



May 13, 2026

Consolidated Financial Results for the First Quarter of the Fiscal Year Ending Dec. 31, 2026 (January 1, 2026 – March 31, 2026) [Under Japanese GAAP]

Company name: Funai Soken Holdings, Inc. Stock Exchange listing: Tokyo Stock Exchange
 Stock code: 9757 URL: <https://hd.funaisoken.co.jp>
 President & Group CEO: Takayuki Nakatani
 Contact: Motoki Haruta, Director and Executive Officer,
 Head of Management Divisional Headquarters
 Telephone: +81-(0) 6-6232-0130

Scheduled date of payment of dividend: -
 Supplementary materials compiled to explain 1st-quarter financial statements: Yes
 Briefing to be held to explain 1st-quarter financial results: Yes (For institutional investors and analysts)

(Figures are rounded to the nearest million yen; fractions of one million discarded rather than rounded up or down)

1. 2026 1st-Quarter Consolidated Financial Results (January 1, 2026 – March 31, 2026)

(1) Consolidated Results of Operations

(Percentages represent year-on-year change)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of the parent	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Three months ended								
Mar. 31, 2026	7,944	2.2	2,100	(9.0)	2,136	(8.0)	1,391	—
Mar. 31, 2025	7,775	11.6	2,307	11.1	2,321	12.2	79	(94.7)

Note: Comprehensive income: 1,459 million yen (—%) in the three months ended March 31, 2026
 71 million yen (down 95.4%) in the three months ended March 31, 2025

	Earnings per share (basic)	Earnings per share (diluted)
	Yen	Yen
Three months ended		
Mar. 31, 2026	15.31	15.11
Mar. 31, 2025	0.85	0.84

Note: The Company implemented a 2-for-1 stock split of its common stock effective January 1, 2026. Earnings per Share (basic) and Earnings per Share (diluted) have been calculated assuming the stock split was implemented at the beginning of the previous fiscal year.

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio
	Million yen	Million yen	%
As of Mar. 31, 2026	31,350	25,352	78.2
As of Dec. 31, 2025	34,493	25,788	72.4

Reference: Shareholders' equity: 24,500 million yen as of Mar. 31, 2026
 24,968 million yen as of December 31, 2025

2. Dividends

	Dividend per share				
	1Q-end	2Q-end	3Q-end	Year end	Total
Year ended Dec. 31, 2025	Yen —	Yen 42.00	Yen —	Yen 43.00	Yen 85.00
Year ending Dec. 31, 2026	—				
Forecast for year ending Dec. 31, 2026		24.00	—	24.00	48.00

Note: Amendments to dividend numbers compared to most recently announced forecasts: None

Note: The Company implemented a 2-for-1 stock split of its common stock effective January 1, 2026. The annual dividend for the year ended December 31, 2025, is the amount prior to the stock split. Taking the stock split into account, the annual dividend per share for the year ended December 31, 2025, is 42.50 yen.

3. Forecast for Consolidated Financial Results for FY2026 (January 1, 2026 – December 31, 2026)

(Percentages represent year-on-year change, full-year figures represent change compared with previous year; first-half figures represent change compared with same period in previous fiscal year.)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of the parent		Earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
First half	17,500	9.1	4,700	0.3	4,700	0.2	3,150	90.7	34.66
Full year	37,000	11.0	9,100	3.3	9,100	2.9	6,550	0.4	72.07

Note: Amendments to performance numbers compared to most recently announced forecasts: None

Note: The Company implemented a 2-for-1 stock split of its common stock effective January 1, 2026. Earnings per share in the Forecast of Consolidated Financial Results is calculated based on the number of shares issued (excluding treasury stock) after the stock split.

