

2nd Quarter of Fiscal Year Ending December 2025
Summary of Financial Results

Funai Soken Holdings Incorporated
(TSE Prime, stock code 9757)

August 8, 2025



1	Executive Summary
2	Financial Results as of FY2025 Q2
3	Forecasts & Growth Strategy
4	Shareholder Returns
Plus	Our Business Model & Competitive Edge

Statement Regarding Use of These Materials

Executive Summary

Highlights

FY2025 Q2 Financial Results

- New 2nd-quarter **records** were set for sales and operating income
- **Double-digit** sales growth and **20+%** operating income growth in the core consulting segment as well as logistics
- The decrease in mid-year net income is mainly due to extraordinary losses incurred on the sale of the Gotanda Office

KPIs

- Consultant headcount **increased 5.4%** and sales per employee **increased 7.2%** over the same period last year
- Management workshop membership numbers and per-contract monthly revenue both reached **record figures**, up 19.1% over the same period last year
- Monthly support revenues were **up 6.9%** over the same period last year due to growth in per-contract monthly revenue

Outlook for 2025

- Target: **Record** net sales (¥33 bil.) and operating income (¥8.9 bil.)
- Target: **Record** ROE (**25+%**), dividends up for the **15th straight year** (by ¥10)

News

- Funai Soken Consulting Group acquired M&A consulting and due diligence experts MI Consulting in July 2025
- **¥2.5 billion share buyback** to improve capital efficiency and boost shareholder returns in August 2025

1. Executive Summary

(1) Consolidated Income

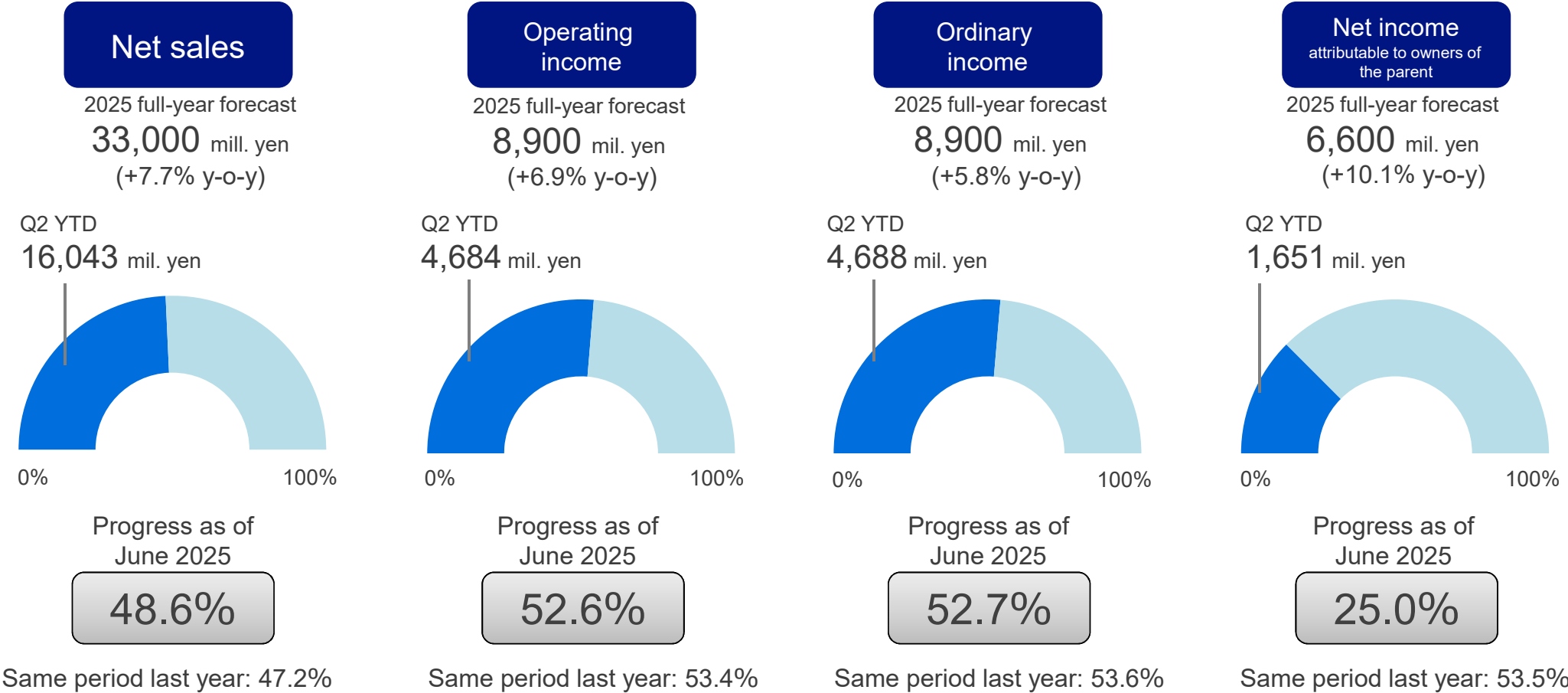
Sales and operating income were up by double digits, buoyed by robust performance in the core consulting segment as well as logistics. The decrease in net income is mainly due to extraordinary losses of ¥2,155 mil. incurred due to the sale of the Gotanda Office in the 1st quarter.

	FY2024 Q2 YTD		FY2025 Q2 YTD			Comparison with financial result forecast (Issued February 7, 2025)	
	Amount (million yen)	% of total	Amount (million yen)	% of total	Change (%)	Amount (million yen)	Difference (%)
Net sales	14,403	100.0	16,043	100.0	+11.4	16,000	+0.3
Operating income	4,220	29.3	4,684	29.2	+11.0	4,600	+1.8
Ordinary income	4,236	29.4	4,688	29.2	+10.7	4,600	+1.9
Net income attributable to owners of the parent	2,941	20.4	1,651	10.3	-43.8	1,800	-8.2

*The decrease in mid-year net income is mainly due to extraordinary losses of ¥2,155 mil. incurred on the sale of the Gotanda Office in the 1st quarter. We are also forecasting extraordinary losses of ¥280 mil. on the sale of company housing in the 3rd quarter, and extraordinary income of ¥3,155 mil. on the sale of our Yodoyabashi Office in the 4th quarter.

1. Executive Summary

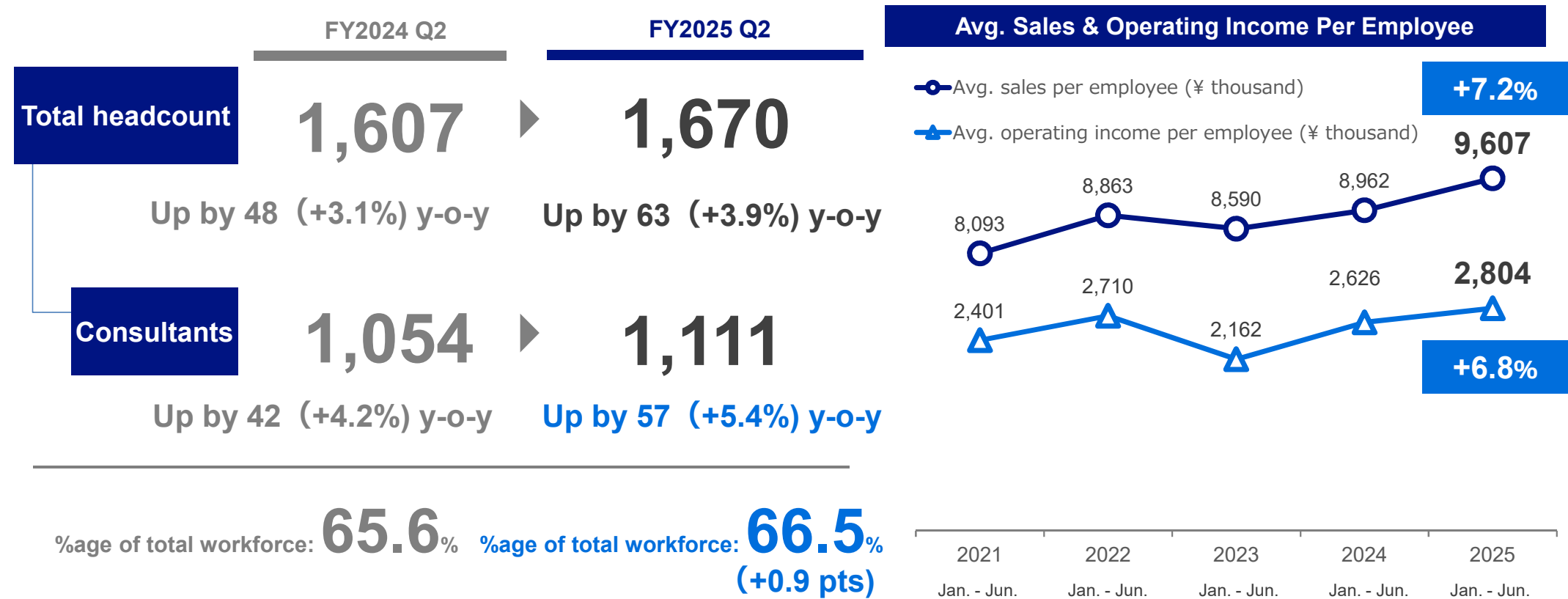
(2) Progress in Comparison with This Year's Forecasts



*The decrease in mid-year net income is mainly due to extraordinary losses of ¥2,155 mil. incurred on the sale of the Gotanda Office in the 1st quarter. We are also forecasting extraordinary losses of ¥280 mil. on the sale of company housing in the 3rd quarter, and extraordinary income of ¥3,155 mil. on the sale of our Yodoyabashi Office in the 4th quarter.

1. Executive Summary

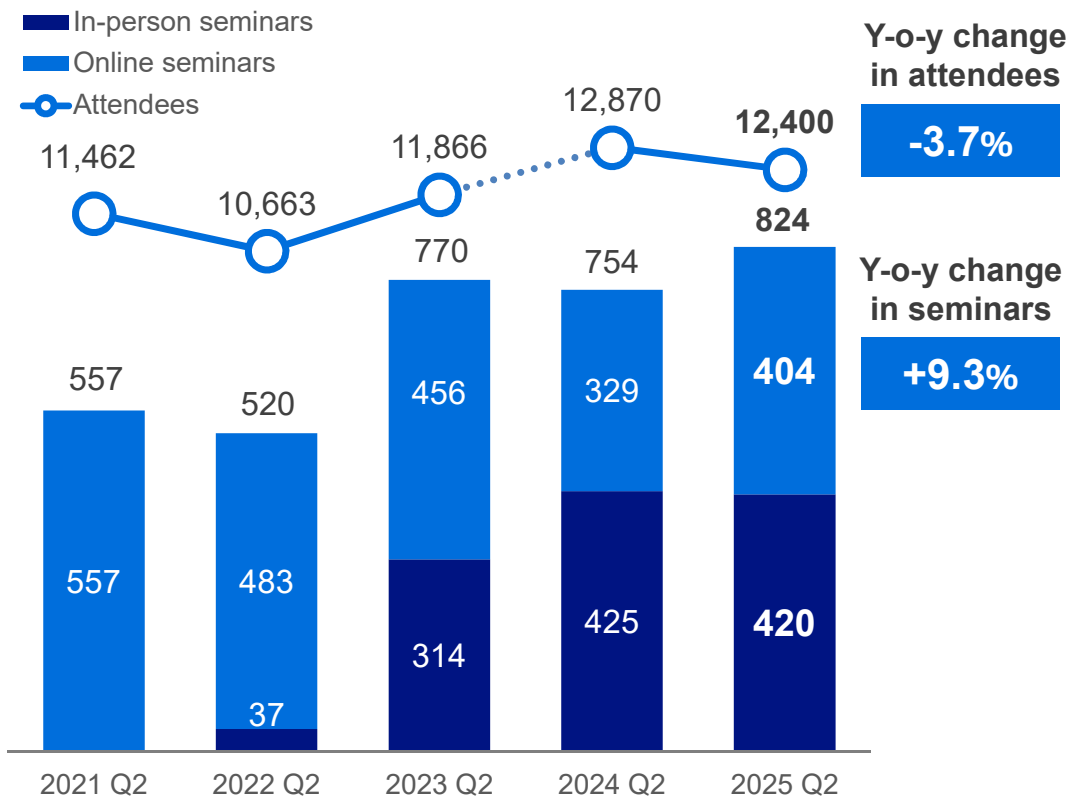
(3) KPIs: Occupation-specific Headcount & Productivity Per Employee



