented represent conditions as of the last day of the current fiscal year (December 31, 2025). For matters that have changed from the end of the current fiscal year to the end of the month prior to submission date (February 28, 2026), the contents as of the end of the month prior to the submission date are described in brackets [], and for other matters, there is no change from the contents at the end of the current fiscal year.

Notes: 1. The type of shares for the share acquisition rights shall be ordinary shares and the number of shares per one share acquisition right (hereinafter, number of shares granted) shall be 100 shares. The number of shares granted shall be adjusted according to the following formula when our Company executes a share split (including the gratis allotment of our Company's ordinary shares; hereinafter the same shall apply) or share consolidation after the allotment date

(hereinafter “allotment date”) of the share acquisition rights. However, such adjustments shall be made for the number of shares granted not exercised at that time, and quantities of less than one share resulting from the adjustment shall be rounded down.

Number of shares granted after adjustment = Number of shares granted before adjustment x Ratio of share split or share consolidation

The number of shares granted after adjustment shall apply on or after the day following the record date of share splits when our Company executes a share split and on and after the effective date when our Company executes share consolidations. However, when a share split is executed under the condition that the proposal to increase share capital or reserves due to a decline in surplus is approved at the General Meeting of Shareholders of our Company, and when a date prior to the end of this meeting of shareholders is set as the record date for the share split, the number of shares granted after adjustment shall, on or after the day following the end date of this meeting of shareholders, apply retroactively to the day immediately following the record date.

In addition to the above, when an adjustment of the number of shares granted is required, the number of granted shares shall be adjusted within a reasonable scope.

2. The amount of assets required for exercise of each share acquisition right shall be the amount realized by multiplying the number of shares granted by the payment amount of 1 yen per share that can be exchanged for shares with the exercise of the share acquisition rights.
3. (1) The amount of additional share capital resulting from the issuance of shares due to the exercise of share acquisition rights shall be half of the maximum of an increase in share capital calculated in accordance with Article 17, Paragraph 1 of the Regulation on Corporate Accounting, and any fractions of less than 1 yen resulting from such calculation shall be rounded up.
(2) The amount of additional legal capital surplus resulting from the issuance of shares due to the exercise of share acquisition rights shall be the amount resulting from the amount of the increase in share capital prescribed in (1) above subtracted from the maximum of an increase in share capital described in (1) above.
4. (1) For share acquisition rights allotted to our Company’s Directors, in principle, the person receiving the allotment of share acquisition rights must be a Director of our Company at the time the rights are exercised.
(2) For share acquisition rights allotted to the Directors or Corporate Auditors of our Company’s wholly-owned subsidiaries, in principle, the person receiving the allotment of share acquisition rights (hereinafter, “share acquisition right holders” collectively with persons receiving the allotment of share acquisition rights per (1) above), must be a Director or Corporate Auditor of the subsidiary at the time the rights are exercised.
(3) Of those share acquisition rights allocated, only the limited number of share acquisition rights can be exercised depending on the level of achievement of the operating profit target for the fiscal year ended December 2020, final year of the Medium-Term Management Plan.
5. When undertaking a merger (limited to instances where our Company is the non-surviving company in the merger), absorption-type demergers and incorporation-type demergers (limited to instances where our Company will become a spin-off company), or stock swaps or stock transfers (limited to instances where our Company will become a wholly-owned subsidiary) (hereinafter, “organizational restructuring act” shall be used to collectively refer to these terms), our Company shall issue share acquisition rights of corporations cited in Article 236, Paragraph 1, Item 8, a through e of the Companies Act (hereinafter, “Restructuring Company”) to share acquisition rights holders who own the remaining share acquisition rights (hereinafter, “Residual Share Acquisition Rights”) immediately prior to the effective date of the organizational restructuring act (the date the absorption-type merger takes effect for absorption-type mergers, the date the new incorporated company is established in the case of incorporation-type mergers, the date the absorption-type demerger takes effect for absorption-type demergers, the date the new incorporated company is established in the case of incorporation-type demergers, the date the share exchange takes effect for share exchanges, and the date of the establishment of the wholly-owning parent company after share transfer for share transfers; hereinafter the same shall apply). In such cases, the Residual Share Acquisition Rights will be canceled and the Restructuring Company shall newly issue share acquisition rights.

The issuance of share acquisition rights of the Restructuring Company must be prescribed following each of the

following items in the absorption-type merger agreement, incorporation-type merger agreement, absorption-type demerger agreement, incorporation-type demerger agreement, share exchange agreement or share transfer plan.

- (1) Number of Share Acquisition Rights Issued by Restructuring Company
The same number of share acquisition rights as the number of Residual Share Acquisition Rights held by share acquisition rights holders will be issued for each share acquisition rights holder.
- (2) Type of Shares of Restructuring Company Required for Share Acquisition Rights
The ordinary shares of the Restructuring Company.
- (3) Number of Shares of Restructuring Company Required for Share Acquisition Rights
Determined following Note 1 above based on the conditions of the organizational restructuring act.
- (4) Amount of Assets Required for Exercise of Share Acquisition Rights
The amount of assets required for exercise of each share acquisition right to be issued shall be the amount realized by multiplying the exercise price after restructuring prescribed below by the number of shares of the Restructuring Company with the purpose of the said share acquisition rights approved in accordance with (3) above. The exercise price after restructuring shall be 1 yen per share of the Restructuring Company that can be received by exercise of each share acquisition right to be issued.
- (5) Period for Exercise of Share Acquisition Rights
The period for exercise of the share acquisition rights shall be from the start date of the period for which the share acquisition rights can be exercised or the effective date of the organizational restructuring action, whichever is later, to the final date of the period for which the share acquisition rights can be exercised.
- (6) Matters Relating to Additional Share Capital and Legal Capital Surplus Resulting from the Issuance of Shares due to the Exercise of Share Acquisition Rights
Determined following Note 3 above.
- (7) Acquisition Restrictions of Share Acquisition Rights by Transfer
The acquisition of share acquisition rights by transfer requires approval of the Board of Directors of the Restructuring Company.
- (8) Reason and Conditions for Acquisition of Share Acquisition Rights
If the following agenda items (i), (ii), (iii), (iv) or (v) are approved at the General Meeting of Shareholders of our Company (if resolution of the meeting of shareholders is not required, when approved by resolution of our Company's Board of Directors or when approved by an executive officer delegated in accordance with the provisions of Article 416, Paragraph 4 of the Companies Act), our Company can acquire the share acquisition rights for gratis on the date separately prescribed by the Board of Directors.
 - (i) Agenda items on approval of merger agreements in which our Company is not the surviving company
 - (ii) Agenda items on approval of a company spin-off agreement or plan based on which our Company will become a spin-off company
 - (iii) Agenda items on a stock swap agreement based upon which our Company will become a wholly-owned subsidiary or a stock transfer plan
 - (iv) Agenda items, as details of all shares issued by our Company, for approval of changes in the Articles of Incorporation with a provision established regarding the need for our Company's approval concerning the acquisition of the shares by transfer
 - (v) Agenda items, as details of the type of shares for the share acquisition rights, for approval of changes in the Articles of Incorporation with a provision established regarding the need for our Company's approval concerning the acquisition of the shares of the said type by transfer and the acquisition of all the said type of shares by resolution of the General Meeting of Shareholders of our Company with regard to the shares

Fullcast Holdings Co., Ltd. No. 2-1 Stock Compensation-type Share Acquisition Rights	
Date of resolution	March 25, 2022
Category of persons granted share acquisition rights and number (Persons)	4 Directors of our Company (excluding those who are Audit & Supervisory Committee Members) 13 Directors of our Company's subsidiaries
Number of share acquisition rights (Rights)*	428[402] (Note 1)
Type and detail of stock for the purpose of share acquisition rights and number (Shares)*	Ordinary shares: 42,800[40,200] (Note 1)
Amount paid at the time of exercise of share acquisition rights (Yen)*	1 (Note 2)
Exercise period of share acquisition rights*	April 12, 2025 to April 11, 2075
Issue price and capital incorporation amount of shares when issuing shares due to the exercise of share acquisition rights (Yen)*	Issue price: 1,631.35 Capital incorporation amount (Note 3)
Conditions for exercise of share acquisition rights*	(Note 4)
Matters concerning the transfer of share acquisition rights*	Acquisition of share acquisition rights by transfer requires the approval of the Board of Directors of our Company.
Matters concerning the granting of share acquisition rights associated with organization restructuring*	(Note 5)

*Details presented represent conditions as of the last day of the current fiscal year (December 31, 2025). For matters that have changed from the end of the current fiscal year to the end of the month prior to submission date (February 28, 2026), the contents as of the end of the month prior to the submission date are described in brackets [], and for other matters, there is no change from the contents at the end of the current fiscal year.

Notes: 1. The type of shares for the share acquisition rights shall be ordinary shares and the number of shares per one share acquisition right (hereinafter, number of shares granted) shall be 100 shares. The number of shares granted shall be adjusted according to the following formula when our Company executes a share split (including the gratis allotment of our Company's ordinary shares; hereinafter the same shall apply) or share consolidation after the allotment date of the share acquisition rights. However, such adjustments shall be made for the number of shares granted not exercised at that time, and quantities of less than one share resulting from the adjustment shall be rounded down.

Number of shares granted after adjustment = Number of shares granted before adjustment x Ratio of share split or share consolidation

The number of shares granted after adjustment shall apply on or after the day following the record date of share splits when our Company executes a share split and on and after the effective date when our Company executes share consolidations. However, when a share split is executed under the condition that the proposal to increase share capital or reserves due to a decline in surplus is approved at the General Meeting of Shareholders of our Company, and when a date prior to the end of this meeting of shareholders is set as the record date for the share split, the number of shares granted after adjustment shall, on or after the day following the end date of this meeting of shareholders, apply retroactively to the day immediately following the record date.

In addition to the above, when an adjustment of the number of shares granted is required, the number of granted shares shall be adjusted within a reasonable scope.

2. The amount of assets required for exercise of each share acquisition right shall be the amount realized by multiplying the number of shares granted by the payment amount of 1 yen per share that can be exchanged for shares with the exercise of the share acquisition rights.
3. (1) The amount of additional share capital resulting from the issuance of shares due to the exercise of share acquisition rights shall be half of the maximum of an increase in share capital calculated in accordance with Article 17, Paragraph 1 of the Regulation on Corporate Accounting, and any fractions of less than 1 yen resulting from such calculation shall be rounded up.
- (2) The amount of additional legal capital surplus resulting from the issuance of shares due to the exercise of share acquisition rights shall be the amount resulting from the amount of the increase in share capital prescribed in (1) above subtracted from the maximum of an increase in share capital described in (1) above.
4. (1) For share acquisition rights allotted to our Company's Directors, in principle, the person receiving the allotment of

share acquisition rights must be a Director of our Company at the time the rights are exercised. Provided, however, that this shall not apply in case of retirement due to end of term of office or if the Board of Directors of our Company resolves that there are other justifiable reasons.

- (2) For share acquisition rights allotted to the Directors of our Company's subsidiaries, in principle, the person receiving the allotment of share acquisition rights (hereinafter, "share acquisition rights holders" collectively with persons receiving the allotment of share acquisition rights per (1) above), must be a Director of the subsidiary at the time the rights are exercised. Provided, however, that this shall not apply in case of retirement due to end of term of office or if the Board of Directors of our Company resolves that there are other justifiable reasons.
 - (3) Of those share acquisition rights allocated, only the limited number of share acquisition rights can be exercised depending on the level of achievement of the operating profit target for the final year of the Medium-Term Management Plan.
 - (4) If the share acquisition rights holders pass away, the inheritor of his/her estate may succeed to the share acquisition rights.
 - (5) Partial exercising of one unit of share acquisition rights shall not be permitted.
 - (6) Other conditions for the exercise of these rights shall be stipulated by our Company's Board of Directors, which determines the subscription matters for share acquisition rights.
5. When undertaking a merger (limited to instances where our Company is the non-surviving company in the merger), absorption-type demergers and incorporation-type demergers (limited to instances where our Company will become a spin-off company), or stock swaps or stock transfers (limited to instances where our Company will become a wholly-owned subsidiary) (hereinafter, "organizational restructuring act" shall be used to collectively refer to these terms), our Company shall issue share acquisition rights of corporations cited in Article 236, Paragraph 1, Item 8, a through e of the Companies Act (hereinafter, "Restructuring Company") to share acquisition rights holders who own the remaining share acquisition rights (hereinafter, "Residual Share Acquisition Rights") immediately prior to the effective date of the organizational restructuring act (the date the absorption-type merger takes effect for absorption-type mergers, the date the new incorporated company is established in the case of incorporation-type mergers, the date the absorption-type demerger takes effect for absorption-type demergers, the date the new incorporated company is established in the case of incorporation-type demergers, the date the share exchange takes effect for share exchanges, and the date of the establishment of the wholly-owning parent company after share transfer for share transfers; hereinafter the same shall apply). In such cases, the Residual Share Acquisition Rights will be canceled and the Restructuring Company shall newly issue share acquisition rights. The issuance of share acquisition rights of the Restructuring Company must be prescribed following each of the following items in the absorption-type merger agreement, incorporation-type merger agreement, absorption-type demerger agreement, incorporation-type demerger agreement, share exchange agreement or share transfer plan.

- (1) Number of Share Acquisition Rights Issued by Restructuring Company
The same number of share acquisition rights as the number of Residual Share Acquisition Rights held by share acquisition rights holders will be issued for each share acquisition rights holder.
- (2) Type of Shares of Restructuring Company Required for Share Acquisition Rights
The ordinary shares of the Restructuring Company.
- (3) Number of Shares of Restructuring Company Required for Share Acquisition Rights
Determined following Note 1 above based on the conditions of the organizational restructuring act.
- (4) Amount of Assets Required for Exercise of Share Acquisition Rights
The amount of assets required for exercise of each share acquisition right to be issued shall be the amount realized by multiplying the exercise price after restructuring prescribed below by the number of shares of the Restructuring Company with the purpose of the said share acquisition rights approved in accordance with (3) above. The exercise price after restructuring shall be 1 yen per share of the Restructuring Company that can be received by exercise of each share acquisition right to be issued.
- (5) Period for Exercise of Share Acquisition Rights

The period for exercise of the share acquisition rights shall be from the start date of the period for which the share acquisition rights can be exercised or the effective date of the organizational restructuring act, whichever is later, to the final date of the period for which the share acquisition rights can be exercised.

- (6) Matters Relating to Additional Share Capital and Legal Capital Surplus Resulting from the Issuance of Shares due to the Exercise of Share Acquisition Rights

Determined following Note 3 above.

- (7) Acquisition Restrictions of Share Acquisition Rights by Transfer

The acquisition of share acquisition rights by transfer requires approval of the Board of Directors of the Restructuring Company.

- (8) Reason and Conditions for Acquisition of Share Acquisition Rights

If the following agenda items (i), (ii), (iii), (iv) or (v) are approved at the general meeting of shareholders of our Company (if resolution of the meeting of shareholders is not required, when approved by resolution of our Company's Board of Directors), our Company can acquire the share acquisition rights for gratis on the date separately prescribed by the Board of Directors.

- (i) Agenda items on approval of merger agreements in which our Company is not the surviving company
- (ii) Agenda items on approval of a company spin-off agreement or plan based on which our Company will become a spin-off company
- (iii) Agenda items on a stock swap agreement based upon which our Company will become a wholly-owned subsidiary or a stock transfer plan
- (iv) Agenda items, as details of all shares issued by our Company, for approval of changes in the Articles of Incorporation with a provision established regarding the need for our Company's approval concerning the acquisition of the shares by transfer
- (v) Agenda items, as details of the type of shares for the share acquisition rights, for approval of changes in the Articles of Incorporation with a provision established regarding the need for our Company's approval concerning the acquisition of the shares of the said type by transfer and the acquisition of all the said type of shares by resolution of the General Meeting of Shareholders of our Company with regard to the shares

Fullcast Holdings Co., Ltd. No. 2-2 Stock Compensation-type Share Acquisition Rights	
Date of resolution	March 25, 2022
Category of persons granted share acquisition rights and number (Persons)	56 employees of our Company and our Company's subsidiaries
Number of share acquisition rights (Rights)*	313[313] (Note 1)
Type and detail of stock for the purpose of share acquisition rights and number (Shares)*	Ordinary shares: 31,300[31,300] (Note 1)
Amount paid at the time of exercise of share acquisition rights (Yen)*	1 (Note 2)
Exercise period of share acquisition rights*	April 12, 2025 to April 11, 2075
Issue price and capital incorporation amount of shares when issuing shares due to the exercise of share acquisition rights (Yen)*	Issue price: 1,631.35 Capital incorporation amount (Note 3)
Conditions for exercise of share acquisition rights*	(Note 4)
Matters concerning the transfer of share acquisition rights*	Acquisition of share acquisition rights by transfer requires the approval of the Board of Directors of our Company.
Matters concerning the granting of share acquisition rights associated with organization restructuring*	(Note 5)

*Details presented represent conditions as of the last day of the current fiscal year (December 31, 2025). For matters that have changed from the end of the current fiscal year to the end of the month prior to submission date (February 28, 2026), the contents as of the end of the month prior to the submission date are described in brackets [], and for other matters, there is no change from the contents at the end of the current fiscal year.

- Notes: 1. The type of shares for the share acquisition rights shall be ordinary shares and the number of shares per one share acquisition right (hereinafter, number of shares granted) shall be 100 shares. The number of shares granted shall be adjusted according to the following formula when our Company executes a share split (including the gratis allotment of our Company's ordinary shares; hereinafter the same shall apply) or share consolidation after the allotment date of the share acquisition rights. However, such adjustments shall be made for the number of shares granted not exercised at that time, and quantities of less than one share resulting from the adjustment shall be rounded down.

Number of shares granted after adjustment = Number of shares granted before adjustment x Ratio of share split or share consolidation

The number of shares granted after adjustment shall apply on or after the day following the record date of share splits when our Company executes a share split and on and after the effective date when our Company executes share consolidations. However, when a share split is executed under the condition that the proposal to increase share capital or reserves due to a decline in surplus is approved at the General Meeting of Shareholders of our Company, and when a date prior to the end of this meeting of shareholders is set as the record date for the share split, the number of shares granted after adjustment shall, on or after the day following the end date of this meeting of shareholders, apply retroactively to the day immediately following the record date.

In addition to the above, when an adjustment of the number of shares granted is required, the number of granted shares shall be adjusted within a reasonable scope.

2. The amount of assets required for exercise of each share acquisition right shall be the amount realized by multiplying the number of shares granted by the payment amount of 1 yen per share that can be exchanged for shares with the exercise of the share acquisition rights.
3. (1) The amount of additional share capital resulting from the issuance of shares due to the exercise of share acquisition rights shall be half of the maximum of an increase in share capital calculated in accordance with Article 17, Paragraph 1 of the Regulation on Corporate Accounting, and any fractions of less than 1 yen resulting from such calculation shall be rounded up.
(2) The amount of additional legal capital surplus resulting from the issuance of shares due to the exercise of share acquisition rights shall be the amount resulting from the amount of the increase in share capital prescribed in (1) above subtracted from the maximum of an increase in share capital described in (1) above.
4. (1) In principle, persons who receive an allotment of share acquisition rights (hereinafter, "share acquisition rights holders") must be an employee of our Company and our Company's subsidiaries at the time of exercising these rights. Provided, however, that this shall not apply in case of mandatory retirement, retirement due to company reasons, or if the Board of Directors of our Company resolves that there are other justifiable reasons.
(2) Of those share acquisition rights allocated, only the limited number of share acquisition rights can be exercised depending on the level of achievement of the operating profit target for the fiscal year ending December 2024, final year of the Medium-Term Management Plan.
(3) If the share acquisition rights holders pass away, the inheritor of his/her estate may succeed to the share acquisition rights.
(4) Partial exercising of one unit of share acquisition rights shall not be permitted.
5. When undertaking a merger (limited to instances where our Company is the non-surviving company in the merger), absorption-type demergers and incorporation-type demergers (limited to instances where our Company will become a spin-off company), or stock swaps or stock transfers (limited to instances where our Company will become a wholly-owned subsidiary) (hereinafter, "organizational restructuring act" shall be used to collectively refer to these terms), our Company shall issue share acquisition rights of corporations cited in Article 236, Paragraph 1, Item 8, a through e of the Companies Act (hereinafter, "Restructuring Company") to share acquisition rights holders who own the remaining share acquisition rights (hereinafter, "Residual Share Acquisition Rights") immediately prior to the effective date of the organizational restructuring act (the date the absorption-type merger takes effect for absorption-type mergers, the date the new incorporated company is established in the case of incorporation-type mergers, the date the absorption-type demerger takes effect for absorption-type demergers, the date the new incorporated company is established in the case of incorporation-type demergers, the date the share exchange takes effect for share exchanges, and the date of the

establishment of the wholly-owning parent company after share transfer for share transfers; hereinafter the same shall apply). In such cases, the Residual Share Acquisition Rights will be canceled and the Restructuring Company shall newly issue share acquisition rights. The issuance of share acquisition rights of the Restructuring Company must be prescribed following each of the following items in the absorption-type merger agreement, incorporation-type merger agreement, absorption-type demerger agreement, incorporation-type demerger agreement, share exchange agreement or share transfer plan.

- (1) Number of Share Acquisition Rights Issued by Restructuring Company
The same number of share acquisition rights as the number of Residual Share Acquisition Rights held by share acquisition rights holders will be issued for each share acquisition rights holder.
- (2) Type of Shares of Restructuring Company Required for Share Acquisition Rights
The ordinary shares of the Restructuring Company.
- (3) Number of Shares of Restructuring Company Required for Share Acquisition Rights
Determined following Note 1 above based on the conditions of the organizational restructuring act.
- (4) Amount of Assets Required for Exercise of Share Acquisition Rights
The amount of assets required for exercise of each share acquisition right to be issued shall be the amount realized by multiplying the exercise price after restructuring prescribed below by the number of shares of the Restructuring Company with the purpose of the said share acquisition rights approved in accordance with (3) above. The exercise price after restructuring shall be 1 yen per share of the Restructuring Company that can be received by exercise of each share acquisition right to be issued.
- (5) Period for Exercise of Share Acquisition Rights
The period for exercise of the share acquisition rights shall be from the start date of the period for which the share acquisition rights can be exercised or the effective date of the organizational restructuring act, whichever is later, to the final date of the period for which the share acquisition rights can be exercised.
- (6) Matters Relating to Additional Share Capital and Legal Capital Surplus Resulting from the Issuance of Shares due to the Exercise of Share Acquisition Rights
Determined following Note 3 above.
- (7) Acquisition Restrictions of Share Acquisition Rights by Transfer
The acquisition of share acquisition rights by transfer requires approval of the Board of Directors of the Restructuring Company.
- (8) Reason and Conditions for Acquisition of Share Acquisition Rights
If the following agenda items (i), (ii), (iii), (iv) or (v) are approved at the general meeting of shareholders of our Company (if resolution of the meeting of shareholders is not required, when approved by resolution of our Company's Board of Directors), our Company can acquire the share acquisition rights for gratis on the date separately prescribed by the Board of Directors.
 - (i) Agenda items on approval of merger agreements in which our Company is not the surviving company
 - (ii) Agenda items on approval of a company spin-off agreement or plan based on which our Company will become a spin-off company
 - (iii) Agenda items on a stock swap agreement based upon which our Company will become a wholly-owned subsidiary or a stock transfer plan
 - (iv) Agenda items, as details of all shares issued by our Company, for approval of changes in the Articles of Incorporation with a provision established regarding the need for our Company's approval concerning the acquisition of the shares by transfer
 - (v) Agenda items, as details of the type of shares for the share acquisition rights, for approval of changes in the Articles of Incorporation with a provision established regarding the need for our Company's approval concerning the acquisition of the shares of the said type by transfer and the acquisition of all the said type of shares by resolution of the General Meeting of Shareholders of our Company with regard to the shares

2) Description of rights plan

There are no relevant matters.

3) State of other new share acquisition rights

There are no relevant matters.

(3) State of exercising of bonds with share subscription rights, with exercise-price amendments attached

There are no relevant matters.

(4) Trends in total number of shares issued and share capital

Date	Change in total number of shares issued (Shares)	Balance of total number of shares issued (Shares)	Change in share capital (Million yen)	Balance of share capital (Million yen)	Change in legal capital surplus (Million yen)	Balance of legal capital surplus (Million yen)
February 16, 2021 (Note 1)	(1,000,000)	37,486,400	-	2,780	-	-
February 21, 2025 (Note 2)	(2,270,951)	35,215,449	-	2,780	-	-

- Notes: 1. Treasury shares were cancelled on February 16, 2021 in accordance with the resolution of the meeting of Board of Directors on February 12, 2021, reducing the total number of shares issued by 1,000,000.
2. Treasury shares were cancelled on February 21, 2025 in accordance with the resolution of the meeting of Board of Directors on February 14, 2025, reducing the total number of shares issued by 2,270,951.

(5) Shareholder ownership status

(As of December 31, 2025)

Classification	Stock information (One unit of shares: 100 shares)								State of share less than one unit (Shares)
	Government and local public organizations	Financial institutions	Financial commodity traders	Other corporations	Foreign corporations etc.		Individual and others	Total	
					Non-individual	Individual			
Shareholders	-	10	22	131	110	112	19,394	19,779	-
Shares held (Unit)	-	22,745	7,917	138,605	55,754	336	126,494	351,851	30,349
Percentage of shares - held (%)	-	6.464	2.250	39.393	15.845	0.095	35.951	100.00	-

- Notes: 1. The 294,070 shares of treasury shares include 2,940 units in "Individual and others" and 70 shares in "State of share less than one unit."
2. 10 units are included in the "Other corporations" column under the name of Japan Securities Depository Center, Inc.

(6) Major shareholders

(As of December 31, 2025)

Name	Address	Number of shares held	Percentage of shares held to total shares issued (excluding treasury shares) (%)
Hirano Associates Co., Ltd.	1-15-3 Dogenzaka, Shibuya-ku, Tokyo	13,140,700	37.63
UH Partners 2 Investment Limited Partnership	2-9-9 Minami Ikebukuro, Toshima-ku, Tokyo	2,644,900	7.57
Hikari Tsushin KK Investment Limited Partnership	1-4-10 Nishi Ikebukuro, Toshima-ku, Tokyo	2,417,300	6.92
The Master Trust Bank of Japan, Ltd. (Trust Account)	1-8-1 Akasaka, Minato-ku, Tokyo	1,414,400	4.05
UH Partners 3 Investment Limited Partnership	2-9-9 Minami Ikebukuro, Toshima-ku, Tokyo	915,700	2.62
State Street Bank and Trust Company 505044 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Division)	One Congress Street, Suite 1, Boston, Massachusetts (2-15-1 Konan, Minato-ku, Tokyo)	901,230	2.58
SIL Investment Limited Partnership	2-9-9 Minami Ikebukuro, Toshima-ku, Tokyo	801,100	2.29
Interactive Brokers LLC (Standing proxy: Interactive Brokers Securities Japan, Inc.)	One Pickwick Plaza Greenwich, Connecticut 06830 USA (3-2-5, Kasumigaseki, Chiyoda-ku, Tokyo)	428,000	1.23
MSIP Client Securities (Standing proxy: Morgan Stanley MUFG Securities Co., Ltd.)	25 Cabot Square, Canary Wharf, London E14 4QA, U.K. (1-9-7, Otemachi, Chiyoda-ku, Tokyo)	426,001	1.22
Daiwa Securities Co. Ltd.	1-9-1, Otemachi, Chiyoda-ku, Tokyo	407,721	1.17
Total	-	23,497,052	67.29

Note: In addition to the above, there is 294,070 shares of treasury shares owned by our Company.

