

Consolidated Financial Results for the First Quarter of the Fiscal Year Ending June 30, 2026 (Three Months Ended September 30, 2025)

[Japanese GAAP]

November 14, 2025

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Scheduled date of payment of dividend: -
Preparation of supplementary materials for financial results: None
Holding of financial results meeting: None

(All amounts are rounded down to the nearest million yen)

1. Consolidated Financial Results for the First Quarter of the Fiscal Year Ending June 30, 2026 (July 1, 2025 to September 30, 2025)

(1) Consolidated results of operations (Percentages represent year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Three months ended Sep. 30, 2025	9,276	4.9	490	62.5	496	52.0	309	46.2
Three months ended Sep. 30, 2024	8,844	3.6	301	38.3	326	36.1	211	34.5

Note: Comprehensive income (millions of yen) Three months ended Sep. 30, 2025: 326 (up 51.5%)
Three months ended Sep. 30, 2024: 215 (up 37.3%)

	Net income per share	Diluted net income per share
	Yen	Yen
Three months ended Sep. 30, 2025	40.44	40.37
Three months ended Sep. 30, 2024	27.92	27.50

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of Sep. 30, 2025	12,526	5,069	40.3	659.11
As of Jun. 30, 2025	12,358	5,006	40.5	652.98

Reference: Shareholders' equity (millions of yen) As of Sep. 30, 2025: 5,051 As of Jun. 30, 2025: 4,999

2. Dividends

	Dividend per share				
	1Q-end	2Q-end	3Q-end	Year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended Jun. 30, 2025	-	16.00	-	34.00	50.00
Fiscal year ending Jun. 30, 2026	-				
Fiscal year ending Jun. 30, 2026 (forecasts)		18.00	-	35.00	53.00

Note: Revisions to the most recently announced dividend forecast: Yes

3. Consolidated Earnings Forecast for the Fiscal Year Ending June 30, 2026 (July 1, 2025 to June 30, 2026)

(Percentages represent year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Net income per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	-	-	-	-	-	-	-	-	-
Full year	37,770	4.3	1,341	5.6	1,349	3.7	883	2.9	115.33

Note: Revisions to the most recently announced consolidated earnings forecast: None

* Notes

(1) Significant changes in the scope of consolidation during the period: None

(2) Application of special accounting methods for presenting quarterly consolidated financial statements: None

(3) Changes in accounting policies and accounting estimates, and restatements

1) Changes in accounting policies due to revisions in accounting standards, others: None

2) Changes in accounting policies other than 1) above: None

3) Changes in accounting estimates: None

4) Restatements: None

(4) Number of shares outstanding (common shares)

1) Number of outstanding shares as of the end of the period (including treasury shares)

As of Sep. 30, 2025:	8,156,400 shares	As of Jun. 30, 2025:	8,149,200 shares
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2) Number of treasury shares as of the end of the period

As of Sep. 30, 2025:	492,773 shares	As of Jun. 30, 2025:	492,773 shares
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3) Average number of outstanding shares during the period

Three months ended Sep. 30, 2025:	7,659,779 shares	Three months ended Sep. 30, 2024:	7,588,184 shares
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* Review of the attached quarterly consolidated financial statements by a certified public accountant or auditing firm: None

* Explanation of appropriate use of earnings forecasts, and other special items

Forecasts of future performance in these materials are based on assumptions judged to be valid and information available to Hirayama Holdings at the time these materials were prepared. These materials are not promises by Hirayama Holdings regarding future performance. Actual results may differ significantly from these forecasts for a number of reasons. Please refer to the section “1. Overview of Results of Operations, (3) Explanation of Consolidated Earnings Forecast and Other Forward-looking Statements” of the attachments regarding preconditions or other related matters for the forecasts.