1. Executive Summary

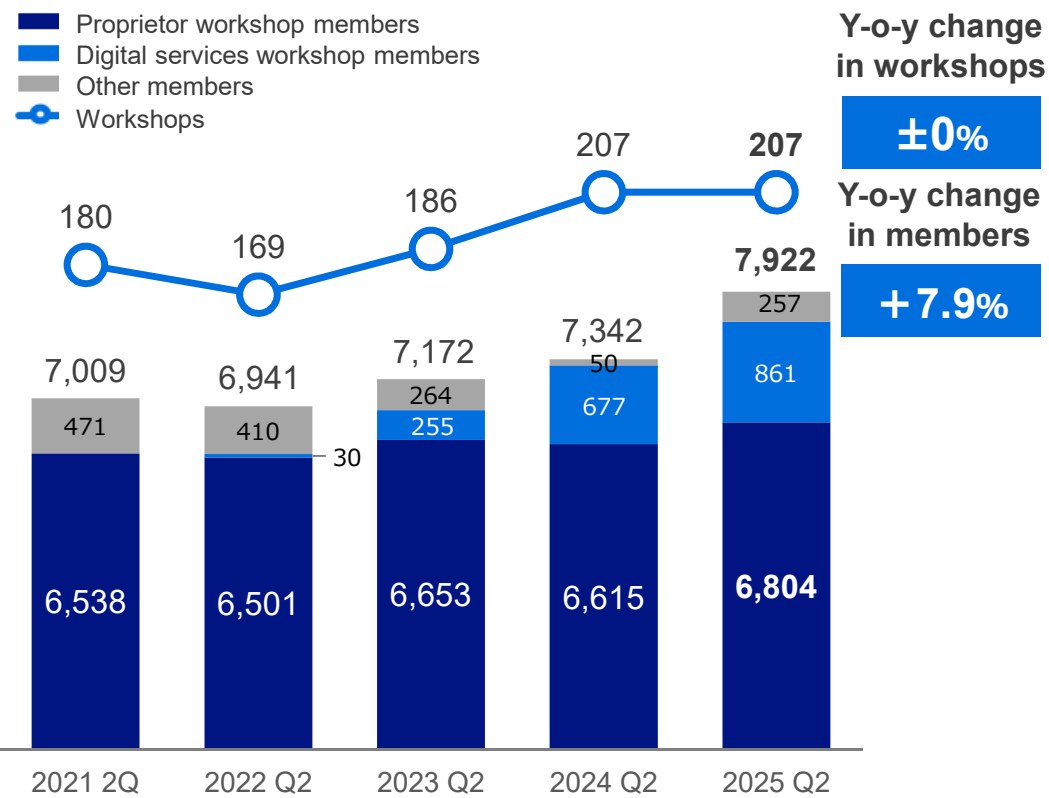
(3) KPIs: Seminars & Workshops

Management Seminars and Attendance Figures



*Figures show paid management seminars held and attendance for all group companies (except for 2021–2023, which are for Funai Consulting only)

Management Workshops and Membership

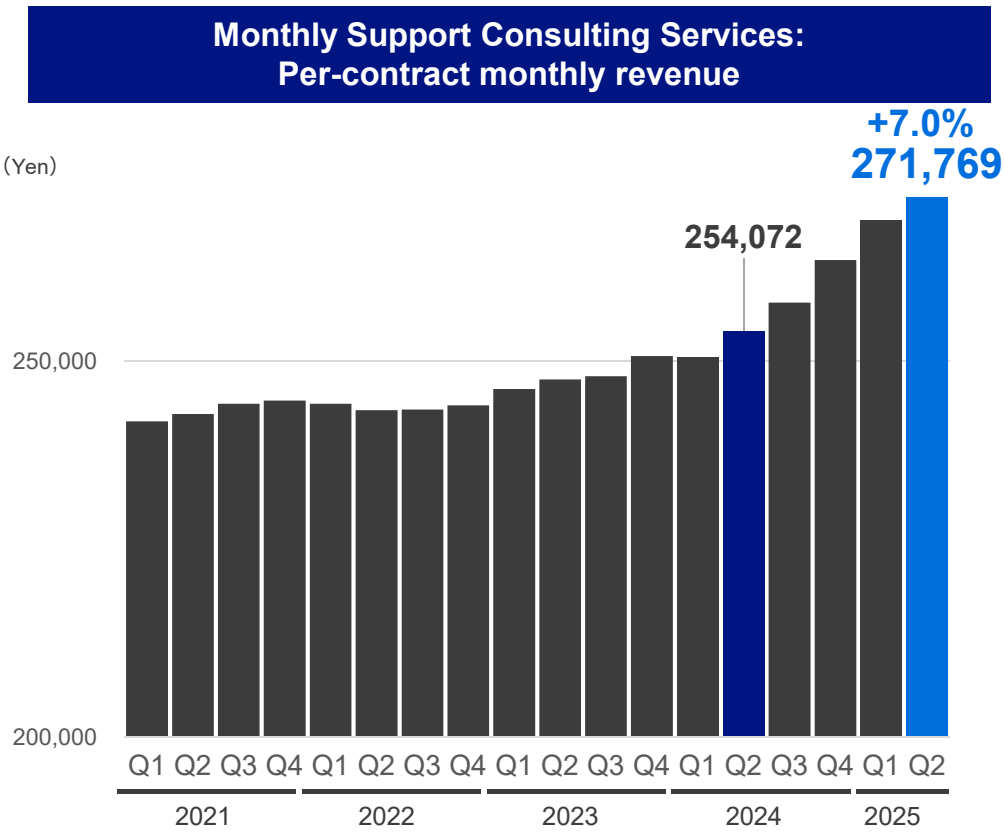
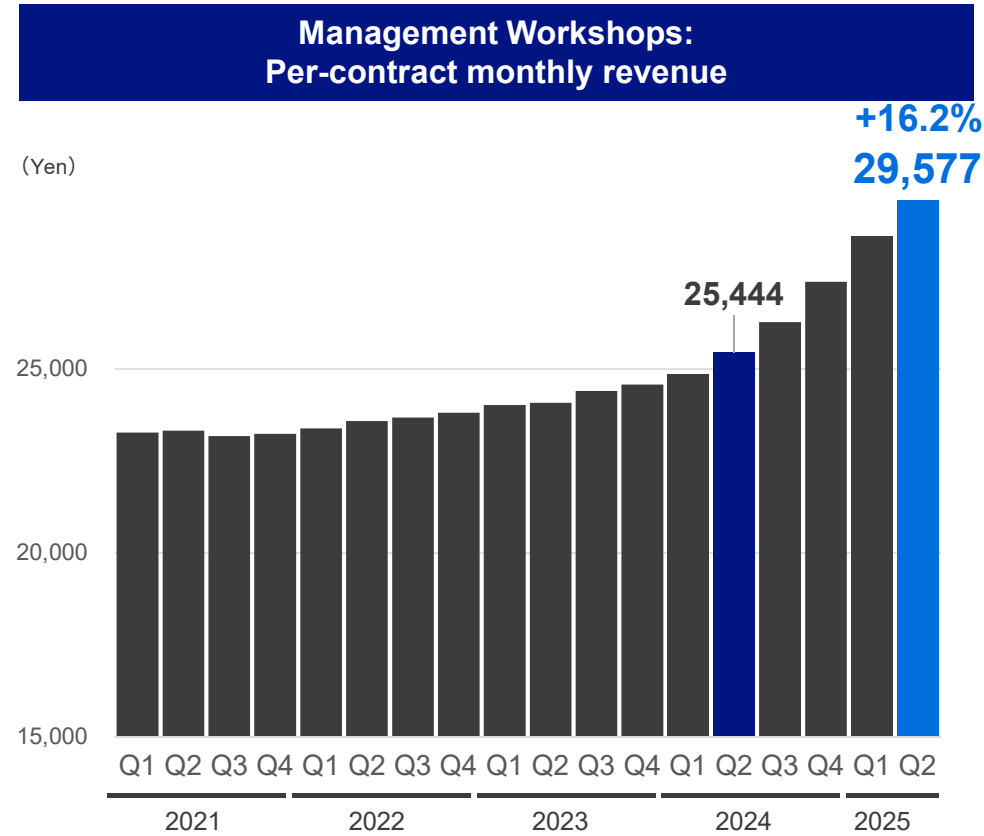


*Figures show management workshops held and membership for all group companies

1. Executive Summary

(3) KPIs: Management Workshop & Monthly Support Services: Per-contract Monthly Revenue

Management workshop subscriptions are trending upward due to organization-wide membership fee increases starting in April 2024. Per-contract monthly revenue from monthly support consulting services was up 7.0% over the same period last year.



*12-month (4-quarter) moving average of per-contract monthly revenue from Funai Consulting's management workshops

*12-month (4-quarter) moving average of per-contract monthly revenue for Funai Consulting's monthly support consulting services



Financial Results as of FY2025 Q2

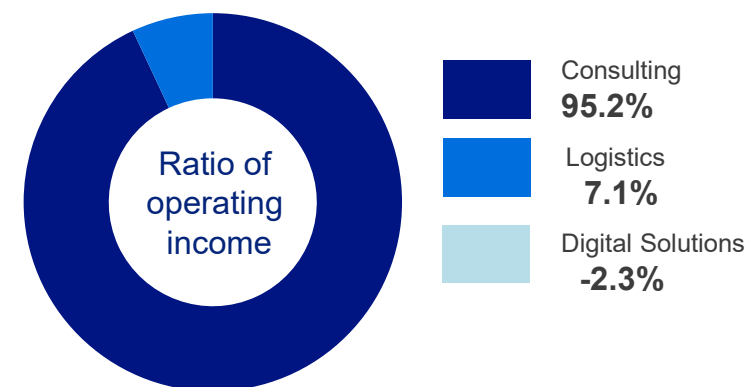
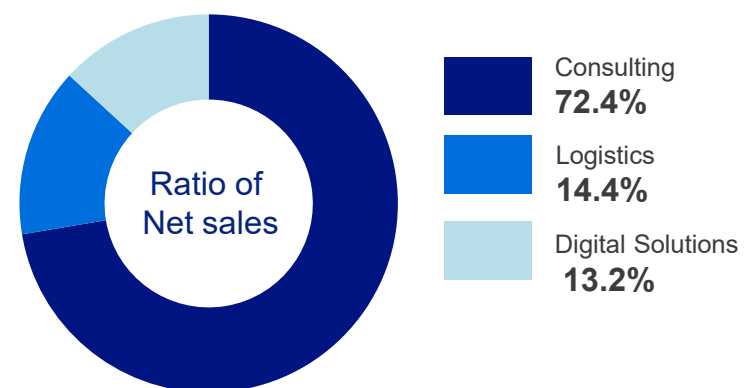
2. Financial Results as of FY2025 Q2

(1) Results of Operations by Segment

Double-digit growth in sales and income in the consulting and logistics segments, maintaining strong performance

Net sales	FY2024 Q2	FY2025 Q2	
	Amount (million yen)	Amount (million yen)	Change (%)
Consulting	10,319	11,616	+ 12.6
Logistics	1,988	2,314	+ 16.4
Digital Solutions	2,094	2,112	+ 0.8
(Intra-group & whole-group transactions)	0	—	—
Total	14,403	16,043	+ 11.4

Operating income	FY2024 Q2	FY2025 Q2	
	Amount (million yen)	Amount (million yen)	Change (%)
Consulting	3,566	4,451	+ 24.8
Logistics	250	332	+ 32.8
Digital Solutions	238	- 108	—
(Intra-group & whole-group transactions)	165	9	—
Total	4,220	4,684	+ 11.0

