Financial Results Briefing Materials
For The Six Months Ended May 31, 2026

FP Partner Inc.

July 15, 2026

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01

Our Business Model and Strengths

Business Model

We sell life and non-life insurance to customers mainly in their 30s and 40s by attracting customers mainly from partner companies, and we sell investment trusts according to their life planning, and we provide free financial planning consultation services throughout Japan.

Development of prospective customers for insurance consultation

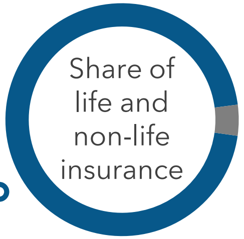
Customer development route

1. **Corporate tie-ups**
   - Insurance agencies
   - Operating companies
2. **In-house customer attraction**
   - TV commercials
   - Web advertisement
   - Money Doctor Premier
   - Policy transfers
3. **Self-development by sales employees**
   Introductions from existing customers and customers of 1 and 2, etc.

Door-to-door sales-type FP consultation [insurance solicitation]

Current status of insurance sales

- Number of policies in force — 1.99 million
- Number of existing customers — 740,000



[As of November 30, 2025]

Nationwide service system

- The product we handle is a relationship of trust between the customer and the insurance representative.
- A relationship of trust means standing on the customer's side and being someone who is always there for the customer.

What is really required for customer service

- **Framework**: Nationwide local hiring, no transfers
- **System**: Responding to customers'life changes in a timely manner
- **Service variations**: Life and non-life insurance sales, mortgage counseling, inheritance planning, household budget counseling, asset formation (investment trusts)

Strengths of FP Partner

We leverage the following strengths to play a role in **improving financial literacy** and **supporting wealth creation** for the public.

Number of sales representatives

2,227 *1

Number of offices

196 locations nationwide

160 branches

36 stores

*2

Number of prospective policyholders

123,598 *3 per year

Realized sustainable customer inflow at bases deployed in all 47 prefectures nationwide. Likewise, the number of policies in force is also growing year by year.

*1. The number of sales representatives is the figure as of the end of May 2026.
*2. The number of bases is the figure as of May 31, 2026.
*3. The number of prospective policyholders is the actual result for the second quarter of FY11 / 2025.

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Summary of Results for the Six Months Ended May 31, 2026

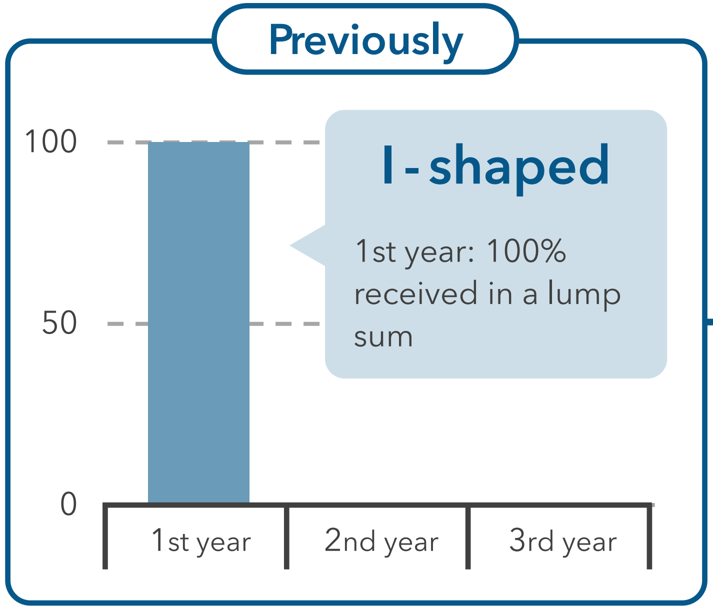
Financial Highlights for the Six Months Ended May 31, 2026

	Net sales	Operating profit	Ordinary profit	Profit
Interim Period [6 months]	15,599 million yen	1,076 million yen	1,073 million yen	703 million yen
YoY	-834 million yen [-5.1%]	-400 million yen [-27.1%]	-413 million yen [-27.8%]	-270 million yen [-27.8%]
Second Quarter [3 months]	7,983 million yen	675 million yen	676 million yen	445 million yen
QoQ	+367 million yen [+4.8%]	+275 million yen [+68.8%]	+278 million yen [+70.0%]	+187 million yen [+72.7%]

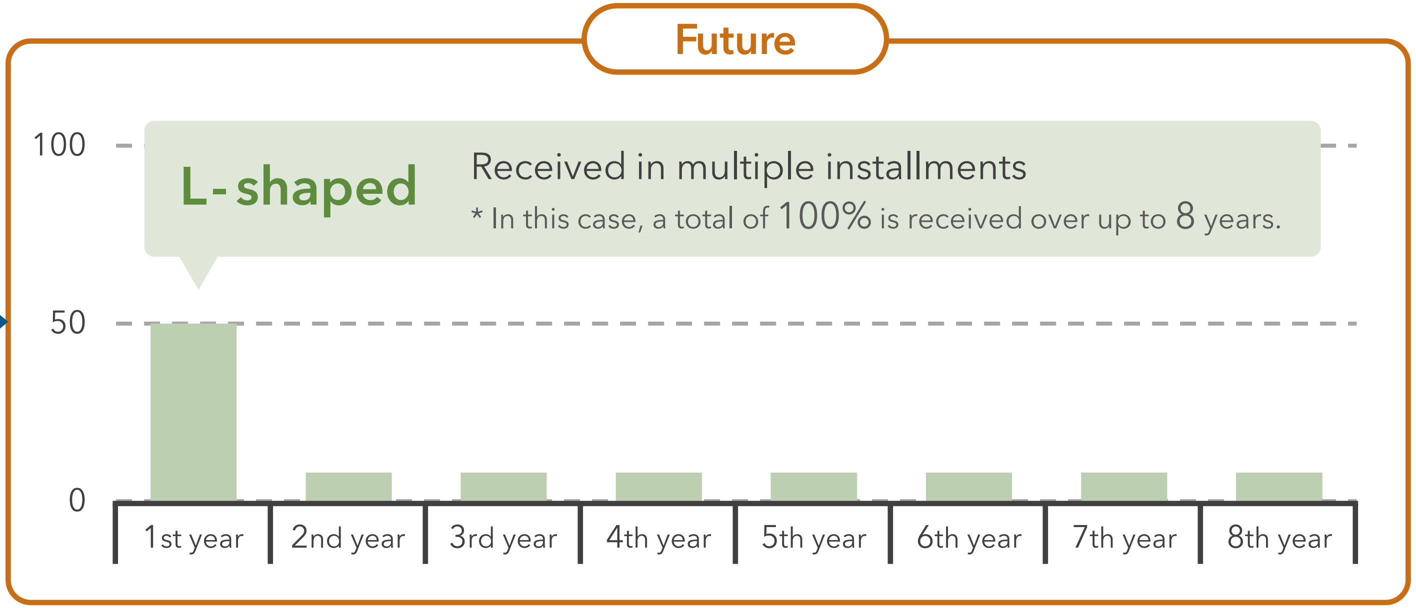
Financial Highlights for the Six Months Ended May 31, 2026 [YoY]

- The commission payment method for single-premium products of major partner life insurance companies was changed from **I-shaped** to **L-shaped**.

Projection of receiving life insurance commissions



Revision



**Although there is a temporary impact due to the change,
net sales will remain unchanged over the long term,
and higher sales of life insurance products will provide an ongoing source of recurring income.**

Income Statement for the Six Months Ended May 31, 2026

[Unit: Millions of yen]

	FY11/2025 2Q		FY11/2026 2Q			
		Ratio to net sales		Ratio to net sales	YoY change	
					Change	Percentage change
Net sales	16,433	100.0%	**15,599**	100.0%	-834	-5.1%
Cost of sales	11,069	67.4%	**10,621**	68.1%	-447	-4.0%
SG&A expenses	3,887	23.7%	**3,901**	25.0%	14	0.4%
Operating profit	1,477	9.0%	**1,076**	6.9%	-400	-27.1%
Ordinary profit	1,487	9.1%	**1,073**	6.9%	-413	-27.8%
Profit	973	5.9%	**703**	4.5%	-270	-27.8%

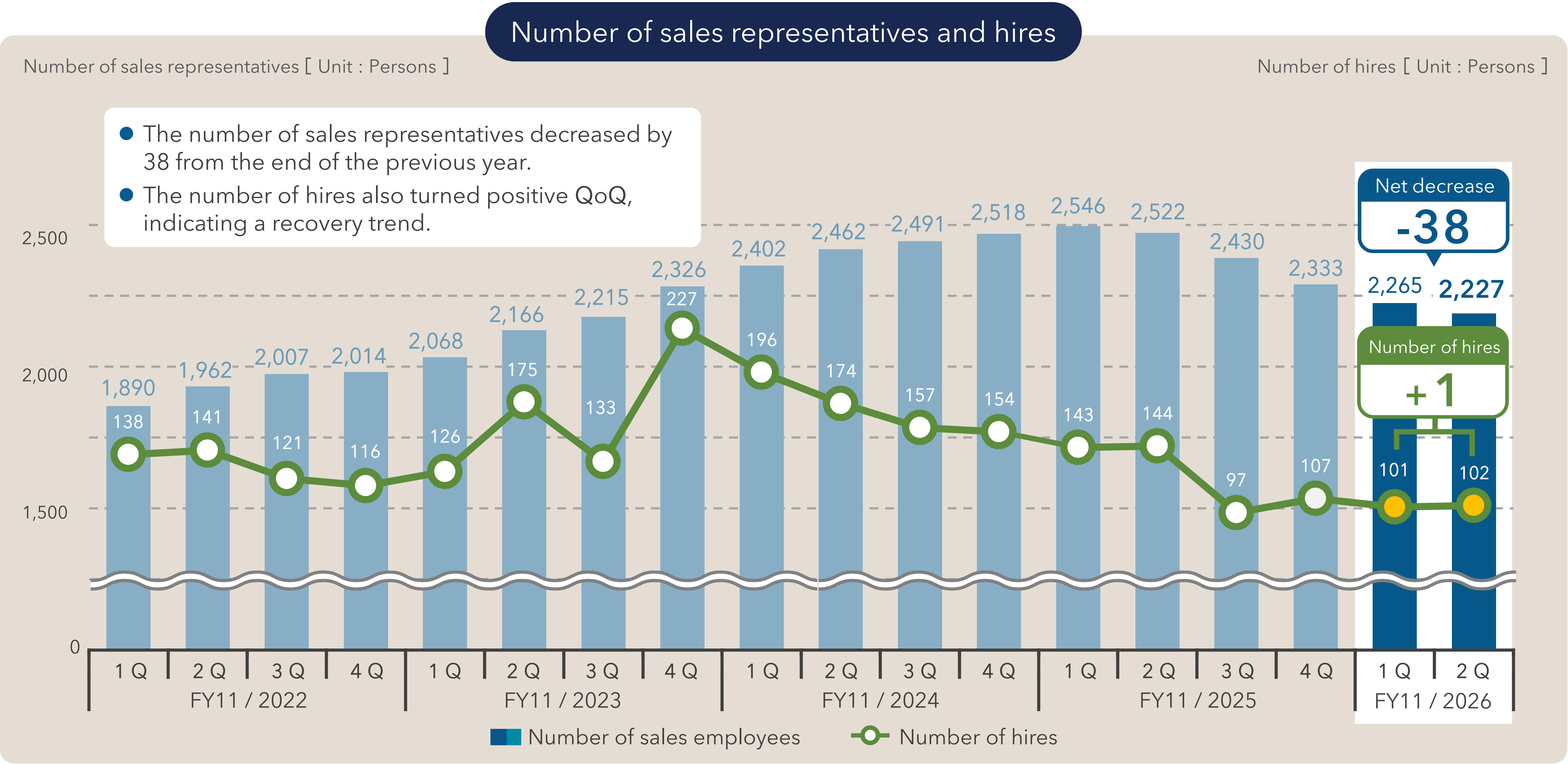
03

Summary of KPIs for the Six Months Ended May 31, 2026

Financial Highlights for the Six Months Ended May 31, 2026 [Key KPI]

	Number of sales representatives	Number of new policies	Number of prospective policyholders	Number of policy transfer agreements
Interim Period [6 months]	2,227	102,026	63,778	8,495
YoY	-295 [-11.7%]	-13,442 [-11.6%]	-7,385 [-10.4%]	-5,328 [-38.5%]
Second Quarter [3 months]	2,227	54,209	33,126	7,654
QoQ	-38 [-1.7%]	+6,392 [+13.4%]	+2,474 [+8.1%]	+6,813 [+810.1%]

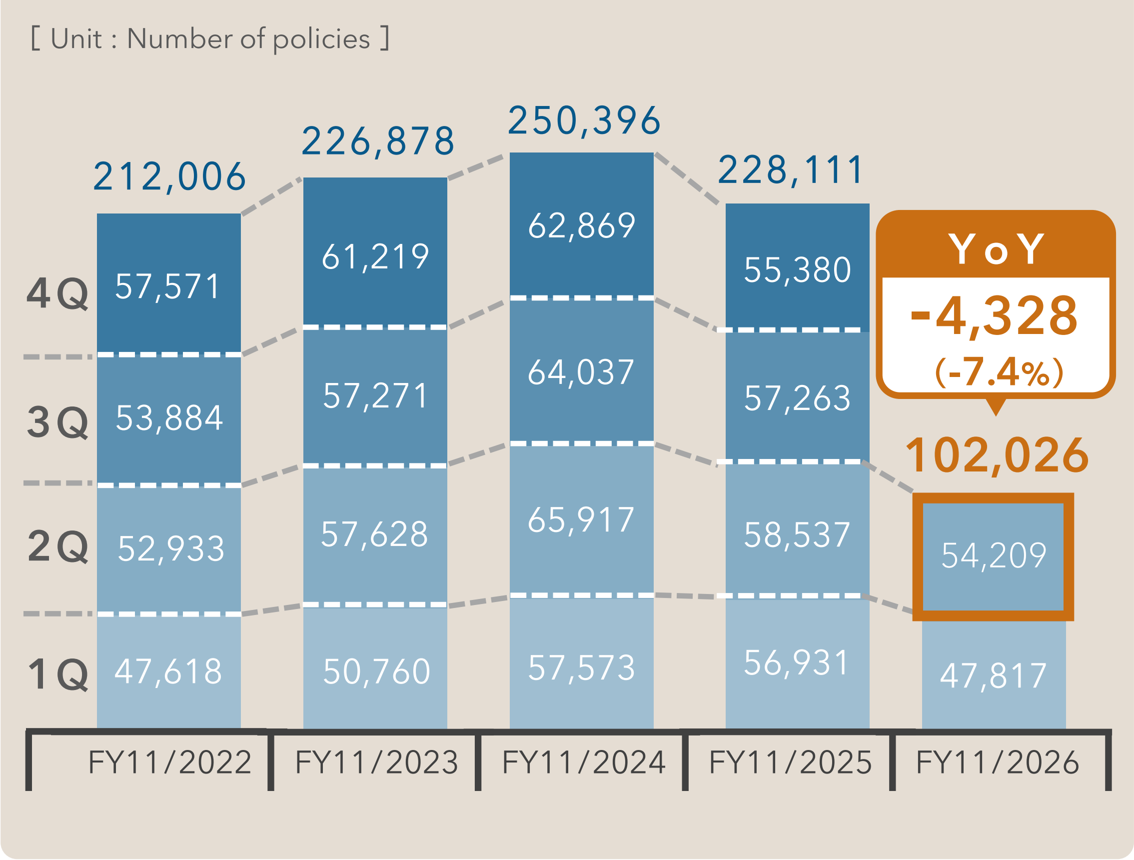
Number of Sales Representatives and Hires