Contents of Attachments

1. Overview of Results of Operations	2
(1) Results of Operations	2
(2) Financial Position	4
(3) Explanation of Consolidated Earnings Forecast and Other Forward-looking Statements	4
2. Quarterly Consolidated Financial Statements and Notes	5
(1) Quarterly Consolidated Balance Sheet	5
(2) Quarterly Consolidated Statements of Income and Comprehensive Income	6
Quarterly Consolidated Statement of Income	6
Quarterly Consolidated Statement of Comprehensive Income	7
(3) Notes to Quarterly Consolidated Financial Statements	8
Segment and Other Information	8
Significant Changes in Shareholders' Equity	9
Going Concern Assumption	9
Notes to Quarterly Consolidated Statement of Cash Flows	9
Notes to Quarterly Consolidated Balance Sheet	9

1. Overview of Results of Operations

(1) Results of Operations

In the first quarter of the current fiscal year (July 1 to September 30, 2025), according to the Bank of Japan Tankan released on October 1, 2025, the business sentiment (DI: the difference between the percentages of companies that described conditions as favorable or unfavorable) of large manufacturing companies improved for the second consecutive quarter, increasing from the June survey to plus 14. The main reasons are the decline in uncertainty regarding tariffs because of progress with U.S.-Japan tariff negotiations and the widespread increase in selling prices to offset rising expenses. The automobile sector improved 2 points to plus 10 and general-purpose machinery improved 4 points to plus 27. In the large nonmanufacturing category, many companies are raising prices due to the increasing cost of labor and raw materials. Declining demand created by foreign tourists in Japan and the downturn in consumer spending due to inflation had a negative effect on the economy. As a result, there was a 19 point decrease to plus 26 the hospitality and food and beverage services sector.

The seasonally adjusted August jobs-to-applicants ratio was 1.20, down 0.02 point from July. Many companies are hiring fewer people in response to the higher cost of labor caused by rising wages. According to the Ministry of Internal Affairs and Communications, seasonally adjusted unemployment in Japan was 2.6% in August 2025, an increase of 0.3 points, the first upturn in five months. An increasing number of people are leaving their jobs to look for higher wages and other improvements. There is also an increase in the number of involuntary job losses caused by bankruptcies and other reasons.

First quarter sales and earnings were higher than one year earlier. There is no growth in Thailand's manufacturing sector but demand is increasing in Japan for the Hirayama Group's services due to the recovery of manufacturing activity. In-sourcing (on-site contract work) & temp staffing services were a major source of growth. The main reasons are higher orders from new and current customers and an improvement in production efficiency by using the Hirayama Group's Genba Kaizen expertise.

Net sales increased 4.9% year-on-year to 9,276 million yen and operating profit increased 62.5% to 490 million yen. Ordinary profit increased 52.0% to 496 million yen, which includes interest income of 5 million yen and foreign exchange gains of 2 million yen. Profit attributable to owners of parent increased 46.2% to 309 million yen after income taxes of 175 million yen.

Business segment performance was as follows.

(In-sourcing & temp staffing services)

Sales increased mainly because of more working days in July and September and higher orders in the medical equipment, electronic device and automobile (including rubber goods) sectors. Demand continued to be very strong in the logistics, passenger transport, retail and other sectors. As a result, there were additional orders for temporary staffing from current customers and many orders from new customers.

Earnings in this segment increased for several reasons. One is the approval by many customers of rate increases that began in April 2025, resulting in higher profitability. In addition, most customers accepted another rate revision to reflect the increase in Japan's minimum wage that began in October 2025. Segment earnings also benefited from Genba Kaizen activities at all manufacturing outsourcing locations and from the growth of production in the automobile sector, including rubber goods. To continue the growth of in-sourcing and temporary staffing, this business strategically used recruiting and other expenses to add people for high-rate projects where customer needs are substantial and to strengthen training programs that give people high-end skills. New business sites and a training center, and hiring of recruiting and training personnel also resulted in higher expenses.