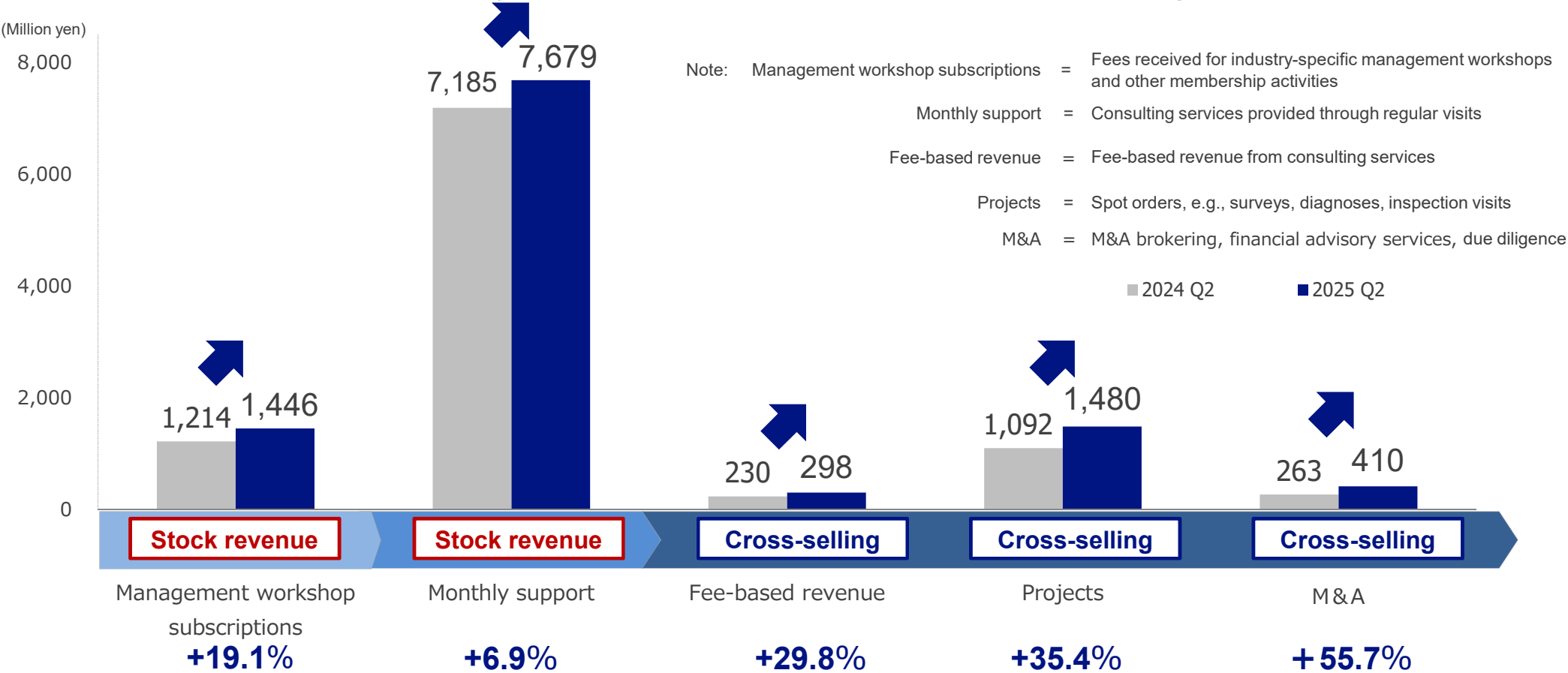


*Percentages exclude intra-group & whole-group transactions

2. Financial Results as of FY2025 Q2

(2) Results of Operations by Segment: Consulting—Sales by Service Category

Steady expansion in monthly support services; management workshop membership and subscriptions both up; increase in orders for projects to help clients access and take advantage of subsidies.



Same period last year: +13.5% Same period last year: +5.9%

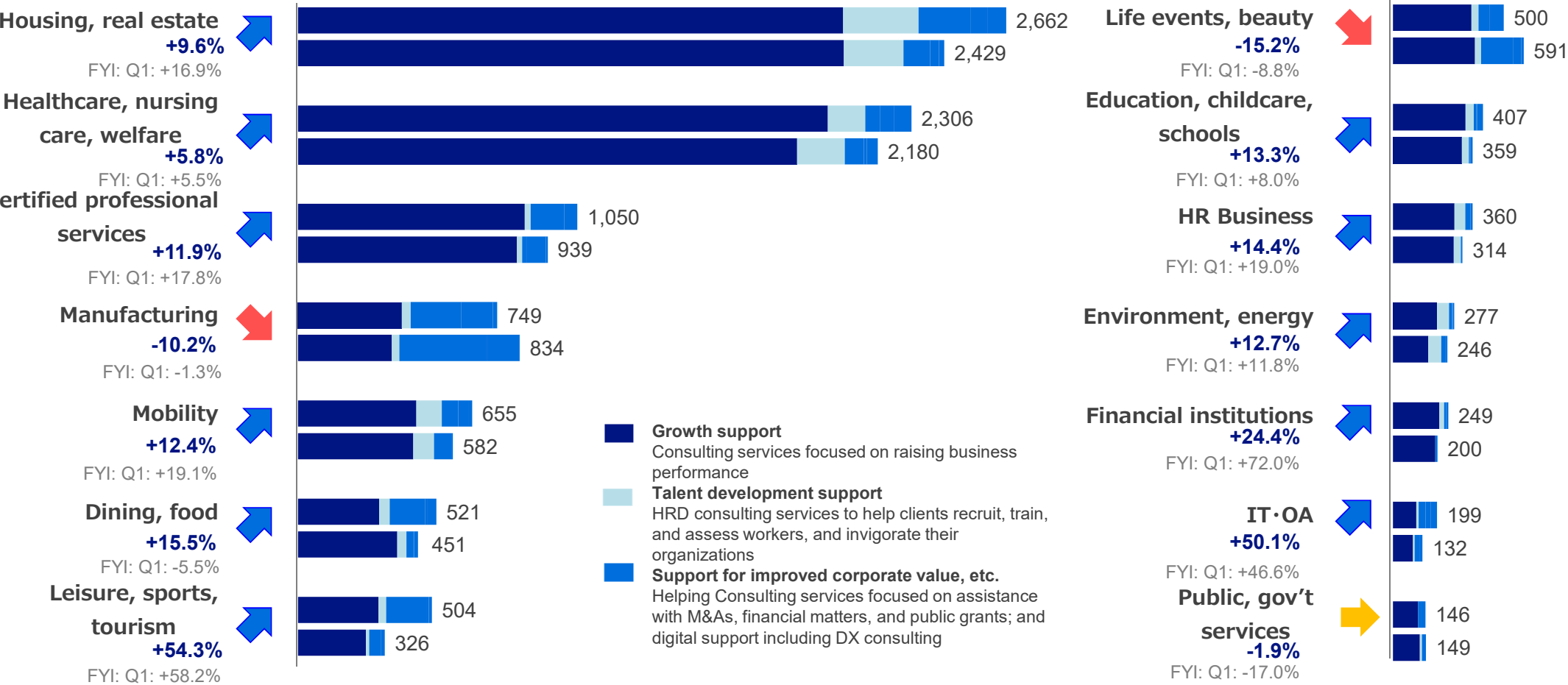
*Starting this year, sales deriving from M&A projects, which were previously included in projects, and Fee-based revenue, which were previously included in other sales, are now listed separately.

2. Financial Results as of FY2025 Q2

(2) Results of Operations by Segment: Consulting—Sales by Sector

Upper bar: FY2025 Q2
Lower bar: FY2024 Q2

(Million yen)



2. Financial Results as of FY2025 Q2

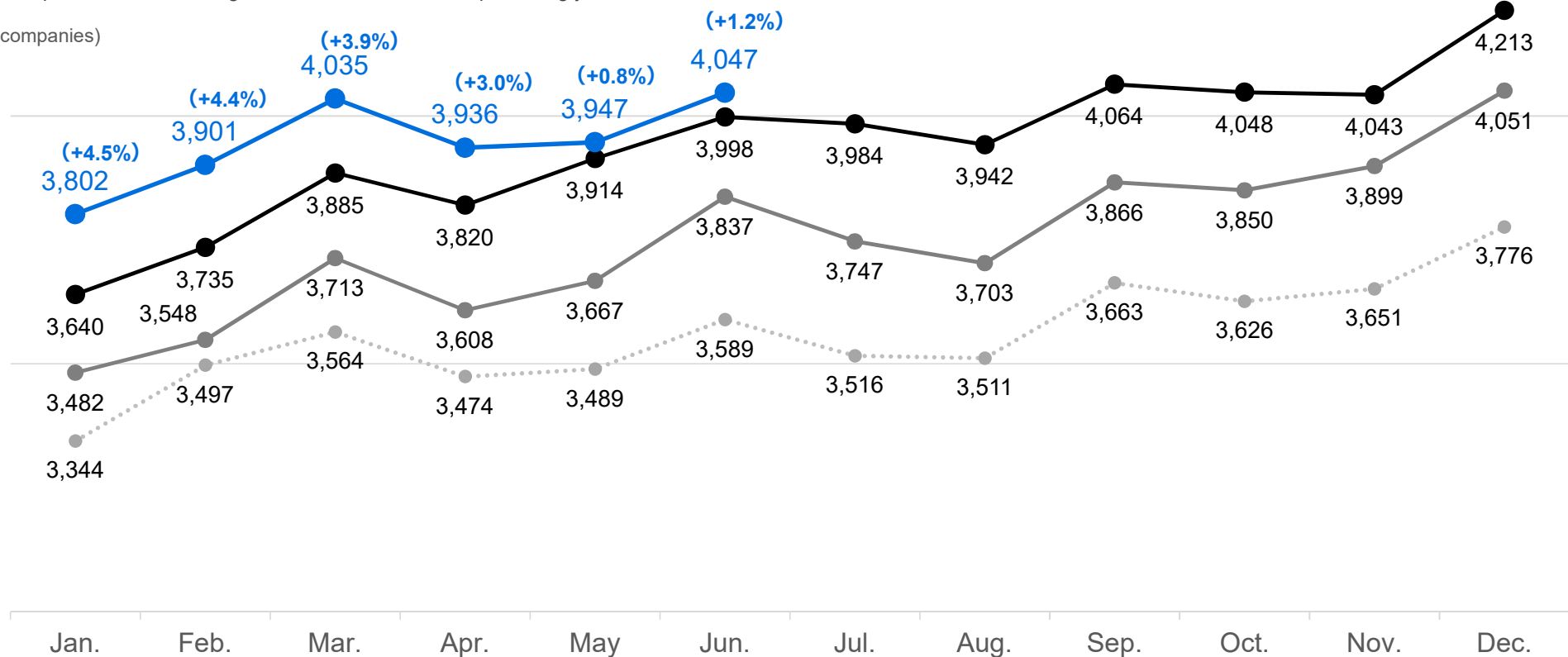
(2) Results of Operations by Segment: Consulting—Consulting Client Numbers

Monthly Consulting Client Company Numbers

--- 2022 — 2023 — 2024 — 2025

*Figures in parentheses denote growth over same month in preceding year

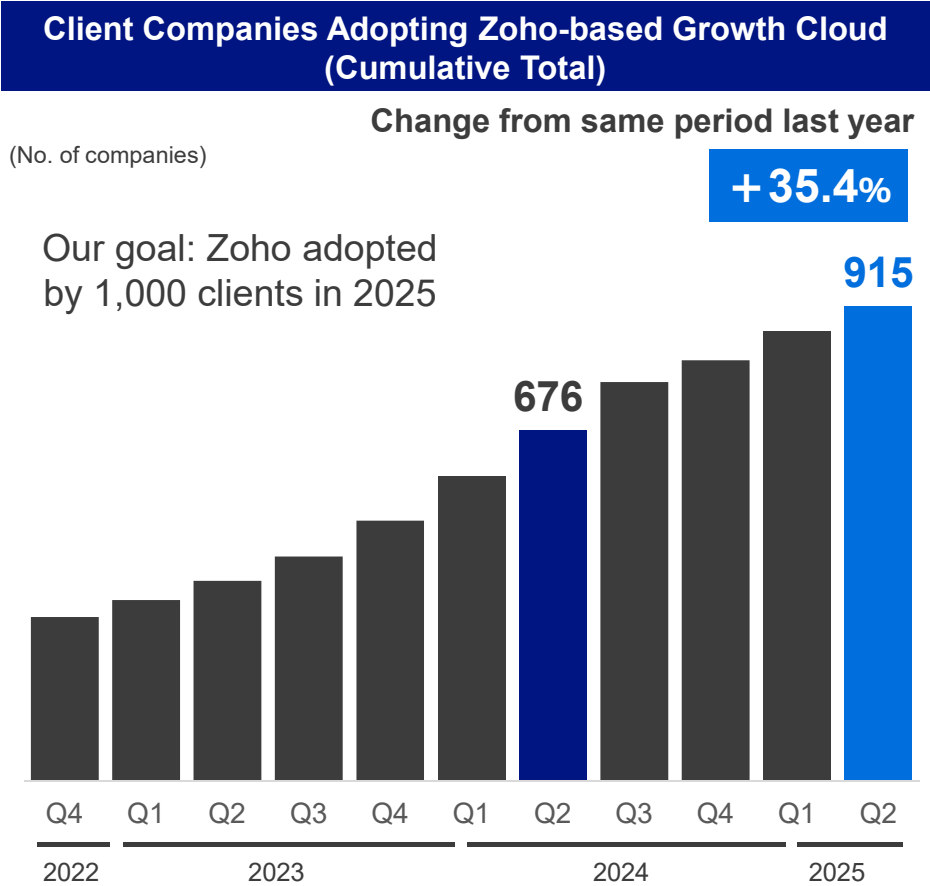
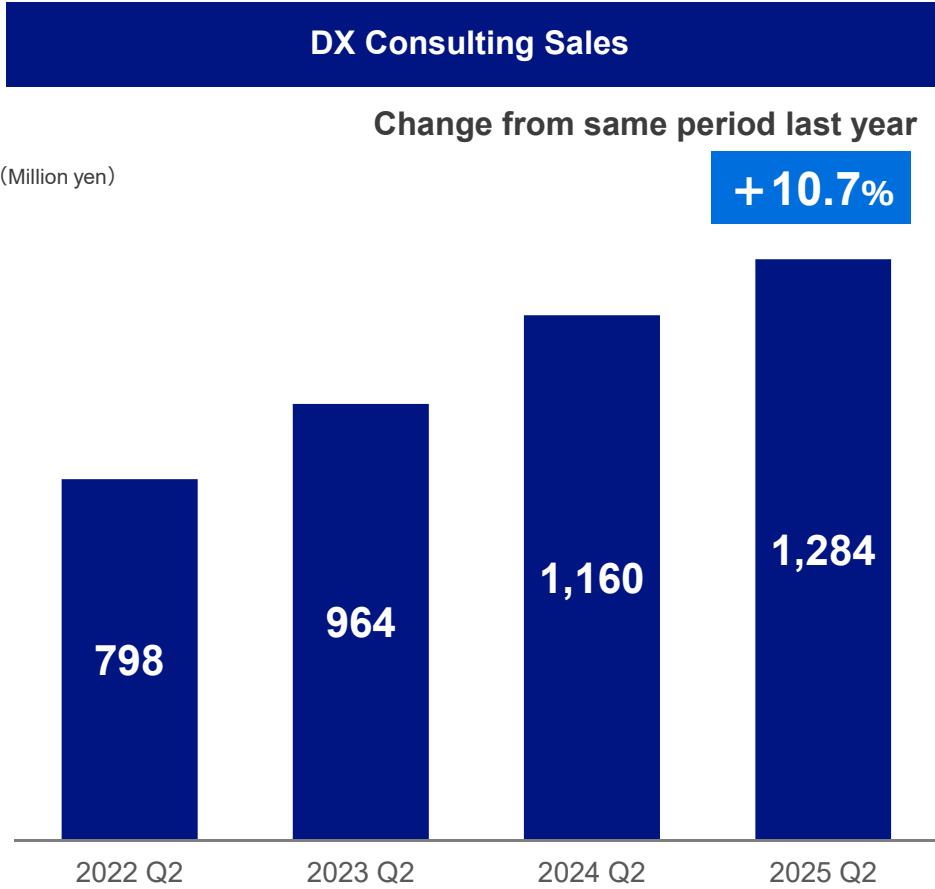
(No. of companies)