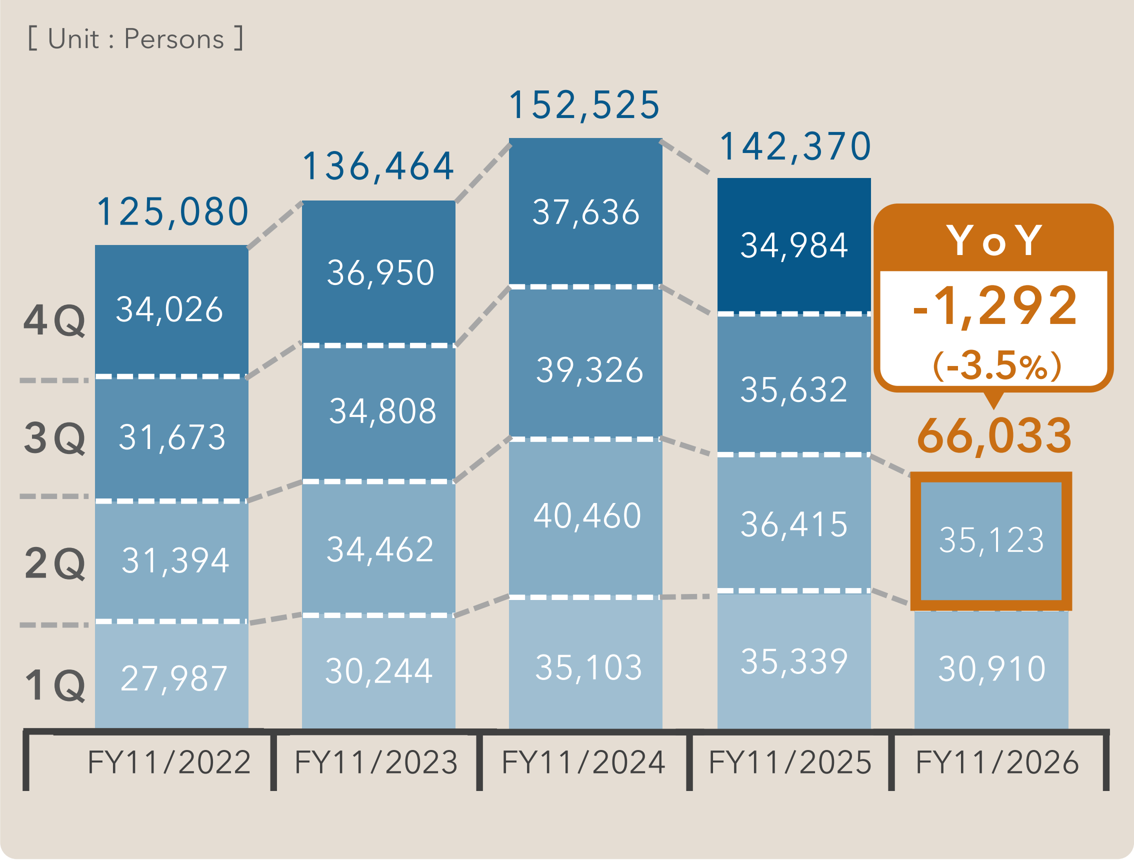
Key KPI Trends [Number of New Policies / Customers (Quarterly)]

As the number of prospective policyholders increased, the number of new policies also increased QoQ.

Number of new policies



Number of new customers



Number of Sales of Level-premium Products

Life insurance

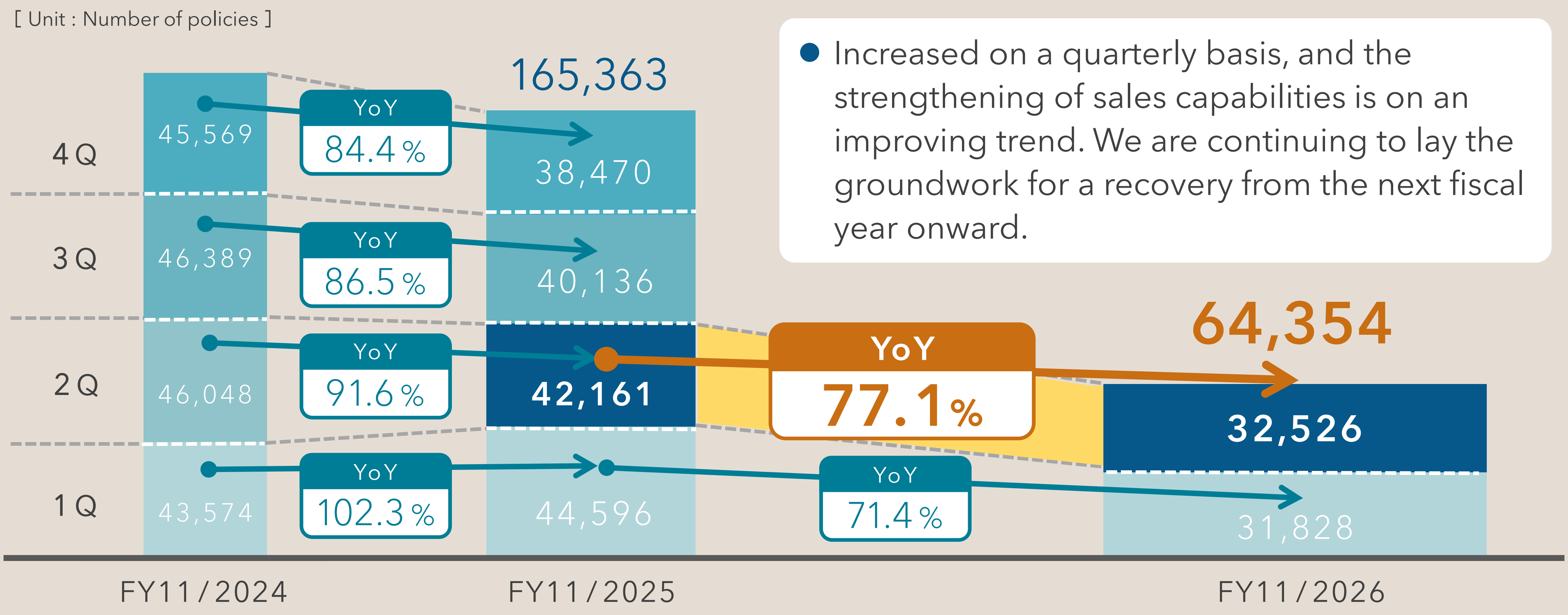
Level premium		Single-premium
Protection-type products	Savings-type products	

[Latent needs] ⟷ [Explicit needs]

- Original characteristics as insurance
- Insurance that is also useful for wealth creation

High sales of level-premium products lead to growth in long-term, stable recurring income.

Number of Sales of Level-premium Products

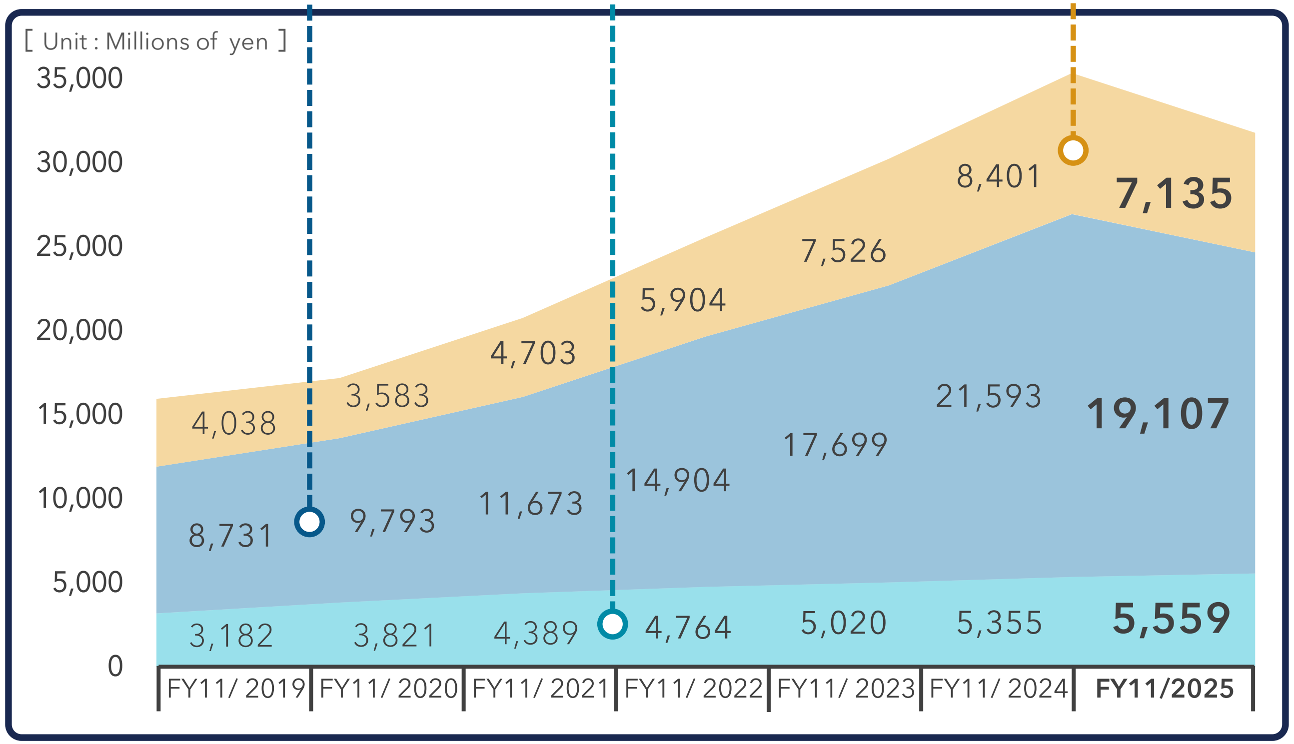


- Increased on a quarterly basis, and the strengthening of sales capabilities is on an improving trend. We are continuing to lay the groundwork for a recovery from the next fiscal year onward.

Earnings Model [Life and Non-life Insurance]

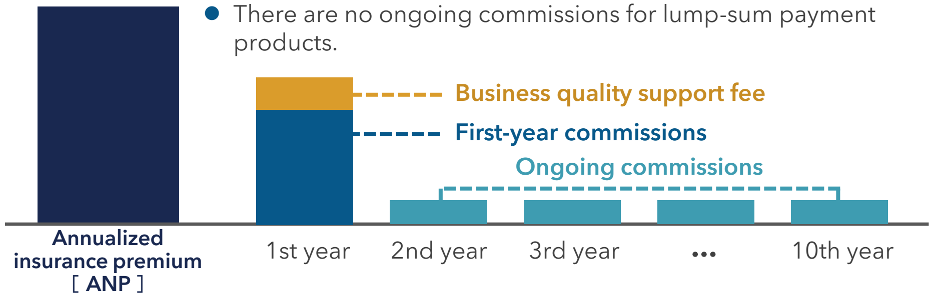
Breakdown and trends of commission income from life insurance sales

First-year commissions — Approximately 70% of ANP
+
Ongoing commissions — Approximately 5 % of ANP
+
Business quality support fee — Approximately 20% of ANP [Conditions apply]



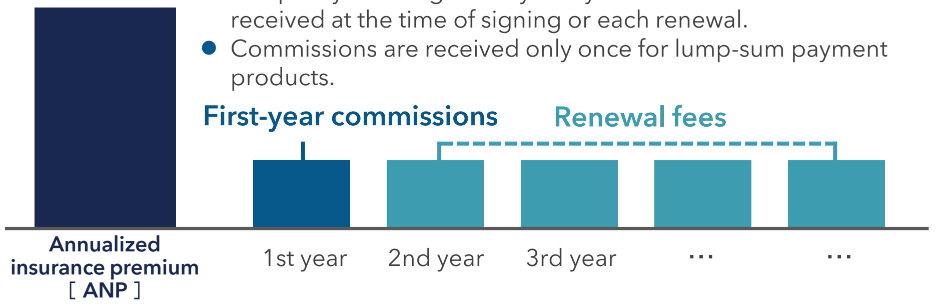
In the case of life insurance

- The period of commission receipt varies from 5 to 10 years for each insurance company and product.
- There are no ongoing commissions for lump-sum payment products.



In the case of non-life insurance

- The policy term is generally one year and the commission is received at the time of signing or each renewal.
- Commissions are received only once for lump-sum payment products.



What is the business quality support fee?

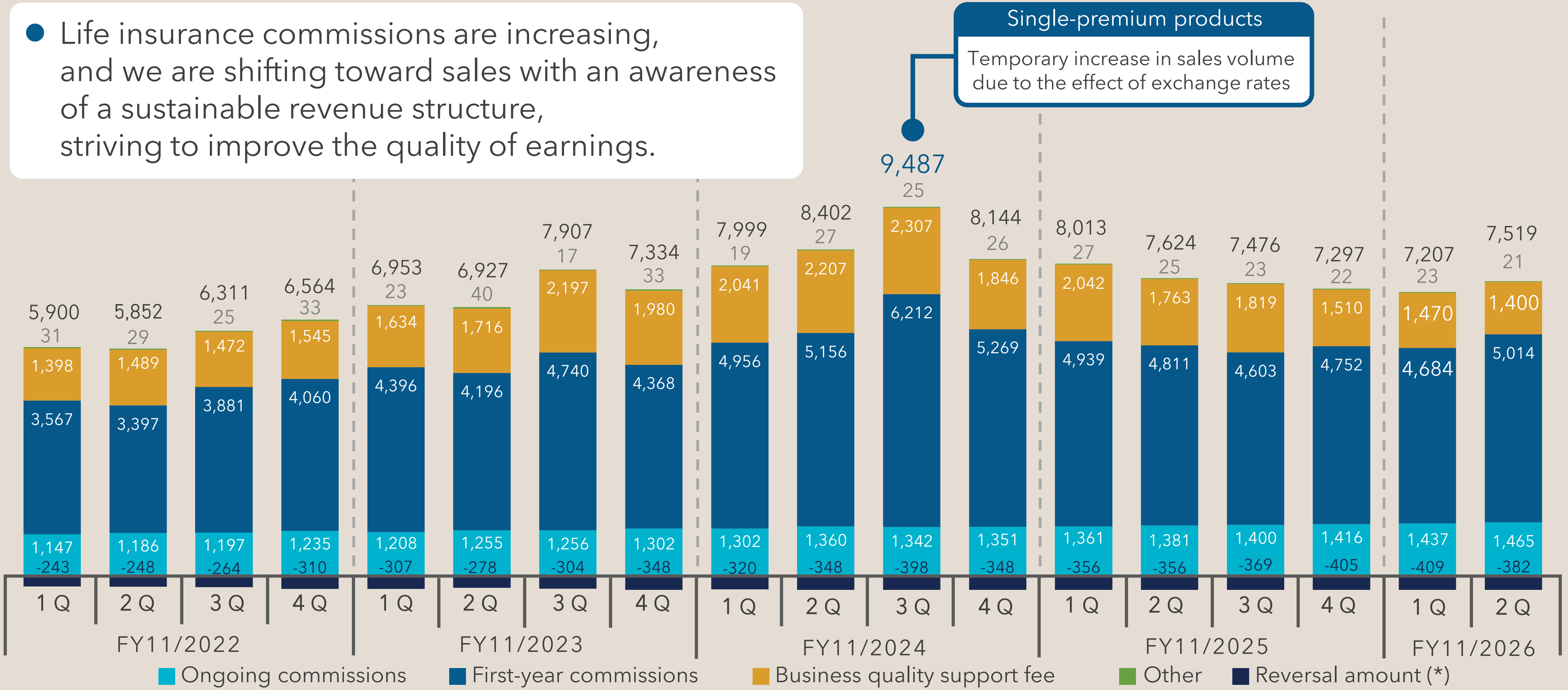
- A commission paid by insurance companies to insurance agencies to improve the quality of the services provided to customers through initiatives such as customer-oriented business operations and system development.
- It is mainly evaluated based on the achievement level of "agency service quality evaluation management."
- Many insurance companies exclude lump-sum payment products from this.

＊ANP : An indicator that refers to the annualized amount of premiums for new policies
＊Commission rate and business quality support fee rate varies depending on the insurance company and product.