(7) Voting Rights

1) Shares issued

(As of December 31, 2025)

Classification	Number of shares	Number of voting rights	Description
Non-voting shares	-	-	-
Shares with limited voting rights (Treasury shares, other)	-	-	-
Shares with limited voting rights (Other)	-	-	-
Shares with full voting rights (Treasury shares, other)	(Treasury shares) Ordinary shares 294,000	-	-
Shares with full voting rights (Other)	Ordinary shares 34,891,100	348,911	-
Share less than one unit	Ordinary shares 30,349	-	-
Total number of shares issued	35,215,449	-	-
Voting rights of all shareholders	-	348,911	-

Note: 1,000 shares (10 voting rights) are included in the "Shares with full voting rights (Other)" column under the name of Japan Securities Depository Center, Inc.

2) Treasury shares

(As of December 31, 2025)

Name	Address	Number of shares held by own name (Shares)	Number of shares owned by other holders (Shares)	Total number of shares owned (Shares)	Percentage of shares held to total shares issued (%)
Fullcast Holdings Co., Ltd.	8-9-5 Nishi Gotanda, Shinagawa-ku, Tokyo	294,000	-	294,000	0.84
Total	-	294,000	-	294,000	0.84

2. Acquisitions of Treasury Shares

Class of shares: Acquisition of ordinary shares under Article 155, Item 3 of the Companies Act

(1) Acquisitions based upon decisions made at the General Meeting of Shareholders

There are no relevant matters.

(2) Acquisitions based upon decisions made at the meeting of Board of Directors

Classification	Number of shares (Shares)	Total cost (Yen)
Status of resolution by the meeting of Board of Directors (February 14, 2025) (Acquisition period: February 17, 2025 to March 24, 2025)	500,000	564,000,000
Treasury shares acquired before the current fiscal year	-	-
Treasury shares acquired in the current fiscal year	351,900	563,941,100
Total number of shares of residual resolutions and total cost	148,100	58,900
Ratio of unexercised rights as of the last day of the current fiscal year (%)	29.6	0.0
Treasury shares acquired during the current period	-	-
Ratio of unexercised rights as of the date of submission of this report (%)	29.6	0.0

Classification	Number of shares (Shares)	Total cost (Yen)
Status of resolution by the meeting of Board of Directors (February 13, 2026) (Acquisition period: February 16, 2026 to March 23, 2026)	150,000	193,000,000
Treasury shares acquired before the current fiscal year	-	-
Treasury shares acquired in the current fiscal year	-	-
Total number of shares of residual resolutions and total cost	-	-
Ratio of unexercised rights as of the last day of the current fiscal year (%)	-	-
Treasury shares acquired during the current period	116,600	192,972,100
Ratio of unexercised rights as of the date of submission of this report (%)	22.3	0.0

(3) Description of items not based upon decisions made at either General Meeting of Shareholders or the meeting of Board of Directors

There are no relevant matters.

(4) Handling and Possession of Treasury Shares Acquired

Classification	Current fiscal year		Current period	
	Number of shares (Shares)	Total amount disposed (Yen)	Number of shares (Shares)	Total amount disposed (Yen)
Acquired treasury shares for which a purchaser was solicited	-	-	-	-

Acquired treasury shares that were retired	2,270,951	4,621,385,285	-	-
Acquired treasury shares that were transferred due to a merger, share exchange, share issuance or company split	-	-	-	-
Other (exercise of the share acquisition rights)	54,800	90,780,200	400	655,200
Other (disposal of treasury shares through third-party allotment to employee stock ownership plan)	4,930	8,075,340	-	-
Treasury shares held	294,070	-	406,070	-

Note: Treasury shares held during the current period does not include the purchase of shares less than one unit and exercise of the share acquisition rights from March 1, 2026 up to the submission date of the securities report.

3. Dividend Policy

Our Company maintains a policy of enhancing returns of profits to shareholders with a target of achieving a total return ratio of 50%.

Our Company will implement shareholder returns with a target of achieving a total return ratio of 50% by enhancing profitability and further improving management efficiencies, in addition to offering dividends and share buybacks. This will also enable us to achieve ROE of 20% or higher, which is an indicator used to represent “improvement of corporate value.”

Our Company has established a basic policy of offering a dividend from surpluses twice a year, comprised of an interim and year-end dividends. The decision-making body for the dividend is the Board of Directors for both the interim and year-end dividends.

For the fiscal year ended December 2024, a total annual dividend will be 63 yen per share, increases of 1 yen compared to the previous year and in line with the forecast, based on the goal of achieving a total return ratio of 50%. At the end of the current fiscal year, our Company will pay a dividend of 32 yen per share (in line with the forecast) and acquire treasury shares up to a maximum of 193 million yen. As a result, the total return ratio for the fiscal year ended December 2025 exceeds 50.0%.

With regards to internal reserves, our Company plans to improve our business base in order to achieve sustainable growth through allocation to preparation for future business expansion, development of systems, and enhancement of internal programs such as employee education.

According to our Articles of Incorporation, our Company can offer an interim dividend as prescribed in Article 454, Paragraph 5 of the Companies Act.

Note: The following are dividends to be paid from retained earnings whose record date are in the current fiscal year.

Date of resolution	Total amount of dividend (Million yen)	Dividend per share (Yen)
Resolution by the meeting of Board of Directors on Aug.8, 2025	1,082	31
Resolution by the meeting of Board of Directors on Feb. 13, 2026	1,117	32

4. Corporate Governance

(1) Corporate Governance

1) Basic Approach to Corporate Governance

Our Group considers the basic principles and aims of corporate governance to ensure transparent management for all concerned parties including shareholders, as well as to improve the efficiency of management in order to realize the “sustained improvement of corporate value.”

2) Overview of Corporate Governance Systems and Reasons for this Systems Adoption

A. Overview of Corporate Governance Systems

The following is an overview of corporate structures.

a) The Board of Directors

It is our policy for the composition of the Board of Directors to consist of at least one-third outside directors and to report all outside directors as independent directors as stipulated by the Tokyo Stock Exchange. Our Company has chosen outside directors to serve as 4 of our 8 Directors, and in so doing we aim to strengthen the supervisory function of overall business execution from an external perspective.

As of March 28, 2025, the Board of Directors was comprised of 5 Directors (excluding those who are Audit & Supervisory Committee Members) (1 of whom is an outside director) and 3 Directors who are Audit & Supervisory Committee Members (3 of whom are outside directors) for a total of 8 members (7 males and 1 female). The Board of Directors ensures transparent management and makes decisions on matters of importance for management, such as supervision of execution of overall management of our Group, decisions on Group optimization strategies that are vital to Group management, and responses to common challenges facing our Group.

The Board of Directors is comprised of 8 members: President, Representative Director and CEO Takehito Hirano serving as Chairperson of the board, Vice President, Representative Director Kazuki Sakamaki, Director Takahiro Ishikawa, Director Shiro Kaizuka, Director Yuuki Ohki, Audit & Supervisory Committee Member Kouji Sasaki, Audit & Supervisory Committee Member Masataka Uesugi, and Audit & Supervisory Committee Member Hideyuki Totani.

The Board of Directors meeting was held 19 times during the fiscal year ended December 2025 and all Directors attended all the meetings. The main matters considered included the financial results and forecasts, shareholder returns and capital policy, M&A and business alliances, internal control and compliance, officer remuneration, corporate governance (including an examination of the appropriateness of retaining cross-shareholdings and an evaluation of the effectiveness of the Board of Directors), and related party transactions.

b) Audit & Supervisory Committee

The Audit & Supervisory Committee consists of 3 outside directors who are independent and Audit & Supervisory Committee Members (3 males and no females) and they discuss, deliberate and make decisions on important matters concerning audits. The Audit & Supervisory Committee also works to establish ties in which it can receive timely reports from Accounting Auditors.

The Audit & Supervisory Committee is comprised of 3 members: Audit & Supervisory Committee Member Kouji Sasaki who serves as the Chairperson, Audit & Supervisory Committee Member Masataka Uesugi, and Audit & Supervisory Committee Member Hideyuki Totani.

c) Nomination Committee

The Nomination Committee consists of 5 members: 4 independent outside directors and the President, Representative Director and CEO (4 males and 1 female), deliberates and reports to the Board of Directors on matters regarding the nomination of directors.

The Nomination Committee comprises 5 members: Nomination Committee Member Takehito Hirano who serves as the Chairperson, Nomination Committee Member Kouji Sasaki, Nomination Committee Member Masataka Uesugi, and Nomination Committee Member Hideyuki Totani, Nomination Committee Member Yuuki Ohki.

d) Remuneration Committee

The Remuneration Committee consists of 5 members: 4 independent outside directors and the President, Representative Director and CEO (4 males and 1 female), deliberates and reports to the Board of Directors on matters regarding the remuneration of directors.

The Remuneration Committee comprises 5 members: Remuneration Committee Member Takehito Hirano who serves as the Chairperson, Remuneration Committee Member Kouji Sasaki, Remuneration Committee Member Masataka Uesugi, and Remuneration Committee Member Hideyuki Totani, Remuneration Committee Member Yuuki Ohki.

e) General Manager of the Legal Department

The General Manager of the Legal Department works to promote a climate of compliance awareness, which is a prerequisite for company management throughout the entire group of companies and promote compliance with social and in-house rules. In addition, evaluation for improvement, maintenance and validity of the internal control systems and guidelines related to financial reporting, and internal auditing work including information security system organization are used to improve the corporate value of our Group.

f) Accounting Auditors

As an auditing company in charge of accounting audits, our Company has entered into audit contracts with PricewaterhouseCoopers Japan LLC for audits based upon the Financial Instruments and Exchange Act and the Companies Act. In addition to regular audits, our Company also receives confirmation on issues regarding accounting and internal control as required, and endeavor to ensure that our accounting practices and internal control systems are adequate.

* Our Company has submitted to the Annual General Meeting of Shareholders scheduled to be held on March 27, 2026 the following proposals (matters to be resolved): “Selection of 5 Directors (excluding Directors who are Audit & Supervisory Committee Members)” and “Selection of 3 Directors who are Audit & Supervisory Committee Members.” If these proposals are approved and adopted, our Company will have 8 Directors (including 4 Outside Directors). In addition, the matter “Election of Representative Director” is scheduled to be submitted for resolution at a meeting of the Board of Directors to be held immediately after the Annual General Meeting of Shareholders. If these proposals are approved and adopted, the members of each body will be as follows.

(◎ indicates the chairperson)

Title	Name	The Board of Directors	Audit & Supervisory Committee	Nomination Committee	Remuneration Committee
President, Representative Director and CEO	Takehito Hirano	◎		◎	◎
Vice President, Representative Director	Kazuki Sakamaki	○			
Director	Takahiro Ishikawa	○			
Director	Shiro Kaizuka	○			
Outside director	Yuuki Ohki	○		○	○
Outside director(Full-Time Audit & Supervisory Committee Member)	Osamu Saito	○	◎	○	○
Outside director(Audit & Supervisory Committee Member)	Masataka Uesugi	○	○	○	○
Outside director(Audit & Supervisory Committee Member)	Hideyuki Totani	○	○	○	○

B. Activities of the Board of Directors, etc.

a) The Board of Directors

The Board of Directors meeting was held 19 times during the current fiscal year. Attendance status of individual directors are presented below.

Title	Name	The attendance record of the Board of Directors meetings
President, Representative Director and CEO	Takehito Hirano	19/19
Vice President, Representative Director	Kazuki Sakamaki	19/19
Director	Takahiro Ishikawa	19/19
Director	Shiro Kaizuka	19/19
Outside director	Yuuki Ohki	16/16
Outside director(Full-Time Audit & Supervisory Committee Member)	Kouji Sasaki	19/19
Outside director(Audit & Supervisory Committee Member)	Masataka Uesugi	19/19
Outside director(Audit & Supervisory Committee Member)	Hideyuki Totani	19/19

Note: Yuki Oki was appointed as an Outside Director at the General Meeting of Shareholders held on March 20, 2025, and has become a member of the Board of Directors.

The specific matters considered at the Board of Directors meeting included the financial results and forecasts, shareholder returns and capital policy, M&A and business alliances, internal control and compliance, officer remuneration, corporate governance (including an examination of the appropriateness of retaining cross-shareholdings and an evaluation of the effectiveness of the Board of Directors), and related party transactions.

b) Audit & Supervisory Committee

The Audit & Supervisory Committee meeting was held 11 times during the current fiscal year. Attendance status of individual Audit & Supervisory Committee Members are presented below.

Title	Name	The attendance record of the Audit & Supervisory Committee meetings
Outside director(Full-Time Audit & Supervisory Committee Member)	Kouji Sasaki	11/11
Outside director(Audit & Supervisory Committee Member)	Masataka Uesugi	11/11
Outside director(Audit & Supervisory Committee Member)	Hideyuki Totani	11/11

The specific matters considered at the Audit & Supervisory Committee meeting included audit plans, internal controls and compliance, selection and dismissal of accounting auditors and their compensation, approval of transactions by directors bearing a conflict of interest, and matters related to audit reports.

c) Nomination Committee

The Nomination Committee meeting was held 3 times during the current fiscal year. Attendance status of individual Nomination Committee Members are presented below.

Title	Name	The attendance record of the Nomination Committee meetings
President, Representative Director and CEO	Takehito Hirano	3/3
Outside director(Full-Time Audit & Supervisory Committee Member)	Kouji Sasaki	3/3
Outside director(Audit & Supervisory Committee Member)	Masataka Uesugi	3/3
Outside director(Audit & Supervisory Committee Member)	Hideyuki Totani	3/3
Outside director	Yuuki Ohki	2/2

Note: Yuki Oki was appointed as an Outside Director at the General Meeting of Shareholders held on March 20, 2025, and has become a member of the Nomination Committee.

The specific matters considered at the Nomination Committee meeting included the matters regarding the nomination of directors.

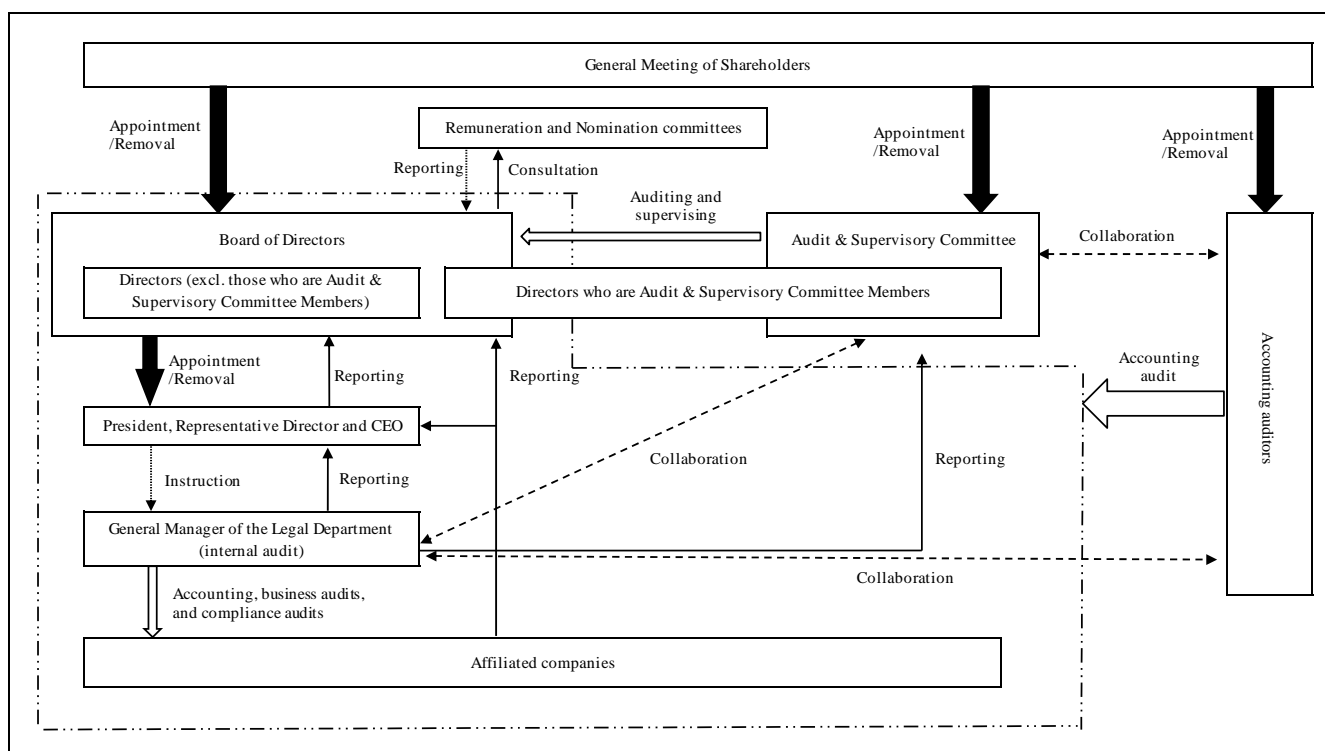
d) Remuneration Committee

The Remuneration Committee meeting was held 2 times during the current fiscal year. Attendance status of individual Remuneration Committee Members are presented below.

Title	Name	The attendance record of the Remuneration Committee meetings
President, Representative Director and CEO	Takehito Hirano	2/2
Outside director(Full-Time Audit & Supervisory Committee Member)	Kouji Sasaki	2/2
Outside director(Audit & Supervisory Committee Member)	Masataka Uesugi	2/2
Outside director(Audit & Supervisory Committee Member)	Hideyuki Totani	2/2
Outside director	Yuuki Ohki	2/2

The specific matters considered at the Remuneration Committee meeting included the matters regarding the remuneration of directors.

(Pattern Diagram of our Company's Corporate Governance Systems)



* The above diagram shows the status as of the submission date. Our Company has submitted to the Annual General Meeting of Shareholders scheduled to be held on March 27, 2026 the following proposals (matters to be resolved): “Selection of 5 Directors (excluding Directors who are Audit and Supervisory Committee Members)” and “Selection of 3 Directors who are Audit and Supervisory Committee Members.” However, even if these proposals are approved and adopted, there will be no change to the structure shown above.

B. Reasons for Corporate Governance Systems Adoption

Our Company transitioned from a company with a Board of Corporate Auditors to a company with an Audit & Supervisory Committee on March 25, 2016 when a resolution to make changes to the Articles of Incorporation including the transition to a company with an Audit & Supervisory Committee was passed at the 23rd Annual General Meeting of Shareholders held on the same day.

As of March 26, 2026, Fullcast Holdings Co., Ltd. is a company with the Board of Directors, which is comprised of 8 Directors, including 5 Directors (excluding those who are Audit & Supervisory Committee Members) (1 of whom is an outside director) and 3 Directors who are Audit & Supervisory Committee Members (3 of whom is an outside director). The company is also a company with an Audit & Supervisory Committee, which is comprised of the 3 Directors who are Audit & Supervisory Committee Members.

To achieve the aforementioned basic principles and goals of corporate governance, our Company has chosen outside directors to serve as 4 of our 8 Directors, and in so doing we aim to strengthen the supervisory function of overall management from an external perspective.

Regarding directors who are Audit & Supervisory Committee Members, by appointing all 3 as Outside Directors (One of them being a fulltime Audit & Supervisory Committee Member), our Company performs effective and appropriate oversight of business execution by Directors and have put in place a system that ensures objectivity and neutrality.

Our Company believes that these systems allow our corporate governance to function properly.

3) Other Matters on Corporate Governance

A. Internal Control Systems

- a) The following measures shall be taken to ensure a system of preventive measures regarding risk, compliance with laws and ordinances, and risk management (hereinafter Risk Management System) at the Board of Directors.
 - i. For matters that can affect our entire Company—such as important non-customary transactions, important accounting estimates, transactions between companies and directors, and important transactions with subsidiaries—decisions must be made by the Board of Directors.
 - ii. The Chief Executive Officer (hereinafter, CEO) regularly reports to the Board of Directors about efforts being made for the Risk Management System and business process improvement.
When serious problems arise, they are reported immediately to the Board of Directors.
- b) The following measures shall be taken to ensure the Risk Management System is maintained in the performance of duties by Directors (excluding those who are Audit & Supervisory Committee Members) and employees (the same “Risk Management System” detailed in “a”).
 - i. The CEO shall be placed as the chief of risk management and the General Manager of the Legal Department as the chief of risk management practices.
Risk managers in charge of each Group company shall be placed within our Company, while the General Manager of the Legal Department, under the direction of the CEO, will supervise practices of “ii” through “vii.”
 - ii. Put in place administrative authority regulations and work to establish internal control systems that will prevent authority from being centralized in specific people.
 - iii. Establish a Risk Management System based on these regulations in accordance with basic risk management regulations.
 - iv. Create standards for important information that must be reported immediately to the Board of Directors and disclosure standards, to carry out timely disclosure of issues of noncompliance, risks and other important information.
 - v. Provide necessary rank-specific training for Directors (excluding those who are Audit & Supervisory Committee Members), managerial employees and regular employees. In cases where relevant laws have been enacted or revised, or where major scandals or accidents have arisen in our Group or other companies, our Company quickly provides any necessary training.
 - vi. With the rigorous Risk Management System in business execution and internal auditing being conducted, through the risk managers placed within our Company who are in charge of each Group company, every effort shall be made to ensure thorough Risk Management System at each Group company.
 - vii. In transactions throughout all of our businesses, processes established by financial statements, and business accounting systems, our Company checks all events for the possibility of misstatements or mistakes and streamline systems to ensure that no fraudulent actions are taken during the course of our business. Also, when and where necessary, our Company sets up lateral organizations for the specific purpose of streamlining various processes.
- c) The following measures shall be taken to put in place systems for storing and managing information.
 - i. The General Manager of the Legal Department will instruct Directors (excluding those who are Audit & Supervisory Committee Members) and employees to appropriately store and manage documents based on document management rules.
 - ii. The General Manager of the Legal Department shall store and manage the following documents (including electromagnetic records) together with related materials for at least ten years:
 - (i) Minutes from General Meeting of Shareholders
 - (ii) Minutes from the Board of Directors Meetings
 - (iii) Financial documents
 - (iv) Other documents determined by the Board of Directors

- iii. Directors (excluding directors who are Audit & Supervisory Committee Members) and Audit & Supervisory Committee Members can always review documents in “ii” above.
- d) The following measures shall be taken to ensure the efficient execution of duties of Directors of our Company and our Group.
 - i. At the initial Board of Directors meeting of in each term, Directors shall develop a business plan toward achieving common goals for our employees. The Board of Directors shall regularly review the implementation of this business plan.
 - ii. As a foundation for systems to ensure that work is being executed efficiently by Directors, the Board of Directors shall at minimum be held at regular one-month intervals, and extraordinary sessions shall also be held whenever necessary.
 - iii. Regarding execution of work based upon decisions made at the Board of Directors, persons in charge, their responsibilities and execution procedures shall be defined in organizational rules, division of duties regulations, and administrative authority regulations.
- e) The following measures shall be taken to develop a system for ensuring proper operations in the business group.
 - i. Our Company shall draw up a Fullcast Group Employee Code of Conduct for all Group companies, and work to gain compliance by all employees. As well as ensuring compliance of this Code by the whole company, Directors at Group companies will also lead by example by acting based on this code of conduct.
 - ii. Where serious legal violations at Group companies or other important facts concerning risk have been discovered, Directors and employees at Group companies must report to the General Manager of the Legal Department, who shall in turn report them to the CEO. Under the direction of the CEO, the General Manager of the Legal Department will conduct and supervise an investigation into the reported facts, and where deemed necessary, will decide upon appropriate countermeasures. Also, where necessary, the CEO shall report matters to the Board of Directors, and the General Manager of the Legal Department shall report matters to the Audit & Supervisory Committee.
 - iii. The General Manager of the Legal Department will instruct Our Group companies to put in place appropriate internal control systems.
- f) The following measures shall be taken to develop a system for ensuring the effectiveness of audits carried out by Audit & Supervisory Committee.
 - i. When a request is made by an Audit & Supervisory Committee Member for an employee to be allocated to assist in their work, our Company’s employees shall be assigned to provide them with assistance. Audit & Supervisory Committee Member’s assistants shall not be subject to the direction of Directors (excluding those who are Audit & Supervisory Committee Members), and Audit & Supervisory Committee Members shall conduct their performance reviews. Consent must be gained from the Audit & Supervisory Committee to transfer or reprimand the assistants.
 - ii. Audit & Supervisory Committee Member’s assistants shall not jointly take on posts that involve execution of work.
 - iii. When Directors (excluding those who are Audit & Supervisory Committee Members) and employees of our Company or our Group have discovered facts about legal violations or matters that may cause significant damage to our Company, they must promptly report these facts to an Audit & Supervisory Committee Member. Directors (excluding those who are Audit & Supervisory Committee Members) or employees of our Company or our Group who report these matters shall be kept anonymous and persons who report these matters will not be treated unfairly because they reported these matters.
 - iv. A whistleblower hotline will be set up outside our Company. Persons who use the whistleblower system will be kept anonymous and these individuals will not be treated unfairly because they used the whistleblower system. In addition, the whistleblower hotline outside our Company shall put in place a system to report submitted information to the General Manager of the Legal Department and Full-Time Audit & Supervisory Committee Member.

- v. Directors (excluding those who are Audit & Supervisory Committee Members) or employees of our Company or our Group must report promptly to an Audit & Supervisory Committee Member if requested by an Audit & Supervisory Committee Member to report matters concerning the execution of business.
- vi. Audit & Supervisory Committee Members can attend the Board of Directors Meetings of subsidiaries and other meetings deemed necessary for audit purposes by the Audit & Supervisory Committee Member. In addition, Audit & Supervisory Committee Members can browse documents they determine as necessary for audit purposes.
- vii. Audit & Supervisory Committee Members shall work closely with the Accounting Auditor and Internal Audit Departments and can receive advice from outside experts such as attorneys when necessary.
- viii. When an Audit & Supervisory Committee Member requests the prepayment of expenses necessary to carry out their duties, our Company shall pay such costs or obligations promptly, excluding instances where deliberations with the department in charge determine that the costs or obligations related to the request are not necessary for the execution of the Auditor & Supervisory Committee Member's duties.
- g) The following measures shall be taken to develop a basic concept toward eliminating anti-social forces and to ensure its effectiveness.
 - i. Our Company and Group companies shall act in accordance with the Fullcast Group Employee Code of Conduct, sever relations with anti-social forces, and not conduct any transactions with such forces.
 - ii. Information on anti-social forces shall be collected in-house, managed as well as used with information from external specialized agencies, which is in turn are used to determine whether or not the counterpart is anti-social.
 - iii. Unreasonable requests from anti-social forces shall be firmly rejected. Furthermore, the unreasonable demands shall be handled with a firm stance as an organization.
 - iv. Links with external specialized agencies shall be established to provide access to cooperation and appropriate advice on elimination of anti-social forces.

B. Summary of Limited Liability Contracts

Based on Article 427, Paragraph 1 of the Companies Act, our Company and our outside directors who are Audit & Supervisory Committee Members have signed a limited liability contract concerning liability for damages under Article 423, Paragraph 1 of the Companies Act. Based upon this contract, where work has been performed in good faith and without gross negligence, the maximum amount of damages that our Company is liable for is the total minimum liability stipulated in Article 425, Paragraph 1 of the Companies Act.