*Figures denote the total number of consulting contracts per month in the consulting segment (i.e., Funai Consulting, Proseed, Funai Consulting Shanghai, Funai Soken Agata FAS and Almacreation; excl. intra-group transactions).

2. Financial Results as of FY2025 Q2

(2) Results of Operations by Segment: Consulting—Trends in DX Consulting Services

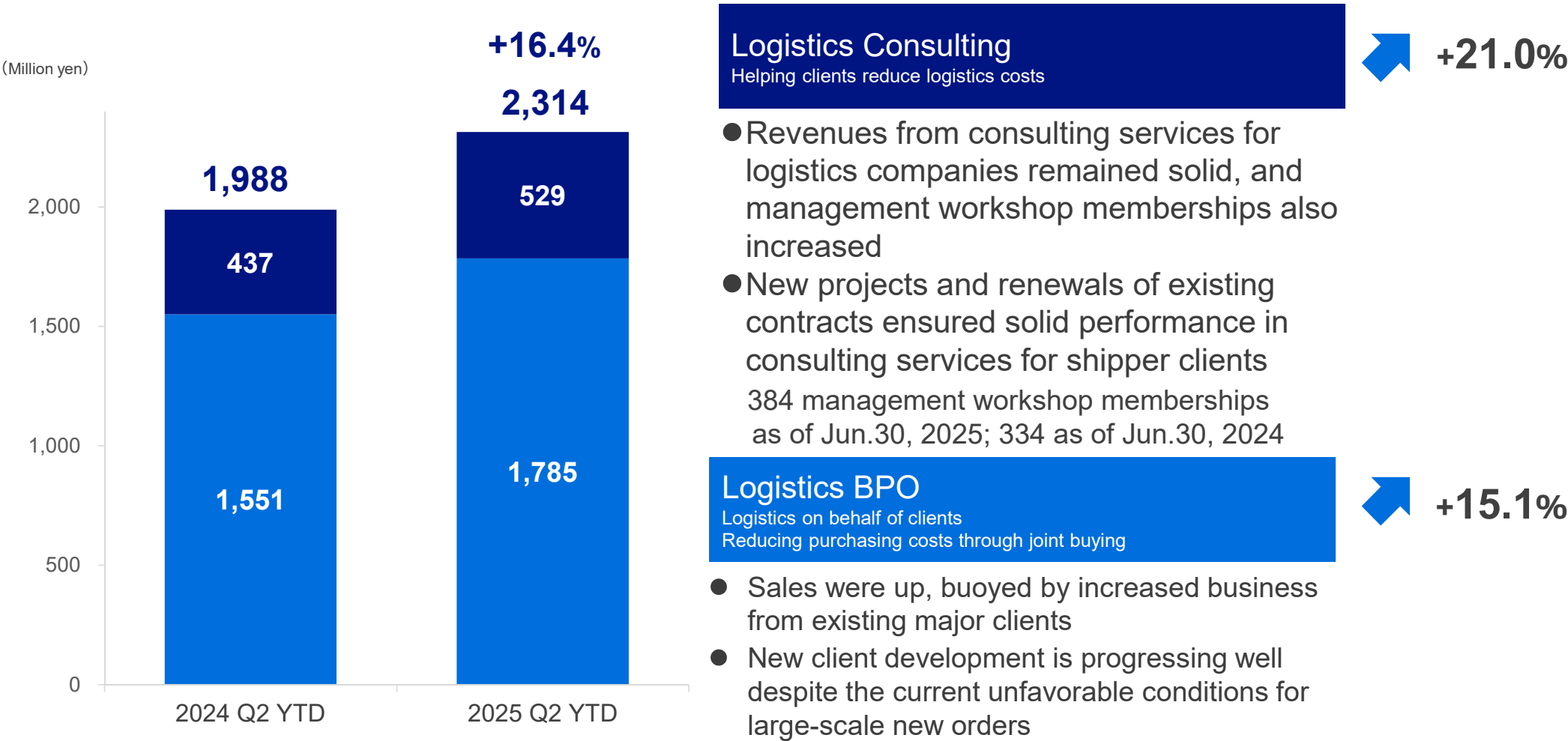


*Figures show DX consulting sales at Funai Consulting

*Figures show the groupwide cumulative total number of client companies that have adopted Growth Cloud, a Zoho product

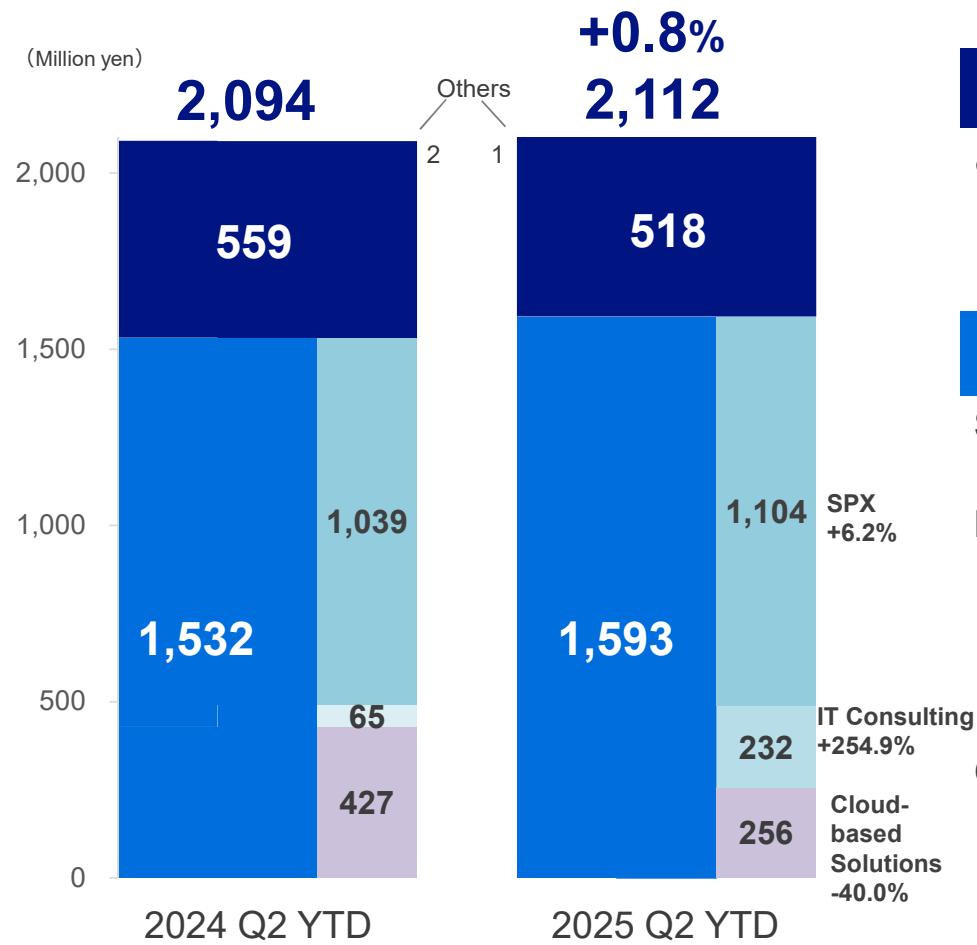
2. Financial Results as of FY2025 Q2

(3) Results of Operations by Segment: Logistics—Sales by Service Category



2. Financial Results as of FY2025 Q2

(4) Results of Operations by Segment: Digital Solutions—Sales by Service Category



HR Solutions

↓ -7.3%

- Recruiting Cloud (AI-powered recruiting service): Revenues down due to tightening of some major clients' advertising budgets

Digital Solutions

↗ +3.9%

Sales Process Transformation (SPX)

- Sales of online ad agency services were up

IT Consulting

- Sales were up, buoyed by an increase in comprehensive projects covering everything from initial design of DX to final implementation of solutions such as Zoho CRM

Cloud-based Solutions

- Revenue is expected to decline due to a decrease in outsourced orders received, direct-client projects are expected to increase

2. Financial Results as of FY2025 Q2

(5) Consolidated Financial Position: Balance Sheet

(Million yen)

		As of Dec. 31, 2024	As of Jun. 30, 2025	Change	Major factors behind changes
Current assets		17,756	20,160	+2,403	Increase in cash and deposits due to sale of Gotanda Office
Noncurrent assets	Property, plant, and equipment	6,507	2,997	(3,510)	Decrease in land, buildings, and structures due to sale of Gotanda Office
	Intangible assets	661	1,191	+530	Due to increase in goodwill of subsidiary acquired
	Investments and other assets	6,513	7,439	+925	Due to increase in security deposit for new office
Total assets		31,438	31,789	+350	
Current liabilities		6,274	6,394	+120	Due to increase in provision for employees' bonuses
Noncurrent liabilities		174	424	+249	Due to increase in debts held by subsidiary acquired
Total liabilities		6,449	6,819	+369	
Total net assets		24,989	24,969	(19)	
Total liabilities & net assets		31,438	31,789	+350	

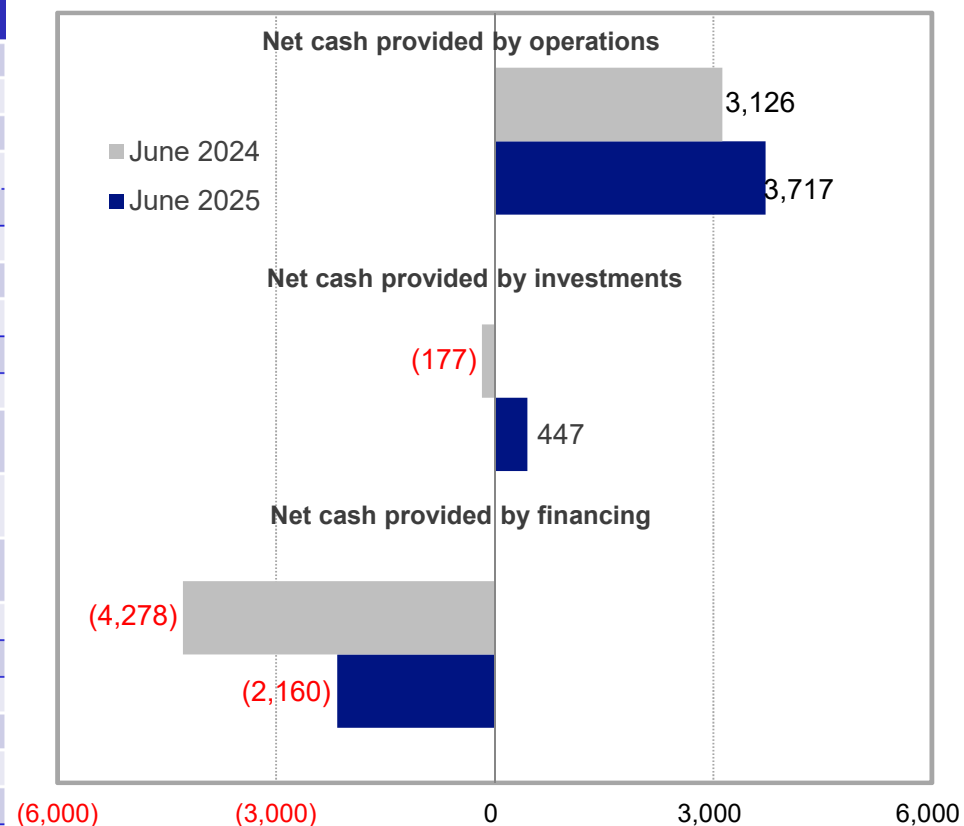
2. Financial Results as of FY2025 Q2

(5) Consolidated Financial Position: Cash Flow Statement

(Million yen)

