August 12, 2026

For Immediate Release

Company name: Plus Alpha Consulting Co., Ltd.
Representative: Katsuya Mimuro,
Representative Director and President
(Securities code: 4071, Tokyo Stock Exchange Prime)
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Notice Regarding Acquisition of Shares of Cradle Inc.

Plus Alpha Consulting Co., Ltd. ("the Company") hereby announces that at a meeting held on August 12, 2026, the Board of Directors passed a resolution to acquire 85% of the issued shares of Cradle Inc. and make it a subsidiary, as described below.

1. Reasons for Acquisition of Shares

Cradle Inc. provides "Cradle," a service for corporate clients that supports the promotion of organizational diversity and employee health and well-being.

Cradle provides a comprehensive solution that helps improve employee well-being, such as providing educational videos and seminars relating to the above areas, online consultations, and coupons for external services, as well as healthcare support delivered in partnership with more than 130 medical institutions nationwide.

Boosted by the tailwind of increasingly widespread workstyles that emphasize a balance between work, personal life, and health, as well as growing recognition that embracing employees from diverse backgrounds and enabling them to thrive drives innovation, the adoption of Cradle has continued to expand, particularly among enterprise clients, and the business performance of Cradle Inc. has grown steadily.

In the Company's core Talent Palette business, we offer the Talent Palette platform for consolidating, analyzing, and visualizing human resources information dispersed throughout a company, including employee skills information, aptitude testing data, employment histories, evaluations, employee surveys, and recruitment information. Talent Palette promotes the concept of "Scientific Human Resources" by strategizing human resources through the visualization and analysis of human resources data. This enables companies to enhance the quality and efficiency of human resources operations, from recruitment and training to assignment and evaluation. These benefits have led to a continued increase in the number of client companies implementing Talent Palette.

We believe that this acquisition of shares will contribute to the development of the enterprise market, which we aim to expand, and the expansion of the service to peripheral fields related to human resources. By combining the offerings of both companies, we believe we will be able to build innovative services, acquire new customers and develop added value.

2. Anticipated Synergies from the Acquisition of Shares

Cradle Inc. primarily serves enterprise clients through a recurring subscription-based model and operates in areas in which the Company has been exploring expansion (employee training, employee benefits, health and productivity management, etc.). We will create synergies primarily in the following areas through the utilization of the client base and technology of Talent Palette.

(1) Sales collaboration (cross-selling)

As many Talent Palette users are working to strengthen DE&I (diversity, equity and inclusion), we believe that combining Talent Palette with Cradle will enable us to provide solutions to challenges that have remained unresolved.

(2) Strengthening community collaboration

Through events hosted by Talent Palette, including the Scientific Human Resources Forum and Executive Forum, we intend to provide corporate executives and human resources professionals with valuable information concerning DE&I.

We will support efforts to increase understanding and awareness of Cradle's services by providing opportunities to raise awareness of issues related to health and productivity management, diversity promotion and the advancement of women, as well as to share examples of initiatives undertaken by leading companies.

(3) Development of services in new areas

In collaboration with the Company's consulting team, we are considering jointly developing a suite of consulting services designed to strengthen human capital, centered on health and productivity management and DE&I promotion initiatives. We believe it will be possible to provide services that use Talent Palette to analyze employee satisfaction and engagement surveys, identify issues at client companies from the perspectives of health and productivity management and diversity promotion, and present measures for improvement.

3. Overview of Cradle Inc.

Company name	Cradle Inc.
Address	31-14 Sakuragaokacho, Shibuya-ku, Tokyo
Name and position of representatives	Hiromi Ozaki, Representative Director
Business content	Provision of services supporting the promotion of corporate DEI and well-being initiatives
Capital	95,999,000 yen

Established	December 16, 2019	
Major shareholders and shareholding ratios	Hiromi Ozaki: 68.1%; Yuka Kojima: 21.1%; seven other individuals; and five corporations	
Relationships between the listed company and the target company	Capital relationships	Not applicable
	Personal relationships	Not applicable
	Business relationships	Not applicable

Management performance and financial standing of the target company over the past three years (thousands of yen)			
Fiscal period	Period ended September 30, 2023	Period ended September 30, 2024	Period ended September 30, 2025
Net assets	-13,455	-19,617	-81,679
Total assets	91,391	134,251	114,968
Net assets per share	-1.15 yen	-1.68 yen	-6.99 yen
Net sales	63,393	143,420	205,556
Operating profit	-32,117	-5,521	-61,958
Ordinary profit	-32,294	-5,709	-61,748
Profit	-32,584	-6,162	-62,061
Earnings per share	-2.79 yen	-0.52 yen	-5.31 yen
Dividend per share	0.00 yen	0.00 yen	0.00 yen

4. Overview of the Counterparty in the Acquisition of Shares

The shares will be acquired from one shareholder as follows.

Individual Shareholder

Name	Hiromi Ozaki
Address	Shibuya-ku, Tokyo
Relationships between the listed company and the individual	There are no personal relationships, business relationships or capital relationships between the Company and the counterparty.

Note: The information set forth above under "3. Overview of Cradle Inc. Major Shareholders and shareholding ratios" is as of August 12, 2026. Prior to the share transfer execution date, Ms. Hiromi Ozaki, a shareholder of Cradle Inc., plans to acquire all common shares of Cradle Inc. held by the other shareholders, and the Company plans to acquire common shares representing 100.0% of the total voting rights of Cradle Inc.

5. Number of Shares to Be Acquired, Acquisition Price and Status of Shareholdings Before and After Acquisition

Number of shares held before the acquisition	0 shares (number of voting rights: 0) (Percentage of voting rights: 0%)
Number of shares acquired	10,074,030 shares (number of voting rights: 10,074,030)

	(Percentage of voting rights: 85.0%)
Acquisition price	Common shares of Cradle Inc.: 1,075 million yen Advisory expenses, etc. (estimated amount): 12 million Total (estimated amount): 1,087 million yen
Number of shares held after the acquisition	10,074,030 shares (number of voting rights: 10,074,030) (Percentage of voting rights: 85.0%)

Note: Even after the acquisition of shares, Ms. Yumi Ozaki is expected to continue holding 15.0% of the Company's shares and to continue managing Cradle Inc. as its Representative Director.

6. Schedule

(1) Date of resolution of the Board of Directors	August 12, 2026
(2) Date of conclusion of agreement	August 12, 2026
(3) Date of acquisition of shares	October 1, 2026 (planned date)

7. Future Outlook

Cradle Inc. will become a consolidated subsidiary of the Company with an acquisition date of October 1, 2026 as a result of the acquisition of shares. We are currently examining whether or not goodwill has arisen in the Company.

The initiatives brought about by this deal are expected to contribute to the Company’s performance in the medium to long term, but the impact on the financial results for the fiscal year ending September 30, 2026 is negligible.

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