New college graduates who were hired in 2025 are now making a contribution to the stability of manufacturing operations. However, recruiting expenses increased because the recruiting environment for people with previous work experience is more difficult than in the previous fiscal year due to the recovery of the service sector. During the first quarter, the Hirayama Group used cost-effective advertising on regional TV stations and other media, social networking services, information about prospective employees from current employees and other measures to continue strengthening recruiting operations as in the previous fiscal year. These activities are also aimed at improving the public perception of the Hirayama Group. Furthermore, the diversification of recruiting channels and other actions are being used to hire more people. Expenses for recruiting new graduates and people with previous work experience

as well as labor expenses in general are increasing because of current inflation, rising wages and other reasons. To reflect these expenses, activities are under way to improve earnings with the understanding of client companies.

Segment sales in the first quarter increased 5.7% year-on-year to 7,566 million yen and segment profit increased 37.5% to 626 million yen.

(Engineer placement services)

Demand for engineers was supported by continuing expenditures based on a medium to long-term perspective by some large manufacturers that use the group's engineer placement services. Orders are increasing mainly for embedded control software for automotive applications and precision equipment, manufacturing equipment, and industrial technology operations. Demand remains very strong for people needed for the development of aircraft and systems in the defense industry, chiefly for embedded software and electrical engineers. The strong demand for these engineers is expected to expand to cover the entire aircraft manufacturing sector. In the IT sector associated with the internet, the chronic shortage of experienced engineers is continuing but there is an excessive supply of people with no experience and young IT engineers. As a result, there is an imbalance between supply and demand in this category. As a result, operations in this sector require flexibility to reflect current market conditions.

In Japan's manufacturing sector, there is a big difference between companies in the automobile industry that are performing well and companies performing poorly. Due to this situation, the accurate monitoring of trends in the automobile industry demands more than ever a close look at the performance of individual companies rather than the entire industry. However, from an overall perspective, the manufacturing sector is still unable to hire a sufficient number of engineers. To help meet the demand for these people, the Hirayama Group is carefully selecting target customers and providing programs that give engineering skills and experience in stages to young people with little or no experience. Using these measures raises the market value of our people and allows us to receive higher temporary placement rates, which contributes to profitability. Although there is demand for people with little or no experience, the level of this demand is not significant. While monitoring changes in the market for the temporary staffing of engineers, this business will continue to offer flexible proposals to companies to supply people with the skills needed to meet the requirements of each company.

We are continuing to recruit a large number of people to build a base for medium to long-term growth. Manufacturers and other temporary staffing and placement companies are working hard on hiring new graduates and people with prior work experience. As a result, the competition for hiring engineers has become more intense. To add engineers, the Hirayama Group is upgrading its ability to hire people by strengthening recruiting capabilities, using media advertisements, and adding new channels for hiring people.

While placing emphasis on hiring people with prior work experience, recruiting activities also target people with little or no experience for flexibility to reflect changes in market conditions.

We are further upgrading training programs, especially for people who have little or no experience as engineers and for engineers from other countries. The goal is to maintain a team of engineers with advanced skills that match customers' needs and with even higher market value. These activities make it possible to increase the utilization rate of our temporary staffing team by quickly finding jobs for people waiting for an assignment.

Segment sales increased 3.6% year-on-year to 782 million yen and segment profit increased 61.9% to 21 million yen.

(Overseas operations)

In Thailand, the primary location of operations outside Japan, the manufacturing production index decreased 1.1% from one year earlier in the third quarter of 2024, decreased 1.8% in the fourth quarter, decreased 1.6% in the first quarter of 2025, and increased 1.4% in the second quarter. The economy of Thailand is still sluggish because the second quarter was only a brief upturn as companies rushed to make products before the enactment of higher U.S. tariffs. In the automobile industry, which is the main source of orders, the manufacturing production index decreased 21.0% from one year earlier in the third quarter of 2024, decreased 25.3% in the fourth quarter, decreased 15.2% in the first quarter of 2025, and increased 7.9% in the in the second quarter. Due to these declines, the number of Hirayama Group temporary staffing personnel on assignments in Thailand was 2,080 in June 2025, down 9.6% from one year earlier. Despite this downturn, there was a profit because of continuing initiatives to hold down expenses. More activities are underway for further cost cutting to improve profitability.