C. Matters related to directors and officers liability insurance agreements

Our Company has concluded a directors and officers liability insurance (D&O insurance) agreement prescribed in Article 430-3, Paragraph 1 of the Companies Act, with Directors, Audit & Supervisory Board Members, and managers of our Company and its subsidiaries under the Companies Act as insured persons so that officers can fully fulfill their expected roles in performing their duties and our Company can recruit useful personnel. The insurance contract will cover the insured officers, etc. from damages that may arise from being liable for the execution of duties or being pursued for such liability. However, there are certain grounds of indemnification, such as not being covered for damages caused by acts after a recognized violation of laws and regulations.

In addition, our Company bears the full amount of insurance premiums, including the rider, and there is no insurance premium burden for the insured person.

D. Resolution matters for the General Meeting of Shareholders that can be decided upon at the Board of Directors

In the Articles of Incorporation, it is stipulated that our Company may decide on the following matters at the Board of Directors, without the need for decisions made at the General Meeting of Shareholders.

- a) It may acquire treasury shares

To be able to improve capital efficiency and increase returns to shareholders

- b) It may pay dividends from retained earnings
To be able to implement flexible capital policy and dividend policy
- c) It may pay interim dividends
To be able to implement flexible capital policy and dividend policy
- d) According to decisions made by the Board of Directors, it may be exempt from liability for damages, to the limit of the law, for Directors and Audit & Supervisory Committee Members (including who were previously Directors, Audit & Supervisory Committee Members, and members of Board of Corporate Auditors) resulting from negligence of duty
To be able to adequately conduct the roles that are expected to be performed in normal course of business.

E. Number of Directors

It is stipulated in the Articles of Incorporation that there are to be no more than 10 Directors (excluding those who are Audit & Supervisory Committee Members), and no more than 4 Directors who are Audit & Supervisory Committee members at our Company.

F. Decision requirements for appointment of Directors

Regarding decisions to appoint Directors, it is stipulated in the Articles of Incorporation that shareholders with at least 1/3 of shareholders' voting rights, and who can exercise voting rights, must be present and that our Company requires the majority of these voting rights to be exercised.

Regarding appointments of Directors through cumulative voting, it is stipulated in the Articles of Incorporation that voting must not be done through cumulative voting.

G. Special decision requirements for General Meeting of Shareholders

Our Company endeavors to smoothly conduct the General Meeting of Shareholders, and regarding special decision requirements for General Meeting of Shareholders as stipulated in Article 309, Paragraph 2 of the Companies Act, it is stipulated in the Articles of Incorporation that shareholders with at least 1/3 of shareholders' voting rights and who can exercise voting rights must be present, and that our Company requires at least 2/3 of these voting rights to act.

H. Investor Relation, Other Activities

Our Company considers endeavors to ensure highly transparent management and timely and appropriate disclosure of corporate information to be of vital importance in gaining understanding and trust for our management.

Our Company considers shareholders to be an important class of stakeholders and dates for shareholder related meetings such as the General Meeting of Shareholders are set at appropriate times that allow for constructive dialogue with shareholders and to provide information that is accurate to achieve this dialogue.

Our Company holds briefings for institutional investors and analysts two times per year as part of our efforts to promote constructive dialogue with shareholders within a reasonable scope outside of General Meetings of Shareholders from the perspective of contributing to sustainable growth and the medium- to long-term improvement of corporate value. The President, Representative Director and CEO attend all briefings and endeavors to engage in proactive dialogue with participants.

Furthermore, our Company has established a system for disclosing information equally to investors in Japan and overseas through its website.

Our Company, through its initiatives, endeavors to be the most accountable company in the industry and promotes discussions on corporate governance and important management policies with major shareholders who have an investment policy to realize returns over the medium to long term.

(2) Officers

1) List of Officers

a. The status of our Company's officers as of March 26, 2026 (the submission date of the securities report) is as follows.

There are 7 males and 1 female officers (ratio of female officers: 12.5%)

Title	Name	Date of birth	Career summary		Term	Number of shares held
President, Representative Director and CEO	Takehito Hirano	August 25, 1961	Apr. 1984 Sep. 1990 Jul 2006 Sep. 2007 Dec. 2009 Mar. 2015 Apr. 2017 Oct. 2018 Dec. 2024 Jan. 2026	Joined Harvest Futures Inc. Established Resort World Co., Ltd. (currently Fullcast Holdings Co., Ltd.) and served as President, Representative Director President, Representative Director of Fullcast Marketing Co., Ltd. (currently F-PLAIN Corporation) Director of our Company Director and Advisor of our Company Director and Chairman of our Company Representative Director and Chairman of F-PLAIN Corporation Director of Advancer Global Limited (present post) President, Representative Director and CEO of our Company (present post) Director and Chairman of F-PLAIN Corporation (present post)	(Note 2)	32,700
Vice President, Representative Director	Kazuki Sakamaki	September 30, 1970	Apr. 1989 Feb. 1995 Oct. 2005 Oct. 2007 Oct. 2008 Jun. 2009 Dec. 2011 Jan. 2013 Jan. 2014 Dec. 2024	Joined AI Tusho Co., Ltd. Joined Fullcast Co., Ltd. (currently Fullcast Holdings Co., Ltd.) Representative Director of Fullcast HR Institute Co., Ltd. (currently Fullcast Co., Ltd.) Corporate Executive Officer, General Manager of the Business Engineering Dept. of Fullcast Co., Ltd. Corporate Executive Officer, General Manager of the Tokai & Kansai Sales Dept. of Fullcast Co., Ltd. Representative Director of Fullcast Co., Ltd. Director of our Company President and Representative Director of Fullcast Co., Ltd.) President, Representative Director and CEO of our Company Vice President, Representative Director (present post)	(Note 2)	111,300
Director	Takahiro Ishikawa	July 22, 1967	Sep. 1990 Sep. 2000 Apr. 2006 Jan. 2012 May 2012 Dec. 2014 Mar. 2016 Apr. 2016 Jan. 2017	Senior Managing Director of Resort World Co., Ltd. (currently Fullcast Holdings Co., Ltd.) Representative Director of Fullcast Factory Co., Ltd. Representative Director of Fullcast Central Co., Ltd. Director of STARTLINE Co., Ltd. (present post) President and Representative Director of Beat Co., Ltd. President and Representative Director of Beattech Co., Ltd. Director of our Company (present post) Representative Director and Chairman of Beat Co., Ltd. (present post) Representative Director and Chairman of Beattech Co., Ltd. (present post)	(Note 2)	154,600
Director	Shiro Kaizuka	October 3, 1961	Sep. 1990 May 2002	Senior Managing Director of Resort World Co., Ltd. (currently Fullcast Holdings Co., Ltd.) Representative Director of Fullcast Technology Co., Ltd. (currently YUME TECHNOLOGY Co., Ltd.)	(Note 2)	75,200

Title	Name	Date of birth	Career summary		Term	Number of shares held
			Oct. 2002 Feb. 2010 Sep. 2013 Apr. 2016 Jun. 2016 Mar. 2017	Director of Interbiz Limited (present post) Representative Director of Rearvio Co., Ltd. (present post) Representative Director of Dimension Pockets Co., Ltd. (present post) Representative Partner of IPM G.K. (present post) Representative Partner of One Suite G.K. (present post) Director of our Company (present post)		
Director	Yuuki Ohki	December 12, 1980	Apr. 2003 Dec. 2021 Jan. 2022 Apr. 2023 Mar. 2025	Joined Asahi National Broadcasting Co., Ltd. (currently TV Asahi Holdings Corporation) Left TV Asahi Holdings Corporation Joined Reiwa Travel, Inc. Became Executive Officer and CCO of the company (present post) Director of our Company (present post)	(Note 2)	-
Director (Full-Time Audit & Supervisory Committee Member)	Kouji Sasaki	August 2, 1945	Apr. 1966 Dec. 1984 Jun. 1995 Sep. 1995 Dec. 1999 Sep. 2008 Mar. 2016	Joined Tokyo Regional Taxation Bureau and worked in the general affairs division, before later working in tax offices Passed the tax accountant examination Retired as a special examiner at Nakano tax office Opened Sasaki Tax Accounting Office (Director, present post) Outside Audit & Supervisory Board Member of our Company Audit & Supervisory Board Member of Fullcast HR Institute Co., Ltd. (currently Fullcast Co., Ltd.) Director (full-time Audit & Supervisory Committee Member) of our Company (present post)	(Note 3)	9,600
Director (Audit & Supervisory Committee Member)	Masataka Uesugi	July 31, 1965	Apr. 1995 Apr. 1999 Jun. 2003 Jun. 2003 Jun. 2004 Jun. 2007 Dec. 2012 Jun. 2013 Dec. 2013 Nov. 2014 Mar. 2015 Mar. 2016 Jun. 2016 Mar. 2021	Registered as an attorney-at-law (Tokyo Bar Association) Founded Uesugi Law Office Partner of Amlec Law and Accounting Firm Audit & Supervisory Board Member of Digital Arts Inc. Audit & Supervisory Board Member of Nextech Co., Ltd. Outside Audit & Supervisory Board Member of jig.jp Co., Ltd. (present post) Outside Audit & Supervisory Board Member of F-PLAIN Corporation Outside Audit & Supervisory Board Member of Commerce One Holdings Inc. (present post) Outside Audit & Supervisory Board Member of Ceres Inc. Outside Audit & Supervisory Board Member of Aiming Inc. (present post) Founded Sakurada Dori Partners (partner, present post) Director (Audit & Supervisory Committee Member) of our Company (present post) Outside Director (Audit & Supervisory Committee Member) of Digital Arts Inc. (present post) Outside Director (Audit & Supervisory Committee Member) of Ceres Inc. (present post)	(Note 3)	-
Director (Audit & Supervisory Committee Member)	Hideyuki Totani	January 5, 1979	Oct. 2003 Jun. 2007 Jul. 2007 Jun. 2013	Joined Ernst & Young ShinNihon LLC Registered as Certified Public Accountant Partner at Seiwa Audit Corporation (currently RSM Seiwa Audit Corporation) Outside Audit & Supervisory Board Member of F-PLAIN Corporation	(Note 3)	-

Title	Name	Date of birth	Career summary		Term	Number of shares held
			Jul. 2014	Outside Audit & Supervisory Board Member of Ichigo Holdings, Inc.		
			Dec. 2015	Auditor of F-PLAIN Corporation (present post)		
			Mar. 2016	Director (Audit & Supervisory Committee Member) of our Company (present post)		
			Jul. 2016	Representative at RSM Seiwa Audit Corporation		
			Jul. 2021	President at RSM Seiwa Audit Corporation (present post)		
Total						383,400

- Notes: 1. Directors Yuuki Ohki (legal name: Yuuki Kodera), Kouji Sasaki, Masataka Uesugi and Hideyuki Totani are outside director, as defined in Article 2, Item 15 of the Companies Act.
2. The term of office for Directors who are not Audit & Supervisory Committee Members is from the Annual General Meeting of Shareholders for the fiscal year ended December 2024 until the conclusion of the Annual General Meeting of Shareholders for the fiscal year ending December 2025.
3. The term of office for Directors who are Audit & Supervisory Committee Members is from the Annual General Meeting of Shareholders for the fiscal year ended December 2023 until the conclusion of the Annual General Meeting of Shareholders for the fiscal year ending December 2025.
4. The Audit & Supervisory Committee is comprised of the following members:
Chair: Kouji Sasaki; Members: Masataka Uesugi and Hideyuki Totani

- b. Our Company has submitted to the Annual General Meeting of Shareholders scheduled to be held on March 27, 2026 the following proposals (matters to be resolved): “Selection of 5 Directors (excluding Directors who are Audit & Supervisory Committee Members)” and “Selection of 3 Directors who are Audit & Supervisory Committee Members.” If these proposals are approved and adopted, the status of our Company’s officers and their respective terms of office will be as follows. The information also includes the matters (such as positions and titles) scheduled to be resolved at the meeting of the Board of Directors to be held immediately after the Annual General Meeting of Shareholders.

There are 7 males and 1 female officers (ratio of female officers: 12.5%)

Title	Name	Date of birth	Career summary		Term	Number of shares held
President, Representative Director and CEO	Takehito Hirano	August 25, 1961	Apr. 1984	Joined Harvest Futures Inc.	(Note 2)	32,700
			Sep. 1990	Established Resort World Co., Ltd. (currently Fullcast Holdings Co., Ltd.) and served as President, Representative Director		
			Jul 2006	President, Representative Director of Fullcast Marketing Co., Ltd. (currently F-PLAIN Corporation)		
			Sep. 2007	Director of our Company		
			Dec. 2009	Director and Advisor of our Company		
			Mar. 2015	Director and Chairman of our Company		
			Apr. 2017	Representative Director and Chairman of F-PLAIN Corporation		
			Oct. 2018	Director of Advancer Global Limited (present post)		
			Dec. 2024	President, Representative Director and CEO of our Company (present post)		
Jan. 2026	Director and Chairman of F-PLAIN Corporation (present post)					
Vice President, Representative Director	Kazuki Sakamaki	September 30, 1970	Apr. 1989	Joined AI Tusho Co., Ltd.	(Note 2)	111,300
			Feb. 1995	Joined Fullcast Co., Ltd. (currently Fullcast Holdings Co., Ltd.)		
			Oct. 2005	Representative Director of Fullcast HR Institute Co., Ltd. (currently Fullcast Co., Ltd.)		
			Oct. 2007	Corporate Executive Officer, General Manager of the Business Engineering Dept. of Fullcast Co., Ltd.		
			Oct. 2008	Corporate Executive Officer, General Manager of the Tokai & Kansai Sales Dept. of Fullcast		

Title	Name	Date of birth	Career summary		Term	Number of shares held
			Jun. 2009 Dec. 2011 Jan. 2013 Jan. 2014 Dec. 2024	Co., Ltd. Representative Director of Fullcast Co., Ltd. Director of our Company President and Representative Director of Fullcast Co., Ltd.) President, Representative Director and CEO of our Company Vice President, Representative Director (present post)		
Director	Takahiro Ishikawa	July 22, 1967	Sep. 1990 Sep. 2000 Apr. 2006 Jan. 2012 May 2012 Dec. 2014 Mar. 2016 Apr. 2016 Jan. 2017	Senior Managing Director of Resort World Co., Ltd. (currently Fullcast Holdings Co., Ltd.) Representative Director of Fullcast Factory Co., Ltd. Representative Director of Fullcast Central Co., Ltd. Director of STARTLINE Co., Ltd. (present post) President and Representative Director of Beat Co., Ltd. President and Representative Director of Beattech Co., Ltd. Director of our Company (present post) Representative Director and Chairman of Beat Co., Ltd. (present post) Representative Director and Chairman of Beattech Co., Ltd. (present post)	(Note 2)	154,600
Director	Shiro Kaizuka	October 3, 1961	Sep. 1990 May 2002 Oct. 2002 Feb. 2010 Sep. 2013 Apr. 2016 Jun. 2016 Mar. 2017	Senior Managing Director of Resort World Co., Ltd. (currently Fullcast Holdings Co., Ltd.) Representative Director of Fullcast Technology Co., Ltd. (currently YUME TECHNOLOGY Co., Ltd.) Director of Interbiz Limited (present post) Representative Director of Rearvio Co., Ltd. (present post) Representative Director of Dimension Pockets Co., Ltd. (present post) Representative Partner of IPM G.K. (present post) Representative Partner of One Suite G.K. (present post) Director of our Company (present post)	(Note 2)	75,200
Director	Yuuki Ohki	December 12, 1980	Apr. 2003 Dec. 2021 Jan. 2022 Apr. 2023 Mar. 2024	Joined Asahi National Broadcasting Co., Ltd. (currently TV Asahi Holdings Corporation) Left TV Asahi Holdings Corporation Joined Reiwa Travel, Inc. Became Executive Officer and CCO of the company (present post) Director of our Company (present post)	(Note 2)	-
Director (Full-Time Audit & Supervisory Committee Member)	Osamu Saito	July 21, 1957	Jul. 2005 Jul. 2011 Jul. 2012 Jul. 2013 Jul. 2014 Jul. 2015 Jun. 2016 Jul. 2017 Oct. 2017 Aug. 2021	Special Officer for Research on Personnel Management, Secretarial Division Minister's Secretariat, Ministry of Finance Director, Ogikubo Tax Office, Tokyo Regional Taxation Bureau Director, General Affairs Department, Hokkaido Local Finance Bureau Director, General Affairs Department, Tokai Local Finance Bureau Director, Administration Division, Financial Bureau, Ministry of Finance Director-General, Hokkaido Local Finance Bureau Deputy Director General, Policy Research Institute, Ministry of Finance Retired from the Ministry of Finance Director, General Affairs Department, The Financial Futures Association of Japan Special Advisor, DBJ Asset Management Co.,	(Note 3)	-

Title	Name	Date of birth	Career summary		Term	Number of shares held
			Mar. 2026	Ltd. Director (full-time Audit & Supervisory Committee Member) of our Company (scheduled to take office)		
Director (Audit & Supervisory Committee Member)	Masataka Uesugi	July 31, 1965	Apr. 1995 Apr. 1999 Jun. 2003 Jun. 2003 Jun. 2004 Jun. 2007 Dec. 2012 Jun. 2013 Dec. 2013 Nov. 2014 Mar. 2015 Mar. 2016 Jun. 2016 Mar. 2021	Registered as an attorney-at-law (Tokyo Bar Association) Founded Uesugi Law Office Partner of Amlec Law and Accounting Firm Audit & Supervisory Board Member of Digital Arts Inc. Audit & Supervisory Board Member of Nextech Co., Ltd. Outside Audit & Supervisory Board Member of jig.jp Co. Ltd. (present post) Outside Audit & Supervisory Board Member of F-PLAIN Corporation Outside Audit & Supervisory Board Member of Commerce One Holdings Inc. (present post) Outside Audit & Supervisory Board Member of Ceres Inc. Outside Audit & Supervisory Board Member of Aiming Inc. (present post) Founded Sakurada Dori Partners (partner, present post) Director (Audit & Supervisory Committee Member) of our Company (present post) Outside Director (Audit & Supervisory Committee Member) of Digital Arts Inc. (present post) Outside Director (Audit & Supervisory Committee Member) of Ceres Inc. (present post)	(Note 3)	-
Director (Audit & Supervisory Committee Member)	Hideyuki Totani	January 5, 1979	Oct. 2003 Jun. 2007 Jul. 2007 Jun. 2013 Jul. 2014 Dec. 2015 Mar. 2016 Jul. 2016 Jul. 2021	Joined Ernst & Young ShinNihon LLC Registered as Certified Public Accountant Partner at Seiwa Audit Corporation (currently RSM Seiwa Audit Corporation) Outside Audit & Supervisory Board Member of F-PLAIN Corporation Outside Audit & Supervisory Board Member of Ichigo Holdings, Inc. Auditor of F-PLAIN Corporation (present post) Director (Audit & Supervisory Committee Member) of our Company (present post) Representative at RSM Seiwa Audit Corporation President at RSM Seiwa Audit Corporation (present post)	(Note 3)	-
Total						373,800

- Notes: 1. Directors Yuuki Ohki (legal name: Yuuki Kodera), Osamu Saito, Masataka Uesugi and Hideyuki Totani are outside director, as defined in Article 2, Item 15 of the Companies Act.
2. The term of office for Directors who are not Audit & Supervisory Committee Members is from the Annual General Meeting of Shareholders for the fiscal year ended December 2025 until the conclusion of the Annual General Meeting of Shareholders for the fiscal year ending December 2026.
3. The term of office for Directors who are Audit & Supervisory Committee Members is from the Annual General Meeting of Shareholders for the fiscal year ended December 2025 until the conclusion of the Annual General Meeting of Shareholders for the fiscal year ending December 2027.
4. The Audit & Supervisory Committee is comprised of the following members:
Chair: Kouji Sasaki; Members: Masataka Uesugi and Hideyuki Totani

2) Outside Officers

- A. Overview of outside directors' personal relationships, capital relationships and other concerns over business relationships

The shareholdings of our Company by our 4 outside directors are outlined below.

(As of March 26, 2026)

Position in our Company	Name	Number of shares held
Full-Time Audit & Supervisory Committee Member	Kouji Sasaki	9,600
Audit & Supervisory Committee Member	Masataka Uesugi	-
Audit & Supervisory Committee Member	Hideyuki Totani	-
Director	Yuuki Ohki	-

Hideyuki Totani has a concurrent post at F-PLAIN Corporation which is a consolidated subsidiary of our Company.

There is no special conflict of interest between our Company and the other important concurrent offices of our Company's outside directors.

B. Attitudes towards functions, roles and appointment of outside directors

In appointing outside directors, our Company selects them based on the following line of thought.

(Outside Directors)

- Outside directors are selected from those who are judged to be qualified as having rich experience and special knowledge in governance, and indicating objectivity towards management, from the perspective of enhancing supervisory functions for overall execution of work and ensuring transparency of management.
- In order to meet the objectives of appointing outside directors, their independence is objectively judged in appointing new outside directors, in accordance with the judgment criteria for independence of independent directors stipulated by the Tokyo Stock Exchange, Inc. and the Criteria for the Independence of Outside Officers created by our Company.
- When a corporate manager becomes an outside director, conflict of interest may arise in business transactions with the director's own company. Conflict of interest in individual cases shall be appropriately dealt with in the procedures of the Board of Directors.

(Reference) Criteria for the Independence of Outside Officers

Our Company has stipulated the following criteria for determining the independence of our Company's outside directors as part of its efforts to strengthen corporate governance.

[Conditions of Independence for Officers]

Our Company's independent officers are outside directors as stipulated in the Companies Act and Ordinance for Enforcement of the Companies Act and they are persons who satisfy the conditions outlined below, in addition to the conditions for independence set forth by financial instrument exchanges in Japan, including the Tokyo Stock Exchange.

- ① Persons who do not fall into any of the following categories
 - (1) A Director who is an executor of business or not an business executor of our Company's parent company;
 - (2) An executor of business of our Company's sister company;
 - (3) An organization for whom our Company or our Company's subsidiaries (hereinafter, the "Group") is a major customer or a person who executes the business of that major customer;
 - (4) A major customer of the Group or a person who executes the business of that major customer;
 - (5) A consultant, accounting expert or legal expert who, in addition to remuneration for directors receives money exceeding a certain amount or other assets from the Group (or an organization that receives the said assets or person who belongs to the said organization);
 - (6) A person who fell into any of the categories described in (1) to (5) above in the last one year;
 - (7) A relative of a person (excluding unimportant persons) who falls into any of the following categories (i) to (iii) within the second degree of the relationship:
 - (i) A person who falls into any of the above categories (1) to (6);
 - (ii) An executor of business for a subsidiary of our Company;
 - (iii) A person who falls into (ii) or was an executor of business for our Company in the last year.
- ② Individuals who do not have other circumstances that prevents them from fulfilling their duties as independent officer.
- ③ Even when ① or ② above applies, an individual can still be appointed as independent officer if it is determined they effectively possess independence, and the reason is explained and disclosed at the time

of their appointment as outside officer.

(Notes)

1. An “executor of business” means a Director in charge of business execution, an executive officer, or an employee.
2. A “major customer” is defined as a company whose payments or receivables for transactions with the Group account for 2% or more of annual consolidated net sales of the Group or the customer within most recent business year.
3. “In addition to remuneration for directors receives money exceeding a certain amount or other assets from the Group” means a person who received monetary proceeds of 10 million yen or more or interests with the equivalent value from the Group, in addition to remuneration for directors, in the most recent business year.

Kouji Sasaki, Masataka Uesugi, Hideyuki Totani, and Yuuki Ohki, who are also outside directors, were appointed after being judged to be qualified as having rich experience in governance and specialist knowledge, and indicating objectivity towards management, from the perspective of enhancing supervisory functions for the overall execution of work and ensuring transparency of management. Our Company has appointed them as independent officers (which refers to outside directors and outside auditors for whom there is no risk of conflict of interest with general shareholders), which the Tokyo Stock Exchange stipulates as a “matter to be observed” under the Corporate Code of Conduct. Our Company has also notified the stock exchange of their appointment.

Kouji Sasaki maintains the qualification of as a professional tax accountant, Masataka Uesugi as an attorney-at-law, and Hideyuki Totani as a certified public accountant.

C. Our Company has submitted to the Annual General Meeting of Shareholders scheduled to be held on March 27, 2026 the following proposals (matters to be resolved): “Selection of 5 Directors (excluding Directors who are Audit & Supervisory Committee Members)” and “Selection of 3 Directors who are Audit & Supervisory Committee Members.” If these proposals are approved and adopted, the status of our Company’s Outside Officers will be as follows.

Koji Sasaki, Outside Director (Audit & Supervisory Committee Member), will retire, and Osamu Saito will newly assume office as an Outside Director (Audit & Supervisory Committee Member). As a result, our Company will have 4 Outside Directors (of whom 3 will be Audit & Supervisory Committee Members).

Osamu Saito, Outside Director, possesses a wealth of experience through his public service career and other professional roles in financial and tax affairs, organizational management and administration, as well as in overseeing audits of various government-affiliated financial institutions. Our Company believes that he will utilize his knowledge and experience to strengthen our Company’s audit and risk management functions. There are no personal, capital, business or other interests between our Company and him. He satisfies the independence requirements stipulated by the Tokyo Stock Exchange, Inc., as well as our Company’s “Criteria for Independence of Outside Officers,” and our Company has designated him as an independent officer pursuant to the rules of the Tokyo Stock Exchange.

Masataka Uesugi, Outside Director, possesses a wealth of experience as an Attorney-at-Law and as an Audit & Supervisory Board Member for other companies. Our Company believes that he will continue to utilize his knowledge and experience to strengthen our Company’s audit and risk management functions. There are no personal, capital, business or other interests between our Company and him. He satisfies the independence requirements stipulated by the Tokyo Stock Exchange, Inc., as well as our Company’s “Criteria for Independence of Outside Officers,” and our Company has designated him as an independent officer pursuant to the rules of the Tokyo Stock Exchange.

Hideyuki Totani, Outside Director, possesses a wealth of experience as an Accounting Auditor and as an Audit & Supervisory Board Member for other companies. Our Company believes that he will continue to utilize his knowledge and experience to strengthen our Company’s audit and risk management functions. There are no personal, capital, business or other interests between our Company and him. He satisfies the independence requirements stipulated by the Tokyo Stock Exchange, Inc., as well as our Company’s “Criteria for Independence of Outside Officers,” and our Company has designated him as an independent officer

pursuant to the rules of the Tokyo Stock Exchange.

Yuuki Ohki, Outside Director, has been active in the broadcasting industry for many years and currently serves as an executive officer at a private company, possessing extensive experience and broad insight. Our Company believes that she will continue to utilize her knowledge and experience to strengthen our Company's audit and risk management functions. There are no personal, capital, business or other interests between our Company and her. She satisfies the independence requirements stipulated by the Tokyo Stock Exchange, Inc., as well as our Company's "Criteria for Independence of Outside Officers," and our Company has designated her as an independent officer pursuant to the rules of the Tokyo Stock Exchange.