(Million yen)

	June 2024	June 2025	Change
Net cash provided by (used in) operations			
Net income before income taxes and other adjustments	4,151	2,491	(1,659)
Depreciation	174	181	7
Other	(802)	1,224	2,027
Subtotal	3,524	3,898	374
Income taxes paid	(1,117)	(1,012)	104
Income tax refunds	715	823	108
Other	4	8	4
Net cash provided by (used in) operations	3,126	3,717	591
Net cash provided by (used in) investments			
Purchase of property, plant and equipment and intangible assets	(895)	(161)	734
Proceeds from sale of property, plant, and equipment, and intangible assets	604	※1 1,453	849
Purchase of investments in subsidiaries resulting in change in scope of consolidation	—	(50)	(50)
Other	114	(794)	(908)
Net cash provided by (used in) investments	(177)	447	624
Net cash provided by (used in) financing			
Purchase of treasury shares	(2,691)	(0)	2,691
Dividends paid	(1,575)	(1,759)	(184)
Other	(11)	(401)	(389)
Net cash provided by (used in) financing	(4,278)	(2,160)	2,117
Change in cash and cash equivalents	(1,317)	1,996	3,313
Cash and cash equivalents at start of fiscal year	12,894	10,346	(2,547)
Cash and cash equivalents at end of first half	11,577	12,342	765



※1 Mainly proceeds from the sale of the Gotanda office.

2. Financial Results as of FY2025 Q2

(6) News

1. MI Consulting Joins Funai Soken Consulting Group

The Funai Soken Consulting Group acquired M&A consulting and due diligence experts MI Consulting in July 2025 as part of its quest to build a platform for higher quality solutions and swifter growth in the M&A consulting sector.

Combining MI Consulting's strengths with those of Funai Soken Agata FAS, we aim to expand our sales channels with financial institutions and improve the quantity and quality of M&A solutions offered by the group.



MI Consulting Co., Ltd.
Incorporated: Aug. 2022

Business: Due diligence (financial, tax), share valuations for M&A purposes, brokering of corporate tie-ups, financial advisory services relating to corporate tie-ups, etc.



Itaru Kagami, President, MI Consulting (left) and Takayuki Nakatani, President & Group CEO, Funai Soken Holdings (right)

2. Financial Results as of FY2025 Q2

(6) News

2. Board Votes to Undertake ¥2.5-billion Buyback of Shares

Price of buy-back: Max. **¥2.5** bil.

No. of shares: Max. **1.1** mil.

2.37% of total outstanding shares (excl. treasury shares)

Buy-back period: **Aug. 12, 2025 – Jul. 31, 2026**

The Board of Directors voted on August 8, 2025, to undertake a buyback of shares. The buyback is designed to help improve capital efficiency and boost shareholder returns by allowing for more dynamic implementation of capital policies in response to changes in the business environment.

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3. Shareholder Rewards Now Distributed Twice a Year

Shares held	Shareholder rewards	
	Existing reward distribution	New additional reward distribution
	Record date Dec. 31	Record date Jun. 30
Holders of between 100 and 999 shares	¥500 Quo Card	+ ¥500 Quo Card
Holders of between 1,000 and 4,999 shares	¥1,000 Quo Card	+ ¥1,000 Quo Card
Holders of between 5,000 and 9,999 shares	¥5,000 Quo Card	+ ¥5,000 Quo Card
Holders of 10,000+ shares	¥10,000 Quo Card	+ ¥10,000 Quo Card

Increasing the distribution of shareholder rewards from once a year to twice is a token of our appreciation for shareholders' faith in the company, and another action in our efforts to make the company a more attractive investment option and boost share liquidity.

2. Financial Results as of FY2025 Q2

(6) News

4. Funai Soken Logistics and Oki Electric Industry Harness AI for Joint Distribution Platform

Combining Strengths to Build Better Solutions



Funai Soken
Logistics

Deep insights into the logistics business

- A wealth of logistics consulting experience
- Experts in delivering practical, frontline-applicable support
- Extensive network of SMEs



OKI

Open up your dreams

State-of-the-art technology and systems development

- Sensing and AI technologies
- IoT and mechatronics
- Digital twin technologies

Funai Soken Logistics's network of more than 350 transporter companies and Oki Electric Industry's wealth of technical expertise are a formidable combination. Harnessing these, we aim to build a joint distribution platform that helps SME transporters improve loading ratios and profitability while also enabling shipper clients to optimize costs and make their supply chains more resilient.

5. Kobe University & Funai Consulting Joint Symposium: Our Research into ¥10 Billion Turnover Companies



Funai Consulting teams up with Kobe University for Joint Research on Value Creation by SMEs. The symposium attract an audience of 113 SME proprietors looking to propel their businesses to the 10 billion-yen turnover mark, as well as supporting players like regional banks, corporations, and government officials.

(6) News

6. Board Votes to Reorganize the Group in 2026 for a Stronger Business Footing

New set-up to offer one-stop support for human capital management

Employee headcount to increase approx.80 → **150**



HR Force Inc.

Harnessing the power of AI to deliver quality services in the recruiting sector

To merge in Jan. 2026

Contact center consulting & expansion of consulting services for major corporate clients

Employee headcount to increase approx. 1,180 → **1,210**



Funai Consulting Inc.

A comprehensive range of services to address business management challenges

To merge in Jan. 2026



Funai Consulting Inc.
Human Capital Management
Support Divisional HQ

HR consulting for mid-scale companies and SMEs

Approx. 70 employees



Proseed Corporation

A wealth of expertise in working with major clients as well as contact center services

Approx. 30 employees

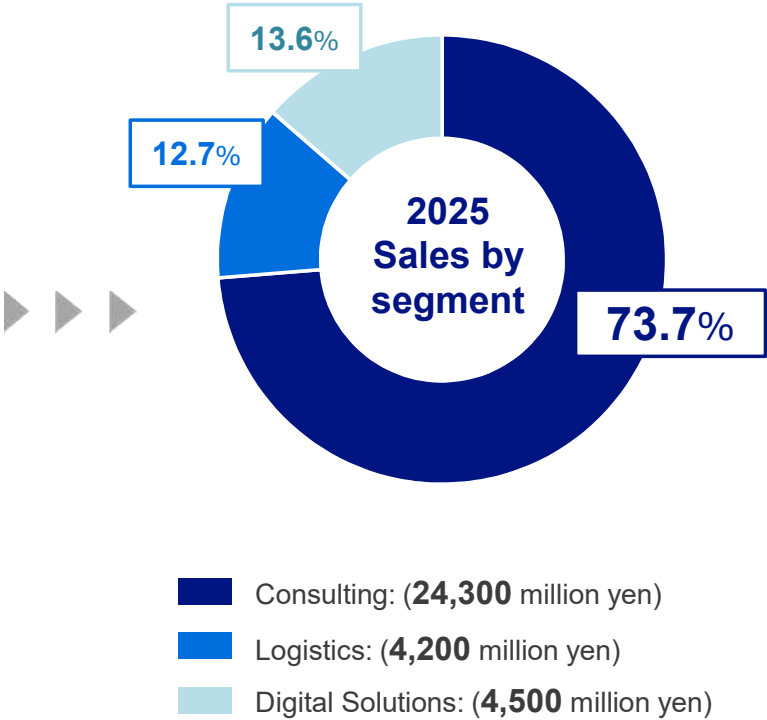
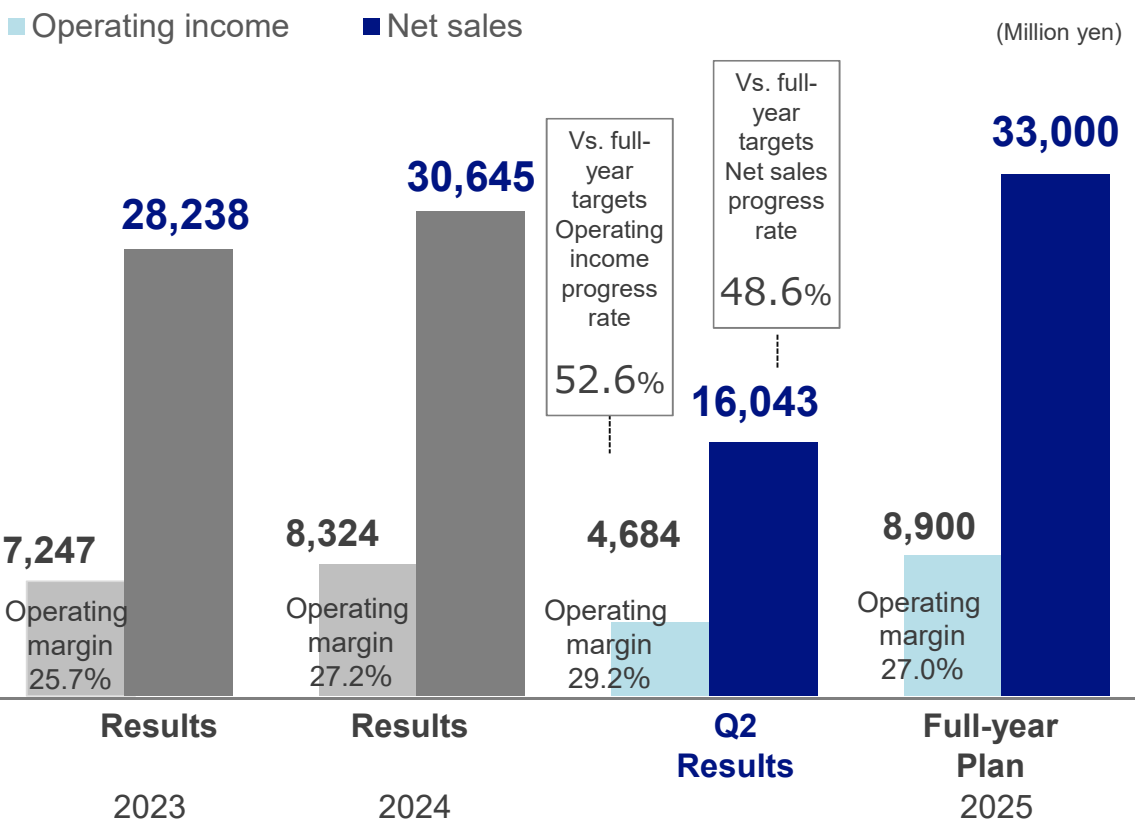
Forecasts & Growth Strategy

3. Forecasts & Growth Strategy

(1) Progress toward Achieving the Mid-Range Business Plan

For FY2025, we plan to achieve net sales of 33.0 billion yen and operating income of 8.9 billion yen, maintaining high profitability.