Quarterly Performance Trends [Life Insurance Commissions]

Life insurance commissions income

- Life insurance commissions are increasing, and we are shifting toward sales with an awareness of a sustainable revenue structure, striving to improve the quality of earnings.

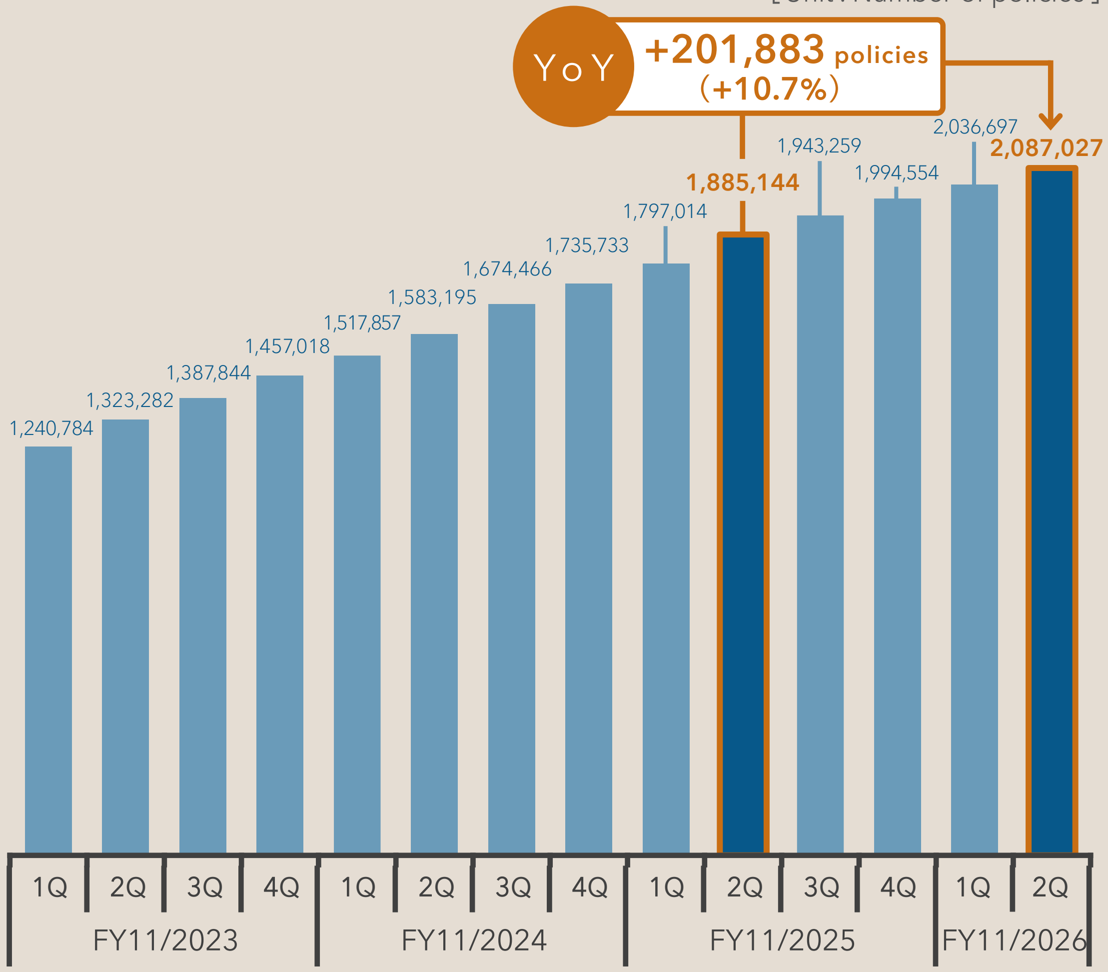


* Reversal refers to the refund of part or all of the commission received to the insurance company when a policy lapses due to early termination or lapse of a policy after the receipt of commission from the insurance company.

Key KPI Trends [Number of Policies in Force (Quarterly)]

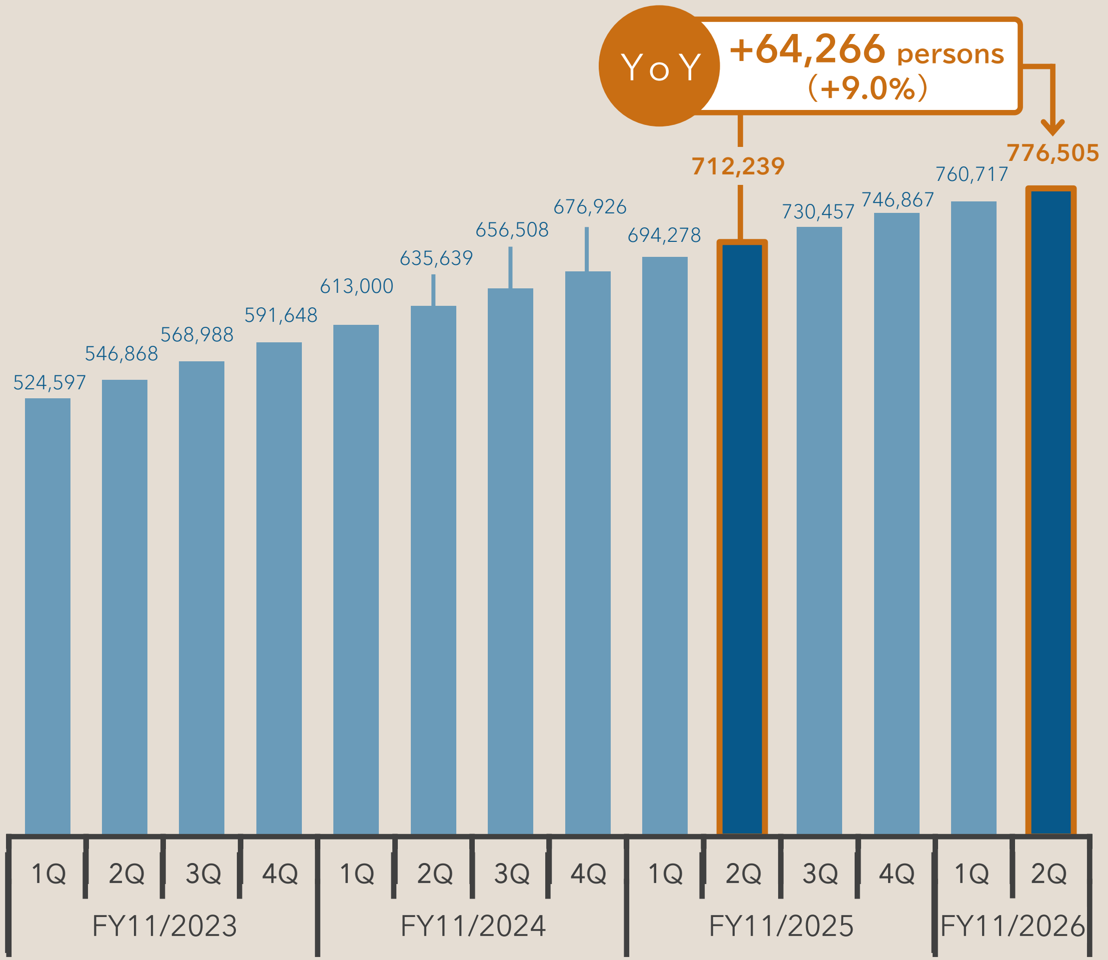
Number of policies in force

[Unit : Number of policies]



Number of existing customers

[Unit : Persons]

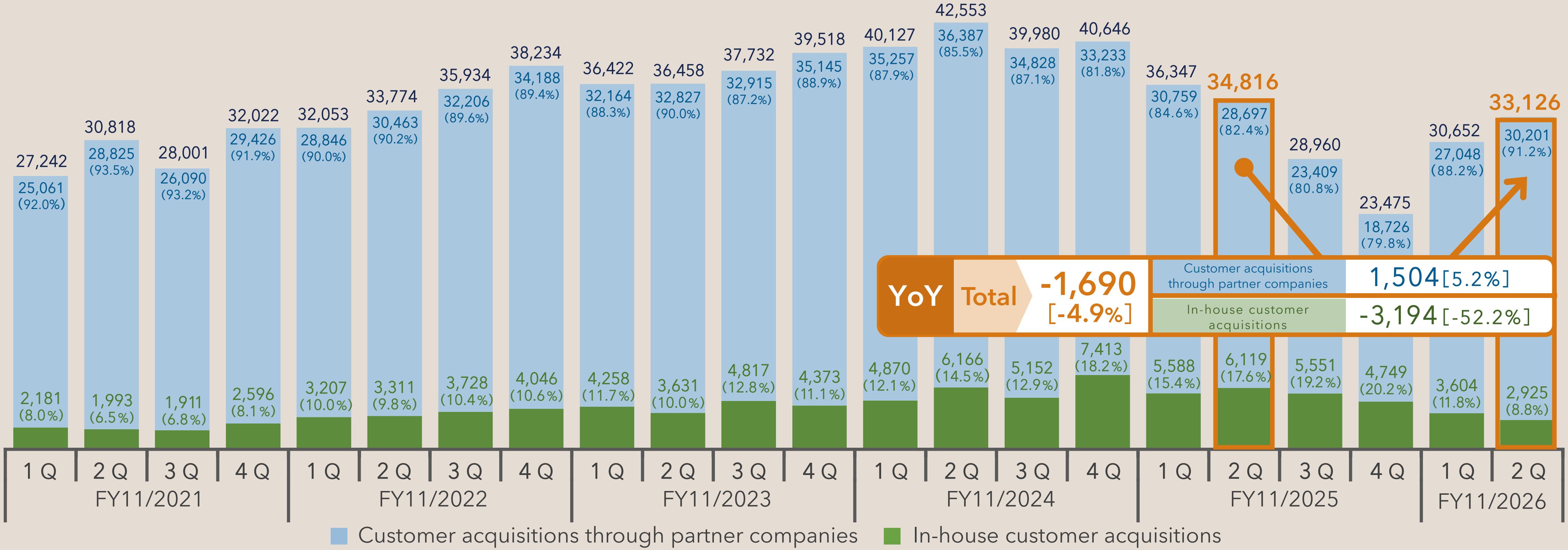


Key KPI Trends [Number of prospective policyholders (Quarterly)]

Number of customer acquisitions through partner companies and in-house customer acquisitions

- Customer acquisitions through partner companies is on a recovery trend, up 3,153 QoQ.
- Reached an agreement to resume operations from 3Q with two partners whose services had been suspended since the previous fiscal year.

[Unit : Number of policies]



＊Number of prospective policyholders: customer acquisitions through partner companies + in-house customer acquisitions
＊Customer acquisitions through partner companies: customers attracted through partner companies
＊In-house customer acquisitions: customers attracted through TV commercials, web ads, Money Doctor Premier, policy transfers, etc.
＊Bar graph figures in parentheses are the ratio of customer acquisitions through partner companies and in-house customer acquisitions to the total number of prospective policyholders.

Growth Strategy for FY11/2026 : Expansion of Policy Transfer Business

Policy transfers agreed to

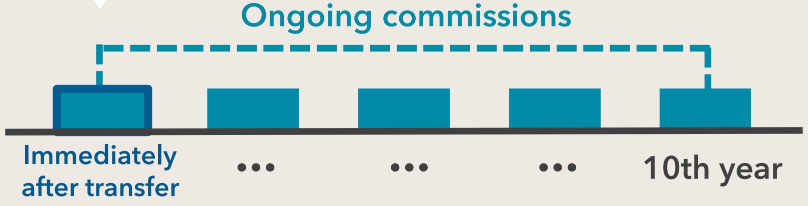
FY11/2025 **14,620 policies**

[Portion from PRESTIGE Co., Ltd.(unconsolidated):128,124 policies]

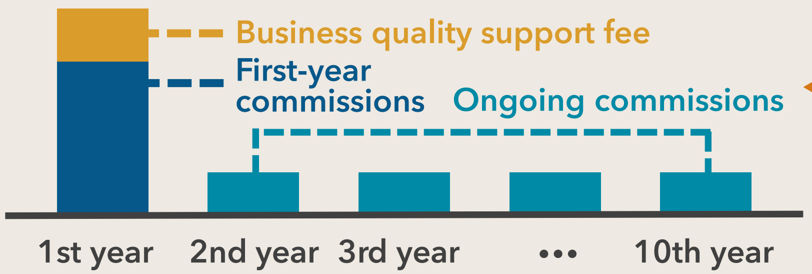
Acquiring new customers

1 Ongoing commissions from transferred policies

Profit occurs from first year of transfer



2 Additional policies from transferred policies



After transfer completion

New policy acquisitions began within an average of three months.

Propose new products by providing financial planner consultations.

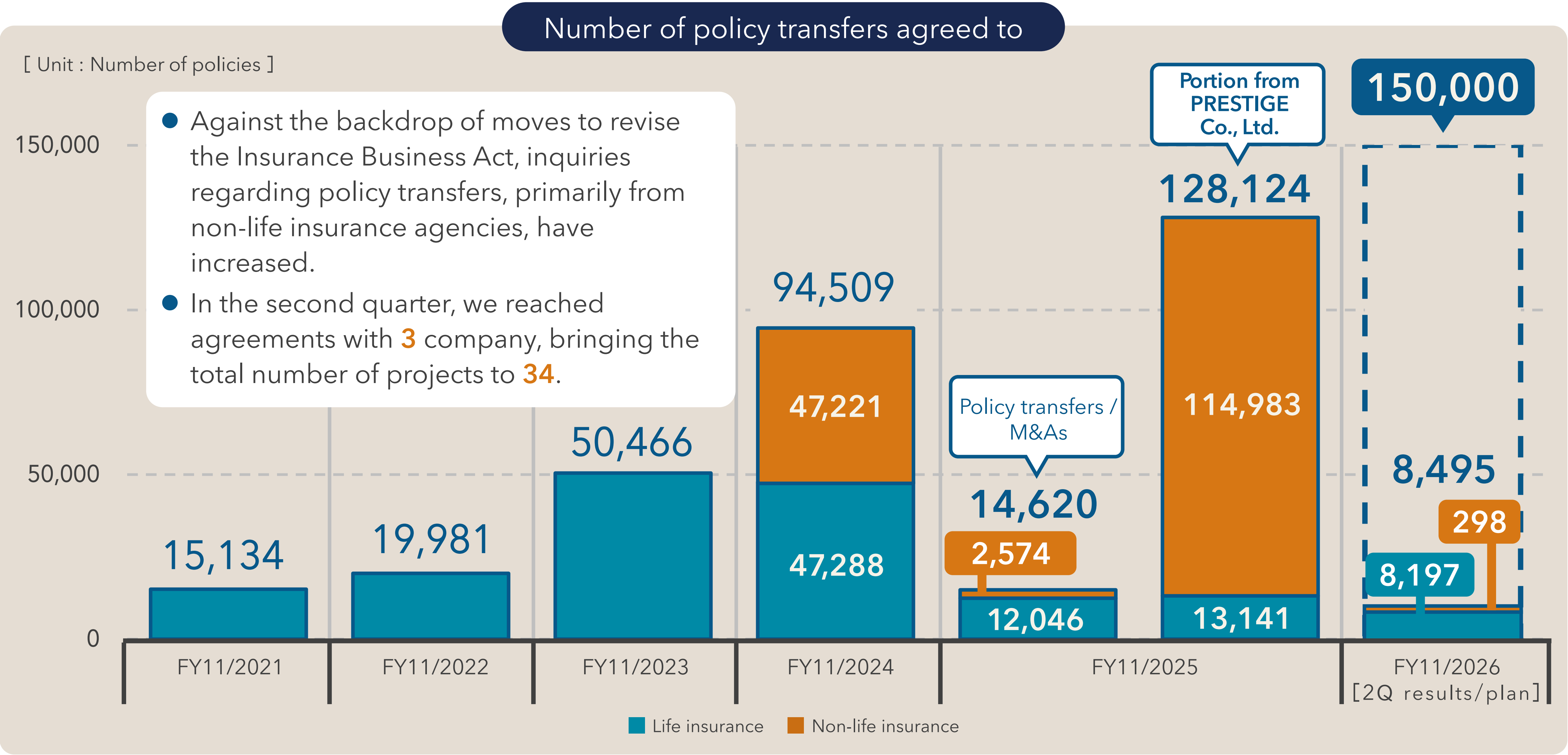
Transferred policy
- Life insurance policies
- Non-life insurance policies