3) Supervision and audits by outside directors who are Audit & Supervisory Committee Members, mutual cooperation with audits by internal, Audit & Supervisory Committee, and accounting audits, and relationships between the internal control department and those members

In the Board of Directors Meetings, outside directors who are Audit & Supervisory Committee Members provide necessary comments for resolutions and discussions as required, and state opinions on resolutions and discussions as the need arises, from the perspective of decision-making processes used in execution of duties by Directors (excluding those who are Audit & Supervisory Committee Members), and in the Board of Directors' resolutions are appropriate.

Audit & Supervisory Committee Members and the Internal Audit Department work towards mutual cooperation through formulation of audit plans and reporting on outcomes of internal audits. At the Audit & Supervisory Committee Meetings, detailed explanations on audit plans and audit results are carried out in a timely manner by PricewaterhouseCoopers Japan LLC, our Company's Accounting Auditor.

The internal control department (Legal Department) summarizes findings from effectiveness assessments on the state of operation and maintenance of internal controls. The President, Representative Director and CEO then report the summarized findings to the Board of Directors, the Audit & Supervisory Committee and the Accounting Auditor as required in a timely manner. Even in cases where illicit actions have been committed by people with roles that are crucial for internal control as part of financial reporting, or where major changes have been made in internal control, they still report to the Board of Directors, the Audit & Supervisory Committee and the Accounting Auditors as required in a timely manner.

(3) Audits

1) Status of Audits by Audit & Supervisory Committee

(i) Organization, Personnel and Procedures of Audits by Audit & Supervisory Committee

As of the submission date of the securities report, all 3 Audit & Supervisory Committee Members on our Audit & Supervisory Committee are outside directors who are independent. Outside directors who are Audit & Supervisory Committee Members include a tax accountant and a lawyer. As well as conducting audits from various expert standpoints, based upon standards for audits and other tasks by the Audit & Supervisory Committee, they also audit execution of work by Directors, and state their opinions on matters such as appropriate operations and streamlining of operations.

Our Company has a policy in place to appoint full-time Audit & Supervisory Committee members to enable sufficient collaboration among the Audit & Supervisory Committee and Internal Audit Departments as well as share information at important meetings and gather information from Directors (excluding those who are Audit & Supervisory Committee Members), in order to strengthen the audit and supervisory functions of the Audit & Supervisory Committee. Currently, our Company has appointed Kouji Sasaki as full-time Audit & Supervisory Committee member. He has professional experience as a tax accountant and possesses considerable knowledge concerning finance and accounting.

Our Company has submitted to the Annual General Meeting of Shareholders scheduled to be held on March 27, 2026 the following proposals (matters to be resolved): "Selection of 5 Directors (excluding Directors who are Audit & Supervisory Committee Members)" and "Selection of 3 Directors who are Audit & Supervisory

Committee Members.” If these proposals are approved and adopted, Our Audit & Supervisory Committee will continue to consist of 3 outside directors.

ii) Status of Activities by Audit & Supervisory Committee and Audit & Supervisory Committee Members

In the current fiscal year, our Company’s Audit & Supervisory Committee held meetings on 11 occasions, with each meeting lasting around 1 hour. The attendance record of individual Audit & Supervisory Committee members is as follows:

Classification	Name	The attendance record of the Audit & Supervisory Committee meetings
Outside Director (Full-time Audit & Supervisory Committee Member)	Kouji Sasaki	11/11
Outside Director (Audit & Supervisory Committee Member)	Masataka Uesugi	11/11
Outside Director (Audit & Supervisory Committee Member)	Hideyuki Totani	11/11

The main topics discussed by the Audit & Supervisory Committee include establishment of the audit plan, deliberations on important audit items, development and operation of the internal control system, evaluation of Accounting Auditor and determination of its reappointment, and advanced deliberation of matters to be reported to the Board of Directors.

The following resolutions, reports and discussions were held throughout the year.

11 resolutions: Submission of audit report, determination of remuneration of Directors who are Audit & Supervisory Committee Members, etc.

13 reports and discussions: Results of the 31th audits, progress and status of compliance, etc.

In addition, the main activities of the full-time Audit & Supervisory Committee Member included serving as the chairs of meetings of the Audit & Supervisory Committee as well as facilitating communication with Directors (excluding those who are Audit & Supervisory Committee Members), attendance at meetings of the Board of Directors, and if necessary, reporting the viewing of important documents or status of execution of duties by Directors and employees to the Audit & Supervisory Committee.

2) Status of Internal Audits

Internal Audits are conducted based on internal audit regulations.

The internal audit regulations stipulate that the functions of Internal Audits are to properly understand corporate property and operations from the standpoint of management analysis, and to contribute to the streamlining of management and increasing of its efficiency, and also to achieve effective communication and coordination in all of its operations. The General Manager of the Legal Department is responsible for audits.

The Internal Audit Department, including the General Manager of the Legal Department, which reports directly to the President, Representative Director and CEO, evaluates, from an independent and objective standpoint, the design and operation of internal control over all management activities of our Company and our Group from the perspectives of legal compliance, appropriateness of financial reporting, and effectiveness and efficiency of operations, and provides reasonable assurance based on the results regarding the reliability of management activities and makes proposals to enhance internal controls. The results of these internal audit activities are regularly reported to the Board of Directors.

3) Status of Accounting Audits

A. Name of accounting auditor

PricewaterhouseCoopers Japan LLC

B. Duration as accounting auditor

13 years

C. Certified public accountants engaging in auditing work

Tatsuya Chiba

D. Composition of audit assistants involved in auditing work

Assistants involved in our Company's accounting audit work include 10 certified public accountants, 12 persons who have passed the certified public accountant exam, and 18 others.

E. Selection Method of Audit Corporation and Reason

Our Company selects the audit corporation based comprehensively on such areas as quality control, independence, specialization, audit remuneration, communication with Audit & Supervisory Committee and management, and response to illicit risks, etc., referencing the "Practical Guidelines for Auditors, etc. Concerning the Formulation of Evaluation and Selection Standards for Accounting Auditors" published by the Japan Audit & Supervisory Board Members Association.

When it deems necessary, such as when the duties of the Accounting Auditor are hindered, etc., the Audit & Supervisory Committee determines the details of resolutions on the dismissal or non-reappointment of the Accounting Auditor to be submitted to the general meeting of shareholders.

In addition, if the Accounting Auditor is deemed to fall under each item set forth in Article 340, Paragraph 1 of the Companies Act, the Accounting Auditor will be dismissed based on the consent of all Audit & Supervisory Committee Members. In such a case, the Audit & Supervisory Committee Members selected by the Audit & Supervisory Committee will report the nature and reason for the dismissal of the Accounting Auditor at the first General Meeting of Shareholders convened after the dismissal.

F. Evaluation of Audit Corporation by the Audit & Supervisory Committee

Our Company's Audit & Supervisory Committee comprehensively evaluates the audit system and the status of the execution of duties by the Accounting Auditor.

4) Details of Audit Remuneration and Other Information

A. Remuneration for audit-certified public accountants and other information

(Million yen)

Classification	Previous consolidated fiscal year		Current consolidated fiscal year	
	Remuneration based on audit certification work	Remuneration based on non-auditing work	Remuneration based on audit certification work	Remuneration based on non-auditing work
Submitting company	44	-	40	-
Consolidated subsidiaries	-	-	-	-
Total	44	-	40	-

B. Remuneration for the same network (PricewaterhouseCoopers) as audit certified public accountants (excluding A.)

There are no relevant matters.

C. Other details of remuneration based on significant audit certification work

There are no relevant matters.

D. Policy for determining audit remuneration

At Fullcast Holdings, our Company determines audit remuneration after giving consideration of factors such as audit-certified accountants' audit plans, audit contents and audit days.

E. Reasons why the Audit & Supervisory Committee approved the remuneration of the Accounting Auditor

The Audit & Supervisory Committee, based on the "Practical Guideline on Collaboration with Accounting Auditors" published by the Japan Audit & Supervisory Board Members Association, confirmed and reviewed the evaluation and analysis of auditing results from the previous fiscal year, plan for auditing hours and assignment of personnel in the audit plan, status of business execution by the Accounting Auditor, and appropriateness of estimates for remuneration. As a result, the Audit & Supervisory Committee has given its consent to the remuneration for the Accounting Auditor in accordance with Article 399, Paragraph 1 of the Companies Act.

(4) Officer Remuneration

1) Policy concerning the Approval of Calculation Method of Officer Remuneration and its Amount

It is stated in the Articles of Incorporation that officers' remunerations are stipulated based upon decisions made at the General Meeting of Shareholders.

Our Company determines the amount of remuneration for officers once each year, which must be within the range of remuneration limits determined at the General Meeting of Shareholders.

The limit on remuneration of Directors (excluding those who are Audit & Supervisory Committee Members) is set at 200 million yen per year and the limit of remuneration for Directors who are Audit & Supervisory Committee Members is 50 million yen per year based on the resolution at the 23rd Annual General Meeting of Shareholders held on March 25, 2016 (number of eligible Directors at the time of the resolution: 3 Directors (excluding those who are Audit & Supervisory Committee Members) and 3 Directors who are Audit & Supervisory Committee Members). In addition, at the 29th Annual General Meeting of Shareholders held on March 25, 2022, new share acquisition rights were issued as stock options to Directors (excluding those who are Audit & Supervisory Committee Members) within the scope of this maximum remuneration.

Remuneration-type stock options adopt consolidated operating profit, a primary financial target of the Medium-Term Management Plan, as the indicator related to performance-linked remuneration. Of those share acquisition rights allocated, only the limited number of share acquisition rights can be exercised depending on the level of achievement of the consolidated operating profit target (10 billion yen) for the fiscal year ending December 2024, the

final year of the Medium-Term Management Plan. The target for consolidated operating profit in the earnings forecast for the fiscal year ended December 2024 was 7.2 billion yen, while the actual result was 7.1 billion yen.

At the meeting of Board of Directors held on February 26, 2021, our Company resolved “Policy for determining the details of remuneration of individual directors.” The organization with the authority to decide on the policy for determining the amount of remuneration of officers of our Company and the method of calculating such remuneration is the Board of Directors. With regard to the remuneration of Directors (excluding those who are Audit & Supervisory Committee Members), the President, Representative Director and CEO who is an executive director, formulates a compensation plan including the total amount of remuneration. And after deliberations by the Remuneration Committee consisting of independent outside directors and the President, Representative Director and CEO who is an executive director, the total amount of remuneration is resolved by the Board of Directors.

The specific details of the remuneration amounts of each Director shall be left to the President, Representative Director and CEO who is an executive director, and the content of the authority shall be the amount of base remuneration for each Director and the amount of performance-linked remuneration of each Director. The reason for delegating these powers is that when determining individual remuneration of Directors, the Remuneration Committee deliberates in accordance with the policy and reports to the Board of Directors, and those who have been delegated determine such matters by respecting the report.

The Board of Directors has resolved to delegate the determination of individual remuneration of Directors pertaining to the current fiscal year to Takehito Hirano, President, Representative Director and CEO, and has confirmed that the method of determining the content of remuneration and the content of the determined remuneration are consistent with the policy resolved by the Board of Directors for the individual remuneration of Directors pertaining to the current fiscal year. It has also confirmed that the report from the Remuneration Committee is respected and judges that it is in line with the policy.

During the relevant fiscal year, deliberation and resolution were made by the Board of Directors as follows:

- March 22, 2024: Deliberation and resolution on remuneration of Directors (excluding those who are Audit & Supervisory Committee Members)

The remuneration of Directors who are Audit & Supervisory Committee Members is determined through discussions among the Directors who are Audit & Supervisory Committee Members.

The details of “Policy for determining the details of remuneration of individual directors” are presented below.

1. Fundamental policy

The fundamental policy for the determination of remuneration of our Company’s individual Directors shall be to set this remuneration at an appropriate level based on the importance of each of their duties and their achievements using a remuneration system linked to our Company’s business performance and return to shareholders, so that the remuneration works sufficiently as an incentive to achieve the sustainable enhancement of corporate value. Specifically, the remuneration of the President, Representative Director and CEO who serves as an executive director and the Director responsible for supervisory functions (excluding those who are Audit & Supervisory Committee Members) shall be comprised of base remuneration (monetary compensation) as the fixed remuneration and performance-linked remuneration (monetary compensation) and stock-based compensation (non-monetary remuneration). The remuneration of outside directors who are Audit & Supervisory Committee members shall comprise only base pay as fixed remuneration in view of their duties.

2. Policy regarding the amount of remuneration for each individual in terms of base remuneration (monetary remuneration) (including the policy on determining the timing or conditions for the granting of remuneration)

The base remuneration of our Company’s Directors shall be comprised of monthly fixed remuneration, which shall be determined holistically while considering the level of other companies, our Company’s performance, and level of employee pay based on the Director’s position, duties, and number of years in office.

3. Policy regarding the details and amount or calculation method of performance-linked remuneration and non-monetary remuneration (including the policy on determining the timing or conditions for the granting of remuneration)

Performance-linked remuneration shall be comprised of cash remuneration reflecting key performance indicators (KPI) to elevate awareness about improving performance each business year. The amount calculated is based on the level of achievement of targets for consolidated operating profit for each respective business year and shall be paid monthly in conjunction with monthly fixed remuneration. The target KPIs and their values, in principle, shall be set when formulating a plan that is consistent with the Medium-Term Management Plan or medium-term consolidated operating profit targets set by our Company, and be reviewed as necessary based on changes in the operating environment.

Non-monetary compensation shall be comprised of remuneration-type stock options and adopt consolidated operating profit, a primary financial target of the Medium-Term Management Plan or medium-term consolidated operating profit targets set by our Company, as the indicator related to performance-linked remuneration. Of those share acquisition rights allocated, only a limited number of share acquisition rights can be exercised depending on the level of achievement of the consolidated operating profit target for the final year of the Medium-Term Management Plan or of medium-term consolidated operating profit target.

4. Policy regarding determination of the proportion of monetary remuneration, performance-linked remuneration or non-monetary remuneration for each Director

The ratio of each type of remuneration for Executive Director and Director (excluding those who are Audit & Supervisory Committee Members) shall be determined considering remuneration levels of other companies engaged in related business types or formats or whose business size is similar to our Company. Furthermore, the benchmark ratio of each type of remuneration shall be 8:1:1 representing base remuneration: performance-linked remuneration: non-monetary remuneration (in case the level of KPI achievement is 100%).

Note: Performance-linked remuneration shall be cash remuneration and non-monetary remuneration shall be remuneration type stock options.

5. Matters regarding the determination of details of remuneration for individual Directors

The remuneration amount and each type of remuneration of the President, Representative Director and CEO who serves as an Executive Director and the Director (excluding those who are Audit & Supervisory Committee Members) will be proposed by the President, Representative Director and CEO who serves as an Executive Director that will include the total amount of remuneration following the aforementioned fundamental policy on determining remuneration and individual policies. Next, the Board of Directors passes a resolution on the total amount of remuneration (each amount of base remuneration, performance-linked remuneration and stock-type remuneration, if applicable), timing, conditions and other important matters, if any. The specific details of each individual Director are entrusted to the discretion of the President, Representative Director and CEO who serves as an Executive Director. The details of this authority shall comprise the amount of base remuneration of each Director and performance-linked remuneration of each Director.

However, our Company will establish a Remuneration Committee comprised of independent outside directors and the President, Representative Director and CEO who serves as an Executive Director to prevent arbitrary decisions on remuneration by the President, Representative Director and CEO who serves as an Executive Director and ensure that authority is exercised appropriately. The Remuneration Committee deliberates on whether the individual remuneration proposals established by the President, Representative Director and CEO who serves as an Executive Director are appropriate or not in accordance with the above mentioned policies for determination of remuneration. After this, revisions are made if necessary and the Remuneration Committee establishes a remuneration proposal within the scope of the total amount approved by the Board of Directors. The Remuneration Committee submits its proposal to the President, Representative Director and CEO who

serves as an Executive Director, and the President, Representative Director and CEO who serves as an Executive Director determines the remuneration amount for individual Directors while respecting the details of this proposal.

2) Total amount of remuneration by officer classification, total amount by type of remuneration, and number of officers covered

Classification	Total amount of remuneration (Million yen)	Total amount by type of remuneration (Million yen)			Number of officers covered
		Fixed remuneration	Performance-linked remuneration	Retirement benefits	
Directors (excluding Audit & Supervisory Committee Members) (excluding outside directors)	114	110	4	-	4
Directors (Audit & Supervisory Committee Members) (excluding outside directors)	-	-	-	-	-
Outside officers	20	20	-	-	4

- Notes:
1. The limit on remuneration of Directors (excluding Audit & Supervisory Committee Members) is set at 200 million yen per year, as determined at the General Meeting of Shareholders on March 25, 2016. In addition, new share acquisition rights were issued as stock options to Directors (excluding those who are Audit & Supervisory Committee Members) within the scope of this maximum remuneration as determined at the General Meeting of Shareholders on March 24, 2017.
 2. The limit on remuneration of Directors (Audit & Supervisory Committee Members) is set at 50 million yen per year, as determined at the General Meeting of Shareholders on March 25, 2016.

3) Total Amount of Consolidated Remuneration for Each Officer

Not listed, as there is no one for whom the total amount of consolidated remuneration exceeds 100 million yen.

4) Important items among employee bonuses for people working jointly as employees and officers

There are no relevant matters.

(5) Possession of shares

1) Standards and Approach to Categories of Investment Securities

Regarding the categories of investment securities owned purely for investment purposes and investment securities owned for reasons other than purely investment purposes, our Company categorizes shares held for the purpose of business strategy such as maintaining and strengthening relationships with business partners as cross-shareholdings and categorizes shares held for asset management purpose as purely investment.

2) Ownership of Shares by Fullcast Holdings Co., Ltd.

The following shows the status of Fullcast Holdings Co., Ltd., which is the company with the highest balance sheet amount for investment shares among our Company and its consolidated subsidiaries (highest holding company).

A. Investment shares that are held for purposes other than net investment purposes

a) Method of examining ownership policy and ownership rationale as well as details of examinations by the Board of Directors on suitability of ownership of individual shares

Our Group acquires and holds cross-shareholdings of publicly listed stocks when it is determined to contribute to the improved medium to long-term corporate value of our Group from the perspective of maintaining and strengthening cooperative business relations and maintaining and strengthening stable, long-term transactional relationships between our Group and its business partners, restricted to alliance relationships, transactional relationships or other business relationships. Our Company plans to sell and reduce its holdings of

shares of associates and investment securities for which these business synergies are not expected to materialize.

In addition, the Board of Directors carefully screened our Group's cross-shareholdings (4 stocks), including whether the purpose of ownership is appropriate or not, and verified that ownership is indeed suitable. As a result of this verification, the Board of Directors determined that at the current point in time it is appropriate to continue owning these cross-shareholdings.

With regard to exercising the voting rights of cross-shareholdings, our Group determines whether it approves or disapproves of a proposal and exercises its voting rights after comprehensively determining, based on individual scrutiny, whether the proposal contributes to the enhancement of the corporate value of the company and our Group and whether there is a possibility the proposal will damage shareholder value, for each individual proposal, taking into account the purpose of each individual holdings and referencing the criteria for exercising voting rights of the voting advisory company.

b) Number of different stocks and total value recorded in balance sheets

	Number of different stocks	Total value recorded in balance sheets (Million yen)
Unlisted equity securities	5	363
Securities other than unlisted equity securities	2	267

(Stocks for which our Company's shareholdings increased in the current fiscal year)

	Number of different stocks	Total acquisition price related to increase in the number of shares (Million yen)	Reason for increase in number of shares
Unlisted equity securities	-	-	-
Securities other than unlisted equity securities	1	271	Strengthening relationships through capital and business alliance

(Stocks for which our Company's shareholdings decreased in the current fiscal year)

	Number of different stocks	Total sale price related to decrease in the number of shares (Million yen)
Unlisted equity securities	-	-
Securities other than unlisted equity securities	1	25

- c) Information concerning special stocks, number of shares for each stock considered deemed holding, and amount appearing in balance sheet

Special Stocks

Stock	Current fiscal year	Previous fiscal year	Purpose of ownership, outline of business alliance, quantitative effects of ownership, and reason for the increase in the number of shares	Shares owned by our Company
	Number of shares Amount recorded in balance sheets (Million yen)	Number of shares Amount recorded in balance sheets (Million yen)		
Seyfert LTD.	30,000	30,000	Owned for maintaining and strengthening transactional relationship. Quantitative effects of holding are not mentioned due to the difficulty of mention. The rationale for ownership is verified using the method mentioned in a).	Yes
	22	29		
e-LogiT Co., Ltd.	-	90,000	Owned for maintaining and strengthening transactional relationship in "Short-Term Operational Support Business." However, all shares were sold for the current fiscal year.	None
	-	20		
Zenken Corporation	370,000	-	Owned for the business cooperation through capital and business alliance, and strengthening relationships through building a capital relationship. Quantitative effects of holding are not mentioned due to the difficulty of mention. The rationale for ownership is verified using the method mentioned in a).	None
	245	-		

Deemed holdings

There are no relevant matters.

B. Investment shares held for net investment purposes

Classification	Current fiscal year		Previous fiscal year	
	Number of different stocks	Total value recorded in balance sheets (Million yen)	Number of different stocks	Total value recorded in balance sheets (Million yen)
Unlisted equity securities	-	-	-	-
Securities other than unlisted equity securities	-	-	1	27

Classification	Current fiscal year		
	Total amount of dividend income (Million yen)	Total amount of sales gain (loss) (Million yen)	Total amount of valuation gain (loss) (Million yen)
Unlisted equity securities	-	-	-
Securities other than unlisted equity securities	1	41	(24)

3) Ownership of shares by F-FC Asset Management Co., Ltd

The following shows the status of FC Asset Management Co., Ltd, which is the company with the next highest balance sheet amount for investment shares among our Company and its consolidated subsidiaries.

A. Investment shares that are held for purposes other than net investment purposes

- a) Method of examining ownership policy and ownership rationale as well as details of examinations by the Board of Directors on suitability of ownership of individual shares

Our Group acquires and holds cross-shareholdings of publicly listed stocks when it is determined to contribute to the improved medium to long-term corporate value of our Group from the perspective of maintaining and strengthening cooperative business relations and maintaining and strengthening stable, long-term transactional relationships between our Group and its business partners, restricted to alliance relationships, transactional relationships or other business relationships. Our Company plans to sell and reduce its holdings of

shares of associates and investment securities for which these business synergies are not expected to materialize.

The Board of Directors carefully screened our Group's cross-shareholdings (4 stocks), including whether the purpose of ownership is appropriate or not, and verified that ownership is indeed suitable. As a result of this verification, the Board of Directors determined that at the current point in time it is appropriate to continue owning these cross-shareholdings.

With regard to exercising the voting rights of cross-shareholdings, our Group determines whether it approves or disapproves of a proposal and exercises its voting rights after comprehensively determining, based on individual scrutiny, whether the proposal contributes to the enhancement of the corporate value of the company and our Group and whether there is a possibility the proposal will damage shareholder value, for each individual proposal, taking into account the purpose of each individual holdings and referencing the criteria for exercising voting rights of the voting advisory company.

b) Number of different stocks and total value recorded in balance sheets

There are no relevant matters.

(Stocks for which our Company's shareholdings increased in the current fiscal year)

There are no relevant matters.

(Stocks for which our Company's shareholdings decreased in the current fiscal year)

There are no relevant matters.

c) Information concerning special stocks, number of shares for each stock considered deemed holding, and amount appearing in balance sheet

Special Stocks

There are no relevant matters.

Deemed holdings

There are no relevant matters.

B. Investment shares held for net investment purposes

Classification	Current fiscal year		Previous fiscal year	
	Number of different stocks	Total value recorded in balance sheets (Million yen)	Number of different stocks	Total value recorded in balance sheets (Million yen)
Unlisted equity securities	-	-	-	-
Securities other than unlisted equity securities	59	894	-	-

Classification	Current fiscal year		
	Total amount of dividend income (Million yen)	Total amount of sales gain (loss) (Million yen)	Total amount of valuation gain (loss) (Million yen)
Unlisted equity securities	-	-	-
Securities other than unlisted equity securities	-	-	35

4) Possession of shares for submitting companies

The submitting company is the same as that appearing in "2) Ownership of Shares by Fullcast Holdings Co., Ltd."

Part 5: Financial Conditions

1. Preparation Methods for Consolidated and Non-Consolidated Financial Statements

(1) Our Company's consolidated financial statements are prepared in accordance with "Regulations for Terminology, Forms, and Preparation Methods of Consolidated Financial Statements" (Minister of Finance Decree No. 28, 1976).

(2) Our Company's consolidated financial statements are prepared in accordance with "Regulations for Terminology, Forms, and Preparation Methods of Financial Statements" (Minister of Finance Decree No. 59, 1963) (hereinafter, "Regulations for Financial Statements").

Our Company falls under the companies submitting special financial statements and prepares financial statements in accordance with the provisions of the Article 127 of the Regulations for Financial Statements.

2. Audit Certification

Based on Article 193-2, Paragraph 1 of the Financial Instruments and Exchange Act, our Company underwent audits by PricewaterhouseCoopers Japan LLC for consolidated financial statements of the current consolidated fiscal year (January 1 to December 31, 2024) and for financial statements of the current fiscal year (January 1 to December 31, 2024).

3. Special Initiatives for Ensuring the Adequacy of Consolidated Financial Statements

Our Company engages in special initiatives to ensure the adequacy of consolidated financial statements. Specifically, we have joined the Financial Accounting Standards Foundation to properly understand the details of accounting standards, and to respond appropriately to changes in these standards. Furthermore, we have put in place systems for receiving information from companies specializing in disclosure on both a regular and occasional basis.