Remarks

- (1) Changes in consolidated subsidiaries in the first three months of the current fiscal year: None
- No. of new companies added: None
 - Names of new companies added: None
 - No. of companies removed: None
 - Names of companies removed: None

(2) Application of specific accounting procedures when compiling three-month consolidated financial statements: None

(3) Changes in accounting policies; changes in estimates; re-statement of amendments

- 1) Changes in accounting policies caused by revision of accounting standards: None
- 2) Other changes in accounting policies: None
- 3) Changes in accounting estimates: None
- 4) Re-statement of amendments: None

(4) Number of issued shares (common stock)

- 1) Number of shares issued at end of three-month period (including treasury stock)
- 2) Number of treasury shares at end of three-month period
- 3) Average number of shares during three-month period (cumulative total)

As of Mar. 31, 2026	100,000,000	As of Dec. 31, 2025	100,000,000
As of Mar. 31, 2026	9,102,018	As of Dec. 31, 2025	9,115,180
As of Mar. 31, 2026	90,887,845	As of Mar. 31, 2025	92,720,314

Note: The Company implemented a 2-for-1 stock split of its common stock effective January 1, 2026. The number of issued shares (common stock) has been calculated assuming the stock split was implemented at the beginning of the previous fiscal year.

Note: Review of the attached quarterly consolidated financial statements by a certified public accountant or audit corporation: None

Statement Regarding the Use of Forward-Looking Statements

Forecasts in these materials regarding future performance 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. Please refer to “1. Summary of Operating Results, etc. (3) Consolidated Forecast and Other Forward-Looking Information” on page 3 of the appendix for further information concerning the conditions on which these forecasts are based and further cautions with respect to the use of forward-looking statements.

Appendix Contents

1. Summary of Operating Results, etc.....	2
(1) Summary of Operating Results for the First Three Months of the Current Fiscal Year	2
(2) Summary of Financial Position for the First Three Months of the Current Fiscal Year	3
(3) Consolidated Forecast and Other Forward-Looking Information	3
2. Quarterly Consolidated Financial Statements and Main Notes	4
(1) Consolidated Balance Sheet	4
(2) Consolidated Statements of Income and Comprehensive Income	6
(3) Notes on Quarterly Consolidated Financial Statements	8
(Notes on Going Concern Assumptions)	8
(Notes on Significant Changes to Shareholders' Equity)	8
(Notes on Segment Information, etc.)	8
(Notes on Consolidated Cash Flow Statement)	8
(Subsequent Events)	9
3. Other Information	11
(1) Orders and Sales	11

1. Summary of Operating Results, etc.

(1) Summary of Operating Results for the First Three Months of the Current Fiscal Year

During the consolidated quarter under review, the economic environment saw energy prices rise in tandem with soaring crude oil prices prompted by the escalating tensions in the Middle East since late February. This increased transportation costs, pushed up prices of consumer goods, and reignited inflation concerns, leading to an uncertain future outlook. In the Japanese economy, performance remained generally strong, with a recovery in personal consumption and high levels of capital investment in software and labor-saving measures to address labor shortages, centered on larger enterprises. However, small and medium-sized enterprises (SMEs) continue to face a difficult business climate, as they are unable to fully pass on the increases in raw material and energy prices and personnel costs to their sales prices, and are unable to secure the funds for wage increases necessary to secure human resources, resulting in chronic labor shortages.

Under these conditions, in January 2026, with the aim of dramatically strengthening the supply chain management (SCM) support system for shipper companies in supply chain consulting, Logi-Create Co., Ltd., which possesses advanced specialized know-how and a strong track record in logistics improvement and center construction support, was added to the Group.

Furthermore, as the Group changed its reporting segment to a single segment effective from the first quarter of the current fiscal year, segment-specific information has been omitted. For details, please refer to “2. Quarterly Consolidated Financial Statements and Main Notes (3) Notes on Quarterly Consolidated Financial Statements (Notes on Segment Information, etc.).”

Regarding net sales, monthly support consulting recorded double-digit growth due to higher contract unit prices and growth in the number of customers, while management study groups also recorded an increase in net sales along with growth in the number of management study group members, resulting in steady business growth. For logistics BPO, net sales decreased partly because the Group has been strategically reducing business in this segment.