Segment sales decreased 5.9% year-on-year to 571 million yen and segment profit increased 51.2% to 15 million yen.

Note: There is a three-month delay in the announcement of results of operations in the overseas operations segment. The sales and earnings reported for the first quarter of the fiscal year ending in June 2026 are for overseas operations in the period from April to June 2025.

(Others)

During the first quarter, there was an increase in orders for the Genba Kaizen consulting business in Japan and other countries, the start of operations at new factories, and training programs for overseas companies and human resource education institutions. Earnings decreased because production orders from Heiwa Ironworks Co., Ltd. were down from the high level of the first quarter of the previous fiscal year. First quarter earnings benefited from the employment management support business for foreign nationals in Japan, which continued to make progress with placements of engineers and interns from other countries in jobs in Japan.

Segment sales increased 10.0% year-on-year to 355 million yen and segment profit decreased 3.9% to 95 million yen.

(2) Financial Position

Total assets increased 168 million yen from the end of the previous fiscal year to 12,526 million yen at the end of the first quarter of the current fiscal year.

Current assets increased 114 million yen to 10,694 million yen. This was mainly due to an increase in cash and deposits of 101 million yen, which was partially offset by a decrease in notes and accounts receivable-trade of 20 million yen.

Non-current assets increased 53 million yen to 1,832 million yen. This was mainly attributable to an increase in investments and other assets of 60 million yen, which was partially offset by a decrease of 3 million yen in intangible assets.

Total liabilities increased 106 million yen to 7,457 million yen.

Current liabilities increased 167 million yen to 4,857 million yen. This was mainly attributable to decreases in deposits received of 99 million yen, income taxes payable of 86 million yen and accounts payable-other of 86 million yen. These decreases were partially offset by increases in provision for bonuses of 255 million yen and accrued consumption taxes of 148 million yen.

Non-current liabilities decreased 61 million yen to 2,600 million yen. This was mainly due to an increase in retirement benefit liability of 26 million yen, which was partially offset by a decrease in long-term borrowings of 91 million yen.

Net assets increased 62 million yen to 5,069 million yen. The main factors include increases in share capital of 1 million yen and capital surplus of 1 million yen mainly due to issuance of shares resulting from exercise of share acquisition rights.

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

In the outlook for the global economy revised on October 14, 2025 by the International Monetary Fund (IMF), outlook for 2025 economic growth increased to 1.1% from the outlook in Japan in July of 0.7%. For 2026, the July outlook of 0.5% has been increased to 0.6%. The 2026 global economic growth forecast is 3.1%, unchanged from the 3.1% forecast announced in July.

Hirayama Group companies are making progress with raising rates and placing people hired as new graduates in assignments where they can start contributing to manufacturing. As a result, we believe that our performance will continue steady progress. We will continue to recruit a large number of people and provide education and other training for jobs requiring specialized skills, such as facility maintenance specialists and semiconductor engineers. These activities are expected to increase the number of people we can send to client companies for technical tasks that demand highly trained workers.

Based on this outlook, there are no revisions to the forecast that was announced on August 14, 2025 for the fiscal year ending in June 2026.

* Forecasts are based on information currently available to Hirayama Holdings. Actual performance may differ from these forecasts for a number of reasons.