1. Consolidated Financial Statements

(1) Consolidated Financial Statements

1) Consolidated Balance Sheet

(Million yen)

	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
ASSETS		
Current assets		
Cash and deposits	17,531	21,089
Notes and accounts receivable - trade	* ¹ 7,657	* ¹ 10,094
Merchandise	58	224
Supplies	16	16
Other	2,230	3,411
Allowance for doubtful accounts	(24)	(28)
Total current assets	27,468	34,806
Non-current assets		
Property, plant and equipment		
Buildings and structures	1,871	* ² 3,093
Accumulated depreciation and impairment	(1,168)	(1,875)
Buildings and structures, net	704	1,218
Machinery, equipment and vehicles	8	94
Accumulated depreciation and impairment	(7)	(63)
Machinery, equipment and vehicles, net	0	31
Tools, furniture and fixtures	1,070	1,296
Accumulated depreciation and impairment	(890)	(973)
Tools, furniture and fixtures, net	180	323
Land	1,145	* ² 5,052
Construction in progress	51	22
Total property, plant and equipment	2,080	6,646
Intangible assets		
Software	634	677
Goodwill	5,223	8,041
Trademark right	1,558	1,472
Other	22	22
Total intangible assets	7,436	10,212
Investments and other assets		
Investment securities	* ³ 2,740	* ³ 2,777
Guarantee deposits	1,149	2,850
Deferred tax assets	476	90
Other	127	599
Allowance for doubtful accounts	(8)	(150)
Total investments and other assets	4,484	6,167
Total non-current assets	14,000	23,024
Total assets	41,468	57,830

(Million yen)

	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
LIABILITIES		
Current liabilities		
Notes and accounts payable - trade	582	683
Short-term borrowings	* ⁴ 1,000	* ⁴ 10,500
Current portion of long-term borrowings	-	* ² 363
Accounts payable - other	1,664	2,186
Accrued expenses	1,672	2,875
Income taxes payable	1,915	1,558
Accrued consumption taxes	1,007	1,912
Provision for bonuses	26	51
Other	* ⁵ 2,326	* ⁵ 1,575
Total current liabilities	10,191	21,703
Non-current liabilities		
Long-term borrowings	-	* ² 1,357
Retirement benefit liability	924	955
Asset retirement obligations	389	433
Deferred tax liabilities	634	233
Other	462	495
Total non-current liabilities	2,408	3,474
Total liabilities	12,599	25,176
NET ASSETS		
Shareholders' equity		
Share capital	2,780	2,780
Capital surplus	1,888	1,888
Retained earnings	28,137	26,102
Treasury shares	(4,638)	(482)
Total shareholders' equity	28,167	30,287
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	121	1
Foreign currency translation adjustment	329	373
Total accumulated other comprehensive income	450	374
Share acquisition rights	253	196
Non-controlling interests	-	1,795
Total net assets	28,869	32,654
Total liabilities and net assets	41,468	57,830

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

Consolidated Statement of Income

(Million yen)

	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Net sales	* ¹ 68,556	* ¹ 77,227
Cost of sales	44,039	50,783
Gross profit	24,517	26,445
Selling, general and administrative expenses		
Salaries and bonuses	5,562	6,021
Other salaries	1,682	1,698
Provision for bonuses	(14)	(27)
Legal welfare expenses	1,043	1,129
Retirement benefit expenses	132	67
Communication expenses	356	375
Travel and transportation expenses	529	580
Rent expenses on land and buildings	1,302	1,399
Depreciation	434	499
Advertising expenses	1,776	1,376
Recruitment expenses	1,082	1,251
Provision of allowance for doubtful accounts	(19)	34
Amortization of goodwill	498	663
Other	3,015	3,466
Total selling, general and administrative expenses	17,377	18,530
Operating profit	7,140	7,915
Non-operating income		
Interest income	3	19
Dividend income	6	6
Share of profit of entities accounted for using equity method	123	—
Subsidy income	16	26
Revenue - advertising	56	47
Other	45	90
Total non-operating income	248	188
Non-operating expenses		
Interest expenses	12	49
Share of loss of entities accounted for using equity method	-	111
Handicapped employment fee	8	15
Settlement payments	17	23
Cost of revenue - advertising	8	11
Other	31	116
Total non-operating expenses	76	325
Ordinary profit	7,312	7,778

(Million yen)

	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Extraordinary income		
Gain on sale of investment securities	31	192
Gain on sale of non-current assets	* ² 31	* ² 43
Gain on sale of shares of subsidiaries	1,295	-
Other	-	14
Total extraordinary income	1,358	248
Extraordinary losses		
Impairment losses	* ³ 2	* ³ 56
Loss on retirement of non-current assets	* ⁴ 38	* ⁴ 83
Other	1	5
Total extraordinary losses	41	144
Profit before income taxes	8,629	7,883
Income taxes - current	3,119	2,926
Income taxes - deferred	(31)	76
Total income taxes	3,088	3,002
Profit	5,541	4,881
Profit attributable to non-controlling interests	48	97
Profit attributable to owners of parent	5,493	4,784

Consolidated Statement of Comprehensive Income

(Million yen)

	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Profit	5,541	4,881
Other comprehensive income		
Valuation difference on available-for-sale securities	(19)	(110)
Foreign currency translation adjustment	75	45
Total other comprehensive income	* 57	* (65)
Comprehensive income	5,598	4,816
(Comprehensive income attributable to)		
Owners of parent	5,549	4,709
Non-controlling interests	49	107

(3) Consolidated Statement of Changes in Equity

Previous consolidated fiscal year (January 1 to December 31, 2023)

(Million yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	2,780	2,006	24,868	(4,647)	25,007
Changes during period					
Dividends of surplus			(2,218)		(2,218)
Profit attributable to owners of parent			5,493		5,493
Purchase of treasury shares					-
Disposal of treasury shares			(5)	9	3
Purchase of shares of consolidated subsidiaries		(118)			(118)
Net changes in items other than shareholders' equity					
Total changes during period	-	(118)	3,269	9	3,159
Balance at end of period	2,780	1,888	28,137	(4,638)	28,167

	Accumulated other comprehensive income			Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income			
Balance at beginning of period	140	253	394	204	1,181	26,785
Changes during period						
Dividends of surplus						(2,218)
Profit attributable to owners of parent						5,493
Purchase of treasury shares						-
Disposal of treasury shares						3
Purchase of shares of consolidated subsidiaries						(118)
Net changes in items other than shareholders' equity	(19)	75	56	49	(1,181)	(1,076)
Total changes during period	(19)	75	56	49	(1,181)	2,084
Balance at end of period	121	329	450	253	-	28,869

Current consolidated fiscal year (January 1 to December 31, 2024)

(Million yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	2,780	1,888	28,137	(4,638)	28,167
Changes during period					
Dividends of surplus			(2,174)		(2,174)
Profit attributable to owners of parent			4,784		4,784
Purchase of treasury shares				(564)	(564)
Disposal of treasury shares			(24)	99	74
Purchase of shares of consolidated subsidiaries			(4,621)	4,621	—
Net changes in items other than shareholders' equity					
Total changes during period	-	-	(2,036)	4,156	2,121
Balance at end of period	2,780	1,888	26,102	(482)	30,287

	Accumulated other comprehensive income			Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income			
Balance at beginning of period	121	329	450	253	-	28,869
Changes during period						
Dividends of surplus						(2,174)
Profit attributable to owners of parent						4,784
Purchase of treasury shares						(564)
Disposal of treasury shares						74
Purchase of shares of consolidated subsidiaries						-
Net changes in items other than shareholders' equity	(120)	45	(75)	(56)	1,795	1,664
Total changes during period	(120)	45	(75)	(56)	1,795	3,785
Balance at end of period	1	373	374	196	1,795	32,654

(4) Consolidated Statement of Cash Flows

(Million yen)

	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Cash flows from operating activities		
Profit before income taxes	8,629	7,883
Depreciation	455	542
Impairment losses	2	56
Amortization of goodwill	498	663
Increase (decrease) in allowance for doubtful accounts	(32)	6
Increase (decrease) in provision for bonuses	37	(32)
Interest and dividend income	(9)	(25)
Interest expenses	12	49
Share of loss (profit) of entities accounted for using equity method	(123)	111
Gain on sale of shares of subsidiaries	(1,295)	-
Gain on sale of non-current assets	(31)	(43)
Loss on retirement of non-current assets	38	83
Loss (gain) on sale of investment securities	(31)	(192)
Decrease (increase) in trade receivables	43	(753)
Decrease (increase) in accounts receivable - other	(698)	(591)
Decrease (increase) in guarantee deposits	5	(1,395)
Increase (decrease) in trade payables	48	292
Increase (decrease) in accrued expenses	41	309
Increase (decrease) in accrued consumption taxes	(277)	723
Increase (decrease) in deposits received	517	(880)
Increase (decrease) in accrued enterprise taxes	12	(198)
Increase (decrease) in retirement benefit liability	31	(54)
Other, net	(252)	(682)
Subtotal	7,619	5,872
Interest and dividends received	9	25
Interest paid	(11)	(55)
Income taxes paid	(2,409)	(4,493)
Income taxes refund	550	7
Net cash provided by (used in) operating activities	5,758	1,356
Cash flows from investing activities		
Purchase of property, plant and equipment	(286)	(512)
Proceeds from sale of property, plant and equipment	38	51
Purchase of intangible assets	(394)	(221)
Proceeds from sale of intangible assets	20	-
Purchase of investment securities	(255)	(1,131)
Proceeds from sale of investment securities	31	276
Purchase of shares of subsidiaries resulting in change in scope of consolidation	-	* ² (4,444)
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	* ³ 999	-
Loan advances	(2)	(104)
Proceeds from collection of loans receivable	41	45
Other, net	(17)	4
Net cash provided by (used in) investing activities	175	(6,037)

(Million yen)

	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Cash flows from financing activities		
Purchase of treasury shares	-	(566)
Net increase (decrease) in short-term borrowings	-	9,000
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(644)	-
Dividends paid	(2,217)	(2,172)
Other, net	(8)	(103)
Net cash provided by (used in) financing activities	(2,870)	6,159
Effect of exchange rate change on cash and cash equivalents	(1)	13
Net increase (decrease) in cash and cash equivalents	3,063	1,490
Cash and cash equivalents at beginning of period	14,468	17,531
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation	-	* ⁴ 2,008
Cash and cash equivalents at end of period	* ¹ 17,531	* ¹ 21,029

Notes on Consolidated Financial Statements

(Significant Accounting Policies in the Preparation of the Consolidated Financial Statements)

1. Matters concerning the scope of consolidation

Consolidated subsidiaries: 31

Name of the consolidated subsidiaries:

Fullcast Co., Ltd.; Top Spot Co., Ltd.;

Fullcast Advance Co., Ltd.; Fullcast Business Support Co., Ltd.;

Otetsudai Networks Inc.; Fullcast Senior Works Co., Ltd.;

Fullcast Porter Co., Ltd.; F-PLAIN Corporation;

M's Line Co., Ltd.; FSP Co., Ltd.;

Fullcast Global Co., Ltd.; Minimaid Service Co., Ltd.;

Fullcast International Co., Ltd.; Hayfield inc.;

GLOBEAT JAPAN INC.; Imple, Inc.;

Releasebase, Inc.; GLOBEAT INTERNATIONAL INC.;

GLOBEAT EUROPE GmbH; Tuclicks Inc.;

Shibuya Property LLC; Tamachi Property LLC;

Nishi Shinjuku Property LLC; FC Asset Management Co., Ltd.;

Beat Co., Ltd.; Creagency Co., Ltd.;

J-FOSTER Co., Ltd.; N Business Co., Ltd.;

Fiah Co., Ltd.; Ann Co., Ltd.;

and Mico Inc.

During the current consolidated fiscal year, our Company acquired the shares of Tuclicks Inc., N Business Co., Ltd., and Fiah Co., Ltd., and accordingly included these 3 companies in the scope of consolidation, together with Ann Co., Ltd. and Mico Inc., which are subsidiaries of Fiah Co., Ltd.

In addition, Shibuya Property LLC, Tamachi Property LLC, and Nishi Shinjuku Property LLC were included in the scope of consolidation as a result of the acquisition of their equity interests, and FC Asset Management Co., Ltd. was included in the scope of consolidation following its establishment.

BEAT Co., Ltd. and its subsidiaries, J-Foster Co., Ltd. and Creagency Co., Ltd., have also been included in the scope of consolidation, as Takehito Hirano, our Company's Representative Director and CEO, assumed the position of Director of BEAT Co., Ltd. during the current consolidated fiscal year, and it was determined that our Company effectively exercises control over these entities under the application of the control criteria.

Work & Smile Co., Ltd., which had been a consolidated subsidiary, was excluded from the scope of consolidation as its liquidation was completed. As of the end of the current consolidated fiscal year, GLOBEAT INTERNATIONAL INC. is undergoing liquidation procedures.

2. Matters concerning the application of the equity accounting method

(1) Number of equity method affiliates: 2

DeliArt Co., Ltd.; Advancer Global Limited

(2) Items requiring mention with regards to procedures for applying the equity method

Of our Company's equity method affiliates, DeliArt Co., Ltd. have different fiscal year ends, and therefore, financial statements based upon provisional settlement of accounts as of the consolidated fiscal year end are used in preparing consolidated financial statements.

The profit or loss of BEAT Co., Ltd. up to September 2025 has been included in share of loss of entities accounted for using the equity method in the consolidated financial statements.

3. Matters concerning the fiscal year-end date and other information of consolidated subsidiaries

Companies whose fiscal year-end differs from the consolidated fiscal year-end are as follows.

Name	Fiscal year end	
Beat Co., Ltd.	March 31	*1
Creagency Co., Ltd.	October 31	*1
J-FOSTER Co., Ltd.	March 31	*1
Fiah Co., Ltd.	April 30	*2
Ann Co., Ltd.	April 30	*2
Mico Inc.	April 30	*2

Note 1: Financial statements based on provisional accounts prepared as of the consolidated fiscal year-end or a date within three months of the consolidated fiscal year-end are used. However, necessary adjustments have been made in the consolidation for significant transactions occurring between that date and the consolidated fiscal year-end.

Note 2: As the deemed acquisition date is the end of the current consolidated fiscal year, only the balance sheet has been consolidated for the current consolidated fiscal year.

4. Matters related to accounting policies

(1) Valuation rules and methods for significant assets

1) Securities

Other securities

Excluding non-marketable shares, etc.

Mark-to-market price method (valuation differences are in part included directly in net assets and costs of securities sold are determined by the moving average method)

Non-marketable shares, etc.

Stated at cost, as determined by the moving average method

2) Inventories

The cost method (method to reduce book value from lower profitability) is adopted as the standard for valuation.

Products and supplies

First-in first-out method

(2) Depreciation methods of significant depreciable assets

1) Property, plant and equipment (excluding lease assets)

Declining balance method

However, the straight-line method is used for buildings acquired on or after April 1, 1998 (excluding facilities attached to buildings) as well as facilities attached to buildings and structures acquired on or after April 1, 2016.

The main service life is as follows:

Buildings and structures: 2 to 50 years

Machinery, equipment and vehicles: 2 to 9 years

Tools, furniture and fixtures: 2 to 20 years

2) Intangible assets (excluding lease assets)

Straight-line method

The straight-line method based on the period during which their effect lasts (20 years) for trademark rights, and on the usable period in-house (2 to 5 years) is used for software (portion used by our Company).

3) Lease assets

Lease assets from ownership non-transfer finance lease is calculated for the lease period as the service life and based on the straight-line method with zero residue prices.

(3) Accounting for significant allowance

1) Allowance for doubtful accounts

To prepare for credit losses on receivables, our Company and its consolidated subsidiaries reserve an estimated doubtful account allowance on ordinary receivables based on historical doubtful account ratios, and on highly doubtful receivables based on the recoverability from individual customers.

2) Provision for bonuses

To prepare for the payment of bonuses to employees, an amount accrued for the subject fiscal year among the estimated future obligations is designated in the reserve account.

(4) Accounting treatment methods for retirement benefits

1) Method of attributing projected retirement benefits to periods of service

In calculating retirement benefit obligations, the benefit formula basis is applied to attribute projected retirement benefits to periods of service until the end of the current consolidated fiscal year.

2) Treatment of actuarial gains and losses and prior service costs

Prior service costs are amortized at once as an expense in the consolidated fiscal year when it is incurred.

Actuarial gain and losses are amortized at once as an expense in the consolidated fiscal year when it is incurred.

3) Adoption of simplified method for small-scale corporations, etc.

Certain consolidated subsidiaries adopt the simplified method which assumes the benefit obligation to be equal to the benefits payable assuming the voluntary retirement of all employees at fiscal year-end, within the calculation of retirement benefit liabilities and retirement benefit costs.

(5) Accounting for significant revenue and expenses

The following is a description of the main performance obligations and the usual point at which such performance obligations are satisfied (usual time at which revenue is recognized) in our Group's major business activities related to revenue from contracts with customers. No adjustments for significant financial factors are made for receivables based on contracts with such customers, as the period between satisfaction of performance obligations and receipt of consideration for any of the businesses is usually less than one year.

(Dispatching)

The Dispatching services provide "Worker Dispatching Services," in which temporary staff are recruited, registered, and dispatched to client companies and other organizations. Such performance obligations include dispatching contracted temporary staff with our Group to the client company and providing the promised temporary staffing services over the period agreed upon in the staffing contract. Such obligations become satisfied over the contract period and (or as) the operating hours, recognizing revenue based on the operating hours.

(BPO)

The BPO services provide back-office operations such as general affairs, sales, accounting, payroll, sales and marketing, etc., under contract to our Group from clients. Such performance obligations include not only completing the operations entrusted by the customer within the contract period and delivering the deliverable, but also providing services in which our Group performs the entrusted operations under its own responsibility and control. As for contracts that require delivery of a deliverables, a performance obligation becomes satisfied when the deliverables are delivered to the customer, and revenue is recognized when the deliverables are delivered or when the customer accepts it. We recognize revenue on a straight-line basis over the period for contracts to perform outsourced services under its own responsibility and control, as our Group provides a monthly uniform service over the contract period.

(Outsourcing)

The Outsourcing services provide subcontracting services such as food and beverage sales at event venues, call center operations, data entry, and light warehouse work based on customer contracts, and is obligated to smoothly complete the operations requested in advance by assigning its own employees within the designated business site. Such performance obligations become satisfied upon completion of the services of the contracted outsourcing under the contract, and revenue is recognized based on the outsourcing amount under

the contract, or the unit price determined according to operating results, volumes, such as the number of calls received and data entry, and the transaction results.

(Merchandise Sales)

The Merchandise Sales services provide mainly agency services for telecommunication service contracts and other services. Such performance obligations become satisfied when the customer and the service user conclude a contract for telecommunication services, etc. and the user begins to use the services provided by the customer, because the customer obtains benefits at that point in time. It recognizes revenue based on incentive contracts with customers that are contingent on the achievement of certain targets, such as sales volume and sales amount.

(Placement)

The Placement services provide staffing services to clients who wish to hire personnel by arranging recruitment requirements and then introducing individuals seeking jobs. Such performance obligations become satisfied when the customer hires the referred prospective employee, recognizing revenue based on the referral fee stipulated in the referral contract at the time of hire.

(Restaurant)

The Restaurant Business provides food and beverage services through store operations, licenses franchisees, and sells food ingredients and other products.

For the provision of food and beverage services through store operations, the performance obligation is deemed fulfilled when the food and beverage services are provided based on orders from customers and consideration is received, and revenue is recognized at that time.

Licenses to franchisees are provided based on franchise agreements to provide store operation know-how and system services. The performance obligation is deemed fulfilled when the franchisees operate the stores and receive compensation for food and beverage services, and royalty revenue is recognized based on the contracts. For sales of food materials to franchisees, the performance obligation is deemed to fulfilled when the food materials are delivered to the franchisees, and revenue is recognized at that time.

(Security)

The Security services provide security services, such as permanent security, crowd security, and traffic security, based on security contract agreements with customers. Such performance obligations become satisfied as security services are provided under the contract, recognizing revenue as the performance obligations are satisfied over a specified period of time. In addition to contracts with fixed contract fees, security contract agreements include pay-as-you-go contracts based on hourly rates, etc., agreed upon with the customer, and temporary contracts in which orders are received in accordance with daily demand. In all cases, the right to bill the customer is determined based on the actual hours of security services provided, and revenue is recognized based on such determined rights.

(6) Amortization method and period for goodwill

Goodwill is amortized based on straight-line method over the period during which the influence of the goodwill is estimated to apply (within 20 years). However, if the monetary amount is small, goodwill is amortized all at once when it incurred.

(7) Scope of cash and cash equivalents in the consolidated statements of cash flows

Cash and cash equivalents in the consolidated statements of cash flows are comprised of cash in hand, demand deposits, and short-term investments with maturities of three months or less from the date of acquisition, that are liquid, readily convertible into cash and are subject to minimum risk of price fluctuation.

(Important Accounting Estimates)

(Deferred tax assets)

(1) Amount recorded on the consolidated financial statements for the current consolidated fiscal year

(Million yen)

	Previous consolidated fiscal year	Current consolidated fiscal year
Deferred tax assets	476	90

(2) Information concerning details of important accounting estimates related to identified items

Our Company records deferred tax assets after examining recoverability based on the adequacy of future taxable income based on business plans, the existence of tax planning strategies, and the adequacy of scheduled reversal of taxable temporary differences.

The calculation of future taxable income is based on the business plan, and deferred tax assets are recorded based on the legal effective tax rates applied at the time of elimination of the difference for the tax effect pertaining to the temporary difference. For temporary differences that are deemed uncertain to resolve in the future, deferred tax assets have been reduced as the valuation reserve amount.

Changes in the expected amount of future taxable income or changes in the recoverability assessment of deferred tax assets based on other factors may affect the amount of profit for the subsequent consolidated fiscal year.

(Goodwill Valuation)

(1) Amount recorded on the consolidated financial statements for the current consolidated fiscal year

(Million yen)

	Previous consolidated fiscal year	Current consolidated fiscal year
Goodwill	5,223	8,041

(2) Information concerning details of important accounting estimates related to identified items

Goodwill occurs in relation to the excess profitability expected in the future by the acquired business at the time of acquisition of control, and the period during which the effect will be expressed is estimated and evenly amortized.

In accordance with the ASBJ Accounting Standard for Impairment of Fixed Assets, our Company examines whether there are any signs of impairment based on the evaluation of excess profitability identified at the time of acquisition of control. When signs of impairment are identified, our Company determines the necessity of recognizing impairment losses by comparing the undiscounted future cash flows and book value within remaining amortization period of goodwill calculated based on future business plans. If our Company judges that recognition of impairment losses is necessary, goodwill will be reduced to the recoverable value, and the reduction amount will be recognized as impairment losses.

Business plans, etc., which are the basis for estimating the undiscounted future cash flows, include important assumptions regarding earnings and expense forecasts.

If such assumptions need to be reviewed due to uncertain changes in future economic conditions, or if the future cash flows and recoverable value decrease, there is a risk of affecting the consolidated financial statements for the subsequent consolidated fiscal year.

(Notes on Changes in Accounting Policies)

(Application of the Accounting Standard for Current Income Taxes)

The Accounting Standard for Current Income Taxes (ASBJ Statement No. 27, October 28, 2022; hereinafter referred to as the “Revised 2022 Accounting Standard”) and related guidance have been applied from the beginning of the current consolidated fiscal year.

With regard to the amendments concerning the classification of income taxes (taxes on other comprehensive income), transitional measures prescribed in the proviso to paragraph 20-3 of the Revised 2022 Accounting Standard and in the proviso to paragraph 65-2(2) of the Implementation Guidance on Tax Effect Accounting (ASBJ Guidance No. 28, October 28, 2022; hereinafter referred to as the “Revised 2022 Implementation Guidance”) have been adopted. These changes in accounting policies had no impact on the consolidated financial statements.

For amendments related to the revised accounting treatment in consolidated financial statements when gains or

losses on the sale of subsidiary shares resulting from transactions between consolidated companies are deferred for tax purposes, the Revised 2022 Implementation Guidance has been applied from the beginning of the current fiscal year. These changes in accounting policies have been applied retrospectively, and the prior fiscal year's consolidated financial statements have been restated accordingly. However, there was no impact on the consolidated financial statements for the prior fiscal year as a result of these changes.

(Unapplied Accounting Standards, etc.)

(Accounting Standard for Leases, etc.)

- “Accounting Standard for Leases” (Accounting Standards Board of Japan Statement No. 34, September 13, 2024)
- “Implementation Guidance on Accounting Standard for Leases” (Accounting Standards Board of Japan Implementation Guidance No. 33, September 13, 2024), etc.

(Hereinafter, the "Accounting Standard for Leases" and the "Accounting Standard for Leases" are collectively referred to as "lease accounting standards")

(1) Overview

As part of efforts by the Accounting Standards Board of Japan (ASBJ) to align Japanese standards with international standards, discussions were held on developing an accounting standard for leases that requires lessees to recognize all leases as assets and liabilities, taking into account international accounting standards. As a fundamental policy, the new lease accounting standard is based on the single accounting model of IFRS 16 “Lease” (hereinafter, “IFRS 16”). However, instead of adopting all provisions of IFRS 16, only the key provisions were incorporated to create a simplified and highly practical standard. This approach aims to ensure that when IFRS 16 is applied to individual financial statements, minimal adjustments will be required. The lease accounting standards, including this framework, have now been published.

For lessee accounting, the method of expense allocation for leases follows the same approach as IFRS 16. Regardless of whether a lease is classified as a finance lease or an operating lease, a single accounting model is applied to all leases, under which depreciation expenses related to the right-of-use asset and interest equivalent amounts related to the lease liability are recorded.

(2) Scheduled application date

The standard is scheduled to be applied from the beginning of the fiscal year ending December 2028.

(3) Impact of applying the accounting standard, etc.

The impact of applying the “Accounting Standard for Leases,” etc., on the consolidated financial statements is currently under evaluation.

(Changes in Presentation Method)

(Notes on Consolidated Statement of Income)

(1) “Subsidy income” included in “Other” of “Non-operating expenses” in the previous consolidated fiscal year has been stated separately from the current consolidated fiscal year due to its increased materiality. Consolidated financial statements for the previous consolidated fiscal year have been restated in order to reflect this change in presentation.

As a result, the amount of 61 million yen for “Other” presented in “Non-operating expenses” in consolidated statement of income for the previous consolidated fiscal year has been restated as “Subsidy income” of 16 million yen, and “Other” of 45 million yen.

- (2) “Gain on sale of investment securities” and “Gain on sale of non-current assets” included in “Other” of “Extraordinary income” in the previous consolidated fiscal year has been stated separately from the current consolidated fiscal year due to its increased materiality. Consolidated financial statements for the previous consolidated fiscal year have been restated in order to reflect this change in presentation.

As a result, the amount of 63 million yen for “Other” presented in “Extraordinary income” in consolidated statement of income for the previous consolidated fiscal year has been restated as “Gain on sale of investment securities” of 31 million yen, and “Gain on sale of non-current assets” of 31 million yen.

- (3) “Impairment losses” included in “Other” of “Extraordinary losses” in the previous consolidated fiscal year has been stated separately from the current consolidated fiscal year due to its increased materiality. Consolidated financial statements for the previous consolidated fiscal year have been restated in order to reflect this change in presentation.

As a result, the amount of 3 million yen for “Other” presented in “Extraordinary losses” in consolidated statement of income for the previous consolidated fiscal year has been restated as “Impairment losses” of 2 million yen, and “Other” of 1 million yen.

(Consolidated Statement of Cash Flows)

- (1) “Impairment losses,” “Loss on sale of non-current assets,” “Loss (gain) on sale of investment securities,” “Decrease (increase) in guarantee deposits,” “Increase (decrease) in deposits received,” and “Increase (decrease) in accrued enterprise taxes,” included in “Other” of “Cash flows from operating activities” in the previous consolidated fiscal year has been stated separately from the current consolidated fiscal year due to its increased materiality. Consolidated financial statements for the previous consolidated fiscal year have been restated in order to reflect this change in presentation.

As a result, the amount of 222 million yen for “Other” presented in “Cash flows from operating activities” in consolidated statement of cash flows for the previous consolidated fiscal year has been restated as “Impairment losses” of 2 million yen, “Gain on sale of non-current assets” of (31) million yen, “Loss (gain) on sale of investment securities” of (31) million yen, “Decrease (increase) in guarantee deposits” of (5) million yen, “Increase (decrease) in deposits received” of 517 million yen, “Increase (decrease) in accrued enterprise taxes” of 12 million yen, and “Other” of (252) million yen.

- (2) “Loan advances” included in “Other” of “Cash flows from investing activities” in the previous consolidated fiscal year has been stated separately from the current consolidated fiscal year due to its increased materiality. Consolidated financial statements for the previous consolidated fiscal year have been restated in order to reflect this change in presentation.

As a result, the amount of (19) million yen for “Other” presented in “Cash flows from investing activities” in consolidated statement of cash flows for the previous consolidated fiscal year has been restated as “Loan advances” of (2) million yen, and “Other” of (17) million yen.

(Notes on Consolidated Balance Sheet)

*1 Of notes and accounts receivable - trade, receivables arising from contracts with customers are as follows.

	(Million yen)	
	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
Accounts receivable – trade	7,657	10,094

*2 Collateral assets and secured liabilities

The assets pledged as collateral and the secured liabilities are as follows.