In terms of profits, we are making aggressive investments in human capital, M&A, and offices for future business expansion; however, the expenses from these upfront investments could not be fully absorbed by the increase in net sales, resulting in decreases in both operating income and ordinary income.

As a result, the Group posted 7,944 million yen in net sales (up 2.2% year on year), 2,100 million yen in operating income (down 9.0% year on year), 2,136 million yen in ordinary income (down 8.0% year on year), and 1,391 million yen in net income attributable to owners of the parent (up 1,658.8% year on year) for the quarter under review, achieving record-high results.

(Thousand yen)

Net Sales	First Three Months of FY12/25 (Jan.1 – Mar.31, 2025)	First Three Months of FY12/26 (Jan.1 – Mar. 31, 2026)	YoY Change (%)
Monthly support consulting	4,191,104	4,620,631	+10.2
Project	636,105	657,948	+3.4
M&A	273,321	237,959	(12.9)
Management study group membership fee	753,427	810,781	+7.6
Ad Operations	642,424	650,856	+1.3
Logistics BPO	873,896	610,335	(30.2)
Other	405,165	356,259	(12.1)
Total	7,775,446	7,944,772	+2.2

(2) Summary of Financial Position for the First Three Months of the Current Fiscal Year

(Assets)

Total assets decreased by 3,142 million yen from the end of the previous fiscal year to 31,350 million yen as of the end of the quarter under review.

Current assets decreased by 3,337 million yen from the end of the previous fiscal year to 17,373 million yen. This was mainly due to decreases in cash and deposits and short-term investment securities.

Noncurrent assets increased by 194 million yen from the end of the previous fiscal year to 13,976 million yen. This was mainly due to increases in buildings and structures, net and long-term deposits, and a decrease in construction in progress.

(Liabilities)

Total liabilities decreased by 2,707 million yen from the end of the previous fiscal year to 5,997 million yen as of the end of the quarter under review.

Current liabilities decreased by 2,761 million yen from the end of the previous fiscal year to 5,753 million yen. This was mainly due to an increase in allowance for bonus and decreases in income taxes payable, accounts payable - other, and deposits included in other current liabilities.

Noncurrent liabilities increased by 54 million yen from the end of the previous fiscal year to 244 million yen. This was mainly due to an increase in deferred tax liabilities.

(Net Assets)

Total net assets decreased by 435 million yen from the end of the previous fiscal year to 25,352 million yen as of the end of the quarter under review. This was mainly due to an increase in net income attributable to owners of the parent and a decrease in retained earnings due to surplus appropriation.

(Equity Ratio)

The shareholders' equity ratio as of the end of the quarter under review was 78.2%, an increase of 5.8 percentage points from the end of the previous fiscal year.

(3) Consolidated Forecast and Other Forward-Looking Information

The Group has started the first year of the Mid-range Business Plan for FY2026 to FY2028, announced on February 6, 2026. During this period, in addition to consulting services for SMEs, we aim to advance as a leading company in mid-sized company consulting, a market that is expanding with the support of national policies, as well as in consulting for companies transitioning into mid-sized companies. Furthermore, we will actively promote AX (AI transformation) and DX (digital transformation) consulting in collaboration with global platform providers. In addition, through these initiatives, we will provide business consulting services that meet the needs of the management of client companies and are in line with current trends, while enhancing the power of alliances within the Group.

For full-year consolidated results, the Group projects 37,000 million yen in net sales, 9,100 million yen in operating income, 9,100 million yen in ordinary income, and 6,550 million yen in net income attributable to owners of the parent.