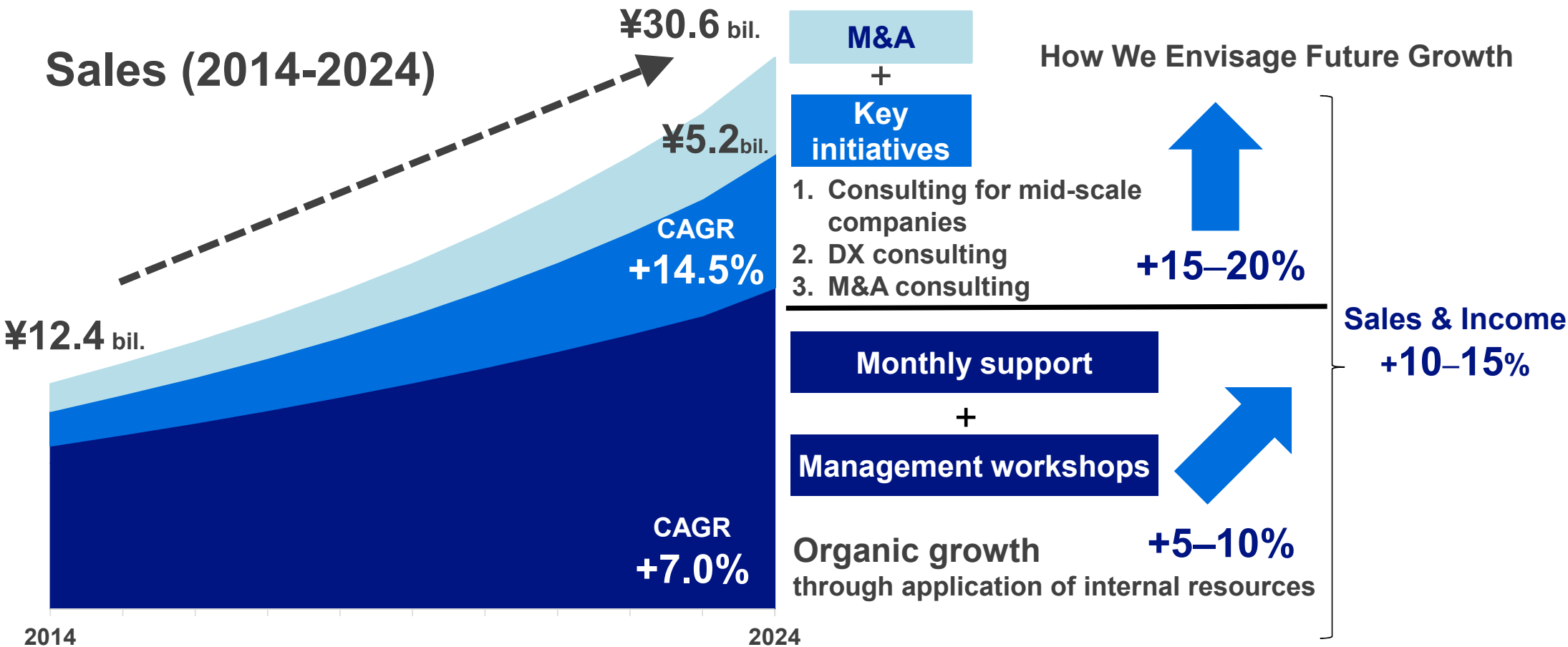
■ FY2023-FY2025: Results and targets of net sales and operating income



3. Forecasts & Growth Strategy

(3) How We Have Grown

We aim to leverage organic growth, key initiatives, and M&As to maintain double-digit growth.

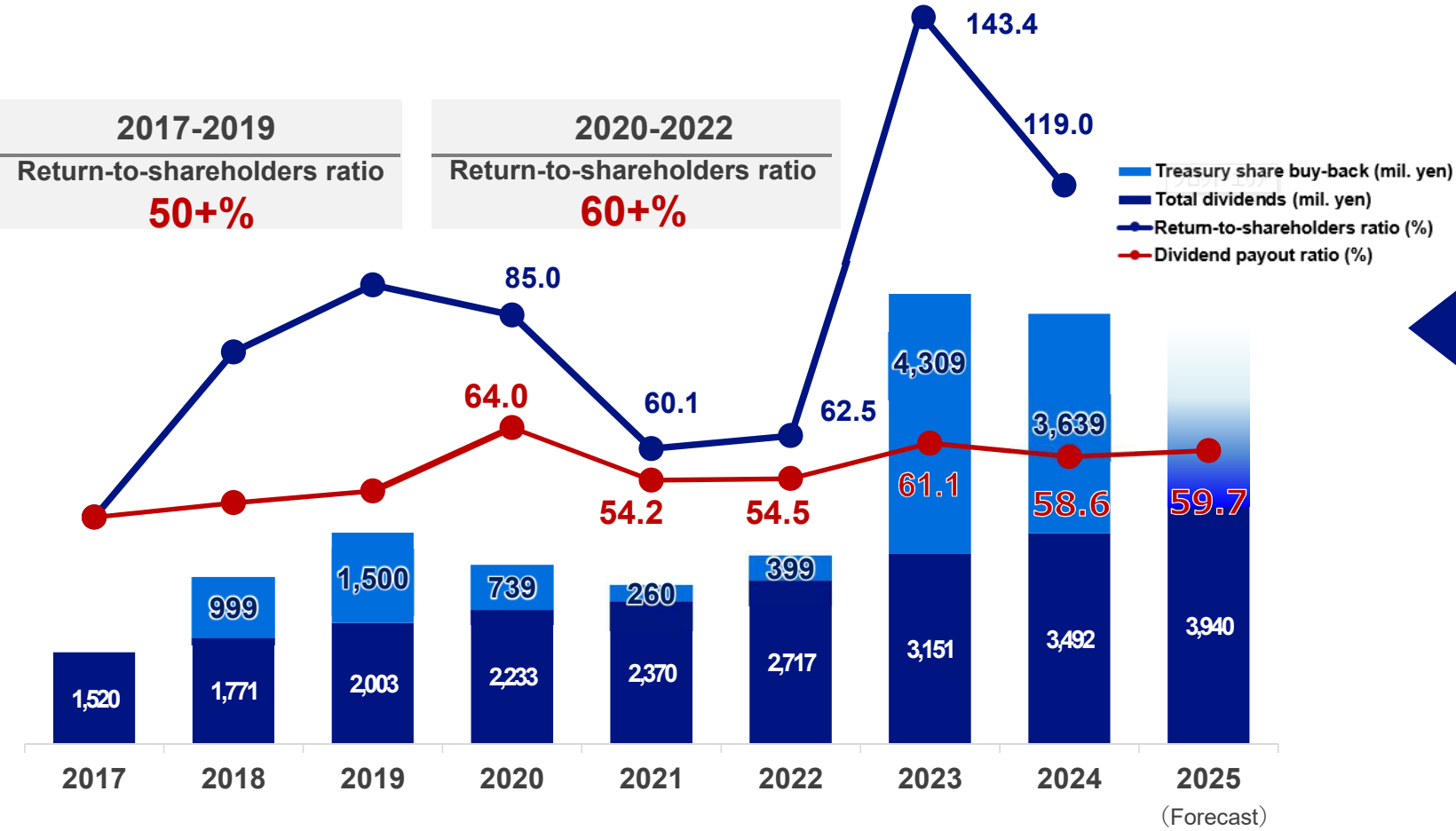


Shareholder Returns

4. Shareholder Returns

(1) Shareholder Returns Policy

We will continue to strive for a high rate of shareholder returns, such as through ongoing dividend increases and share buybacks.



**2023-2025
Shareholder
Returns Policy**

**Return-to-
shareholders ratio**
60+%

Dividend payout ratio
55+%
+

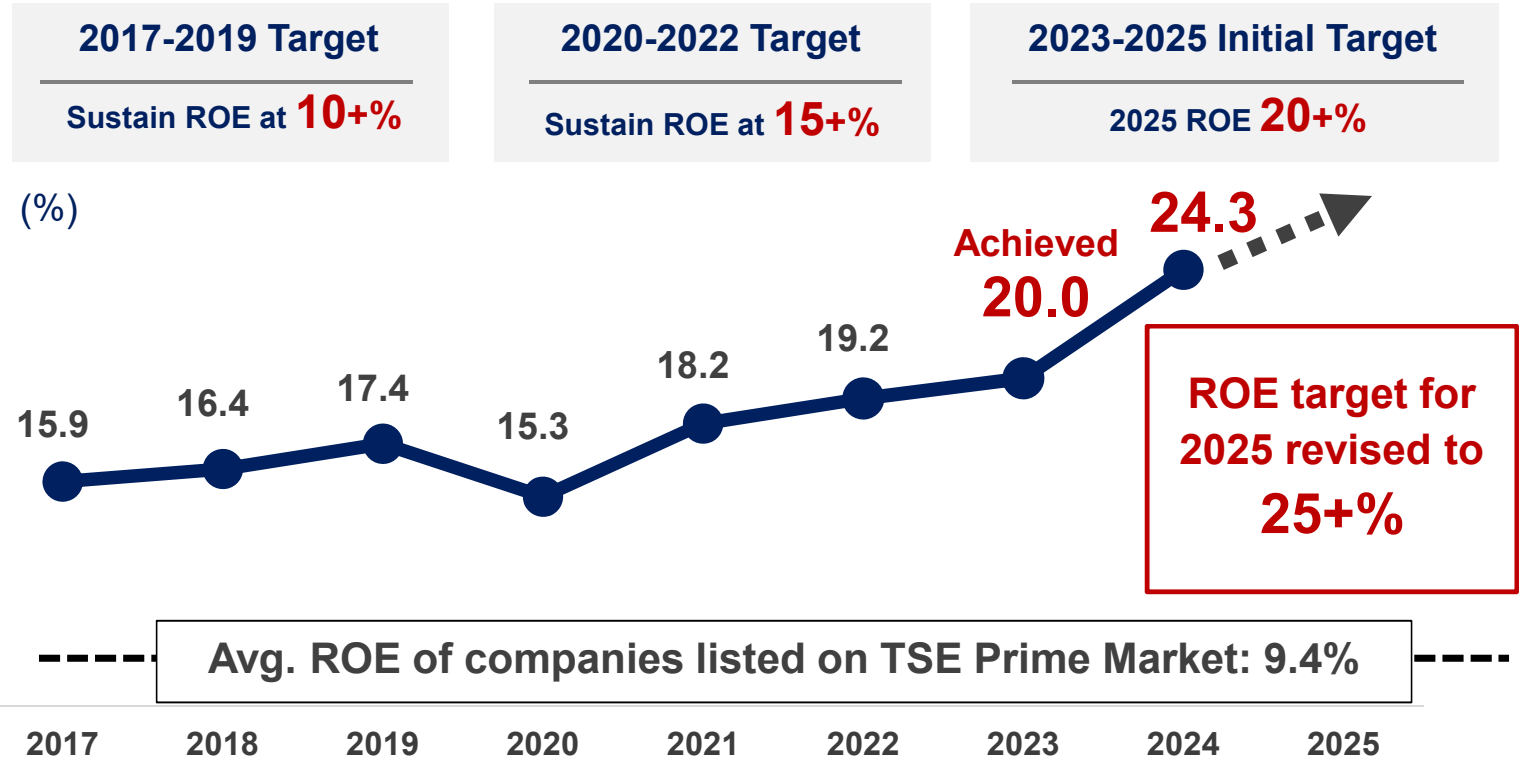
Dynamic share buybacks
+

**Ongoing dividend
increases**
(Current dividend increase
streak unbroken since FY2011)

4. Shareholder Returns

(2) Capital Efficiency Targets

ROE target for 2025 raised from 20+% to 25+% in pursuit of sustained growth in corporate value.



Capital efficiency targets

ROE target for 2025 revised to 25+%

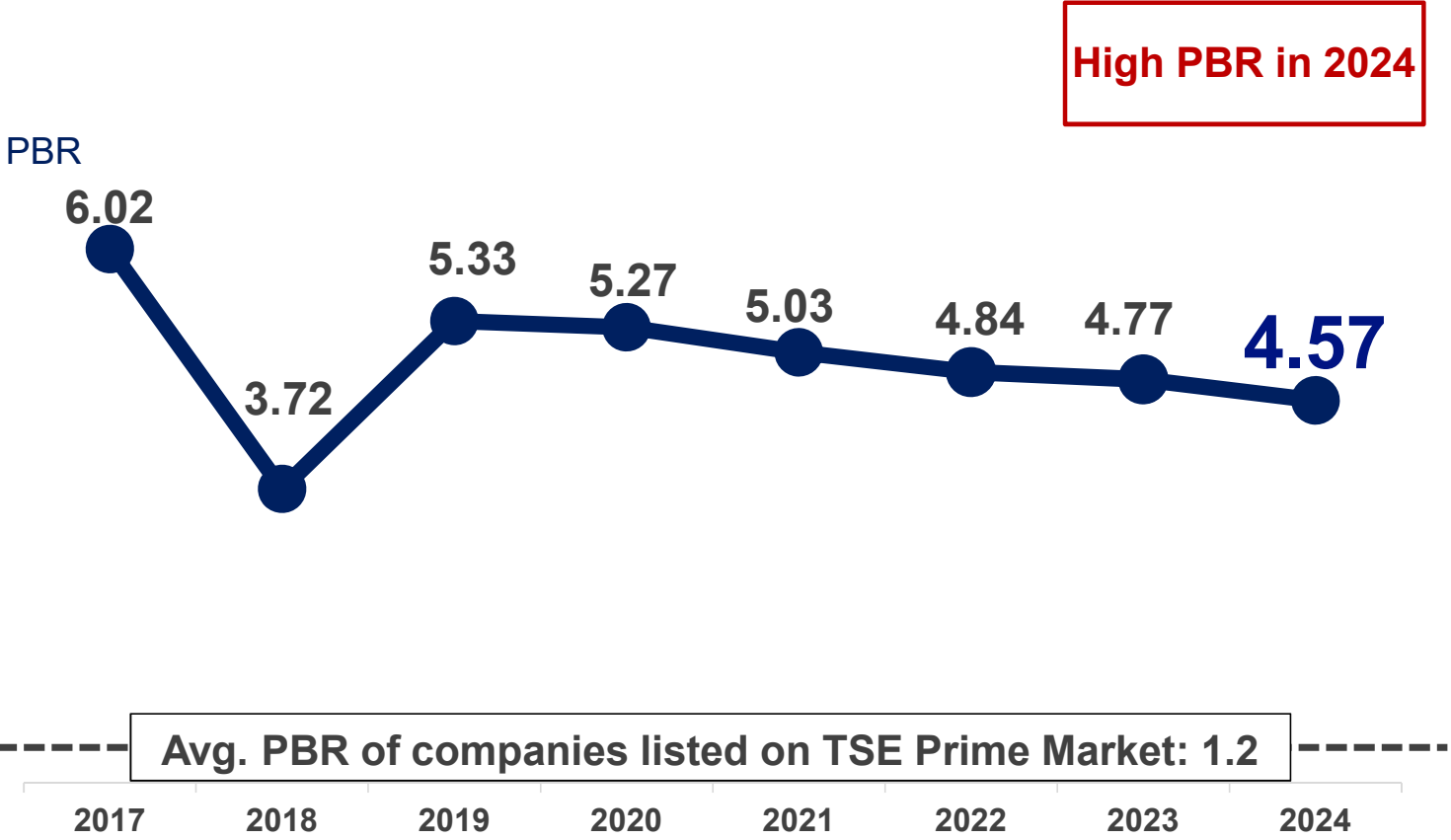
Avg. ROE of companies listed on TSE Prime Market: 9.4%

Source: Tokyo Stock Exchange, Summary of Earnings Digests by Listed Companies (fiscal year ended Mar. 2025)

4. Shareholder Returns

(3) Share Price Target

We will continue to strive to sustain a high PBR.