	(Million yen)	
	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
Buildings and structures	-	287

Land	-	3,878
Total	-	4,165

(Million yen)

	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
Current portion of long-term borrowings	-	81
Long-term borrowings	-	765
Total	-	846

*3 The following figures reflect associates.

	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
Investment securities (equities)	2,033	1,184

(Million yen)

*4 Our Company and its consolidated subsidiaries signed an agreement for overdraft with four banks to procure operating capital efficiently.

The balance of borrowings involved in the agreement for overdraft at the end of the current consolidated fiscal year is as follows:

	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
Limit of overdraft account	16,100	16,600
Borrowing	1,000	10,500
Balance	15,100	6,100

(Million yen)

*5 Of other, contract liabilities are as follows.

	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
Contract liabilities	4	39

(Million yen)

(Notes on Consolidated Statement of Income)

*1 Revenue from contracts with customers

Net sales are not separately presented for revenues from contracts with customers and other revenues. The amount of revenue from contracts with customers is presented in the “Notes on Consolidated Financial Statements (Revenue Recognition, etc.) 1. Information on revenue breakdowns generated by customer contracts”

*2 Details of loss on retirement of non-current assets are as follows:

	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Buildings and structures	13	12
Machinery, equipment and vehicles	0	-
Tools, furniture and fixtures	15	31
Software	0	-
Other	3	-

(Million yen)

Total	31	43
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*3 Details of impairment losses are as follows:

Previous consolidated fiscal year (January 1 to December 31, 2024)

The description is omitted due to lack of materiality.

Current consolidated fiscal year (January 1 to December 31, 2025)

During the current consolidated fiscal year, our Group recognized impairment losses for the following asset groups.

(1) Main assets for which impairment losses were recognized

Purpose	Type	Location
Assets for Restaurant Business	Buildings and structures	Kunitachi-shi, Tokyo
	Tools, furniture and fixtures	
	Other	
Assets for Sales Support Business	Tools, furniture and fixtures	Minato-ku, Tokyo
	Software	

(2) Background leading to the recognition of impairment losses

At GLOBEAT JAPAN INC., a consolidated subsidiary, impairment losses were recognized for stores and other assets that have continuously generated operating losses and for which future profitability is considered unlikely to improve. Accordingly, the entire carrying amount of the assets used by those stores was deemed unrecoverable.

In addition, at Creagency Co., Ltd., a consolidated subsidiary, impairment losses were recognized after a review of the business plan revealed that it had diverged from the originally planned projections, and the entire carrying amount of the assets used for the business operations support services business was deemed unrecoverable.

(3) Amount of impairment losses

Buildings and structures	35 million yen
Tools, furniture and fixtures	4 million yen
Software	16 million yen
Other	0 million yen

(4) Method of asset grouping

In applying impairment accounting, our Group groups its assets based on the classification of business segments by type of business. In the Restaurant Business segment, assets are grouped on a store-by-store basis, which is considered the smallest unit generating cash flows.

(5) Method of calculating recoverable amount

Our Group determines the recoverable amount based on value in use, which has been calculated as zero based on estimates of future cash flows.

*4 Details of loss on retirement of non-current assets are as follows:

	(Million yen)	
	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Buildings and structures	8	48
Machinery, equipment and vehicles	-	0
Tools, furniture and fixtures	2	7
Software	9	0
Other	20	17
Total	38	83

(Notes on Consolidated Statement of Comprehensive Income)

* Reclassification adjustment, income taxes and tax effect in other comprehensive income

(Million yen)

	FY12/23 (January 1 to December 31, 2023)	FY12/24 (January 1 to December 31, 2024)
Valuation difference on available-for-sale securities:		
Amount incurred during the current fiscal year	(38)	13
Reclassification adjustment	(0)	(169)
Income taxes and before tax effect adjustment	(38)	(156)
Income taxes and tax effect	19	46
Valuation difference on available-for-sale securities	(19)	(110)
Foreign currency translation adjustment:		
Amount incurred during the current fiscal year	75	45
Reclassification adjustment	-	-
Foreign currency translation adjustment	75	45
Total other comprehensive income	57	(65)

(Notes on in Consolidated Statement of Changes in Equity)

Previous consolidated fiscal year (January 1 to December 31, 2023)

1. Matters concerning the type and the number of shares issued and treasury shares

Type of shares	As of the beginning of the fiscal year	Increase in the fiscal year	Decrease in the fiscal year	As of the fiscal year-end
Shares issued				
Ordinary shares	37,486,400	-	-	37,486,400
Total	37,486,400	-	-	37,486,400
Treasury shares				
Ordinary shares	2,277,051	-	4,200	2,272,851
Total	2,277,051	-	4,200	2,272,851

(Summary of reason for change)

The main breakdown of the decrease in the number of treasury shares is as follows:

Disposal of treasury shares by exercise of share acquisition rights: 4,200 shares

2. Matters concerning share acquisition rights

Company name	Details of share acquisition rights	Type of share for the purpose of share acquisition rights	Number of shares for the purpose of share acquisition rights				Balance at the end of the fiscal year (Million yen)
			As of the beginning of the fiscal year	Increase in the fiscal year	Decrease in the fiscal year	As of the fiscal year-end	
Submitting company	Share acquisition rights as stock options	-	-	-	-	-	253
Total		-	-	-	-	-	253

3. Matters concerning dividend

(1) Dividend payments

Resolution	Type of shares	Total amount of dividend (Million yen)	Dividend per share (Yen)	Record date	Effective date
The Board of Directors Meeting on February 9, 2024	Ordinary shares	1,127	32.00	December 31, 2023	March 7, 2024
The Board of Directors Meeting on August 9, 2024	Ordinary shares	1,092	31.00	June 30, 2024	September 2, 2024

(2) Of dividends the record date of which belongs to the current consolidated fiscal year, those the effective date of which falls in the following consolidated fiscal year

Resolution	Type of shares	Dividend resource	Total amount of dividend (Million yen)	Dividend per share (Yen)	Record date	Effective date
The Board of Directors Meeting on February 14, 2025	Ordinary shares	Retained earnings	1,092	31.00	December 31, 2024	March 13, 2025

Current consolidated fiscal year (January 1 to December 31, 2025)

1. Matters concerning the type and the number of shares issued and treasury shares

Type of shares	As of the beginning of the fiscal year	Increase in the fiscal year	Decrease in the fiscal year	As of the fiscal year-end
Shares issued				
Ordinary shares	37,486,400	-	2,270,951	35,215,449
Total	37,486,400	-	2,270,951	35,215,449
Treasury shares				
Ordinary shares	2,272,851	351,900	2,330,681	294,070
Total	2,272,851	351,900	2,330,681	294,070

(Summary of reason for change)

- (1) The main breakdown of the increase in the number of shares issued is as follows:
Cancellation of treasury shares by resolution of the Board of Directors on February 14, 2025: 2,270,951 shares
- (2) The main breakdown of the increase in the number of treasury shares is as follows:
Acquisition of treasury shares by resolution of the Board of Directors on February 14, 2025: 351,900 shares
- (3) The main breakdown of the decrease in the number of treasury shares is as follows:
Cancellation of treasury shares by resolution of the Board of Directors on February 14, 2025: 2,270,951 shares
Disposal of treasury shares by exercise of share acquisition rights: 54,800 shares
Disposal of treasury shares through third-party allotment: 4,930 shares

2. Matters concerning share acquisition rights

Company name	Details of share acquisition rights	Type of share for the purpose of share acquisition rights	Number of shares for the purpose of share acquisition rights				Balance at the end of the fiscal year (Million yen)
			As of the beginning of the fiscal year	Increase in the fiscal year	Decrease in the fiscal year	As of the fiscal year-end	
Submitting company	Share acquisition rights as stock options	-	-	-	-	-	196
Total		-	-	-	-	-	196

3. Matters concerning dividend

(1) Dividend payments

Resolution	Type of shares	Total amount of dividend (Million yen)	Dividend per share (Yen)	Record date	Effective date
The Board of Directors Meeting on February 14, 2025	Ordinary shares	1,092	31.00	December 31, 2024	March 13, 2025
The Board of Directors Meeting on August 8, 2025	Ordinary shares	1,082	31.00	June 30, 2025	September 1, 2025

(2) Of dividends the record date of which belongs to the current consolidated fiscal year, those the effective date of which falls in the following consolidated fiscal year

Resolution	Type of shares	Dividend resource	Total amount of dividend (Million yen)	Dividend per share (Yen)	Record date	Effective date
The Board of Directors Meeting on February 13, 2026	Ordinary shares	Retained earnings	1,117	32.00	December 31, 2025	March 12, 2026

(Note on Consolidated Statement of Cash Flows)

*1 Reconciliation of the consolidated balance sheet items to cash and cash equivalents at end of period in the consolidated statement of cash flows are as follows:

	(Million yen)	
	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Cash and deposits	17,531	21,089
Time deposits with a deposit period of more than 3 months	-	(60)
Cash and cash equivalents	17,531	21,029

*2 Main breakdown of assets and liabilities of companies among the newly consolidated subsidiaries through the acquisition of shares

Previous consolidated fiscal year (January 1 to December 31, 2024)

There are no relevant matters.

Current consolidated fiscal year (January 1 to December 31, 2024)

As a result of newly consolidating Tuclicks Inc. and 3 other companies through the acquisition of shares, and Shibuya Property LLC and 2 other companies through the acquisition of equity interests, the breakdown of assets and liabilities at the time of their consolidation, and the relationship between the acquisition price of the shares and equity interests and the net cash outflow for their acquisition are as follows.

Current assets	402 million yen
Non-current assets	3,958 million yen
Goodwill	2,549 million yen
Current liabilities	(309) million yen
Non-current liabilities	<u>(1,906) million yen</u>
Acquisition cost of shares and equity interests	4,695 million yen
Cash and cash equivalents	<u>(251) million yen</u>
Deduction: expenditures for acquisition	<u>4,444 million yen</u>

*3 Main breakdown of assets and liabilities of companies that ceased to be consolidated subsidiaries due to the sale of shares

Previous consolidated fiscal year (January 1 to December 31, 2024)

Due to the sale of shares, BOD Co., Ltd. and three other companies ceased to be consolidated subsidiaries. As a result of the sale, the breakdown of assets and liabilities at the time of sale, as well as the sale price of shares and net proceeds from the sale, are as follows.

Current assets	1,722 million yen
Non-current assets	367 million yen
Goodwill	109 million yen
Current liabilities	(722) million yen
Non-current liabilities	(104) million yen
Non-controlling interests	(704) million yen
Gain on sale of shares	<u>1,295 million yen</u>
Sale price of shares	1,964 million yen
Cash and cash equivalents	<u>(964) million yen</u>
Deduction: Proceeds from sale	<u>999 million yen</u>

Current consolidated fiscal year (January 1 to December 31, 2025)

There are no relevant matters.

*4 Main breakdown of assets and liabilities of companies that have become consolidated subsidiaries due to changes in the scope of consolidation

Previous consolidated fiscal year (January 1 to December 31, 2024)

There are no relevant matters.

Current consolidated fiscal year (January 1 to December 31, 2025)

BEAT Co., Ltd., which was an equity-method affiliate of our company, and its subsidiaries, J Foster Co., Ltd. and Creagency Co., Ltd., have also been included in the scope of consolidation, as it was determined that our Company effectively exercises control over these entities under the application of the control criteria.

Current assets (Note)	4,126 million yen
Non-current assets	<u>687 million yen</u>
Total assets	<u>4,813 million yen</u>
Current liabilities	(2,032) million yen
Non-current liabilities	<u>(1,179) million yen</u>
Total liabilities	<u>(3,211) million yen</u>

Notes: This includes 2,008 million yen in cash and cash equivalents, which is presented in the consolidated cash flow statement as "increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation."

(Notes Regarding Financial Instruments)

Previous consolidated fiscal year (January 1 to December 31, 2024)

1. Matters concerning the state of financial instruments

(1) Policy initiatives for financial instruments

Our Group assumes bank loans for necessary funds. We also work to achieve proper fund management through effective use of our Group CMS (cash management service). Fund management is generally limited to highly secure deposits that are liquid. Regarding derivatives, it is our policy not to engage in speculative trading. In addition, investment securities are mainly the stocks of companies with which our Company has a business relationship and steps are taken to ascertain the market value of these securities on a regular basis.

(2) Details of financial instruments, and associated risks

Notes and accounts receivable - trade, which are operating receivables, are exposed to customer credit risks. Accounts payable - other and accrued expenses, which are operating debts, have due dates of within one year. As for borrowings, our Company signed agreements for overdraft with four main banks to procure operating capital efficiently.

(3) Risk management systems for financial instruments

1) Management of credit risks (risks associated with contractual default by business partners)

Regarding credit risks for operating receivables, based on credit management regulations, we manage settlement dates and balances for each trading client of core short-term human resources services businesses such as Fullcast Co., Ltd. We are also working to quickly understand and lessen recovery risks resulting from worsening financial situations.

2) Management of market risks (risks from fluctuations in exchange rates and interest rates)

Although loans are exposed to interest-rate risks, their impacts on earnings from changes in interest rates are minimal.

3) Management of liquidity risks for fund procurement (risk of being unable to execute payments on due dates)

Our Company conducts daily deposit balance management for our Group, and also appropriately manages liquidity risks for each group company through CMS.

(4) Supplementary explanation about matters concerning market values of financial instruments

Because variable factors are incorporated in calculating the market values of financial instruments, they may vary when different assumptions are used.

2. Matters concerning market values for financial instruments

Consolidated balance sheet amounts, market prices and differences between these, as recorded on December 31, 2024 are as follows. Non-marketable shares are not included in the following chart (see Note 2.).

(Million yen)

	Consolidated balance sheet amount	Market value	Difference
(1) Investment securities (*2)	1,339	1,015	(324)
(2) Guarantee deposits	1,149	1,113	(36)
Total assets	2,488	2,129	(360)

Notes: 1. Cash and deposits, "notes and accounts receivable - trade," "notes and accounts payable - trade," "short-term borrowings," "accounts payable - other," "accrued expenses," "income taxes payable" and "accrued consumption taxes" are omitted because they are cash and are settled in a short-term period and their fair value approximates their book value.

2. Non-marketable shares, others (consolidated balance sheet amount: 1,401 million yen) are not included in "(1) Investment securities."

3. Expected redemption amounts of pecuniary claims after the consolidated settlement date

(Million yen)

	Within 1 year	1-5 years	5-10 years	Over 10 years
Cash and deposits	17,531	-	-	-
Notes and accounts receivable - trade	7,657	-	-	-
Total	25,188	-	-	-

4. Expected repayment amount of short-term borrowings

(Million yen)

	Within 1 year	1-2 years	2-3 years	3-4 years	4-5 years	Over 5 years
Short-term borrowings	1,000	-	-	-	-	-
Total	1,000	-	-	-	-	-

3. Breakdown of financial instruments by market value level

Fair value of financial instruments is classified into the following three levels based on the observability and materiality of the inputs used to calculate market value.

Market value Level 1: Market value calculated based on (unadjusted) quoted prices in active markets for identical assets or liabilities

Market value Level 2: Market value calculated using directly or indirectly observable inputs other than Level 1 inputs

Market value Level 3: Market value calculated using significant unobservable inputs

In cases where multiple inputs that have a significant impact on the market value calculation are used, the fair value is classified to the lowest priority level in the market value calculation among the levels to which each of those inputs belongs.

(1) Financial instruments recorded in the consolidated balance sheets at market value

Classification	Market value			
	Level 1	Level 2	Level 3	Total
Investment securities				
Other securities				
Shares	1,010	-	-	1,010
Investment trust	-	5	-	5
Total assets	1,010	5	-	1,015

(2) Financial instruments other than financial instruments recorded in the consolidated balance sheets at market value

Classification	Market value			
	Level 1	Level 2	Level 3	Total
Guarantee deposits	-	1,113	-	1,113
Total assets	-	1,113	-	1,113

Note: Explanation of valuation methods used for market value calculation and inputs related to market value calculation.

Investment securities

Listed stocks are valued using quoted market prices. Listed stocks are traded in an active market and the fair value is classified as market value level 1.

Amounts related to investment trusts are calculated based on prices, etc., provided by correspondent financial institutions, and their fair value is classified as Level 2.

Guarantee deposits

Market values for guarantee deposits are calculated and are based on present value that are obtained by discounting expected receivable amounts-reflecting collectability-once the average term of residence has been calculated from the past results of moving out, by highly-safe interest rates that correspond to the period up until departure. As such, the fair value is classified as market value level 2.

Current consolidated fiscal year (January 1 to December 31, 2025)

1. Matters concerning the state of financial instruments

(1) Policy initiatives for financial instruments

Our Group assumes bank loans for necessary funds. We also work to achieve proper fund management through effective use of our Group CMS (cash management service). Fund management is generally limited to highly secure deposits that are liquid. Regarding derivatives, it is our policy not to engage in speculative trading.

(2) Details of financial instruments, and associated risks

Notes and accounts receivable-trade, which are operating receivables, are exposed to customer credit risks. Investment securities consist of listed shares and shares held in business partners, and are exposed to market price fluctuations and issuer credit risk. Accounts payable - other and accrued expenses, which are operating debts, have due dates of within one year. As for borrowings, our Company signed an agreement for overdraft with four main banks to procure operating capital efficiently.

(3) Risk management systems for financial instruments

1) Management of credit risks (risks associated with contractual default by business partners)

Regarding credit risks for operating receivables, based on credit management regulations, we manage settlement dates and balances for each trading client of our core short-term human resources services businesses such as Fullcast Co., Ltd. We are also working to quickly understand and lessen recovery risks resulting from worsening financial situations.

2) Management of market risks (risks from fluctuations in exchange rates and interest rates)

Although loans are exposed to interest-rate risks, our Company manages by preparing monthly reports and monitoring trends in borrowing rates. Regarding investment securities, we continuously review our holdings taking into account market conditions and relationships with business partners. We periodically monitor the fair value of the securities and the financial position of our business partners.

3) Management of liquidity risks for fund procurement (risk of being unable to execute payments on due dates)

Our Company conducts daily deposit balance management for our Group, and also appropriately manages liquidity risks for each group company through CMS.

(4) Supplementary explanation about matters concerning market values of financial instruments

Because variable factors are incorporated in calculating the market values of financial instruments, they may vary when different assumptions are used.

2. Matters concerning market values for financial instruments

Consolidated balance sheet amounts, market prices and differences between these as recorded on December 31, 2025 are as follows. Non-marketable shares are not included in the following chart (see Note 2.).

(Million yen)

	Consolidated balance sheet amount	Market value	Difference
(1) Investment securities (*2)	2,322	2,090	(231)
(2) Guarantee deposits	2,850	2,746	(104)
Total assets	5,172	4,837	(336)
(1) Long-term borrowings (Including Current portion)	1,720	1,717	(3)
Total liabilities	1,720	1,717	(3)

Notes: 1. Cash and deposits, "notes and accounts receivable - trade," "notes and accounts payable - trade," "short-term borrowings," "accounts payable - other," "accrued expenses," "income taxes payable" and "accrued consumption taxes" are omitted because they are cash and are settled in a short-term period and their fair value approximates their book value.

2. Investment securities include the shares of listed equity method affiliates and the difference is due to the market valuation of said shares. Non-marketable shares, others (consolidated balance sheet amount: 455 million yen) are not included in "(1) Investment securities."

3. Expected redemption amounts of pecuniary claims after the consolidated settlement date

(Million yen)

	Within 1 year	1-5 years	5-10 years	Over 10 years
Cash and deposits	21,089	-	-	-
Notes and accounts receivable - trade	10,094	-	-	-
Total	31,182	-	-	-

4. Expected repayment amount of short-term borrowings

(Million yen)

	Within 1 year	1-2 years	2-3 years	3-4 years	4-5 years	Over 5 years
Short-term borrowings	10,500	-	-	-	-	-
Long-term borrowings	363	309	170	154	147	578
Total	10,863	309	170	154	147	578

3. Breakdown of financial instruments by market value level

Fair value of financial instruments is classified into the following three levels based on the observability and materiality of the inputs used to calculate market value.

Market value Level 1: Market value calculated based on (unadjusted) quoted prices in active markets for identical assets or liabilities

Market value Level 2: Market value calculated using directly or indirectly observable inputs other than Level 1 inputs

Market value Level 3: Market value calculated using significant unobservable inputs

In cases where multiple inputs that have a significant impact on the market value calculation are used, the fair value is classified to the lowest priority level in the market value calculation among the levels to which each of those inputs belongs.

(1) Financial instruments recorded in the consolidated balance sheets at market value

Classification	Market value			
	Level 1	Level 2	Level 3	Total
Investment securities				
Other securities				
Shares	2,085	-	-	2,085
Investment trust	-	5	-	5
Total assets	2,085	5	-	2,090

(2) Financial instruments other than financial instruments recorded in the consolidated balance sheets at market value

Classification	Market value			
	Level 1	Level 2	Level 3	Total
Guarantee deposits	-	2,746	-	2,746
Total assets	-	2,746	-	2,746
Long-term borrowings (Including Current portion)	-	1,717	-	1,717
Total liabilities	-	1,717	-	1,717

Note: Explanation of valuation methods used for market value calculation and inputs related to market value calculation.

Investment securities

Listed stocks are valued using quoted market prices. Listed stocks are traded in an active market and the fair value is classified as market value level 1.

Amounts related to investment trusts are calculated based on prices, etc., provided by correspondent financial institutions, and their fair value is classified as Level 2.

Guarantee deposits

Market values for guarantee deposits are calculated and are based on present value that are obtained by discounting expected receivable amounts-reflecting collectability-once the average term of residence has been calculated from the past results of moving out, by highly-safe interest rates that correspond to the period up until departure. As such, the fair value is classified as market value level 2.

Long-term borrowings

The fair value of long-term borrowings is calculated using the discounted cash flow method. This is based on the sum of the principal and the interest, with interest rates reflecting the remaining term and credit risk, classified as Level 2.

(Notes on Securities)

Previous consolidated fiscal year

1. Other securities (as of December 31, 2024)

(Million yen)

Classification	Consolidated balance sheet amount	Acquisition cost	Difference
Items for which consolidated balance sheet amount exceeds acquisition cost			
Shares	300	43	256
Subtotal	300	43	256
Items for which consolidated balance sheet amount does not exceed acquisition cost			
Shares	29	33	(4)
Other	5	5	-
Subtotal	34	38	(4)
Total	334	81	252

2. Other securities sold during the previous consolidated fiscal year (January 1 to December 31, 2024)

Classification	Sale value	Total of sale gain	Total of sale loss
Shares	31	31	-

3. Other securities for which impairment was performed (January 1 to December 31, 2024)

There are no relevant matters.

Current consolidated fiscal year

1. Other securities (as of December 31, 2024)

(Million yen)

Classification	Consolidated balance sheet amount	Acquisition cost	Difference
Items for which consolidated balance sheet amount exceeds acquisition cost			
Shares	781	711	71
Subtotal	781	711	71
Items for which consolidated balance sheet amount does not exceed acquisition cost			
Shares	433	475	(42)
Other	5	5	-
Subtotal	439	480	(42)
Total	1,220	1,191	29

2. Other securities sold during the current consolidated fiscal year (January 1 to December 31, 2025)

(Million yen)

Classification	Sale value	Total of sale gain	Total of sale loss
Shares	276	192	-

3. Other securities for which impairment was performed (January 1 to December 31, 2025)

There are no relevant matters.

(Derivatives)

The description is omitted due to lack of materiality.

(Retirement benefits)

1. Summary of the retirement benefit scheme adopted

Our Company has adopted a lump-sum retirement benefit plan as a defined benefit plan. In addition, some consolidated subsidiaries have adopted both a lump-sum retirement benefit plan and a defined contribution pension plan.

For the lump-sum retirement benefit plans held by consolidated subsidiaries, retirement benefit obligations and retirement benefit expenses are calculated using the simplified method.

2. Defined benefit plan

(1) Adjustment table for balances at beginning and end of period for retirement benefit obligations (excluding those which a simple method is applied)

	(Million yen)	
	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Retirement benefit obligations at beginning of period	744	771
Service cost	74	73
Interest cost	3	3
Actuarial differences occurred	(3)	(75)
Retirement benefits paid	(47)	(57)
Retirement benefit obligations at end of period	771	716

(2) Adjustment table for liabilities for retirement benefits under a simple method at beginning and end of period

	(Million yen)	
	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Liabilities for retirement benefits at beginning of period	149	153
Retirement benefit expenses	58	54
Retirement benefits paid	(54)	(53)
Increase by business combination	-	86
Liabilities for retirement benefits at end of period	153	240

(3) Adjustment table between retirement benefit obligations/pension assets at end of period and liabilities/assets for retirement benefits recorded in the consolidated balance sheet

	(Million yen)	
	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
Retirement benefit obligations under the non-cumulative system	924	955
Net liabilities and assets recorded in the consolidated balance sheet	924	955
Retirement benefit liability	924	955
Net liabilities and assets recorded in the consolidated balance sheet	924	955

Note: Including the system under a simple method.

(4) Amount of retirement benefit expenses and their breakdowns

(Million yen)

	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Service cost	74	73
Interest cost	3	3
Cost to dispose of actuarial differences	(3)	(75)
Retirement benefit expenses calculated by a simple method	58	54
Other	(0)	(1)
Retirement benefit expenses for the defined benefit plan	132	55

(5) Matters concerning the actuarial calculation base

Main actuarial calculation base

	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Discount rate	Mainly 0.4%	Mainly 1.8%
Expected rate of increase	3.5%	3.4%

3. Defined contribution pension plan

Regarding the consolidated subsidiary that has adopted a defined contribution pension plan, no comparative information is provided for the previous fiscal year, as the business combination date was September 30, 2025. The required contribution to the plan for the current fiscal year was 12 million yen.