2. Quarterly Consolidated Financial Statements and Main Notes

(1) Consolidated Balance Sheet

(Thousand yen)

	FY12/25 (As of Dec. 31, 2025)	FY12/26 1Q (As of Mar. 31, 2026)
Assets		
Current assets		
Cash and deposits	12,463,488	11,579,716
Trade notes, accounts receivable, and contract assets	4,732,917	4,696,047
Short-term investment securities	2,895,868	200,088
Work in process	205,876	252,523
Raw materials and supplies	10,691	9,392
Other current assets	618,971	846,632
Allowance for doubtful accounts	(216,699)	(210,552)
Total current assets	20,711,113	17,373,848
Noncurrent assets		
Property, plant, and equipment		
Buildings and structures, net	825,618	1,661,825
Land	252,840	-
Construction in progress	1,301,982	-
Other property, plant, and equipment, net	288,199	592,957
Total property, plant, and equipment	2,668,642	2,254,782
Intangible assets		
Software	451,163	470,357
Goodwill	1,125,370	1,298,993
Other intangible assets	111,811	114,957
Total intangible assets	1,688,345	1,884,308
Investments and other assets		
Investment securities	3,180,860	3,449,409
Assets related to retirement benefits	706,284	713,808
Long-term deposits	2,600,000	3,200,000
Guarantee deposits	2,482,012	1,966,894
Other investments and other assets	460,826	521,063
Allowance for doubtful accounts	(4,828)	(13,622)
Total investments and other assets	9,425,154	9,837,553
Total noncurrent assets	13,782,141	13,976,643
Total assets	34,493,255	31,350,491

(Thousand yen)

	FY12/25 (As of Dec. 31, 2025)	FY12/26 1Q (As of Mar. 31, 2026)
Liabilities		
Current liabilities		
Accounts payable - trade	472,567	456,732
Short-term loans payable	250,000	200,000
Current portion of long-term loans payable	9,996	9,996
Accounts payable - other	3,104,729	2,350,894
Income taxes payable	2,145,771	710,067
Allowance for bonus	-	449,154
Other current liabilities	2,531,906	1,576,597
Total current liabilities	8,514,970	5,753,441
Noncurrent liabilities		
Long-term loans payable	25,010	39,556
Retirement benefit liabilities	47,623	48,174
Deferred tax liabilities	50,495	93,893
Other noncurrent liabilities	66,939	62,696
Total noncurrent liabilities	190,069	244,319
Total liabilities	8,705,040	5,997,761
Net assets		
Shareholders' equity		
Capital stock	3,125,231	3,125,231
Capital surplus	2,946,634	2,947,820
Retained earnings	28,220,914	27,657,822
Treasury stock	(9,613,558)	(9,599,687)
Total shareholders' equity	24,679,221	24,131,187
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	230,519	306,265
Foreign currency translation adjustments	28,681	31,327
Accumulated adjustments for retirement benefits	30,541	32,000
Total accumulated other comprehensive income	289,742	369,593
Subscription rights for shares	800,668	845,907
Non-controlling interests	18,582	6,041
Total net assets	25,788,215	25,352,730
Total liabilities and net assets	34,493,255	31,350,491

(2) Consolidated Statements of Income and Comprehensive Income

Consolidated Statement of Income

First Three Months

(Thousand yen)

	First Three Months of FY12/25 (Jan. 1 – Mar. 31, 2025)	First Three Months of FY12/26 (Jan. 1 – Mar. 31, 2026)
Net sales	7,775,446	7,944,772
Cost of sales	4,596,829	4,558,998
Gross profit	3,178,616	3,385,773
SG&A expenses	871,054	1,285,677
Operating income	2,307,561	2,100,095
Non-operating income		
Interest income	6,872	26,154
Dividend income	234	0
Gain on sales of investment securities	7,208	391
Gain on valuation of investment securities	3,273	2,451
Insurance claim income	-	28,085
Other non-operating income	17,175	12,893
Total non-operating income	34,763	69,977
Non-operating expenses		
Interest expenses	1,376	2,188
Loss on valuation of investment securities	2,046	9,110
Investment partnership management expenses	6,645	6,438
Expenses for information security measures	1,161	8,354
Other non-operating expenses	9,159	7,194
Total non-operating expenses	20,389	33,285
Ordinary income	2,321,935	2,136,788
Extraordinary losses		
Impairment losses	2,155,860	-
Loss on retirement of noncurrent assets	0	-
Office relocation expenses	23,186	138,760
Total extraordinary losses	2,179,047	138,760
Net income before income taxes and other adjustments	142,888	1,998,028
Current income taxes	856,302	654,939
Deferred income taxes	(797,476)	(36,541)
Total income taxes	58,826	618,397
Net income	84,061	1,379,630
Profit (loss) attributable to non-controlling interests	4,930	(12,166)
Net income attributable to owners of the parent	79,131	1,391,796