×

Additional policy / Cross-selling
- Life insurance policies
- Non-life insurance policies
- Investment trusts

Growth Strategy for FY11/2026 : Expansion of Policy Transfer Business

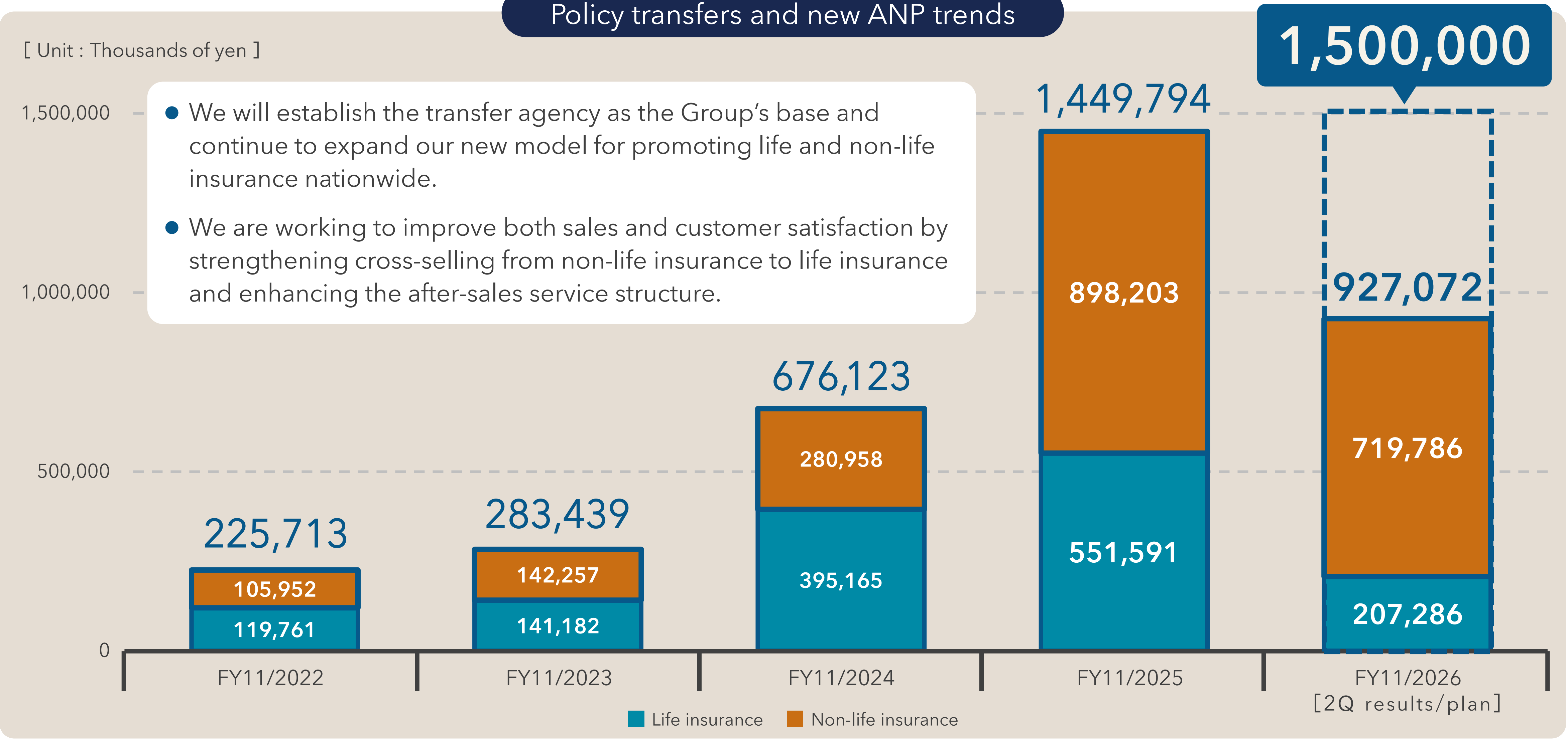
- Against the backdrop of moves to revise the Insurance Business Act, inquiries regarding policy transfers, primarily from non-life insurance agencies, have increased.
- In the second quarter, we reached agreements with 3 company, bringing the total number of projects to 34.



Growth Strategy for FY11/2026 : Expansion of Policy Transfer Business

Policy transfers and new ANP trends

- We will establish the transfer agency as the Group's base and continue to expand our new model for promoting life and non-life insurance nationwide.
- We are working to improve both sales and customer satisfaction by strengthening cross-selling from non-life insurance to life insurance and enhancing the after-sales service structure.



Number of Offices

Targeting a more detailed sales network expansion with the increase in sales representatives.

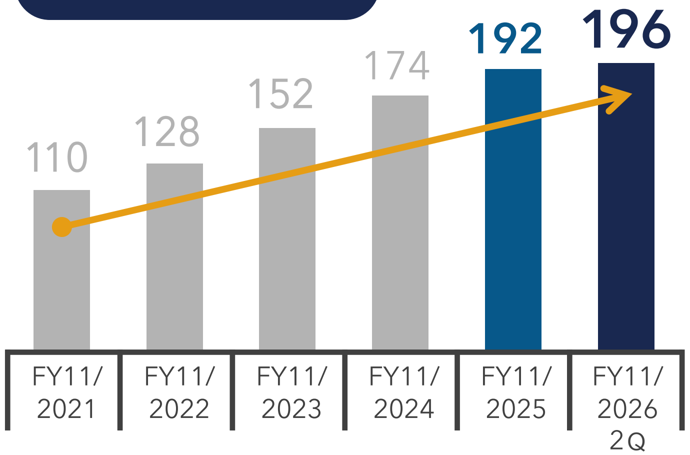
Nationwide **196** sites

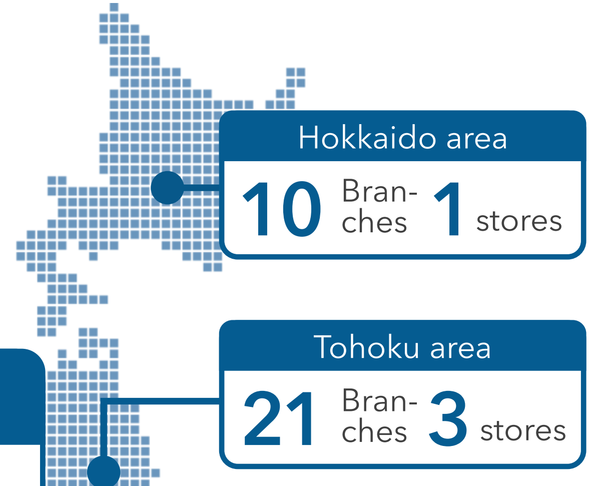
160 branches

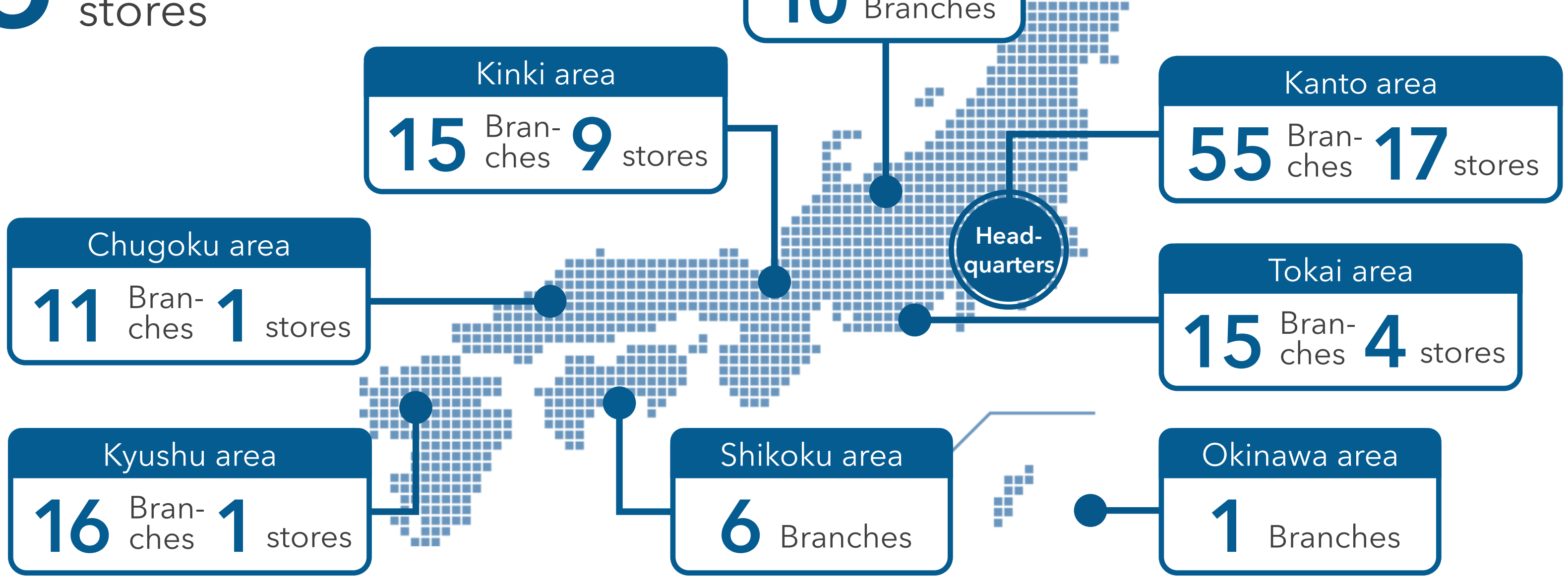
36 stores

＊As of May 31, 2026

Number of offices







04

Revision of Earnings Forecast and Growth Strategy for Recovery

Revision of the Full-year Forecast for FY11/2026 and the Reasons for the Revision

- The full-year earnings forecast has been revised and the year-end dividend forecast has been left unchanged based on the six-month results and future outlook.

[Unit: Millions of yen]

	FY11/2025	FY11/2026		FY11/2026		Change from previous forecast [B-A]
	Results	Previous forecast [A]	YoY	Current forecast [B]	YoY	
Net sales	32,104	36,261	+13.0%	31,793	△1.0%	△4,468
Operating profit	2,984	3,326	+11.5%	2,300	△22.9%	△1,025
Operating profit margin (%)	9.3	9.2	△0.1pt	7.2	△2.1pt	△1.9 pt
Ordinary profit	3,153	3,467	+9.9%	2,417	△23.3%	△1,049
Profit	2,042	2,222	+8.8%	1,617	△20.8%	△605
Dividend per share (full year) (yen)	94.00	94.00	±0.00	94.00	± 0.00	±0.00

Financial Highlights for the Six Months Ended May 31, 2026
[Achievement Versus the Full-year Forecast]

Progress against the full-year forecast (50% / 100%)

[Unit : Millions of yen]

Results for the six months ended May 31, 2026		Progress against the full-year forecast	Earnings FY11/2026	
Net sales	15,599	43.0%	Initially	36,261
		49.1%	After revision	31,793
Operating profit	1,076	32.4%	Initially	3,326
		46.8%	After revision	2,300
Operating profit margin	6.9%		Initially 9.2 %	After revision 7.2 %
Ordinary profit	1,073	30.9%	Initially	3,467
		44.4%	After revision	2,417
Profit	703	31.6%	Initially	2,222
		43.5%	After revision	1,617
Basic earnings per share	30.47yen			70.08 yen

Full-year Earnings Forecast for FY11/2026

Regarding financial results for the first half of FY11/2026

Number of sales representatives

Although there is a **continued net decrease** due to the impact of certain media reports, etc. (FY11/2024), signs of bottoming out are emerging.

Customer acquisitions through partner companies

It **temporarily slowed down** due to the impact of the business improvement order, but is on a recovery trend.
(Received from the Kanto Local Finance Bureau / FY11/2025)

Improvement in the sales product mix

Below expectations

- Increased demand for enrollment in foreign currency-denominated single-premium products due to exchange rate fluctuations
- Sluggish sales of highly profitable protection-type products

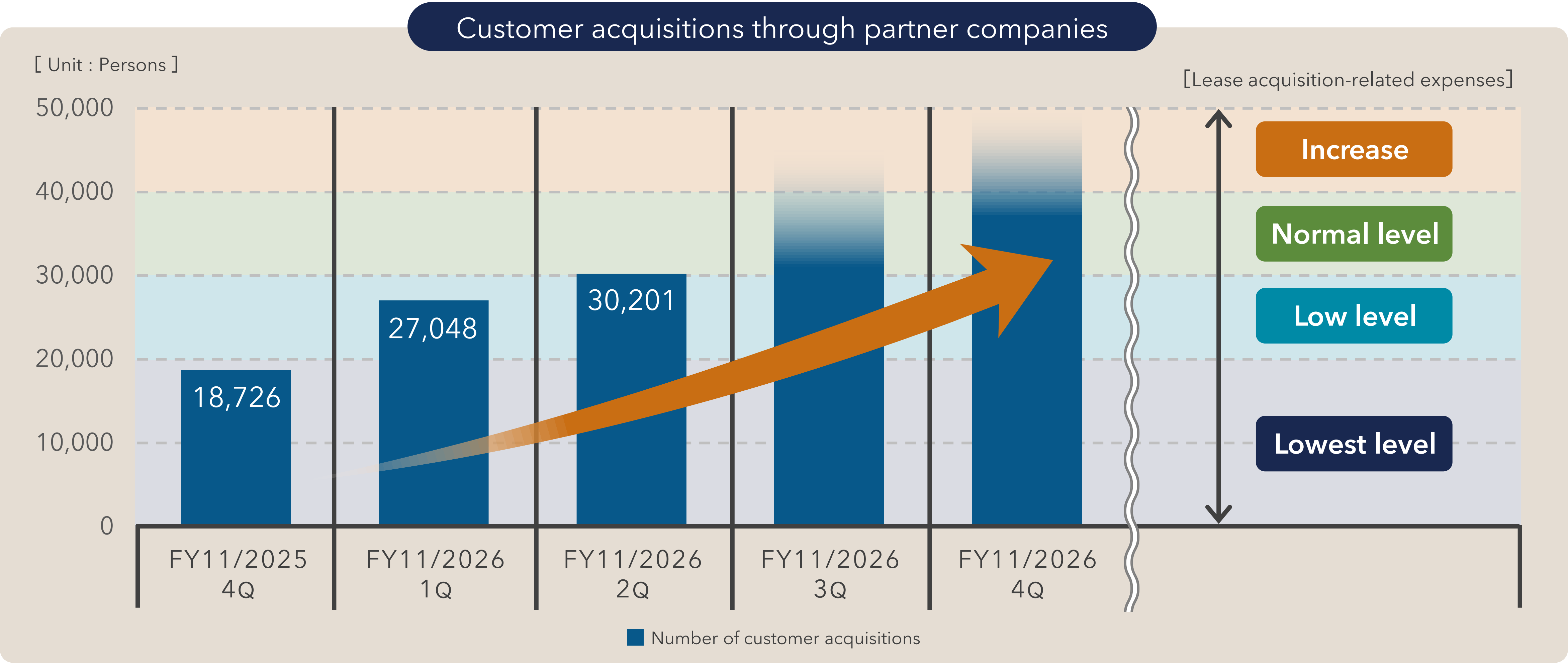
Net sales / profits

Below the (most recent) earnings forecast

- Business quality commission rate declined in line with the decrease in sales volume
- Growth suppressed due to the above reasons