(Stock options)

1. Stock option expenses and subjects

(Million yen)

	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Selling, general and administrative expenses	52	14

2. Amount recognized as gain on expiration of unexercised stock options

(Million yen)

	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Extraordinary income	-	4

3. Stock option content, scale and changes

(1) Stock option content

	Series 1-1 stock compensation-type share acquisition rights
Company name	Submitting company
Date of resolution	March 24, 2017
Categories and number of persons eligible for grants	4 Directors of our Company (excluding those who are Audit & Supervisory Committee Members) 8 Directors of our Company's wholly-owned subsidiaries 2 Auditors of our Company's wholly-owned subsidiaries
Type of stock and amount granted Note 1.	Ordinary shares, 201,600 shares

Grant date	April 10, 2017
Rights determination terms	Note 2.
Eligibility service (vesting) period	Not determined
Rights exercise period	April 11, 2021 to April 10, 2051

	Series 2-1 stock compensation-type share acquisition rights	Series 2-2 stock compensation-type share acquisition rights
Company name	Submitting company	Submitting company
Date of resolution	March 25, 2022	March 25, 2022
Categories and number of persons eligible for grants	4 Directors of our Company (excluding those who are Audit & Supervisory Committee Members) 13 Directors of our Company's subsidiaries	66 employees of our Company and our Company's subsidiaries
Type of stock and amount granted Note 1.	Ordinary shares, 58,700 shares	Ordinary shares, 51,100 shares
Grant date	April 11, 2022	April 11, 2022
Rights determination terms	Note 3.	Note 4.
Eligibility service (vesting) period	Not determined	Not determined
Rights exercise period	April 12, 2025 to April 11, 2075	April 12, 2025 to April 11, 2075

- Notes:
1. Converted to number of shares.
 2. Conditions for the exercise of share acquisition rights
 - 1) For share acquisition rights allotted to our Company's Directors, in principle, the person receiving the allotment of share acquisition rights must be a Director of our Company at the time the rights are exercised.
 - 2) For share acquisition rights allotted to the Directors or Corporate Auditors of our Company wholly-owned subsidiaries, in principle, the person receiving the allotment of share acquisition rights, must be a Director or Corporate Auditor of the subsidiary at the time the rights are exercised.
 - 3) Of those share acquisition rights allocated, only a limited number of share acquisition rights can be exercised depending on the level of achievement of the operating profit target for the fiscal year ended December 2020, final year of the Medium-Term Management Plan.
 3. Conditions for the exercise of share acquisition rights
 - 1) For share acquisition rights allotted to our Company's Directors, in principle, the person receiving the allotment of share acquisition rights must be a Director of our Company at the time the rights are exercised. Provided, however, that this shall not apply in case of retirement due to end of term of office or if the Board of Directors of our Company resolves that there are other justifiable reasons.
 - 2) For share acquisition rights allotted to the Directors of our Company's subsidiaries, in principle, the person receiving the allotment of share acquisition rights (hereinafter, "share acquisition rights holder" collectively with persons receiving the allotment of share acquisition rights per 1) above), must be a Director of the subsidiary at the time the rights are exercised. Provided, however, that this shall not apply in case of retirement due to end of term of office or if the Board of Directors of our Company resolves that there are other justifiable reasons.
 - 3) Of those share acquisition rights allocated, only a limited number of share acquisition rights can be exercised depending on the level of achievement of the operating profit target for the fiscal year ended December 2024, final year of the Medium-Term Management Plan.
 - 4) If the share acquisition rights holders pass away, the inheritor of their estate may become the successor to the share acquisition rights.
 - 5) Partial exercising of one unit of share acquisition rights shall not be permitted.
 - 6) Other conditions for the exercise of these rights shall be stipulated by our Company's Board of Directors, which determines the subscription matters for share acquisition rights.
 4. Conditions for the exercise of share acquisition rights
 - 1) In principle, persons who receive an allotment of share acquisition rights (hereinafter, "share acquisition rights holders") must be an employee of our Company and our Company's subsidiaries at the time of exercising these rights. Provided, however, that this shall not apply in case of mandatory retirement, retirement due to company reasons, or if the Board of Directors of our Company resolves that there are other justifiable reasons.
 - 2) Of those share acquisition rights allocated, only a limited number of share acquisition rights can be exercised depending on the level of achievement of the operating profit target for the fiscal year ended December 2024, final year of the Medium-Term Management Plan.
 - 3) If the share acquisition rights holders pass away, the inheritor of their estate may become the successor to the share acquisition rights.
 - 4) Partial exercising of one unit of share acquisition rights shall not be permitted.

(2) Stock option scale and changes

The number of existing stock options subject to conversion to stock in the consolidate fiscal year ended December 2023 is as shown below.

1) Quantity of stock options

	Series 1-1 stock compensation-type share acquisition rights
Company name	Submitting company
Date of resolution	March 24, 2017
Before rights determined (shares)	
Previous consolidated fiscal year end	-
Granted	-
Expired	-
Rights determined	-
Undetermined balance	-
After rights determined (shares)	
Previous consolidated fiscal year end	124,100
Rights determined	-
Rights exercised	27,700
Expired	-
Unexercised balance	96,400

	Series 2-1 stock compensation-type share acquisition rights	Series 2-2 stock compensation-type share acquisition rights
Company name	Submitting company	Submitting company
Date of resolution	March 25, 2022	March 25, 2022
Before rights determined (shares)		
Previous consolidated fiscal year end	58,700	45,200
Granted	-	-
Expired	200	-
Rights determined	58,500	45,200
Undetermined balance	-	-
After rights determined (shares)		
Previous consolidated fiscal year end	-	-
Rights determined	58,500	45,200
Rights exercised	15,700	11,400
Expired	-	2,500
Unexercised balance	42,800	31,300

2) Unit price

	Series 1-1 stock compensation-type share acquisition rights
Company name	Submitting company
Date of resolution	March 24, 2017
Exercise price (yen)	1
Average share price at exercise (yen)	1,624
Fair value unit price at grant date (yen)	784.50

	Series 2-1 stock compensation-type share acquisition rights	Series 2-2 stock compensation-type share acquisition rights
Company name	Submitting company	Submitting company
Date of resolution	March 25, 2022	March 25, 2022
Exercise price (yen)	1	1
Average share price at exercise (yen)	1,684	1,671
Fair value unit price at grant date (yen)	1,630.35	1,630.35

3. Method of estimating the stock option numbers vested

Basically, it is difficult to estimate rationally the future expired number, so a method reflecting only the actual expired number is adopted.

(Notes on Tax Effect Accounting)

1. Details of main reasons for deferred tax asset and deferred tax liability

(Million yen)

	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
Deferred tax assets		
Allowance for doubtful accounts and bad debt expenses	10	59
Retirement benefit liability	283	309
Gains on sales of shares of subsidiaries under the Corporation Tax Act	50	52
Loss on valuation of investment securities	6	18
Loss on valuation of shares of subsidiaries and associates	357	407
Loss carried forward for tax purposes (Note 2)	48	172
Accrued business office taxes	105	97
Asset retirement obligations	80	82
Commission for purchase of treasury shares	71	71
Share-based remuneration expenses	77	62
Accumulated depreciation	54	40
Valuation loss on goods	-	21
Valuation difference on available-for-sale securities	-	11
Other	59	55
Subtotal deferred tax assets	1,198	1,455
Valuation allowance relating to tax loss carry-forwards (Note 2)	(47)	(172)
Valuation allowance related to the total of deductible temporary differences	(619)	(779)
Subtotal of valuation reserve amount	(667)	(952)
Offsetting with deferred tax liabilities	(55)	(414)
Total deferred tax assets	476	90
Deferred tax liabilities		
Valuation difference on available-for-sale securities, etc.	(77)	(22)
Trademark right	(494)	(463)
Difference between fair value of consolidated subsidiaries	(117)	(161)
Subtotal deferred tax liability	(689)	(647)
Offsetting with deferred tax assets	55	414
Total deferred tax liability	(634)	(233)
Net deferred tax liability	(158)	(143)

Notes: 1. Valuation allowance increased by 285 million yen. This increase was primarily due to higher deductible temporary differences at newly consolidated subsidiaries and an increased valuation allowance for tax loss carryforward.

2. The amounts for loss carried forward for tax purposes and deferred tax assets carried forward for each period Previous consolidated fiscal year end (December 31, 2024)

The description is omitted because the monetary amount of loss carried forward for tax purposes is immaterial.

Current consolidated fiscal year end (December 31, 2025)

(Million yen)

	Within 1 year	1-2 years	2-3 years	3-4 years	4-5 years	Over 5 years	Total
Loss carried forward for tax purposes (Note)	-	1	-	12	26	133	172
Valuation reserve amount	-	(1)	-	(12)	(26)	(133)	(172)
Deferred tax assets	-	-	-	-	-	-	-

Notes: The tax loss carryforwards are calculated by multiplying the amount of tax loss carryforwards by the statutory effective tax rate.

2. Itemized details of the main reasons for differentials between the legal effective tax rates and the ratio of tax expenses, including corporate taxes, after tax effect accounting is applied

	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
Legal effective tax rates (Adjustment)	30.6%	30.6%
Fixed-rate residents on inhabitant tax	0.6	0.7
Amortization of goodwill	1.7	2.6
Share of loss (profit) of entities accounted for using equity method	(0.4)	0.4
Applicable tax rate difference of consolidated subsidiaries	1.8	2.3
Valuation reserve amount	0.7	2.8
Other	0.8	(1.3)
Ratio of tax expenses, including corporate taxes, after tax effect accounting is applied	35.8%	38.1%

3. Revision of deferred tax assets and deferred tax liabilities due to changes in corporate tax rates

The Act for Partial Revision of the Income Tax Act, etc. (Act No. 13 of 2025) was enacted by the Diet on March 31, 2025, and the Special Defense Corporate Tax will be imposed for consolidated fiscal years beginning on or after April 1, 2026.

Accordingly, deferred tax assets and deferred tax liabilities related to temporary differences expected to be reversed in consolidated fiscal years beginning on or after January 1, 2027 have been calculated using a revised statutory effective tax rate of 31.52%, instead of the previous 30.62%.

The impact of this change in the tax rate is immaterial.

4. Accounting treatment for income taxes, local income taxes and tax effect accounting related to these taxes

The Group Tax Sharing System has been applied to our Company and certain consolidated subsidiaries. Accounting treatment, accounting treatment for tax effect accounting and disclosure for income taxes, local income taxes are in accordance with the "Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System" (ASBJ PITF No. 42; August 12, 2021).

(Concerning business combination)

Business combinations that are not individually material but are material in the aggregate are disclosed on an aggregated basis.

(1) Acquisition cost of the company to be acquired and the breakdown thereof

Cash and deposits to be paid with the acquisition	4,695 million yen
Acquisition cost	4,695 million yen

(2) Details and amount of major expenses related to the acquisition

Advisory expenses etc.	133 million yen
------------------------	-----------------

(3) Amount and reason of goodwill arising from the business combination

1) Amount of goodwill arising from the business combination; 3,481 million yen

As of the end of this consolidated fiscal year, the allocation of acquisition costs for some business combinations has not yet been completed. The amount of goodwill is a provisional calculation.

2) Reason

It is derived from the expected future excess earning power arising from future business development.

(4) Breakdown of the amount of assets received and liabilities accepted on the date of business combination

Current assets	4,487 million yen
Non-current assets	7,734 million yen
<hr/>	
Total assets	12,221 million yen
Current liabilities	2,289 million yen
Non-current liabilities	4,259 million yen
<hr/>	
Total liabilities	6,548 million yen

(5) Estimated amount of impact on the consolidated statement of income for the current fiscal year, assuming that the business combination had been completed on the first day of the current fiscal year, and the method of calculation thereof.

Not disclosed, as the impact on the consolidated financial statements is immaterial.

(Asset retirement obligations)

Asset retirement obligations recorded in the consolidated balance sheet

(1) Overview of the asset retirement obligations

Restoration obligation under the real estate rental agreement regarding the head office property, others

(2) Calculation of the amount of asset retirement obligations

The amount of asset retirement obligations is calculated using a discount rate of 0.00% to 4.80%, with estimated period estimated individually based on contract term.

(3) Increase (decrease) in total asset retirement obligations

	(Million yen)	
	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Balance at beginning of period	405	389
Increase in purchase of property, plant and equipment	42	62
Increase in business combination	-	33
Adjustment for lapse of time	2	3
Increase due to changes in estimates	-	17
Decrease due to fulfillment of asset retirement obligations	(18)	(63)
Decrease due to exclusion from consolidation	(42)	-
Other changes (decreases indicated in parentheses)	-	(7)
<hr/>		
Balance at end of period	389	433

(Investment and Rental Properties)

Our Group owns tenant buildings for lease (including land) in Tokyo.

For the current consolidated fiscal year, rental income and expenses related to such investment and rental properties amounted to 86 million yen (rental income is recorded under net sales, and rental expenses are recorded under cost of sales).

In addition, the carrying amount on the consolidated balance sheet, changes during the fiscal year, and the fair value of such investment and rental properties are as follows.

(Million yen)

		FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Carrying amount on the consolidated balance sheet	Balance at beginning of period	-	-
	Increase (decrease) during the period	-	3,883
	Balance at end of period	-	3,883
Fair value at end of period		-	3,900

- Notes: 1. The carrying amount on the consolidated balance sheet represents the acquisition cost less accumulated depreciation.
2. The increase (decrease) during the period was mainly due to the acquisition of Shibuya Property LLC, Tamachi Property LLC, and Nishi Shinjuku Property LLC, which newly became consolidated subsidiaries.
3. The fair value at the end of the period is principally based on amounts calculated by the Company in accordance with the Real Estate Appraisal Standards (including amounts adjusted using certain indices, etc.).

(Revenue Recognition, etc.)

1. Information on revenue breakdowns generated by customer contracts

Previous consolidated fiscal year (January 1 to December 31, 2024)

(Million yen)

	Reporting segment				Total
	Short-Term Operational Support Business	Sales Support Business	Restaurant Business	Security, Other Businesses	
Dispatching	33,486	-	-	-	33,486
BPO	5,976	-	-	-	5,976
Placement	8,261	-	-	-	8,261
Outsourcing	7,506	-	-	-	7,506
Merchandise Sales	-	3,123	-	-	3,123
Restaurant	-	-	7,640	-	7,640
Security	-	-	-	2,367	2,367
Other	-	199	-	-	199
Revenue from contracts with customers	55,228	3,321	7,640	2,367	68,556
Sales to external customers	55,228	3,321	7,640	2,367	68,556

Current consolidated fiscal year (January 1 to December 31, 2025)

(Million yen)

	Reporting segment				Total
	Short-Term Operational Support Business	Sales Support Business	Restaurant Business	Security, Other Businesses	
Dispatching	39,226	-	-	-	39,226
BPO	5,523	-	-	-	5,523
Placement	8,614	-	-	-	8,614
Outsourcing	7,733	-	-	-	7,733

Merchandise Sales	-	4,775	-	-	4,775
Restaurant	-	-	6,980	-	6,980
Security	-	-	-	3,504	3,504
Other	-	275	-	25	299
Revenue from contracts with customers	61,097	5,050	6,980	3,529	76,656
Other Revenue	-	-	461	110	571
Sales to external customers	61,097	5,050	7,442	3,639	77,227

Note: Other revenue consists of rental and other related income recognized based on the accounting standards for lease transactions.

2. Basic information to understand revenue from contracts with customers

Our Company and its consolidated subsidiaries recognize revenue from contracts with customers based on the following five-step approach.

Step 1: Recognize contracts with customers.

Step 2: Recognize performance obligations in contracts.

Step 3: Calculate transaction price.

Step 4: Allocate transaction price to the performance obligations in contracts.

Step 5: Recognize revenue when (or as) performance obligations are satisfied.

The main performance obligations and the usual time of revenue recognition in the major business activities are as described in “Notes on Consolidated Financial Statements (Significant Accounting Policies in the Preparation of the Consolidated Financial Statements) 4. Matters related to accounting policies (5) Accounting for significant revenue and expenses.”

3. Information to determine the revenue amount for the current and subsequent fiscal years

Previous consolidated fiscal year (January 1 to December 31, 2024)

(1) The balances of receivables arising from customer contracts, etc.

(Million yen)

	FY12/24
Receivables arising from contracts with customers (beginning balance)	8,416
Receivables arising from contracts with customers (ending balance)	7,657

Contract liability balances are omitted because the amount is immaterial.

(2) Transaction price allocated to the residual performance obligations

The practical method was applied because our Group has no significant transactions with an initially expected contract term of more than 1 year. Therefore, information on residual performance obligations has been omitted.

Current consolidated fiscal year (January 1 to December 31, 2025)

(1) The balances of receivables arising from customer contracts, etc.

(Million yen)

	FY12/25
Receivables arising from contracts with customers (beginning balance)	7,657
Receivables arising from contracts with customers (ending balance)	10,094

Contract liability balances are omitted because the amount is immaterial.

(2) Transaction price allocated to the residual performance obligations

The practical method was applied because our Group has no significant transactions with an initially expected contract term of more than 1 year. Therefore, information on residual performance obligations has been omitted.

(Segment Information and Others)

[Segment information]

Previous consolidated fiscal year (January 1 to December 31, 2024)

1. Description of reported segments

Our Company's reported segments are business units for which financial information can be obtained independently from our Company's various structural units, and they are subject to regular examination by the Board of Directors to form decisions about allocations of management resources and to evaluate their performance.

Our Group has three reporting segments: 1) "Short-Term Operational Support Business", 2) "Sales Support Business," 3) "Restaurant Business and 4) "Security, Other Businesses." The "Short-Term Operational Support Business" provides timely short-term staffing services that cater to fluctuations in client companies' workloads. The "Sales Support Business" mainly engages in agency sales of telecommunications products focused on distributor networks and call center operations. The "Restaurant Business" engages in restaurant chain management and the franchise business. The "Security, Other Businesses" mainly conducts security work for public facilities and general companies.

2. Explanation of measurements of sales, profit (loss), asset, and other items for each reported segment

The accounting methods for each segment reported are similar to those described in the "Significant Accounting Policies in the Preparation of the Consolidated Financial Statements."

The profit of each reported segment is an amount based upon its operating profit. Inter-segment profits and transfers are based on market prices.

3. Disclosure of sales, profit (loss), asset, and other items for each reported segment

(Million yen)

	Reporting segment				Total	Adjustment amount (Note)	Amount in consolidated financial statement
	Short-Term Operational Support Business	Sales Support Business	Restaurant Business	Security, Other Businesses			
Net sales							
Sales to external customers	55,228	3,321	7,640	2,367	68,556	-	68,556
Inter-segment sales or transfers	32	13	0	1	46	(46)	-
Total	55,260	3,334	7,640	2,368	68,602	(46)	68,556
Segment profit	8,324	222	554	196	9,295	(2,155)	7,140
Segment assets	21,858	2,808	10,730	764	36,160	5,308	41,468
Other							
Depreciation	243	6	187	3	439	16	455
Amortization of goodwill	388	-	110	-	498	-	498
Increase of property, plant and equipment and intangible assets	73	4	145	0	222	458	680

- Notes:
- (26) million yen in inter-segment eliminations and (2,129) million yen in company-wide expenses not allocated to any specific reporting segment are included in the (2,155) million yen segment profit adjustment amount. Company-wide expenses are mainly general and administrative expenses that do not belong to any specific reporting segments.
 - Segment profit has been adjusted with the operating profit shown in the consolidated statement of income.
 - The amount of 5,308 million yen in adjustment of segment-based assets primarily consists of long-term investment assets (investment securities), assets involved in the administrative departments and other items incurred by the head office of our Company.
 - The amount of 16 million yen for adjusting the depreciation expenses primarily consists of depreciation for the buildings and structures, and software of the head office of our Company.

- The amount of 458 million yen in adjustment for increased amount of the property, plant and equipment, and intangible assets is primarily comprised of those for buildings and structures of the head office of our Company and tools, furniture and fixtures, and software for a new system.

Current consolidated fiscal year (January 1 to December 31, 2025)

1. Description of reported segments

Our Company's reported segments are business units for which financial information can be obtained independently from our Company's various structural units, and they are subject to regular examination by the Board of Directors to form decisions about allocations of management resources and to evaluate their performance.

Our Group has three reporting segments: 1) "Short-Term Operational Support Business", 2) "Sales Support Business," 3) "Restaurant Business and 4) "Security, Other Businesses." The "Short-Term Operational Support Business" provides timely short-term staffing services that cater to fluctuations in client companies' workloads. The "Sales Support Business" mainly engages in agency sales of telecommunications products focused on distributor networks and call center operations. The "Restaurant Business" engages in restaurant chain management and the franchise business. The "Security, Other Businesses" mainly conducts security work for public facilities and general companies.

2. Explanation of measurements of sales, profit (loss), asset, and other items for each reported segment

The accounting methods for each segment reported are similar to those described in the "Significant Accounting Policies in the Preparation of the Consolidated Financial Statements."

The profit of each reported segment is an amount based upon its operating profit. Inter-segment profits and transfers are based on market prices.

3. Disclosure of sales, profit (loss), asset, and other items for each reported segment

(Million yen)

	Reporting segment				Total	Adjustment amount (Note)	Amount in consolidated financial statement
	Short-Term Operational Support Business	Sales Support Business	Restaurant Business	Security, Other Businesses			
Net sales							
Sales to external customers	61,097	5,050	7,442	3,639	77,227	-	77,227
Inter-segment sales or transfers	37	14	21	1	73	(73)	-
Total	61,135	5,064	7,463	3,639	77,300	(73)	77,227
Segment profit	8,469	247	456	530	9,702	(1,787)	7,915
Segment assets	28,320	3,564	7,473	7,031	46,388	11,442	57,830
Other							
Depreciation	298	3	209	20	529	13	542
Amortization of goodwill	522	-	103	38	663	-	663
Increase of property, plant and equipment and intangible assets	115	37	355	-	507	226	733

- Notes:
- (38) million yen in inter-segment eliminations and (1,749) million yen in company-wide expenses not allocated to any specific reporting segment are included in the (1,787) million yen segment profit adjustment amount. Company-wide expenses are mainly general and administrative expenses that do not belong to any specific reporting segments.
 - Segment profit has been adjusted with the operating profit shown in the consolidated statement of income.
 - The amount of 11,442 million yen in adjustment of segment-based assets primarily consists of long-term investment assets (investment securities), assets involved in the administrative departments and other items incurred by the head office of our Company.

4. The amount of 13 million yen for adjusting the depreciation expenses primarily consists of depreciation for the buildings and structures, and software of the head office of our Company.
5. The amount of 226 million yen in adjustment for increased amount of the property, plant and equipment, and intangible assets is primarily comprised of those for buildings and structures of the head office of our Company and tools, furniture and fixtures, and software for a new system.

(Related Information)

Previous consolidated fiscal year (January 1 to December 31, 2024)

1. Information about each product or service

Information in this section is omitted because it is similar to information disclosed in the segment information section.

2. Information for geographical regions

(1) net sales

Information in this section is omitted because net sales to external customer in Japan exceed 90% of net sales of the consolidated statement of income.

(2) Property, plant and equipment

Information in this section is omitted because amount of property, plant and equipment located in Japan exceed 90% of amount of property, plant and equipment of the consolidated balance sheet.

3. Information about major customers

The information in this section is omitted, as there is no single external customer representing 10.0% or more of net sales of the consolidated statement of income.

Current consolidated fiscal year (January 1 to December 31, 2025)

1. Information about each product or service

Information in this section is omitted because it is similar to information disclosed in the segment information section.

2. Information for geographical regions

(1) net sales

Information in this section is omitted because net sales to external customer in Japan exceed 90% of net sales of the consolidated statement of income.

(2) Property, plant and equipment

Information in this section is omitted because amount of property, plant and equipment located in Japan exceed 90% of amount of property, plant and equipment of the consolidated balance sheet.

3. Information about major customers

The information in this section is omitted, as there is no single external customer representing 10.0% or more of net sales of the consolidated statement of income.

(Information concerning impairment losses on non-current assets for each reporting segment)

Previous consolidated fiscal year (January 1 to December 31, 2024)

(Million yen)

	Reporting segment					Company-wide/ amortization	Total
	Short-Term Operational Support Business	Sales Support Business	Restaurant Business	Security, Other Businesses	Total		
Impairment losses	-	-	2	-	2	-	2

Current consolidated fiscal year (January 1 to December 31, 2025)

(Million yen)

	Reporting segment					Company-wide/ amortization	Total
	Short-Term Operational Support Business	Sales Support Business	Restaurant Business	Security, Other Businesses	Total		
Impairment losses	-	16	39	-	56	-	56

(Information regarding the amount of amortization of goodwill and unamortized balance for each reporting segment)

Previous consolidated fiscal year (January 1 to December 31, 2024)

(Million yen)

	Reporting segment					Company-wide/ amortization	Total
	Short-Term Operational Support Business	Sales Support Business	Restaurant Business	Security, Other Businesses	Total		
Amount of amortization during the period	388	-	110	-	498	-	498
Balance at end of period	3,364	-	1,859	-	5,223	-	5,223

Current consolidated fiscal year (January 1 to December 31, 2025)

(Million yen)

	Reporting segment					Company-wide/ amortization	Total
	Short-Term Operational Support Business	Sales Support Business	Restaurant Business	Security, Other Businesses	Total		
Amount of amortization during the period	522	-	103	38	663	-	663
Balance at end of period	5,428	-	1,821	792	8,041	-	8,041

Note: The unamortized balance of goodwill in the "Short-Term Operational Support Business" includes the provisionally calculated amount of goodwill that arose from business combinations through share acquisitions during the current consolidated fiscal year, for which allocation of acquisition costs has not been completed.

(Information concerning gain on negative goodwill for each reporting segment)

Previous consolidated fiscal year (January 1 to December 31, 2024)

There are no relevant matters.

Current consolidated fiscal year (January 1 to December 31, 2025)

There are no relevant matters.

[Information on related parties]

Transactions with related parties

Transactions between consolidated financial statement submitting companies and related parties

Parent companies of the consolidated financial statement submitting company and corporate principal shareholders

Previous consolidated fiscal year (January 1 to December 31, 2024)

Type	Name of the company or the individual	Location	Capital or investment (Million yen)	Operation details or occupation	Possession of voting rights etc. (Ownership proportion)	Relationship with related parties	Contents of transaction	Transaction amount (Million yen)	Subject	Balance at end of period (Million yen)
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Major shareholder	Hikari Tsushin Co., Ltd	Toshima-ku, Tokyo	Share capital 54,259	Sales of products related to telecommunication line services, electricity, and others	(Owned) Indirect: 17.31	-	Purchase of shares of subsidiaries (Note)	470	-	-
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Note: The share acquisition is rationally determined based on discussions in light of the actual market price.

Current consolidated fiscal year (January 1 to December 31, 2025)

There are no relevant matters.

(Per-share information)

	FY12/24 (January 1 to December 31, 2024)		FY12/25 (January 1 to December 31, 2025)
Net assets per share	812.65 yen	Net assets per share	878.03yen
Basic earnings per share	155.99 yen	Basic earnings per share	136.84yen
Diluted earnings per share	155.03 yen	Diluted earnings per share	136.18yen

Notes: The basis for calculating basic earnings per share and diluted earnings per share is as follows.

Item	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Basic earnings per share		
Profit attributable to owners of parent (million yen)	5,493	4,784
Profit attributable to owners of parent related to ordinary shares (million yen)	5,493	4,784
Profit not available to ordinary shares (million yen)	-	-
Average number of ordinary shares outstanding during the period (shares)	35,213,033	34,959,921
Diluted earnings per share		
Adjusted profit attributable to owners of parent (million yen)	-	-
Increase of ordinary shares (shares)	217,478	170,397
(of these, share acquisition rights [shares])	(217,478)	(170,397)
Overview of potential stock not included in calculation of diluted earnings per share because the stock has no dilution effect	-	-

(Major Subsequent Events)

(Business combination through the acquisition of share of RGF Talent Solutions Japan K.K. and RGF International Recruitment Holdings Limited)

Our Company resolved regarding the acquisition of all shares of RGF Talent Solutions Japan K.K. and RGF International Recruitment Holdings Limited and making the two companies into its subsidiaries at its Board of Directors meeting held on January 22, 2026.

(1) Overview of the business combination

1) Name and business of the companies to be acquired

Name of the company to be acquired: RGF Talent Solutions Japan K.K.

Business: Recruitment business focusing on bilingual recruitment

Name of the company to be acquired: RGF International Recruitment Holdings Limited

Business: Human resource placement business centered on Asia

2) Main reasons for the business combination

RGF Talent Solutions Japan K.K. and RGF International Recruitment Holdings Limited (“the Target Companies”) constitute a leading corporate group that operates placement services for global human resources in Asian countries. This group has 3 strong brands, consisting of “RGF Executive Search” for senior management executives, “RGF Professional Recruitment” for mid-level professionals, and “RGF HR Agent,” which places human resources at Japanese companies in Asia. The Target Companies have a deep understanding of the needs of candidates and clients and provide high value-added services leveraging strengths in “human mediation value,” which supports long-term growth. This aligns with the principles of the Fullcast Group’s staffing services.