2. Quarterly Consolidated Financial Statements and Notes**(1) Quarterly Consolidated Balance Sheet**

	(Thousands of yen)	
	FY6/25 (As of Jun. 30, 2025)	First Quarter of FY6/26 (As of Sep. 30, 2025)
Assets		
Current assets		
Cash and deposits	6,062,261	6,163,745
Notes and accounts receivable-trade	3,928,662	3,907,793
Income taxes refund receivable	145,746	161,045
Other	451,478	471,798
Allowance for doubtful accounts	(8,175)	(9,415)
Total current assets	10,579,973	10,694,967
Non-current assets		
Property, plant and equipment	542,528	539,276
Intangible assets	72,576	68,823
Investments and other assets	1,163,196	1,223,926
Total non-current assets	1,778,301	1,832,026
Total assets	12,358,275	12,526,994
Liabilities		
Current liabilities		
Short-term borrowings	50,000	50,000
Current portion of long-term borrowings	382,000	373,700
Accounts payable-other	2,246,119	2,160,110
Income taxes payable	321,982	235,024
Provision for bonuses	207,091	462,499
Accrued consumption taxes	638,137	786,970
Deposits received	637,639	537,755
Other	206,292	251,164
Total current liabilities	4,689,263	4,857,226
Non-current liabilities		
Long-term borrowings	805,000	713,750
Retirement benefit liability	1,401,704	1,428,257
Provision for retirement benefits for directors (and other officers)	315,605	315,875
Other	139,982	142,513
Total non-current liabilities	2,662,292	2,600,396
Total liabilities	7,351,555	7,457,622
Net assets		
Shareholders' equity		
Share capital	570,807	571,914
Capital surplus	489,539	490,646
Retained earnings	4,189,376	4,238,787
Treasury shares	(250,272)	(250,272)
Total shareholders' equity	4,999,450	5,051,076
Accumulated other comprehensive income		
Foreign currency translation adjustment	42	89
Total accumulated other comprehensive income	42	89
Share acquisition rights	43	-
Non-controlling interests	7,183	18,207
Total net assets	5,006,720	5,069,372
Total liabilities and net assets	12,358,275	12,526,994

(2) Quarterly Consolidated Statements of Income and Comprehensive Income**Quarterly Consolidated Statement of Income**

	(Thousands of yen)	
	First three months of FY6/25 (Jul. 1, 2024 – Sep. 30, 2024)	First three months of FY6/26 (Jul. 1, 2025 – Sep. 30, 2025)
Net sales	8,844,278	9,276,693
Cost of sales	7,315,364	7,457,477
Gross profit	1,528,913	1,819,216
Selling, general and administrative expenses	1,227,333	1,329,135
Operating profit	301,580	490,081
Non-operating income		
Interest income	1,134	5,556
Foreign exchange gains	24,269	2,772
Other	3,928	4,520
Total non-operating income	29,332	12,848
Non-operating expenses		
Interest expenses	3,426	4,334
Other	659	1,821
Total non-operating expenses	4,085	6,155
Ordinary profit	326,826	496,774
Extraordinary income		
Other	-	32
Total extraordinary income	-	32
Extraordinary losses		
Loss on retirement of non-current assets	-	228
Total extraordinary losses	-	228
Profit before income taxes	326,826	496,578
Income taxes-current	161,823	236,269
Income taxes-deferred	(47,427)	(60,443)
Total income taxes	114,395	175,826
Profit	212,430	320,751
Profit attributable to non-controlling interests	594	11,021
Profit attributable to owners of parent	211,836	309,729

Quarterly Consolidated Statement of Comprehensive Income

(Thousands of yen)

	First three months of FY6/25 (Jul. 1, 2024 – Sep. 30, 2024)	First three months of FY6/26 (Jul. 1, 2025 – Sep. 30, 2025)
Profit	212,430	320,751
Other comprehensive income		
Foreign currency translation adjustment	2,865	5,454
Total other comprehensive income	2,865	5,454
Comprehensive income	215,295	326,205
Comprehensive income attributable to:		
Owners of parent	214,687	315,182
Non-controlling interests	608	11,023

(3) Notes to Quarterly Consolidated Financial Statements**Segment and Other Information****Segment Information**

I First three months of FY6/25 (Jul. 1, 2024 – Sep. 30, 2024)

1. Information related to net sales and profit for each reportable segment

(Thousands of yen)