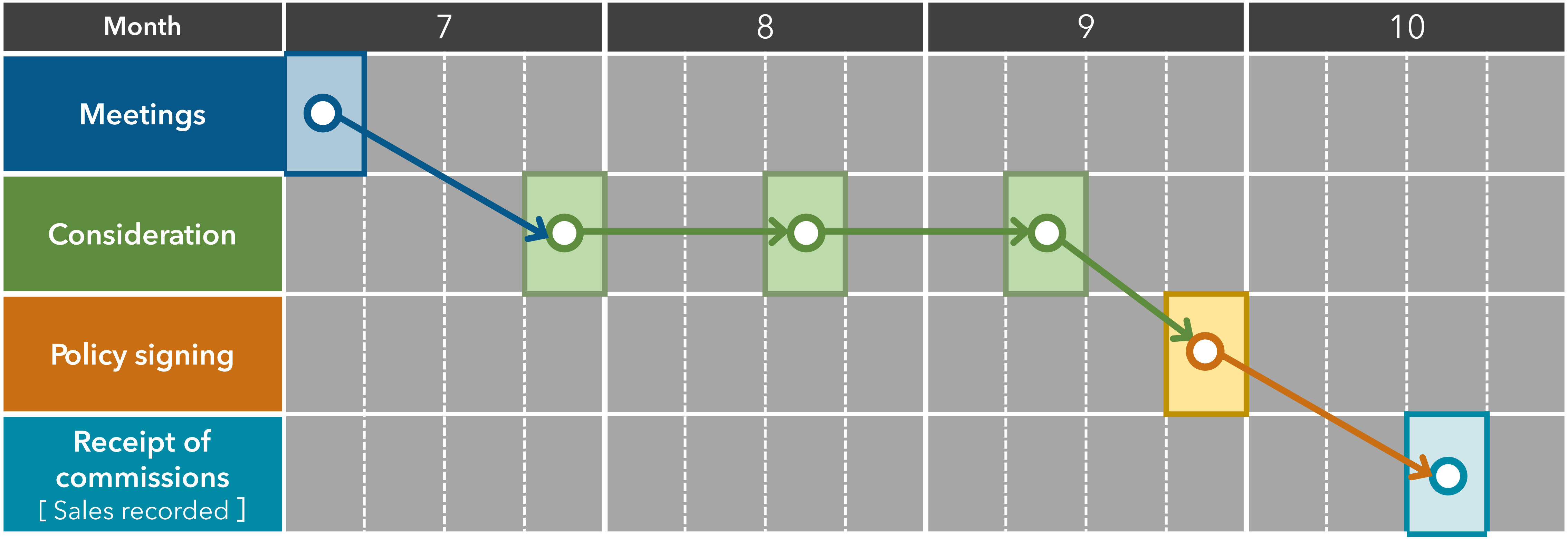
Full-year Earnings Forecast for FY11/2026

- Customer acquisitions through partner companies are on a recovery trend. There is a time lag before it is reflected in net sales, and the incurred lease acquisition-related expenses are recorded as cost of sales in advance, so the profit margin is expected to remain sluggish during the current fiscal year.



[Reference] Flow From the Acquisition of Prospective Policyholders to the Recording of Sales

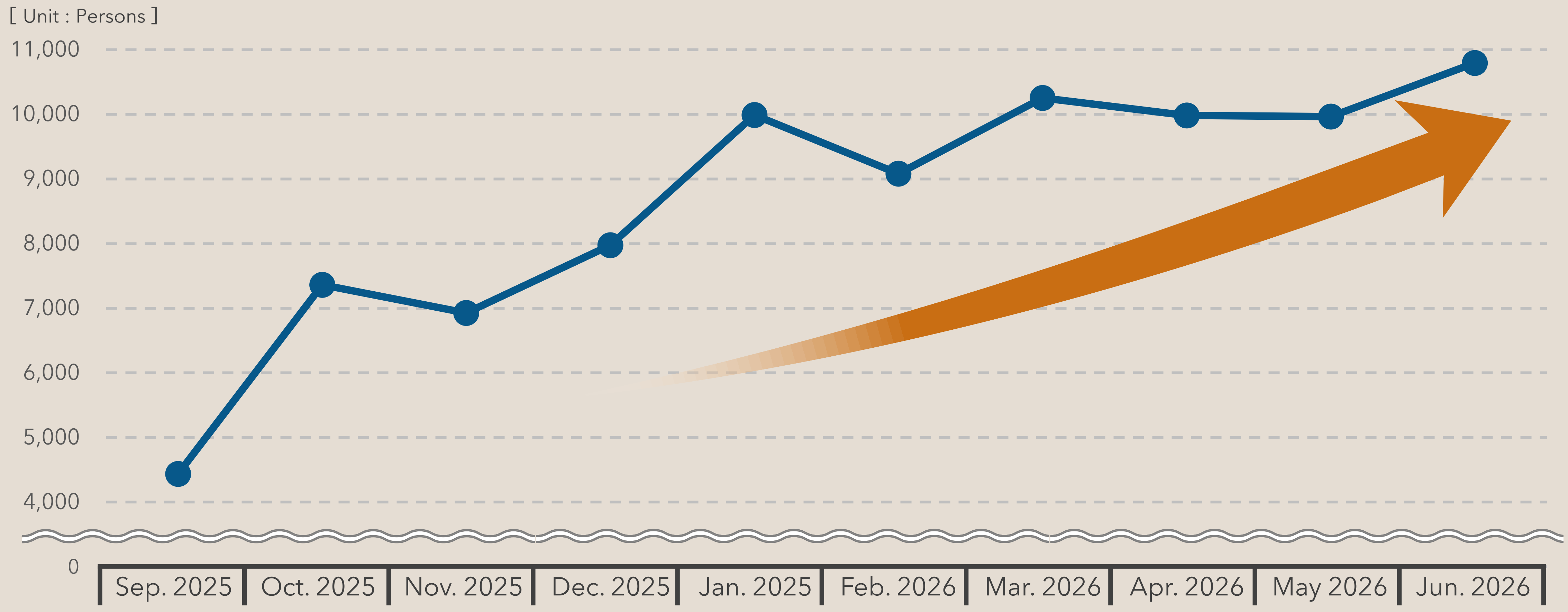
Flow from the acquisition of prospective policyholders to the recording of sales



Full-year Earnings Forecast for FY11/2026

- The number of customer acquisitions through partner companies is on a recovery trend.
  This is also a factor contributing to the net increase in the number of employees.

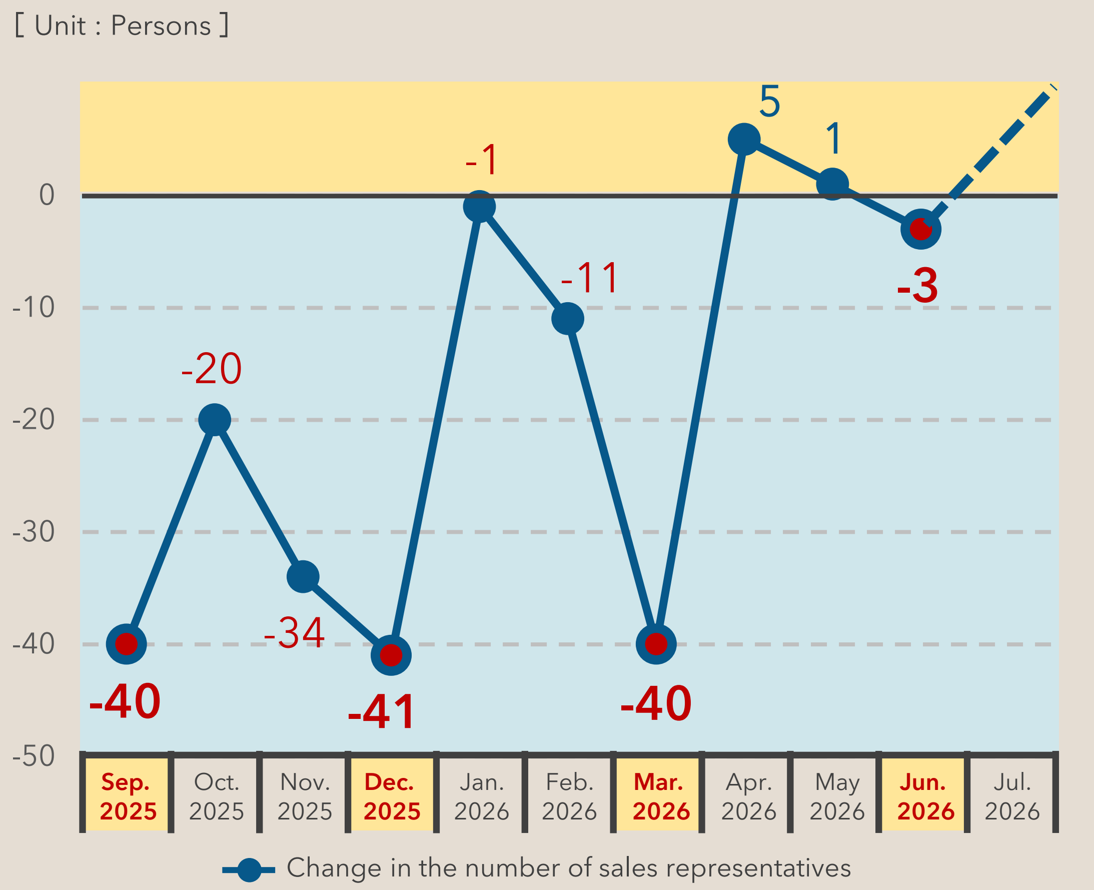
Trends in the number of customers attracted from major partner companies



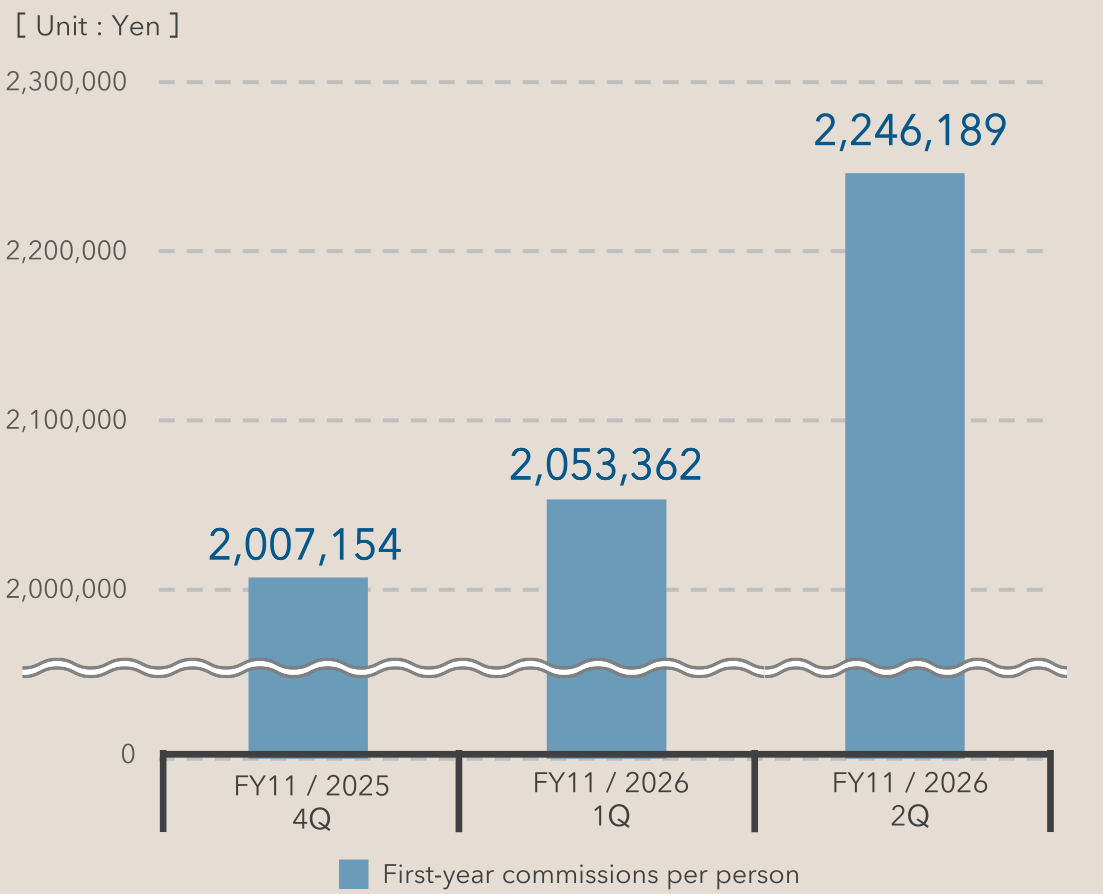
Full-year Earnings Forecast for FY11/2026

- Both the number of sales representatives joining and resigning are on a recovery trend. Productivity is also on an upward trend.

Change in the number of sales representatives



First-year commissions per person



Growth Strategy for Recovery

Current-Term Target

1 Past High — **Number of prospective policyholders**
- Aiming to Improve Sales and Profits
- Providing Sales representatives with a Sense of Security

2 All-time Highest — **Number of policy transfers agreed to**
- The first year of making contract transfers our main focus

Long-Term Goals

3 Double — **Offices**
- Strengthening local recruitment Reinforce
- Increase in Branches Through Business Acquisitions

4 Double — **Number of sales representatives**
- Acquire a record number of prospective policyholders
- Strengthening community-focused recruitment
- Onboarding through business acquisitions

Sales and Profit of Growth

05

Shareholder Returns

Shareholder Returns [Shareholder Benefits / Dividends]

Progressive dividend continued. The conditions for the shareholder benefit program will be changed.

Dividend policy — Maintenance: Dividend payout ratio 45% + Continue: Progressive dividend

	FY11/2025 [Results]	FY11/2026 [Forecast]
Interim dividend	47 Yen Per share [Results]	47 Yen Per share [Forecast]
Year-end dividend	47 Yen Per share [Results]	47 Yen Per share [Forecast]
Total	94 Yen per share	94 Yen per share

Interim 47 Yen per share + Year-end 47 Yen per share

Changes to shareholder benefit program [Key Points]

Newly added continuous holding requirement [6 months or more]

* Target is holding 100 shares or more

Benefit details
- Digital Gift equivalent to 3,000 yen [no change]

Start of application
- **Applied from the record date of May 31, 2027**
- Record date of November 30, 2026 is not eligible

Purpose
- To further express our gratitude to shareholders who continuously hold the Company's shares

Timely Disclosure on July 15

Please see below for details.

Notice Regarding Change in Conditions for Shareholder Benefit Program (Addition of Continuous Holding Requirement)

Measures to Achieve Management That Is Conscious of the Cost of Capital and the Stock Price

Current analysis	● ROE of 17.27% and cost of shareholders' equity of 11.33% recognized for FY11/2025 ● Aim to maintain a high level of ROE that exceeds the cost of shareholders' equity
Capital allocation policy	● Growth investments in areas such as policy transfers, systems (DX), and human capital (hiring and education) ● Implement stable shareholder returns that emphasize dividends
Further strengthen shareholder returns	● Introduce progressive dividends to actively return profits to shareholders ● Also continue the target dividend payout ratio of 45%
Incentive structure to enhance the awareness of corporate value enhancement among executives and employees	● Introduce stock compensation plan and stock ownership plans for both executives and employees ● Promote commitment among executives and employees and shared value awareness with shareholders
Enhance dialogue with investors and IR activities	● Increase opportunities for dialogue with institutional investors ● Provide feedback on opinions and requests to the Board of Directors

06

Progress on System Enhancements and Growth Strategy

Progress of the business improvement plan

[Progress reported to the Kanto Local Finance Bureau on May 15, 2026]

1 Organizational culture with an overemphasis on the top line	● Response to policies concluded by our sales representatives in violation of Article 300,paragraph (1), item (v) of the Insurance Business Act ● Promoting the practice of understanding and confirming intentions and making comparative recommendations ● Measures for the appropriate implementation of explanations of important matters ● Strengthening second line preparedness ● Implementing various forms of monitoring ● Reconstruction of the complaint management system and the system for responding to misconduct incidents ● Improved customer management system ● Building the front line ● Improving the operation of the Board of Directors ● Strengthening the internal audit system
2 Organizational structure dependent on preferential treatment	● Review of the process for selecting recommended product lineups by the Board of Directors ● Reconstructing relationships with insurance companies
3 Deficiencies in internal regulations, etc.	● Establishment of regulations and training systems related to comparative recommendations
4 Lack of awareness regarding human resource recruitment and training	● Optimizing the hiring of sales representatives ● Planned implementation of sales representatives training
5 Unresolved issues in organizational structure and operations	● Establishment of a management policy decision-making body (Management Council) for management ● Review of the division of roles between full-time Directors and Operating Officers ● Establishing the prerequisites for strengthening business management systems ● Improving employee engagement and utilizing human capital

URL https://pdf.irpocket.com/C7388/WUpy/YpkJ/sILC.pdf

NEXT Our Commitment

We will build on our existing initiatives and promote continuous and effective organizational improvements for the priority items below.Moreover, to enhance the effectiveness of these initiatives across the entire organization, the management team, led by the Representative Director and President, will proactively engage in these efforts.