Our Group is focused on short-term staffing services. This share acquisition is a very important strategic measure because it will establish placement services for permanent employees as a second pillar for our Group through the acquisition of the Target Companies’ advanced expertise in global, high-level areas and strong business foundation across Asia. Through this share acquisition, our Company will significantly diversify the business portfolio and strengthen the earnings base, in addition to building a strong foundation for overseas business expansion.

The acquisition is expected to generate very significant synergies by combining the business foundations of both companies. More specifically, the provision of the Target Companies’ Asia-wide recruitment solutions to our Company’s extensive customer base in Japan is anticipated to result in significant cross-selling benefits. In addition, our Company firmly believes it will be possible to provide unique solutions to address the competition for human resources facing companies in Japan and overseas by combining the knowhow in employment support for foreign nationals that our Group has developed in Japan (specified skilled workers, dispatching, etc.) with the Target Companies’ global network and knowledge of cross-border recruitment.

The Target Companies have very high potential for growth in the Japanese domestic and Asian markets. To maximize this potential, our Company will clearly position this business as one of our Group’s core businesses, carry out strategic investment, respect the independence and vision of the Target Companies, and provide our Group’s management resources and flexible business management systems to give strong support to further dramatic growth.

We regard the share acquisition as a major step toward our evolution into “a comprehensive human resource support company” capable of meeting all kinds of human resource needs in Japan and overseas, and we will work to maximize corporate value.

3) Business combination date

April 1, 2026(planned)

4) Legal form of business combination

Share acquisition in exchange for cash.

5) Name of companies post combination

The name of the companies will remain the same.

6) Percentage of voting rights to be acquired

100%

7) Backgrounds for determining acquiring company

Our Company plans to acquire 100% of the voting rights through the share acquisition in exchange for cash.

(2) Acquisition cost of the company to be acquired and the breakdown thereof

Cash and deposits to be paid with the acquisition*	1,200 million yen
Acquisition cost	<u>1,200 million yen</u>

- * In the calculation of the equity value, the Target Companies were evaluated as a single entity.
- * The equity value portion of the acquisition price was determined reasonably within the scope of a stock valuation amount by a third-party institution. This amount was approved by the Board of Directors of our Company after it was determined that it is fair and appropriate.
- * In addition to the above equity value of 1,200 million yen, price adjustments, etc. will be made based on the share transfer agreement to determine the final transfer price. As a result of the price adjustment, an amount approximately equivalent to the target company's cash and deposits is expected to be added to the acquisition price.

(3) Details and amount of major expenses related to the acquisition
 Advisory expenses etc. 7 million yen

(4) Amount, reason, method and period of amortization of goodwill arising from the business combination
 The details have yet to be determined.

(5) Breakdown of the amount of assets to be received and liabilities accepted on the date of business combination
 The details have yet to be determined.

(Business combination through the acquisition of share of ENTRY, Inc.)

Our Company resolved regarding the acquisition of all shares of ENTRY, Inc. and making a company into its subsidiary at its Board of Directors meeting held on January 30, 2026, as well as concluded a share transfer agreement on the same day.

(1) Overview of the business combination

1) Name and business of the acquired company

Name of the acquired company: ENTRY, Inc.

Business: Dispatching, Paid-for employment placement services

2) Main reasons for the business combination

ENTRY, Inc. has built a solid business base and customer network centered on distribution and logistics-related operations in the short-term human resource matching business and has strong business performance and scale as a leading company in that domain.

As a result of this share acquisition, improved profitability is expected through further enhancement of value provided to client companies, higher business volume, and an increase in operational efficiency resulting from the combination of the customer bases, sales systems, and nationwide networks of the two companies, as well as their various measures including recruitment, training, compliance systems, and DX. Furthermore, the Company has determined that the share acquisition will expand employment opportunities and further promote career advancement support for its registered staff through mutual utilization of the human resource pools and recruitment and operational know-how of the two companies, thereby contributing to the growth and enhancement of the Group over the medium to long term.

3) Business combination date

January 30, 2026

4) Legal form of business combination

Share acquisition in exchange for cash.

5) Name of company post combination

The name of the company will remain the same.

6) Percentage of voting rights to be acquired

100%

7) Backgrounds for determining acquiring company

The result of our Company acquiring 100% of the voting rights through the share acquisition in exchange for cash.

(2) Acquisition cost of the company to be acquired and the breakdown thereof

Cash and deposits to be paid with the acquisition	1,070 million yen
Acquisition cost	<u>1,070 million yen</u>

(3) Details and amount of major expenses related to the acquisition

Advisory expenses etc. 7 million yen

(4) Amount, reason, method and period of amortization of goodwill arising from the business combination

The details have yet to be determined.

(5) Breakdown of the amount of assets received and liabilities accepted on the date of business combination

The details have yet to be determined.

(Purchase of treasury shares)

Fullcast Holdings Co., Ltd. passed a resolution at the Board of Directors meeting held on February 13, 2026 on matters related to the acquisition of treasury shares pursuant to the provisions of Article 156 of the Companies Act as applied mutatis mutandis pursuant to the provision of Article 165, Paragraph 3 of the same act.

(1) Reason:	Treasury shares will be acquired in order to provide greater returns to shareholders as well as to implement a flexible capital policy to enhance capital efficiency.
(2) Type of shares to be acquired:	Ordinary shares
(3) Number of shares to be acquired:	150,000 shares (max.)
(4) Total value of repurchases:	193 million yen (max.)
(5) Acquisition period:	February 16 to March 23, 2026
(6) Acquisition method:	Purchase on the open market of the Tokyo Stock Exchange

(Changes to Reporting Segments)

In the current consolidated fiscal year, our reporting segments were divided into 4 segments: "Short-Term Operational Support Business," "Sales Support Business," "Restaurant Business," and "Security, Other Businesses." Against the backdrop of business additions through M&A, our Group reviewed its classification for the disclosure of management information and internal performance management. As a result, our Group will implement changes its reporting segments starting from the fiscal year ending December 2026, to 5 segments: "Short-Term Operational Support Business," "Restaurant Business," "HR Tech Business," "Global and Long-Term Operational Support Business," and "Other Businesses."

Information regarding the amounts of sales, profit or loss, assets, and other items for each reportable segment for the current consolidated fiscal year based on the new segments classification is currently being calculated.

5) Consolidated statement schedule

[Corporate bond schedules]

There are no relevant matters.

[Schedule of debt]

Classification	Balance at beginning of period (Million yen)	Balance at end of period (Million yen)	Average interest rate (%)	Repayment term
Short-term borrowings	1,000	1,000	0.97	-
Current portion of long-term borrowings	-	-	-	-
Lease obligations due within one year	3	-	-	-
Long-term borrowings (excluding current portion of loans)	-	-	-	-
Lease obligations (excluding obligations due within 1 year)	10	-	-	-
Other interest-bearing debt	-	-	-	-
Total	1,013	1,000	-	-

Notes: 1. The “average weighted interest rate” for term-end balance on loans is listed as the average interest rate.

2. Scheduled repayments of long-term borrowings (excluding the current portion) within five years after the consolidated balance sheet date

	(Million yen)			
	1-2 years	2-3 years	3-4 years	4-5 years
Long-term borrowings	309	170	154	147

[Schedule of asset retirement obligations]

The items that should be stated in the detailed statements are listed as notes under Article 15-23 of the regulation on consolidated financial statements, and thus have been omitted.

(2) Other

Information for half-year in the current consolidated fiscal year

(Aggregate period)	First half	Full year
Net sales (Million yen)	34,722	77,227
Profit before income taxes (Million yen)	4,444	7,883
Profit attributable to owners of parent (Million yen)	2,842	4,784
Basic earnings per share (yen)	81.18	136.84

2. Financial Statements

(1) Financial Statements

1) Balance sheet

(Million yen)

	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
ASSETS		
Current assets		
Cash and deposits	4,554	8,827
Supplies	9	8
Prepaid expenses	148	162
Short-term loans receivable from subsidiaries and associates	3,426	6,313
Accounts receivable - other	* ¹ 1,318	* ¹ 1,542
Other	* ¹ 84	* ¹ 106
Allowance for doubtful accounts	-	(930)
Total current assets	9,539	16,028
Non-current assets		
Property, plant and equipment		
Buildings	6	4
Tools, furniture and fixtures	60	95
Other	51	-
Total property, plant and equipment	117	99
Intangible assets		
Software	540	530
Other	0	0
Total intangible assets	540	531
Investments and other assets		
Investment securities	439	630
Shares of subsidiaries and associates	16,782	21,368
Investments in capital	0	0
Long-term loans receivable	2	3
Long-term loans receivable from subsidiaries and associates	-	900
Guarantee deposits	102	290
Long-term prepaid expenses	49	35
Deferred tax assets	339	319
Total investments and other assets	17,713	23,546
Total non-current assets	18,370	24,175
Total assets	27,909	40,203

(Million yen)

	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
LIABILITIES		
Current liabilities		
Short-term borrowings	* ² 1,000	* ² 1,000
Short-term borrowings from subsidiaries and associates	3,050	1,302
Accounts payable - other	* ¹ 206	* ¹ 454
Accrued expenses	* ¹ 444	479
Income taxes payable	755	34
Accrued consumption taxes	-	118
Deposits received	92	94
Unearned revenue	* ¹ 2	* ¹ 2
Other	1	-
Total current liabilities	5,550	12,483
Non-current liabilities		
Long-term guarantee deposits	* ¹ 8	* ¹ 8
Provision for retirement benefits	772	717
Asset retirement obligations	22	22
Total non-current liabilities	803	748
Total liabilities	6,353	13,231
NET ASSETS		
Shareholders' equity		
Share capital	2,780	2,780
Retained earnings		
Legal retained earnings	695	695
Other retained earnings		
Retained earnings brought forward	22,439	23,808
Total retained earnings	23,134	24,503
Treasury shares	(4,638)	(482)
Total shareholders' equity	21,276	26,801
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	28	(25)
Total valuation and translation adjustments	28	(25)
Share acquisition rights	253	196
Total net assets	21,556	26,972
Total liabilities and net assets	27,909	40,203

2) Statement of income

(Million yen)

	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Operating revenue		
Consulting fee income	2,428	2,558
Commissions from subsidiaries and associates	1,866	2,066
Dividends from subsidiaries and associates	3,900	8,375
Total operating revenue	* ¹ 8,194	* ¹ 12,999
Operating expenses	* ¹ * ² 3,823	* ¹ * ² 3,522
Operating profit	4,371	9,477
Non-operating income		
Interest income	* ¹ 42	* ¹ 79
Dividend income	2	2
Rental income from real estate	* ¹ 22	* ¹ 22
Other	8	10
Total non-operating income	75	114
Non-operating expenses		
Interest expenses	* ¹ 12	* ¹ 38
Provision of allowance for doubtful accounts	-	930
Depreciation	1	1
Cost of real estate lease revenue	22	22
Commission for purchase of treasury shares	-	2
Handicapped employment fee	6	9
Other	1	1
Total non-operating expenses	41	1,004
Ordinary profit	4,405	8,587
Extraordinary income		
Gain on sale of shares of subsidiaries	* ³ 1,811	-
Gain on sale of investment securities	31	65
Gain on liquidation of subsidiaries	-	29
Other	-	4
Total extraordinary income	1,842	99
Extraordinary losses		
Loss on valuation of shares of subsidiaries and associates	-	* ⁴ 130
Other	2	0
Total extraordinary losses	2	130
Profit before income taxes	6,245	8,556
Income taxes - current	745	324
Income taxes - deferred	(21)	43
Total income taxes	723	367
Profit	5,522	8,189

3) Statements of Shareholders' Equity

FY12/24 (January 1 to December 31, 2024)

(Million yen)

	Shareholders' equity					Total shareholders' equity
	Share capital	Retained earnings			Treasury shares	
		Legal retained earnings	Other retained earnings	Total retained earnings		
			Retained earnings brought forward			
Balance at beginning of period	2,780	695	19,140	19,835	(4,647)	17,968
Changes during period						
Dividends of surplus			(2,218)	(2,218)		(2,218)
Profit			5,522	5,522		5,522
Purchase of treasury shares						-
Disposal of treasury shares			(5)	(5)	9	3
Cancellation of treasury shares						-
Net changes in items other than shareholders' equity						
Total changes during period	-	-	3,298	3,298	9	3,307
Balance at end of period	2,780	695	22,439	23,134	(4,638)	21,276

	Valuation and translation adjustments		Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Valuation and translation adjustments Total		
Balance at beginning of period	61	61	204	18,233
Changes during period				
Dividends of surplus				(2,218)
Profit				5,522
Purchase of treasury shares				-
Disposal of treasury shares				3
Cancellation of treasury shares				-
Net changes in items other than shareholders' equity	(33)	(33)	49	15
Total changes during period	(33)	(33)	49	3,323
Balance at end of period	28	28	253	21,556

FY12/25 (January 1 to December 31, 2025)

(Million yen)

	Shareholders' equity					Total shareholders' equity
	Share capital	Retained earnings			Treasury shares	
		Legal retained earnings	Other retained earnings	Total retained earnings		
			Retained earnings brought forward			
Balance at beginning of period	2,780	695	22,439	23,134	(4,638)	21,276
Changes during period						
Dividends of surplus			(2,174)	(2,174)		(2,174)
Profit			8,189	8,189		8,189
Purchase of treasury shares					(564)	(564)
Disposal of treasury shares			(24)	(24)	99	74
Cancellation of treasury shares			(4,621)	(4,621)	4,621	-
Net changes in items other than shareholders' equity						
Total changes during period	-	-	1,369	1,369	4,156	5,525
Balance at end of period	2,780	695	23,808	24,503	(482)	26,801

	Valuation and translation adjustments		Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Valuation and translation adjustments Total		
Balance at beginning of period	28	28	253	21,556
Changes during period				
Dividends of surplus				(2,174)
Profit				8,189
Purchase of treasury shares				(564)
Disposal of treasury shares				74
Cancellation of treasury shares				-
Net changes in items other than shareholders' equity	(53)	(53)	(56)	(109)
Total changes during period	(53)	(53)	(56)	5,417
Balance at end of period	(25)	(25)	196	26,972

Notes on Financial Statements

(Significant Accounting Policies)

1. Valuation standards and methods for marketable securities

(1) Shares in subsidiaries and associates

Stated at cost, as determined by the moving average method

(2) Other securities

Excluding non-marketable shares, etc.

Mark-to-market price method (valuation differences are in part included directly in net assets and costs of securities sold are determined by the moving average method)

Non-marketable shares, etc.

Stated at cost, as determined by the moving average method

2. Depreciation/amortization method for non-current assets

(1) Property, plant and equipment

Declining balance method

However, the straight-line method is used for buildings acquired on or after April 1, 1998 (Excluding facilities attached to buildings) as well as facilities attached to buildings acquired on or after April 1, 2016.

The main service life is as follows:

Buildings: 3 to 15 years

Tools, furniture and fixtures: 2 to 20 years

(2) Intangible assets

Software

The straight-line method based on the usable period in-house (5 years) is used for portion used by our Company

Other

Straight-line method

3. Standards for allowances

Allowance for doubtful accounts

To prepare for credit losses on receivables, our Company and its consolidated subsidiaries reserve an estimated doubtful account allowance on ordinary receivables based on historical doubtful account ratios, and on highly doubtful receivables based on the recoverability from individual customers.

Provision for retirement benefits

To prepare for employee retirement benefits, a provision for retirement benefits is booked pursuant to the expected amount of retirement benefit obligations at the end of the current fiscal year.

1) Method of attributing projected retirement benefits to periods of service

In calculating retirement benefit obligations, the benefit formula basis is applied to attribute projected retirement benefits to periods of service until the end of the current fiscal year.

2) Treatment of actuarial gains and losses and prior service costs

Prior service costs are amortized at once as an expense in the fiscal year when it is incurred.

Actuarial gain and losses are amortized at once as an expense in the fiscal year when it is incurred.

4. Accounting for revenue and expenses

Our Company's revenue includes consulting fee income and dividend income received from subsidiaries. The consulting fee income represents a performance obligation to assist subsidiaries in the planning and formulation of management strategies and business management, and is recognized as revenue over the term of the business management contract. Dividend income is recognized as revenue as of the effective date of the dividend.

(Important Accounting Estimates)

Valuation of shares of subsidiaries and associates

(1) Amount recorded on the financial statements for the current fiscal year

	Previous fiscal year	Current fiscal year
Shares of subsidiaries and associates	16,782 million yen	21,368 million yen
Loss on valuation of shares of subsidiaries	- million yen	130 million yen

(2) Information concerning details of important accounting estimates related to identified items

Shares of subsidiaries and associates are stated at acquisition cost, as determined by the moving average method.

The acquisition cost reflects excess profitability based on the business plan at the time of the acquisition of shares. Therefore, if the conditions and assumptions underlying the evaluation are changed due to significant changes in the business environment or deterioration in the earnings situation, valuation losses may be recorded.

(Notes on Changes in Accounting Policies)

(Application of the Accounting Standard for Current Income Taxes)

The Accounting Standard for Current Income Taxes (ASBJ Statement No. 27, October 28, 2022; hereinafter referred to as the “Revised 2022 Accounting Standard”) and related guidance have been applied from the beginning of the current fiscal year.

With regard to the amendments concerning the classification of income taxes, transitional measures prescribed in the proviso to paragraph 20-3 of the Revised 2022 Accounting Standard have been adopted. These changes in accounting policies had no impact on the financial statements.

(Changes in Presentation Method)

(Notes on Statement of Income)

“Loss on retirement of non-current assets” (0 million yen for the current fiscal year) under “Extraordinary losses” in the previous consolidated fiscal year have been included in “other” in the current consolidated fiscal year because the monetary amount has become insignificant.

(Notes on Balance Sheet)

*1 Assets and liabilities vis-a-vis subsidiaries and associates

Other than those separately recorded, amounts of pecuniary claims or pecuniary debts to subsidiaries and associates are as follows.

	(Million yen)	
	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
Short-term pecuniary claims	1,338	1,522
Short-term pecuniary debts	36	242
Long-term pecuniary debts	8	8

*2 Our Company signed overdraft agreements with four banks to procure operating capital efficiently. The balance of borrowings involved in the agreement for overdraft at the end of the current fiscal year is as follows.

	(Million yen)	
	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
Limit of overdraft account	16,000	16,000

Borrowing	1,000	10,000
Balance	15,000	6,000

(Notes on Statement of income)

*1 Total amount of turnover for business and non-business transactions with associates are as follows.

	(Million yen)	
	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Turnover for business transaction		
Operating revenue	8,180	12,989
Operating expenses	235	260
Turnover for non-business transaction	64	99

*2 Significant components of operating expenses and its amounts are as follows.

	(Million yen)	
	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Salaries and bonuses	530	550
Other salaries	409	429
Retirement benefit expenses	17	6
Advertising expenses	1,112	588
Commission expenses	534	679
Depreciation	183	231

Please note that all are included in general, and administrative expenses.

*3 Details of gain on sale of shares of subsidiaries are as follows:

	(Million yen)	
	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
BOD Co., Ltd.	1,811	-
Total	1,811	-

*4 Details of loss on valuation of shares of subsidiaries and associates are as follows:

	(Million yen)	
	FY12/24 (January 1 to December 31, 2024)	FY12/25 (January 1 to December 31, 2025)
Equity method affiliate Advancer Global Limited	-	130
Total	-	130

(Notes on Securities)

Shares of subsidiaries and associates

Previous fiscal year (December 31, 2024)

(Million yen)

Classification	Amount recorded in balance sheets	Market value	Difference
Shares of associates	717	682	(35)
Total	717	682	(35)

Note: Amounts recorded in the balance sheets for shares of subsidiaries and associates, including non-marketable shares, others.

(Million yen)

Classification	FY12/24 End (December 31, 2024)
(1) Shares of subsidiaries	15,895
(2) Shares of associates	170
Total	16,066

Current fiscal year (December 31, 2025)

(Million yen)

Classification	Amount recorded in balance sheets	Market value	Difference
Shares of associates	587	871	284
Total	587	871	284

Note: Amounts recorded in the balance sheets for shares of subsidiaries and associates, including non-marketable shares, others.

(Million yen)

Classification	FY12/25 End (December 31, 2025)
(1) Shares of subsidiaries	20,733
(2) Shares of associates	49
Total	20,781

(Notes on Tax Effect Accounting)

1. Details of main reasons for deferred tax asset and deferred tax liability

(Million yen)

	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
Deferred tax assets		
Provision for retirement benefits	236	226
Loss on valuation of shares of subsidiaries and associates	873	939
Gains on sales of shares of subsidiaries under the Corporation Tax Act	50	52
Allowance for doubtful accounts	-	293
Accrued enterprise taxes	26	4
Other	101	97
Subtotal deferred tax assets	1,286	1,611
Valuation reserve amount	(935)	(1,291)
Total deferred tax assets	351	319
Deferred tax liabilities		
Valuation difference on available-for-sale securities	(12)	-
Total deferred tax liability	(12)	-
Net deferred tax assets	339	319

2. Itemized details of the main reasons for differentials between the legal effective tax rates and the ratio of tax expenses, including corporate taxes, after tax effect accounting is applied

	FY12/24 End (December 31, 2024)	FY12/25 End (December 31, 2025)
Legal effective tax rates	30.6%	30.6%
(Adjustment)		
Dividend income	(19.1)	(30.0)
Fixed-rate residents on inhabitant tax	0.1	0.1
Loss on valuation of shares of subsidiaries and associates	-	0.8
Allowance for doubtful accounts	-	3.3
Other	0.0	(0.5)
Ratio of tax expenses, including corporate taxes, after tax effect accounting is applied	11.6%	4.3%

3. Revision of deferred tax assets and deferred tax liabilities due to changes in corporate tax rates

The Act for Partial Revision of the Income Tax Act, etc. (Act No. 13 of 2025) was enacted by the Diet on March 31, 2025, and the Special Defense Corporate Tax will be imposed for consolidated fiscal years beginning on or after April 1, 2026.

Accordingly, deferred tax assets and deferred tax liabilities related to temporary differences expected to be reversed in fiscal years beginning on or after January 1, 2027 have been calculated using a revised statutory effective tax rate of 31.52%, instead of the previous 30.62%.

The impact of this change in the tax rate is immaterial.

4. Accounting treatment for income taxes, local income taxes and tax effect accounting related to these taxes

The Group Tax Sharing System has been applied to our Company. Accounting treatment, accounting treatment for tax effect accounting and disclosure for income taxes, local income taxes are in accordance with the "Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System" (ASBJ PITF No. 42; August 12, 2021).

(Revenue Recognition, etc.)

Our Company recognizes revenue from contracts with customers based on the following five-step approach.

Step 1: Recognize contracts with customers.

Step 2: Recognize performance obligations in contracts.

Step 3: Calculate transaction prices.

Step 4: Allocate transaction prices to the performance obligations in contracts.

Step 5: Recognize revenues when (or as) performance obligations are satisfied.

Basic information to understand revenue from contracts with customers is presented in “Notes on Financial Statements (Significant Accounting Policies), 4. Accounting for revenue and expenses.”

(Major Subsequent Events)

Mention has been omitted here because it appears in “Notes on Consolidated Financial Statements (Major subsequent events).”

4) Statement schedule

(Schedule of property, plant and equipment)

(Million yen)

Classification	Type of asset	Balance at beginning of period	Increase during the period	Decrease during the period	Amount of amortization during the period	Balance at end of period	Accumulated depreciation
Property, plant and equipment	Buildings	6	-	-	2	4	107
	Tools, furniture and fixtures	60	95	-	60	95	424
	Other	51	44	95	-	-	-
	Total	117	139	95	62	99	531
Intangible assets	Software	540	160	-	169	530	-
	Other	0	-	-	-	0	-
	Total	540	160	-	169	531	-

* Main increases in software during the period are as follows.

Various software for in-house use

160 million yen

(Schedule of allowances)

Subject	Balance at beginning of period	Increase during the period	Decrease during the period	Balance at end of period
Allowance for doubtful accounts	-	930	-	930

(2) Details of major assets and liabilities

Comments have been omitted as consolidated financial statements are prepared.

(3) Other

There are no relevant matters.

Part 6: Overview of the Shares of Company Affairs

Fiscal year	January 1 to December 31
Ordinary General Meeting of Shareholders	During March
Record date	December 31
Record date for dividends of surplus	June 30, December 31
Number of shares per unit	100 shares
Purchase of share less than one unit	
Handling position	(Special account) Stock Transfer Agency Business Planning Department, Sumitomo Mitsui Trust Bank, Limited 1-4-1, Marunouchi, Chiyoda-ku, Tokyo
Administrator of shareholder registry	(Special account) Sumitomo Mitsui Trust Bank, Limited 1-4-1, Marunouchi, Chiyoda-ku, Tokyo
Agency office	-
Negotiation commission	Amount separately determined as stock brokerage commissions
Public announcement method	Announcements by our Company are made through electronic announcements. However, in the event of an accident or other unavoidable circumstances that prevent electronic public notice, we list announcements in Nihon Keizai Shimbun. Details about electronic announcements are contained on our website (https://www.fullcaholdings.co.jp).
Benefits to shareholders	There are no relevant matters.

Note: Shareholders of our Company have no exercise rights with respect to shares less than one unit held by them other than the rights listed below.

- The rights stipulated in each item of Article 189, Paragraph 2 of the Companies Act
- The right to make a request in accordance with the provisions of Article 166, Paragraph 1 of the Companies Act
- The right to receive an allotment of offered shares and offered share acquisition rights in accordance with the number of shares held by the shareholder

Part 7: Reference Information on Submitting Companies

1. Information on Parent Companies of Submitting Companies

Our Company does not have any parent companies.

2. Other Reference Information

In the period from the start of the 33rd fiscal year until the submission date for securities reports, the following documents have been submitted.

(1) Securities report, attached documents and confirmation notes

Fiscal year: Term 32 (January 1 to December 31, 2024), submitted to the Director General of the Kanto Local Finance Bureau on March 28, 2025

(2) Internal control report and attached documents

Submitted to the Director General of the Kanto Local Finance Bureau on March 28, 2025

(3) Semi-annual reports and confirmation notes

During the 33rd Term (January 1 to June 30, 2025): Submitted to the Director General of the Kanto Local Finance Bureau on August 13, 2025

(4) Extraordinary report

Extraordinary report pursuant to the provisions of Article 19, Paragraph 2, Item 9-2 of the Cabinet Office Order on Disclosure of Corporate Information, etc. (Results of the exercise of voting rights at the Annual General Meeting of Shareholders):

Submitted to the Director General of the Kanto Local Finance Bureau on March 31, 2025

Extraordinary report pursuant to the provisions of Article 19, Paragraph 2, Item 3 of the Cabinet Office Order on Disclosure of Corporate Information, etc. (Changes in specific subsidiaries):

Submitted to the Director General of the Kanto Local Finance Bureau on January 27, 2026

Extraordinary report pursuant to the provisions of Article 19, Paragraph 2, Item 8-2 of the Cabinet Office Order on Disclosure of Corporate Information, etc. (Decision to acquire a subsidiary):

Submitted to the Director General of the Kanto Local Finance Bureau on January 27, 2026

(5) Share Buyback report

Submitted to the Director General of the Kanto Local Finance Bureau on April 16, 2025, and March 13, 2026

Section 2: Information on Guaranty Companies of Submitting Companies

There are no relevant matters.