	Reportable segment				Other (Note 1)	Total	Adjustment (Note 2)	Amount in the quarterly consolidated statement of income (Note 3)
	In-sourcing & temp staffing	Engineer placement	Overseas operations	Total				
Net sales								
Sales to external customers	7,157,813	755,397	607,688	8,520,899	323,379	8,844,278	-	8,844,278
Inter-segment sales and transfers	-	1,033	1,126	2,159	43,019	45,178	(45,178)	-
Total	7,157,813	756,430	608,814	8,523,058	366,398	8,889,457	(45,178)	8,844,278
Segment profit	455,501	13,208	9,970	478,679	99,243	577,923	(276,342)	301,580

Notes: 1. “Other” is a business segment that is not included in reportable segments. This segment consists primarily of the consulting business, education business and the fee-based employment placement agency business.

2. The adjustment of minus 276,342 thousand yen to segment profit includes inter-segment transaction elimination of 19,777 thousand yen and corporate expenses of minus 296,120 thousand yen that are not allocated to reportable segments. Corporate expenses mainly include general and administrative expenses that cannot be attributed to reportable segments.

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

2. Information related to impairment losses on non-current assets, goodwill, etc. for each reportable segment

Not applicable.

II First three months of FY6/26 (Jul. 1, 2025 – Sep. 30, 2025)

1. Information related to net sales and profit for each reportable segment

(Thousands of yen)

	Reportable segment				Other (Note 1)	Total	Adjustment (Note 2)	Amount in the quarterly consolidated statement of income (Note 3)
	In-sourcing & temp staffing	Engineer placement	Overseas operations	Total				
Net sales								
Sales to external customers	7,566,639	782,457	571,775	8,920,872	355,820	9,276,693	-	9,276,693
Inter-segment sales and transfers	-	1,507	1,035	2,542	50,301	52,844	(52,844)	-
Total	7,566,639	783,964	572,810	8,923,415	406,122	9,329,538	(52,844)	9,276,693
Segment profit	626,265	21,390	15,073	662,728	95,381	758,110	(268,029)	490,081

Notes: 1. “Other” is a business segment that is not included in reportable segments. This segment consists primarily of the consulting business, education business and the fee-based employment placement agency business.

2. The adjustment of minus 268,029 thousand yen to segment profit includes inter-segment transaction elimination of 26,291 thousand yen and corporate expenses of minus 294,321 thousand yen that are not allocated to reportable segments. Corporate expenses mainly include general and administrative expenses that cannot be attributed to reportable segments.

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

2. Information related to impairment losses on non-current assets, goodwill, etc. for each reportable segment

Not applicable.

Significant Changes in Shareholders' Equity

Not applicable.

Going Concern Assumption

Not applicable.

Notes to Quarterly Consolidated Statement of Cash Flows

The Quarterly Consolidated Statement of Cash Flows for the first three months of the fiscal year ending June 30, 2026 has not been prepared. Depreciation (includes amortization expenses related to intangible assets excluding goodwill) and amortization of goodwill for the first three months of each fiscal year are as follows.

	(Thousands of yen)	
	First three months of FY6/25 (Jul. 1, 2024 – Sep. 30, 2024)	First three months of FY6/26 (Jul. 1, 2025 – Sep. 30, 2025)
Depreciation	16,742	22,409
Amortization of goodwill	82	74

Notes to Quarterly Consolidated Balance Sheet**Overdraft agreements**

At Hirayama Holdings and its consolidated subsidiaries, there are overdraft agreements with three banks to facilitate the efficient procurement of funds for business requirements. The balance of unused credit lines under these agreements is as follows.

	(Thousands of yen)	
	FY6/25 (As of Jun. 30, 2025)	First Quarter of FY6/26 (As of Sep. 30, 2025)
Current account overdraft	1,080,000	1,080,000
Credit used	50,000	50,000
Credit available	1,030,000	1,030,000

This financial report is solely a translation of “Kessan Tanshin” (in Japanese, including attachments), which has been prepared in accordance with accounting principles and practices generally accepted in Japan, for the convenience of readers who prefer an English translation.