The priority items

1. **Establishment of an appropriate insurance solicitation management system in line with the characteristics of our business model**
2. **Customer-oriented business operations**
   [establishment of an effective system to steadily implement the obligation to provide information to customers and the obligation to understand and confirm their intentions]
3. **Establishment of a legal compliance system for appropriate insurance solicitation**
4. **Drastically strengthen management system governance**
5. **Pursue reliability and integrity in information management and disclosure**

The social significance of FP Partner

We have established offices
in all prefectures.

We have created an environment
where anyone can consult
with a financial planner.

We are playing a role in improving financial literacy and supporting asset formation for the public.

将来のお金のこと、あなたと一緒に考える
MONEY DOCTOR

07

Data

Balance sheet for FY11 / 2026 2Q

[Unit : Millions of yen]

	FY11/2025	FY11/2026 2Q	Change	Change from the end of the previous year
Current assets	9,904	8,661	-1,242	-12.5%
Cash and deposits	7,519	6,173	-1,345	-17.9%
Non-current assets	8,497	9,243	746	8.8%
Total assets	18,401	17,905	-496	-2.7%
Current liabilities	5,359	5,566	206	3.9%
Non-current liabilities	1,221	1,272	51	4.2%
Net assets	11,821	11,066	-754	-6.4%
Liabilities and net assets	18,401	17,905	-496	-2.7%
[Equity-to-asset ratio]	[64.2%]	[61.8%]	[-2.4pt]	—

Key KPIs [Quarterly Cumulative Period]

	FY11/2024				FY11/2025				FY11/2026		QonQ
Item	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	Number of increase / Decrease
Number of policies in force	1,517,857	1,583,195	1,674,466	1,735,733	1,797,014	1,885,144	1,943,259	1,994,554	2,036,697	2,087,027	50,330
Of which, new policies	57,573	123,490	187,527	250,396	56,931	115,468	172,731	228,111	47,817	102,026	6,392
Number of existing customers	613,000	635,639	656,508	676,926	694,278	712,239	730,457	746,867	760,717	776,505	15,788
Of which, new customers	35,103	75,563	114,889	152,525	35,339	71,754	107,386	142,370	30,910	66,033	4,213
Number of prospective policyhoiders	40,127	82,680	122,660	163,306	36,347	71,163	100,123	123,598	30,652	63,778	2,474
Number of partner companies	86	84	82	73	71	67	65	65	65	62	- 3

	FY11/2024				FY11/2025				FY11/2026		QonQ
Item	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	Number of increase / Decrease
Life insurance Number of new policies	49,787	106,191	161,535	215,726	48,698	97,221	144,510	190,162	39,108	82,564	4,348
Non-lifeinsurance Number of new policies	7,786	17,299	25,992	34,670	8,233	18,247	28,221	37,949	8,709	19,462	2,044

Key KPIs [Quarterly Cumulative Period]

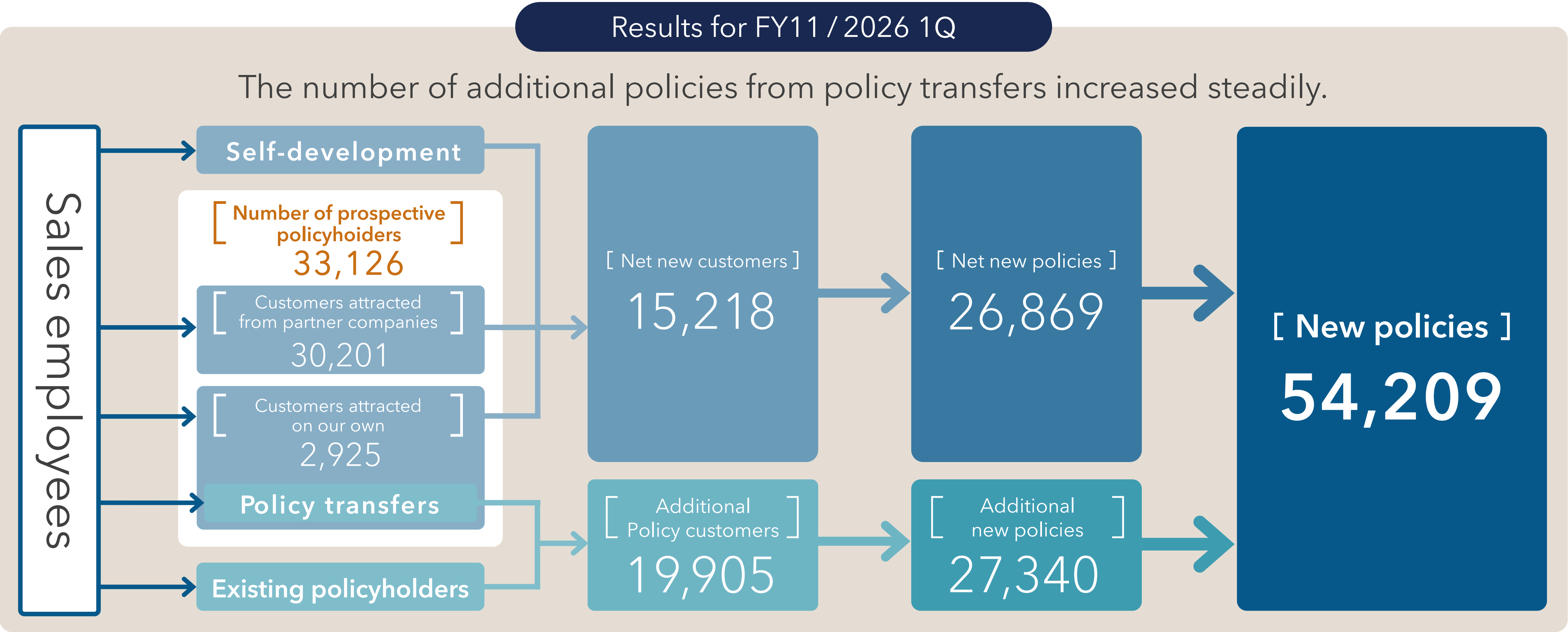
Item	FY11/2024 1Q	FY11/2024 2Q	FY11/2024 3Q	FY11/2024 4Q	FY11/2025 1Q	FY11/2025 2Q	FY11/2025 3Q	FY11/2025 4Q	FY11/2026 1Q	FY11/2026 2Q	Q on Q Number of increase / Decrease
Number of sales employees	2,402	2,462	2,491	2,518	2,546	2,522	2,430	2,333	**2,265**	**2,227**	**-38**
Number of offices	152	159	165	174	176	186	189	192	**190**	**196**	**6**
Of which, Money Doctor Premier stores	18	27	28	30	30	33	34	36	**33**	**34**	**1**
Of which, IFA offices attached to branches and stores	54	54	75	75	80	80	82	82	**79**	**83**	**4**

Key KPIs (New Policies and New Customers) [Quarterly Cumulative Period]

Item	FY11/2024 1Q	FY11/2024 2Q	FY11/2024 3Q	FY11/2024 4Q	FY11/2025 1Q	FY11/2025 2Q	FY11/2025 3Q	FY11/2025 4Q	FY11/2026 1Q	FY11/2026 2Q	Q on Q Number of increase / decrease	Q on Q Percentage change
Number of new policies	57,573	65,917	64,037	62,869	56,931	58,537	57,263	55,380	**47,817**	**54,209**	6,392	13.4%
Number of net new policies	37,538	40,558	37,979	37,992	32,607	33,418	32,198	28,284	**24,300**	**26,869**	2,569	10.6%
Number of additional new policies	20,035	25,359	26,058	24,877	24,324	25,119	25,065	27,096	**23,517**	**27,340**	3,823	16.3%
New customers	35,103	40,460	39,326	37,636	35,339	36,415	35,632	34,984	**30,910**	**35,123**	4,213	13.6%
Number of net new customers	20,851	22,234	20,867	20,506	18,166	18,584	18,066	16,123	**13,934**	**15,218**	1,284	9.21%
Number of additional policy customers	14,252	18,226	18,459	17,130	17,173	17,831	17,566	18,861	**16,976**	**19,905**	2,929	17.3%

* The number of net new policies refers to the number of new policies from customers who have no existing policies with the Company.
The number of additional new policies refers to the number of additional policies from customers who have existing policies with the Company.
* The number of net new customers refers to the number of customers with net new policies. The number of additional policy customers refers to the number of customers with additional new policies, and is included in the number of existing customers (existing policyholders).

New Policy Acquisition Flow



* Self-sourced customers refer to prospective policyholders acquired by sales representatives themselves, such as through referrals from existing customers.
* The number of net new policies refers to the number of new policies from our existing policyholders. The number of additional policies refers to the number of additional policies from customers who have existing policies with the Company.
* The number of net new customers refers to the number of customers with net new policies. The number of additional policy customers refers to the number of customers with additional policies, and is included in the number of existing customers (existing policyholders).
* Figures shown are actual results for the 2Q of FY11/2026. Details, past results,etc. are shown in [07. Data].

将来のお金のこと、あなたと一緒に考える

MONEY DOCTOR

PREMIER

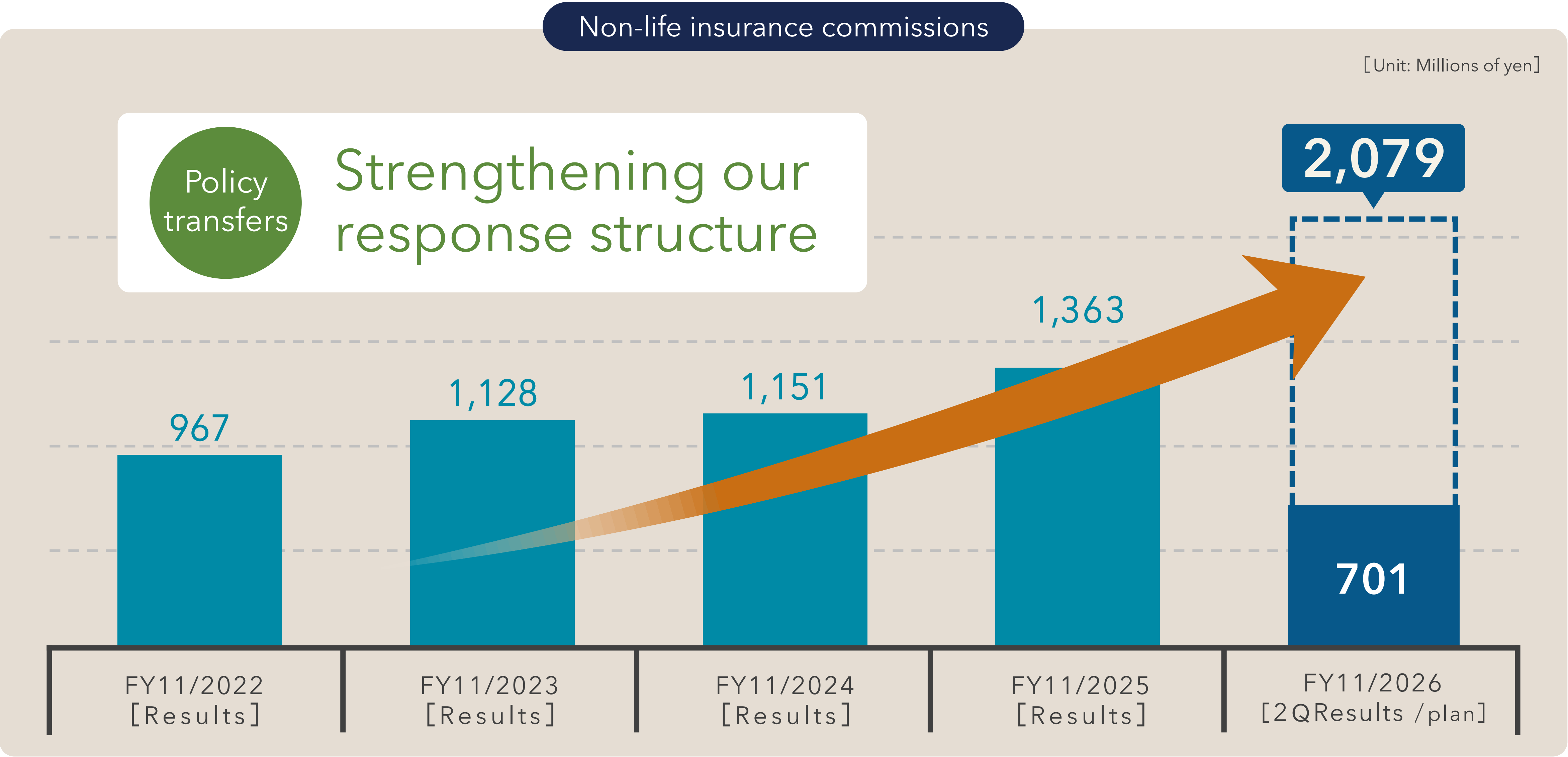
Covering all major areas in Japan

Effect of store openings

- Improve recognition of the Money Doctor brand in areas where stores are located.
- Increase in sales of savings-type products due to needs for wealth creation, retirement, and education funds.

*As of May 31, 2026

Non-Life Insurance Business



IFA business

The number of accounts and assets under custody rose steadily, centered on investment savings such as NISA, etc.
We will expand the foundation for future growth in recurring income.

[Securities accounts]	[Deposited assets balance]	[IFA offices]	[Number of registered sales representatives]
11,716 accounts	44,721 million yen	84 sites	663

※ Including annexes to branches and stores

[As of May 31, 2026]

Financial Literacy Education Business

Through programs and training, we follow each individual's learning so that they can consider their future plans and ideal lifestyles, and choose financial products accordingly.

安心して学べるお金のこと
マネスク

One new company implemented this fiscal year

Total number of companies that have adopted the service

[Since the service started]

11 companies in total

＊Money School is a registered trademark right of the Company (Registered trademark No. 6802129).