Share Price Target

Maintain high PBR
in 2025

Avg. PBR of
companies listed on
TSE Prime Market:

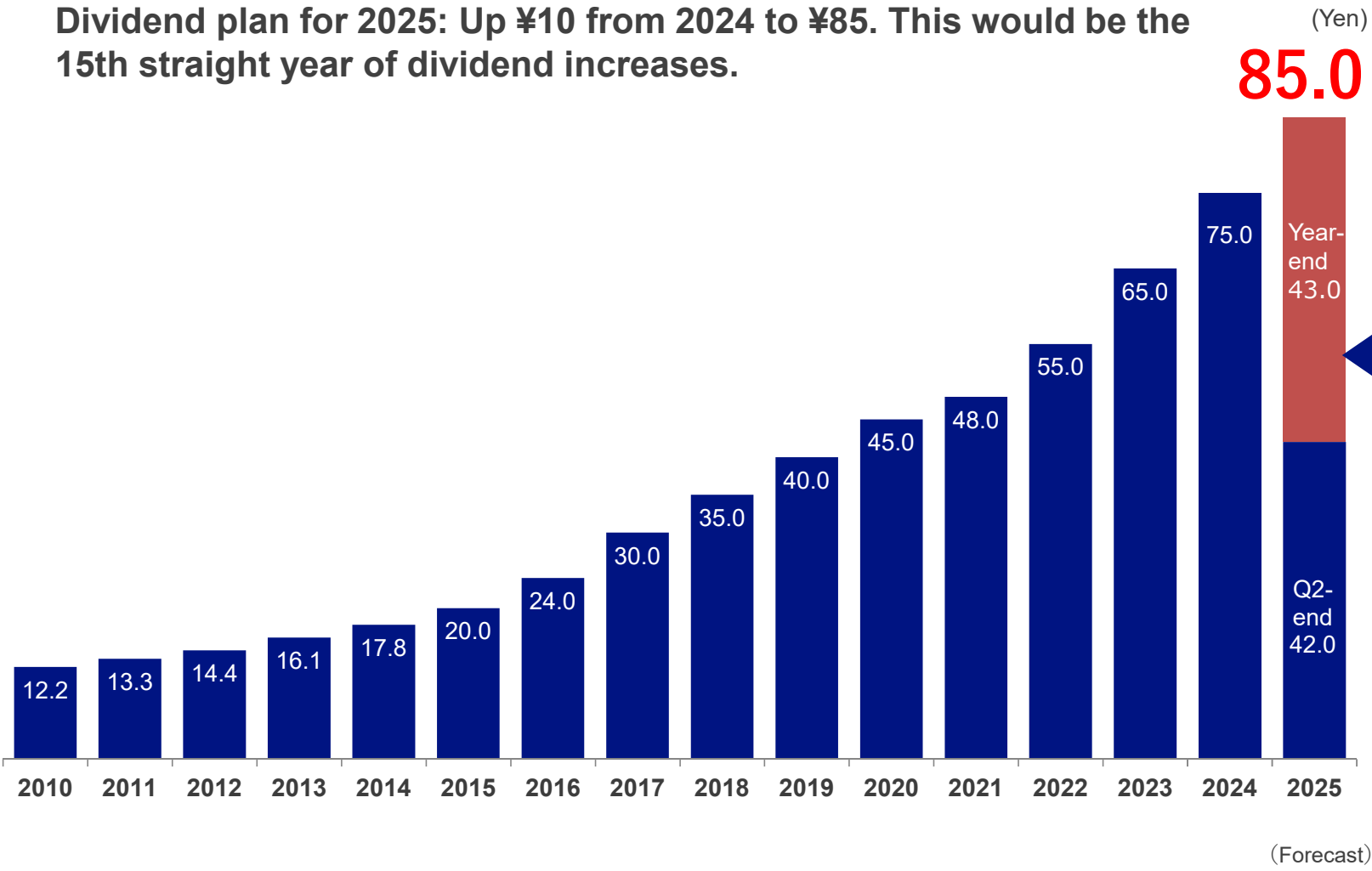
1.2

Source: Tokyo Stock
Exchange, Average PER and
PBR by Size and Types of
Industry (Mar. 2025)

4. Shareholder Returns

(4) Annual Dividends

Dividend plan for 2025: Up ¥10 from 2024 to ¥85. This would be the 15th straight year of dividend increases.



Annual Dividends Payouts & Forecast

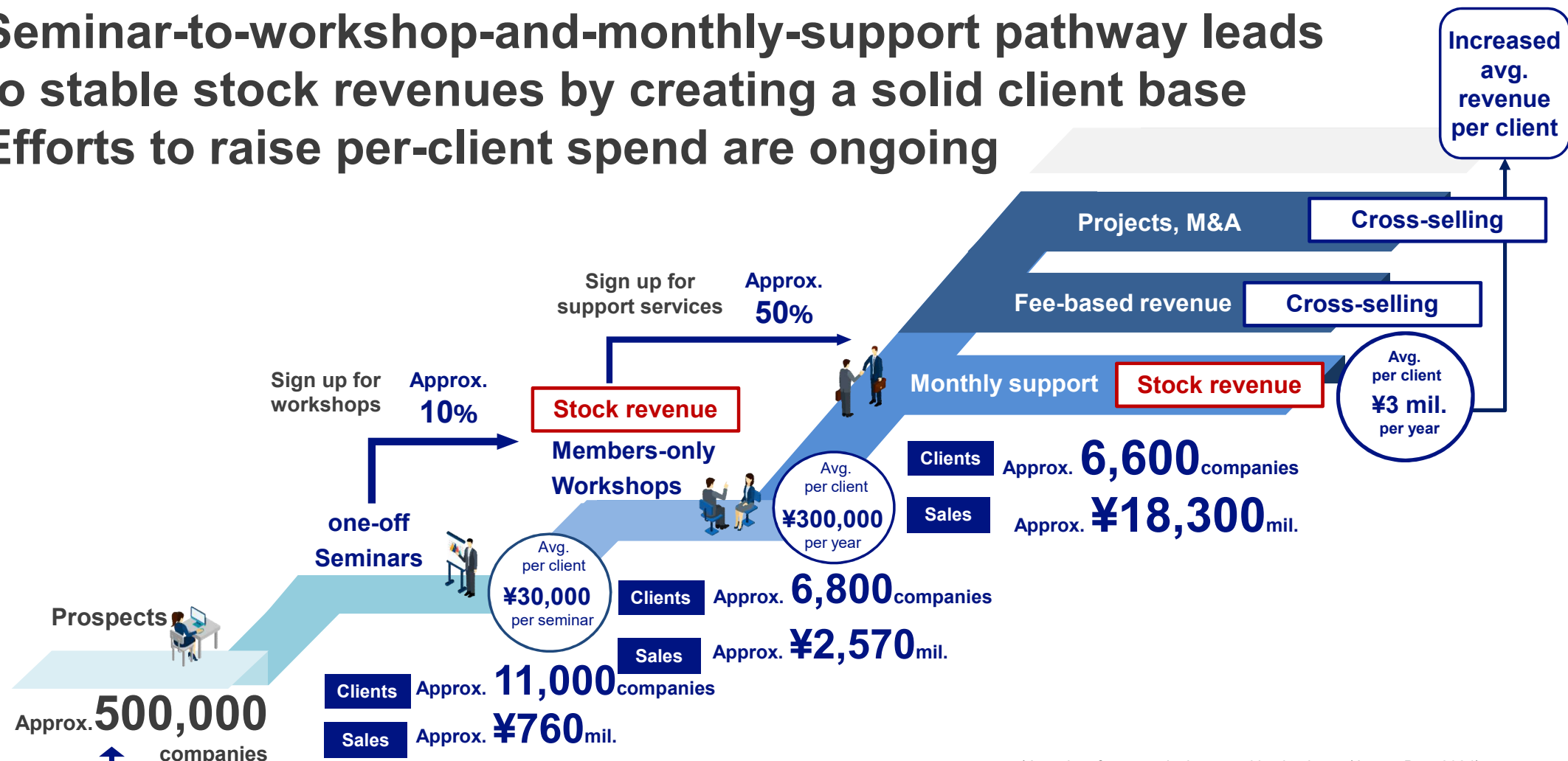
Current dividend increase streak unbroken since 2011

A constant fixture of the Nikkei Consecutive Dividend Growth Stock Index since June 2023

The background of the slide is a stylized, layered landscape. It features light blue and white mountains in the distance, a row of dark green and blue coniferous trees in the foreground, and numerous small, colorful birds (pink, yellow, blue) flying across the sky. The overall aesthetic is clean and modern.

Our Business Model & Competitive Edge

Seminar-to-workshop-and-monthly-support pathway leads to stable stock revenues by creating a solid client base
Efforts to raise per-client spend are ongoing



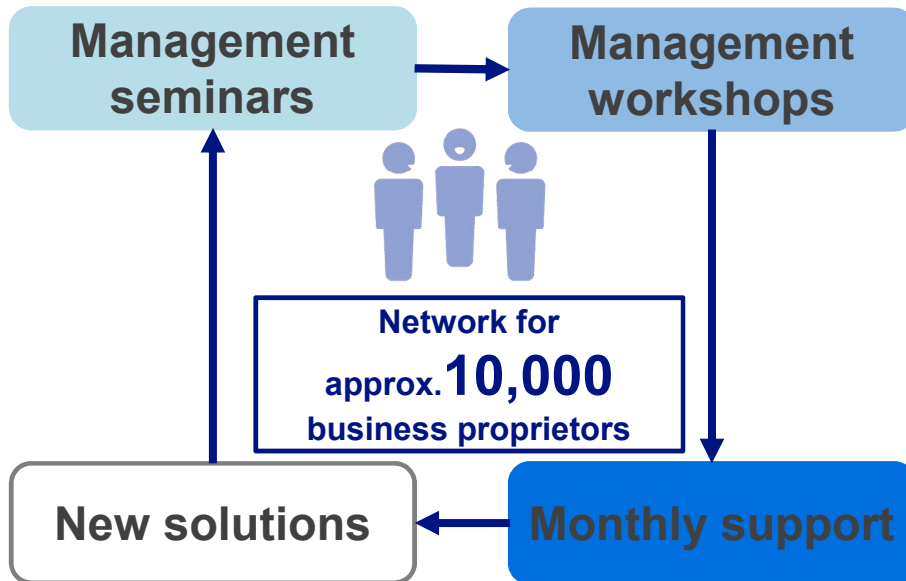
A diverse array of sales channels enables steady expansion

*Actual performance in the consulting business (Jan. to Dec. 2024)

A Business Model that Cycles from Client Acquisition to a Stable Supply of Orders and Back Again

Our long-standing strengths

||
Value generated through direct interaction with business proprietors



Seminars: A gateway for new prospects

➔ Seminars held: 1,516
Participants: 27,521



Most seminars & participants ever

Workshops: A platform for client conversion

➔ Workshops held: 213
Members: 7,512



New record set for membership numbers

(as of Dec. 31, 2024)