08

Appendix

Company Profile

Company name	F P Partner Inc.
Established	December 2009
Representative	Tsutomu Kuroki, Representative Director and President
Nature of business	Insurance agency
Address	1-1-8, Asakusabashi, Taito-ku, Tokyo 111-0053
Number of employees	2,489 [as of May 31, 2026, excluding part-time employees]
Number of offices	196 offices [as of May 31, 2026]

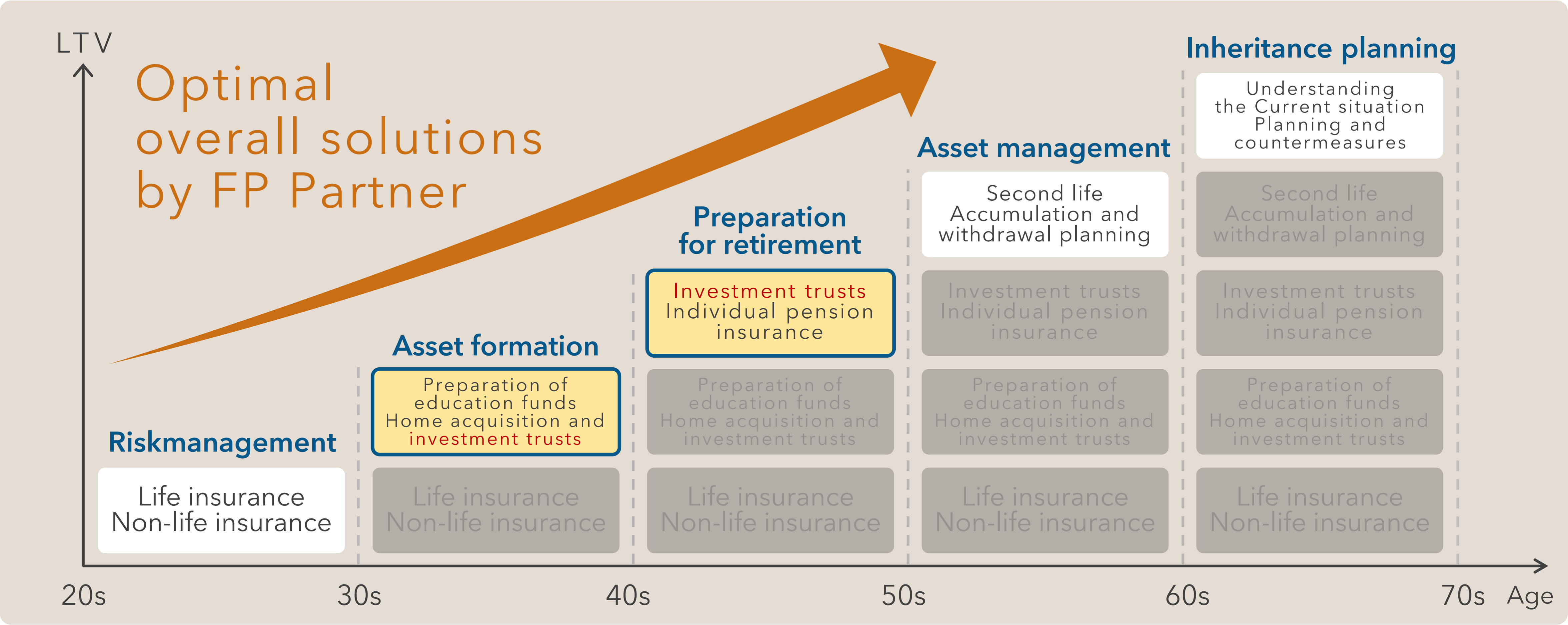
Executives

Representative Director and President	Tsutomu Kuroki	Outside Director	Yoshihiro Isaka	Outside Director	Makiko Nakagawa	Audit & Supervisory Board Member	Tetsuya Watanabe
Director	Kenji Adachi	Outside Director	Masaki Suzuki	Outside Director	Toru Oyama	Outside Audit & Supervisory Board Member	Ayako Kino
Director	Takumi Saito						
Director	Mitsuhide Shioiri	Outside Director	Naoyuki Tanaka	Outside Director	Asami Kuwabara	Outside Audit & Supervisory Board Member	Kaori Ogawa

＊TIformation for officers is as of May 31, 2026.

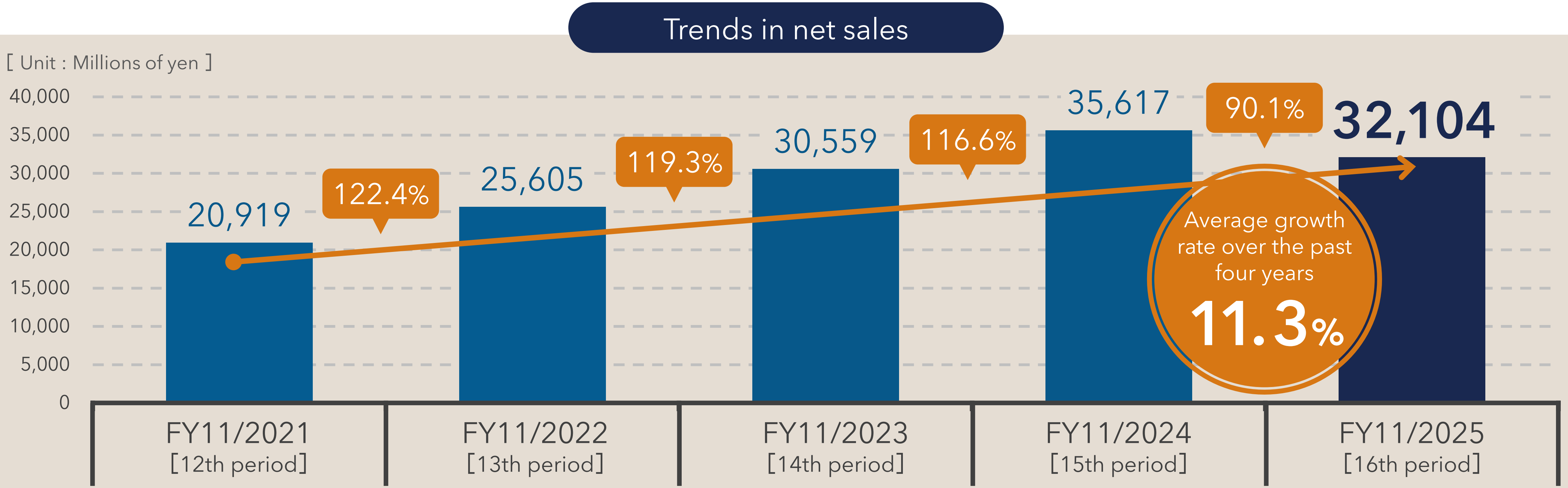
Expansion of Business Domain - Maximization of LTV

Maximize LTV of customers by handling financial products besides insurance



＊LTV (lifetime value) is a calculation of how much profit can be generated from transactions between a company and a customer during the period from the beginning to the end of the transaction (customer lifecycle).
＊IFA : independent financial advisor, a type of financial advisor.

Net Sales, Operating Profit, and Profit [Past Five Fiscal Years]



	FY11/2021 [12th period]	FY11/2022 [13th period]	FY11/2023 [14th period]	FY11/2024 [15th period]	FY11/2025 [16th period]
Net sales	20,919	25,605	30,559	35,617	**32,104**
Operating profit (operating profit margin)	1,735(8.3%)	3,824(14.9%)	5,554(18.2%)	5,330(15.0%)	**2,984(9.3%)**
Profit (profit margin)	1,224(5.9%)	2,366(9.2%)	3,953(12.9%)	3,903(11.0%)	**2,042(6.4%)**

[Reference] Business Quality Support Fee

Image of commissions receiving

Q	4	1			2			3			4			1
Month	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Insurance Solicitation														
Receipt of Commissions [Recorded]														

Receive in the month Following solicitation

First-year commission applicable rate	Rate based on the results of the second half in the previous year	Rate based on the results of the first half

Business quality support fee applicable rate	Rate based on the results of the 4Q in the previous year	Rate based on the results of the 1Q	Rate based on the results of the 2Q	Rate based on the results of the 3Q

Commission rate applied in the second half

First-year commissions **Determined based on first half results.**

Business quality support fee **Determined based on 2Q and 3Q results.**

▶ **The positive effect on performance from an increase in new policy acquisitionsin the second half will occur in the next fiscal year.**

* The above is for illustration purposes only. In practice, the assessment periods, timing of application, and methods for determining rates vary by insurance company.

[Reference] Business Quality Support Fee

Business quality support fee assessment [example]

Business quality assessment

Achievement level of "agency service quality evaluation management,"etc.

example

- Establishment of a system for protecting personal information.
- Establishment of a system for responding to customers after follow-up, etc.

×

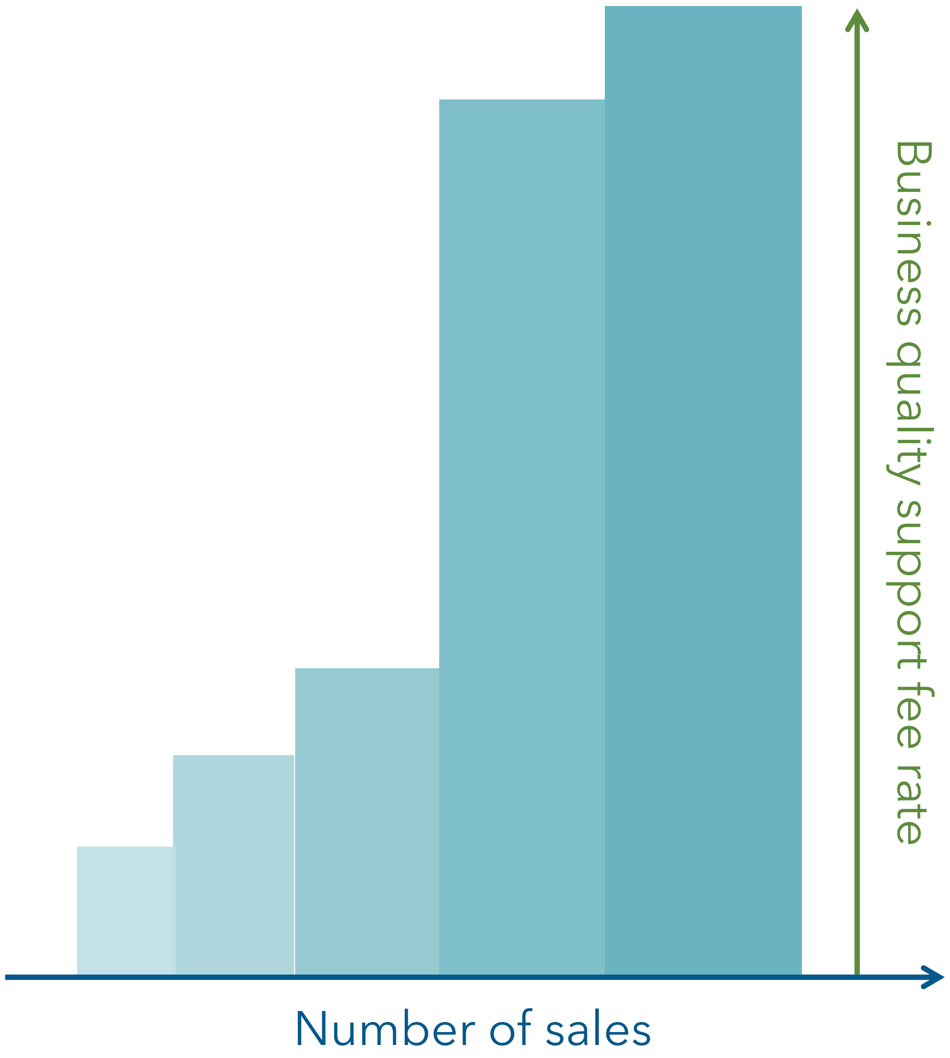
Quantitative assessment

Number of sales and Annualized insurance Premiums according to agency size

Rate is determined using a matrix of **the Business quality assessment** and **Quantitative assessment**

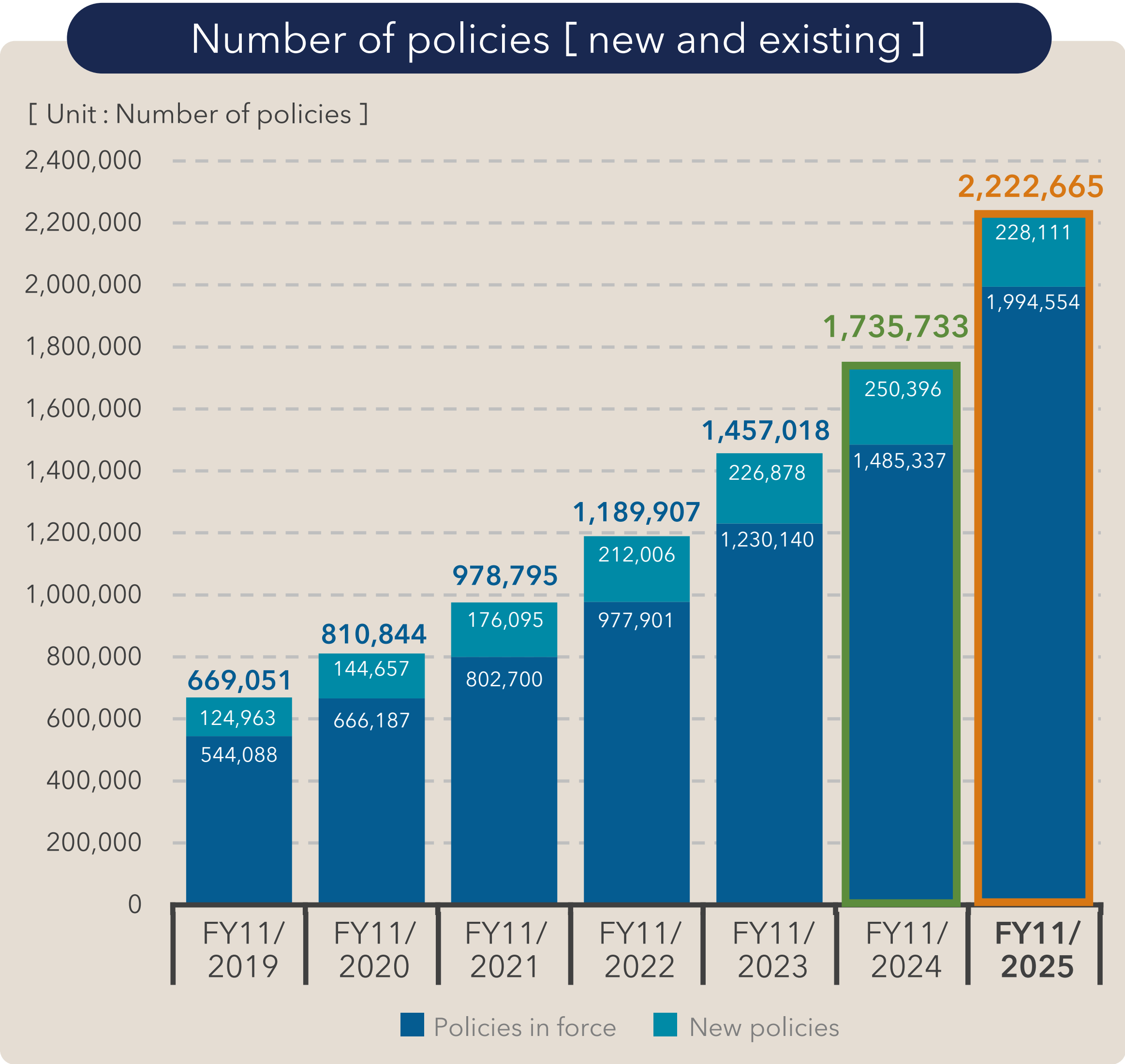
If the business quality assessment is constant