Management Workshops

A forum for interaction among industry peers and a great way to find mentors



Industry-specific, solution-specific workshops for mid-scale and SME proprietors

- Up-to-the-minute information from consultants
- Useful case studies from around the nation
- Interaction with fellow proprietors

Monthly Support

Industry-specific, expert consulting teams offer detailed solutions and help with implementation

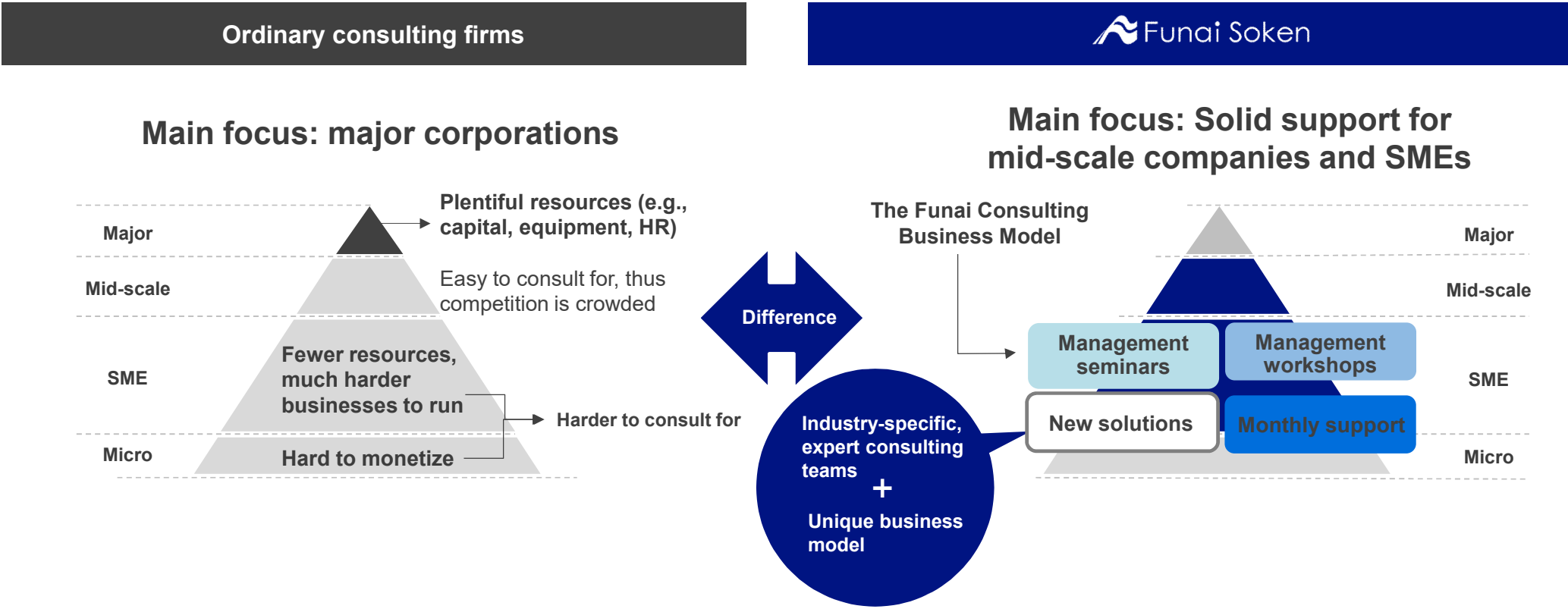


Industry-specific, solution-specific on-site “tutoring” for mid-scale and SME proprietors

- Contract-based consulting services
- Practicable growth support based on real case studies from around the nation

What Makes Us Different from Other Consulting Firms?

1. Business Model Focusing on mid-scale companies and SMEs



What Makes Us Different from Other Consulting Firms?

2. Sales presence focused on Tokyo and Osaka for better efficiency and profitability

Ordinary consulting firms

Big sales network for more customer contact points

Results in higher network costs and sales activity costs; harder to share insights and know-how among consultants, harder to sustain quality.

Each office conducts sales by approaching prospects within its own catchment area (i.e., push-style)



Difference

Funai Soken

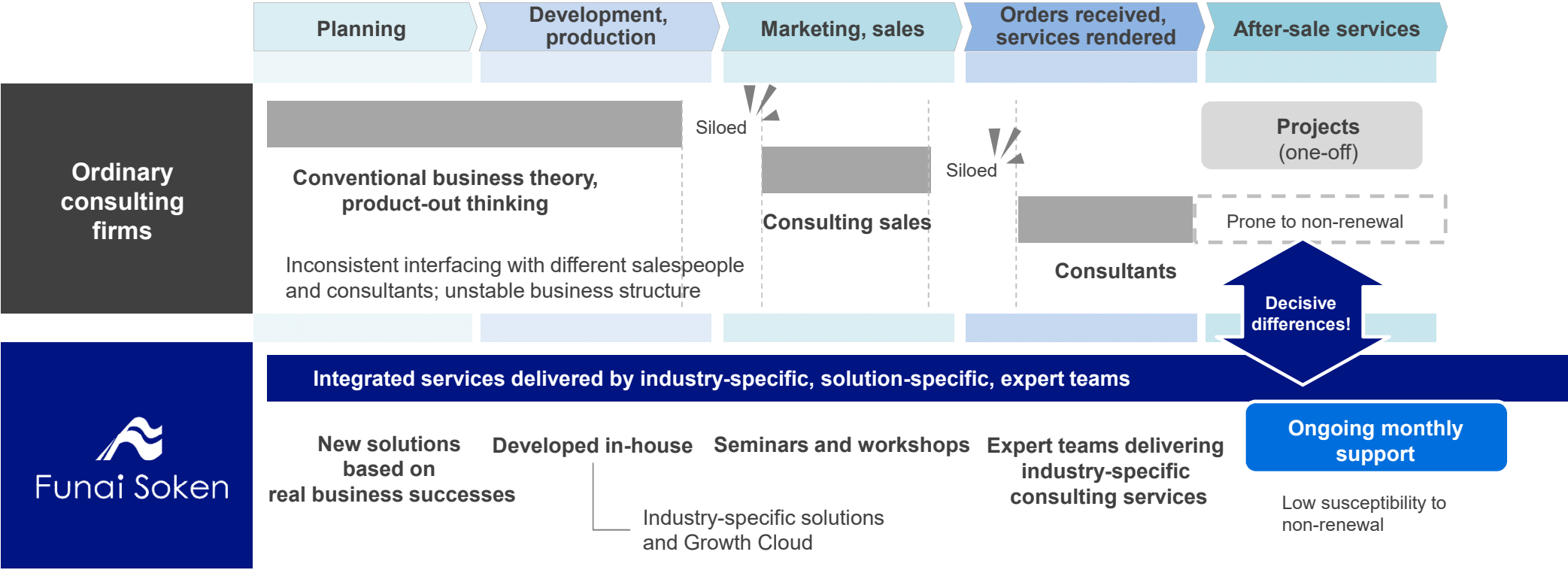
Sales presence focused on Tokyo and Osaka; clients attracted by high expertise

Keeps network costs and sales activity costs low; facilitates sharing of insights and know-how among consultants, easier to sustain quality.

Business proprietors come to our industry-specific, expert consulting teams for help (e.g., pull-style)

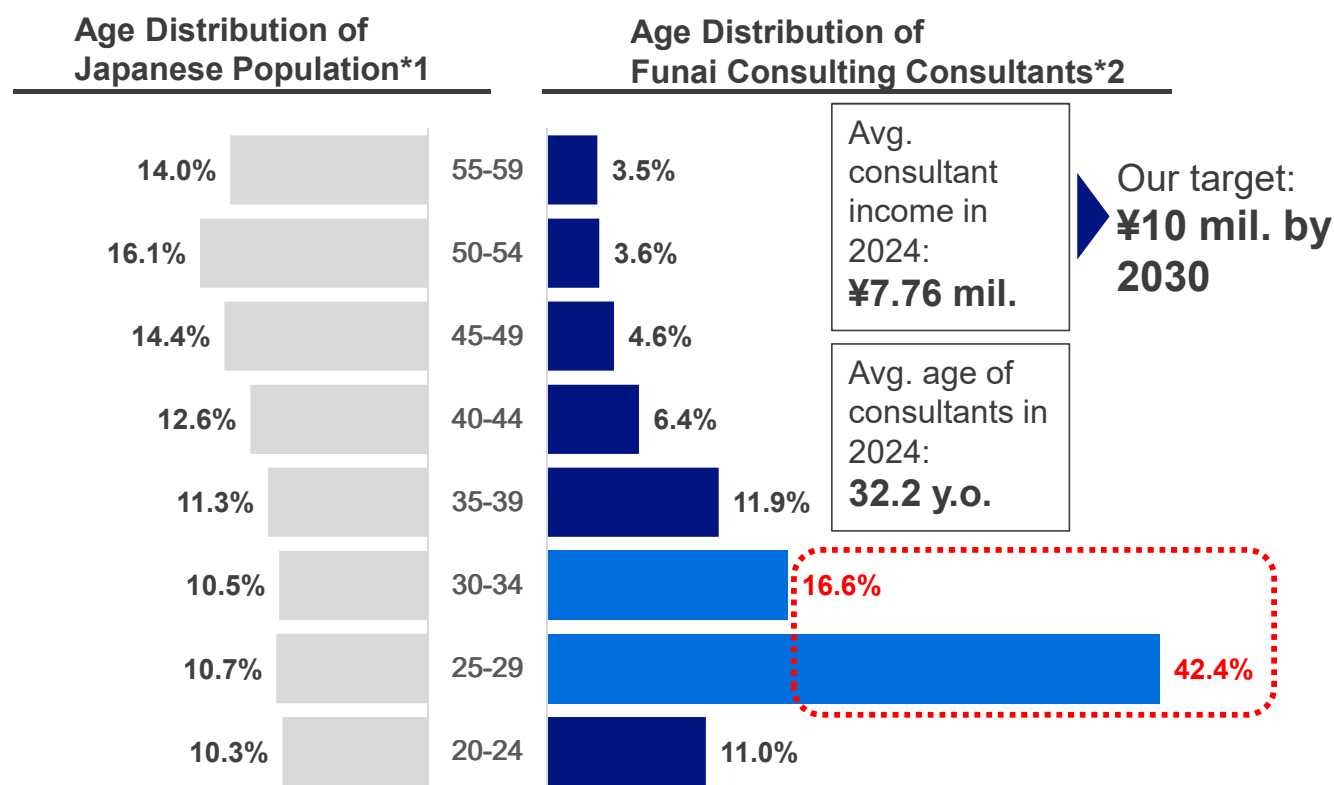


What Makes Us Different from Other Consulting Firms?
3. Establishing ourselves as an “SPA” of the consulting industry,
we can maintain high profitability



What Makes Us Different from Other Consulting Firms?

4. Focus on Hiring and Development of Recent Graduates and Those Whose Families Run Businesses



*1. Source: Age-specific demographic statistics published by the Statistics Bureau of Japan on Oct. 1, 2024

*2. Age distribution of Funai Consulting consultants (as of Dec. 31, 2024) Percentages calculated by establishing the total number of consultants aged 20-59 y.o. as 100%.

Consultants Hired Groupwide			
	Recent graduates	Mid-career	Total
2021	144 (82.8%) *3	30	174
2022	140 (76.5%)	43	183
2023	152 (67.6%)	73	225
2024	170 (83.3%)	34	204
2025 (Plan)	159 (66.3%)	81	240

*3. Parentheses denote recent graduates as a %age of total hires

%age of Recent-Graduate Consultant Hires Who Come from Families that Run Businesses*4

Focus on hiring **people from families who run businesses**, as these tend to have a better feel for SME management

2023 intake	2024 intake	2025 intake
40.0%	35.6%	37.5%

*4. People from families who run businesses (e.g., children of business proprietors) as a %age of Funai Consulting's total consultant hires



The Funai Soken Consulting Group Purpose

Sustainable growth for more companies

We lead the way to a better future and a more productive society
in which more companies can achieve growth in any conditions
and people can reach their full potential

Statement Regarding Use of These Materials

Plans, outlooks, strategies and other information contained herein are based on reasonable judgments made in accordance with information currently available.

Actual results may differ greatly from these forecasts for a number of factors.

All possible care has been exercised in preparing these materials, but the Funai Consulting Group assumes no responsibility for losses or other damages resulting from errors concerning any information.

These materials are not intended to encourage any kind of investment. Investment decisions are the sole responsibility of the individual investor.

Please direct enquiries regarding IR to:

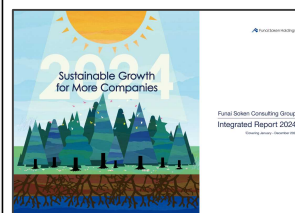
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Integrated Report 2024

<https://hd.funaisoken.co.jp/en/file/Integrated-Report-2024.pdf>