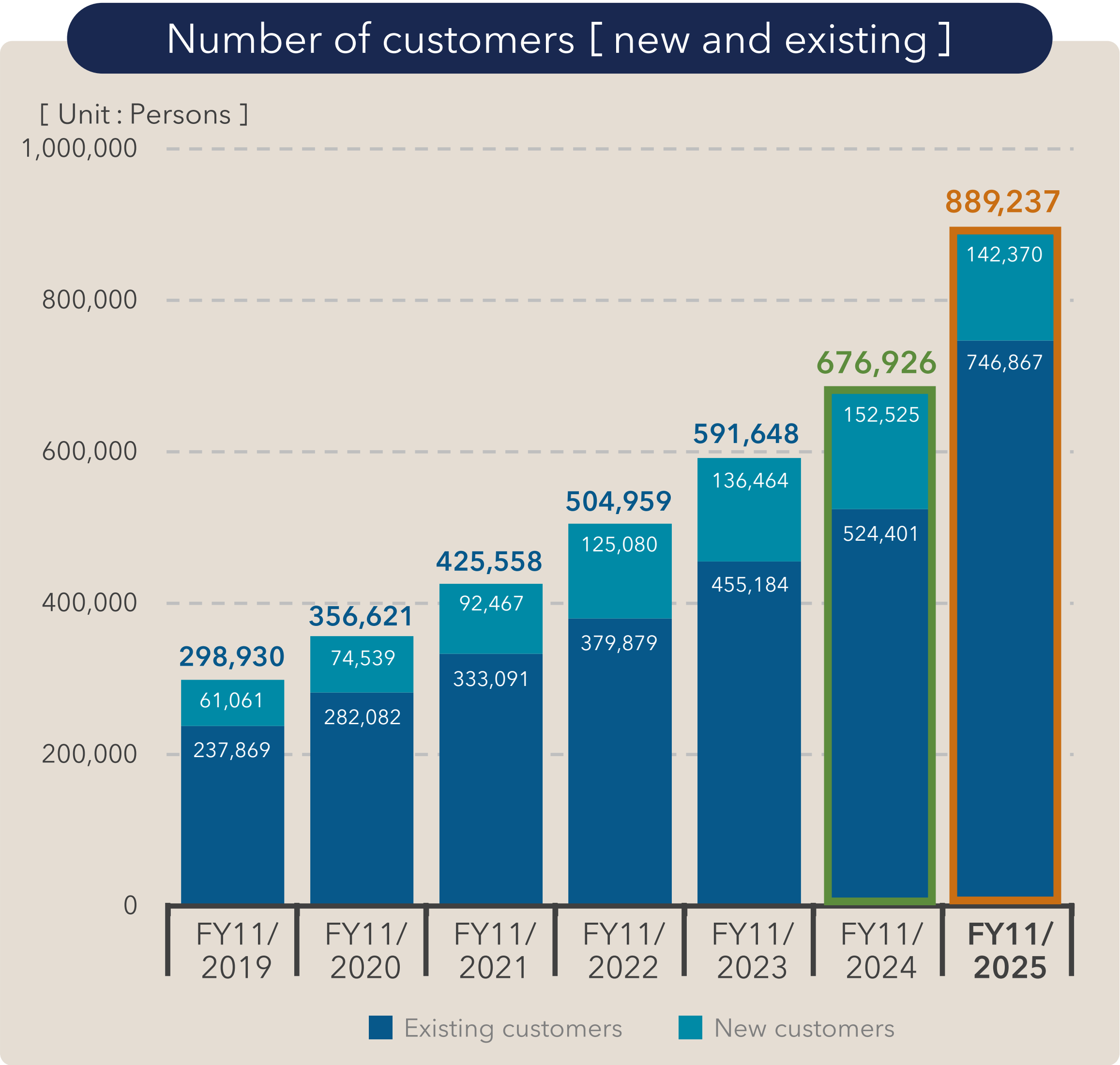
The rate is determined based on sales results (number of cases, etc.) and changes incrementally.



＊In practice, the assessment methods and other details vary by insurance company.

Trends in the Number of Insurance Policies and Customers

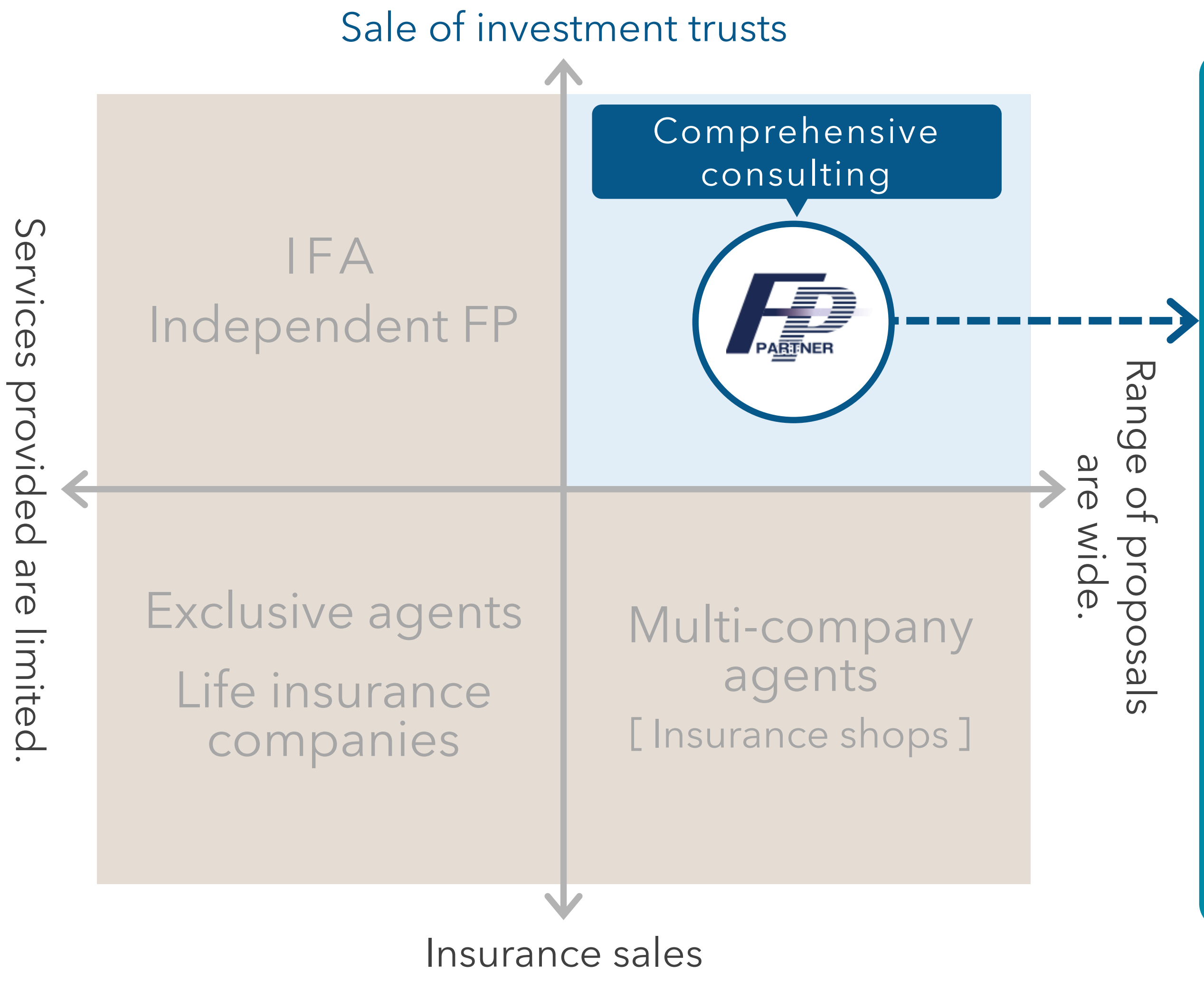




＊Figures are cumulative totals as of the end of each period.

Our Strengths and Features

We not only sell insurance,
but also provide comprehensive services to meet the needs of our customers.



We offer a wide range of services that go beyond insurance.

Asset formation and inheritance planning

- Utilization of investment trusts,foreign currency insurance, etc.
- Money trusts and testamentary trusts
- Preparation of funds for retirement

Household budget counseling, education funds, mortgage loans

- Leisure
- Car purchase
- Hobbies
- Buying, rebuilding, or selling a home
- Utilities and cell phone bills
- Preparation for children's education

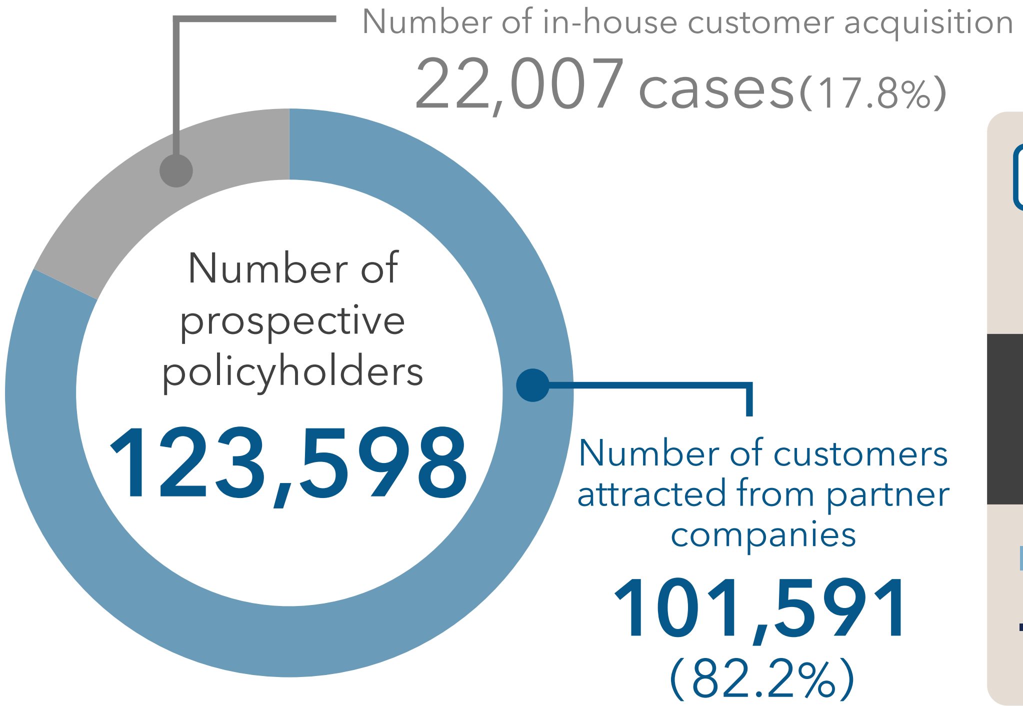
Life insurance and non-life insurance

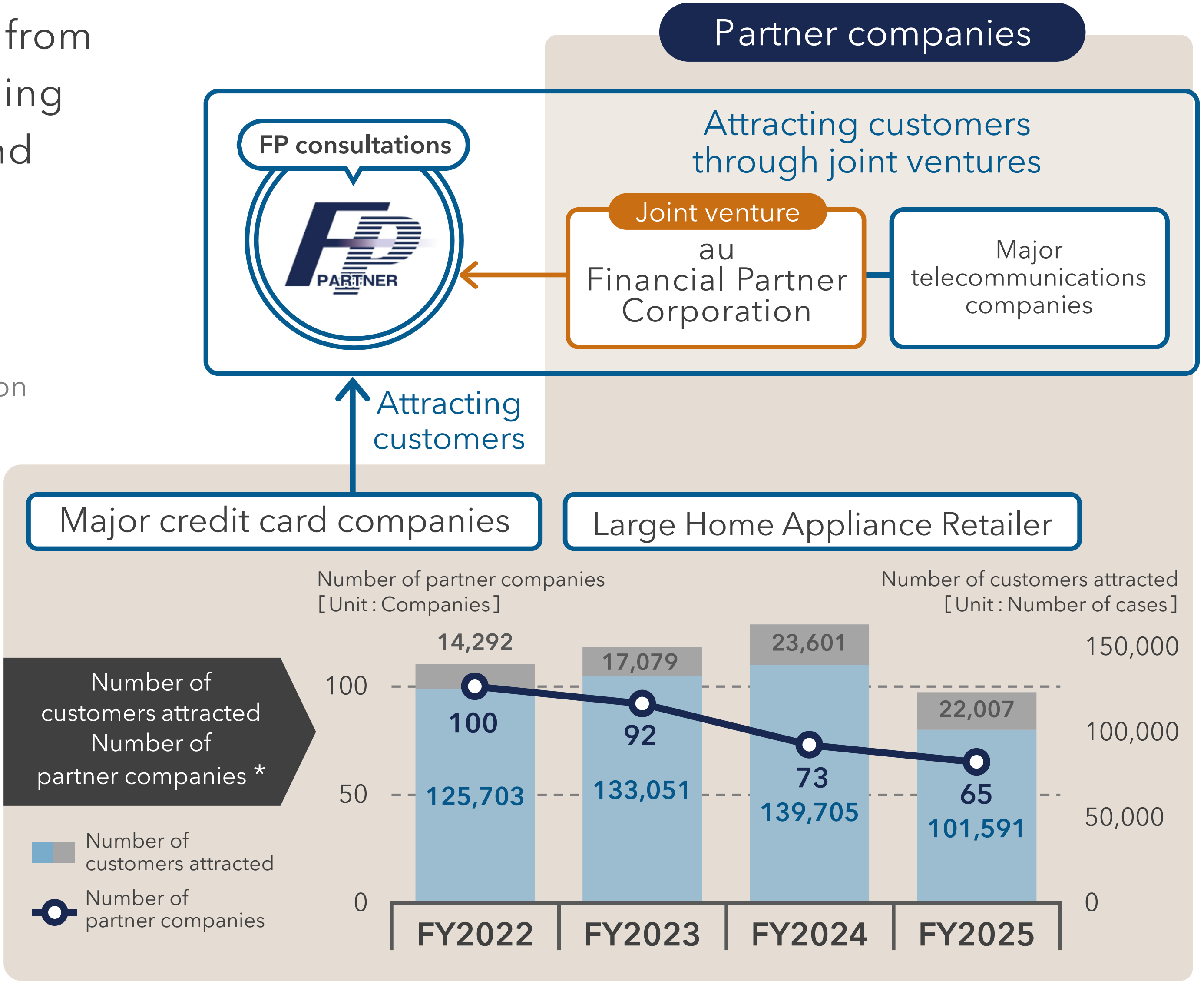
- Understanding of life cycle and lifestyle
- Regular maintenance
- Close communication through visits, communication, etc.

Partner Companies

Growing the number of customers attracted from partner companies while simultaneously aiming to increase the number of policy transfers and in-house customer acquisition

Results for FY11/2025





＊The number of partner companies is the figure as of the end of each period.

Business Targets [FY2026 (17th Period)] (Content disclosed on January 14, 2026)

Background for new business plan creation

Content disclosed on January 14, 2026

Scheduled to be rolled in January 2027

1. Revised targets based on the sales and product mix and commission rate for FY11/2025.
2. We will work to strengthen the foundation for growth in FY11/2026.
3. We will prioritize compliance with the revised Insurance Business Act while laying the groundwork

[Unit : Millions of yen]

	Results	Business targets [rolling plan in FY11/2026]		
	FY11/ 2025 [16th period]	FY11/ 2026 [17th period]	FY11/ 2027 [18th period]	FY11/ 2028 [19th period]
Net sales	**32,104**	36,261	To be announced coinciding the release of financial results for FY11/2026.	
Gross profit	**10,673**	12,226		
Operating profit	**2,984**	3,326		
Profit	**2,042**	2,222		

IR Website Information

IR Website

The FP Partner TIMES (online shareholder newsletter) includes the Top Interview message from Representative Director Kuroki.
We provide extensive IR information.

https://ir.fpp.jp/ir/

Quick Answer

We also provide answers to questions frequently asked by our shareholders and investors as appropriate.
Quick answers to questions will be provided.

https://ir.fpp.jp/ir/quickanswer/

IR Email distribution

We automatically deliver timely disclosure materials, PR information,etc. in real time to people who have registered their email addresses.
This makes it possible to obtain information from the Company promptly.

https://www.magicalir.net/7388/mail/

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- Such information is based on information available to the Company at the present time and on certain assumptions that are judged to be reasonable and include risks and uncertainties. Please note that the Company does not guarantee their realization or future performance, and that actual results may differ from these forward-looking statements.
- Information contained in this document that relates to other companies is based on publicly available information, and the Company has not verified and does not guarantee the accuracy or appropriateness of such information.
- Management indicators that are considered important information, such as number of new sales employees hired, number of new policies, number of new customers, and status of prospective Policyholders, will be disclosed periodically in the Company's financial statements and quarterly financial results, or in the form of supplementary explanatory materials for each such report.
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PARTNER