Consolidated Comprehensive Income

First Three Months

(Thousand yen)

	First Three Months of FY12/25 (Jan. 1 – Mar. 31, 2025)	First Three Months of FY12/26 (Jan. 1 – Mar. 31, 2026)
Net income	84,061	1,379,630
Other comprehensive income		
Valuation difference on available-for-sale securities	(20,794)	75,746
Foreign currency translation adjustments	(4,087)	2,645
Adjustments for retirement benefits	12,160	1,459
Total other comprehensive income	(12,721)	79,851
Comprehensive income	71,340	1,459,482
Details		
Comprehensive income attributable to owners of the parent	66,410	1,471,648
Comprehensive income attributable to non-controlling interests	4,930	(12,166)

(3) Notes on Quarterly Consolidated Financial Statements

(Notes on Going Concern Assumptions)

None to report.

(Notes on Significant Changes to Shareholders' Equity)

None to report.

(Notes on Segment Information, etc.)

[Segment Information]

I. First Three Months of FY12/25 (Jan. 1 – Mar. 31, 2025)

1. Information on net sales and income or losses for each reporting segment

As described in “First Three Months of the Current Fiscal Year (Matters concerning changes in reporting segments, etc.)”

II. First Three Months of FY12/26 (Jan. 1 – Mar. 31, 2026)

1. Information on net sales and income or losses for each reporting segment

The Group's sole reporting segment is the Consulting Business, so this information is omitted.

2. Matters concerning changes in reporting segments, etc.

Our Group previously reported segments under three categories: consulting business, logistics business, and digital solutions business. However, we have changed to a single segment, Consulting Business, effective from the first quarter of the current fiscal year. This change was made because in recent corporate reorganizations and the Mid-range Business Plan for FY2026 to FY2028, we plan to promote the logistics business and digital solutions business primarily by focusing on consulting services. We expect both businesses, including management consulting, to exhibit similar performance trends over the long term, and have therefore concluded that consolidating these businesses would more accurately reflect the Group's actual management situation. Due to this change, segment information for the first three months of the previous fiscal year and the first three months of the current fiscal year has been omitted.

(Notes on Consolidated Cash Flow Statement)

No quarterly consolidated cash flow statement for the first three months of the current fiscal year has been prepared.

Depreciation and amortization (including amortization of intangible assets other than goodwill) and amortization of goodwill for the first three months of the current fiscal year are as follows:

	First Three Months of FY12/25 (Jan. 1 – Mar. 31, 2025)	First Three Months of FY12/26 (Jan. 1 – Mar. 31, 2026)
Depreciation and amortization	89,011 thousand yen	129,570 thousand yen
Amortization of goodwill	27,168 thousand yen	89,871 thousand yen

(Subsequent Events)

(Allocation of stock options as stock compensation for Company directors and executive officers and for subsidiary directors and executive officers)

At the Board of Directors meeting held on April 23, 2026, the Company decided on the solicitation parameters for subscription rights for shares as stock options issued to the Company's directors (excluding Audit and Supervisory Committee members and outside directors), executive officers, subsidiary directors, and subsidiary executive officers and also voted to recruit parties to underwrite said subscription rights for shares, which were issued on May 11, 2026.

Number of subscription rights for shares	734 (Note 1)
Class of shares underlying the subscription rights for shares	Common stock
Number of shares underlying the subscription rights for shares	264,240 (Note 2)
Amount to be paid upon exercise of the subscription rights for shares	1 yen per share
Exercise period of the subscription rights for shares	May 12, 2026 – May 11, 2026
Matters concerning the increase in capital stock and legal capital surplus in the event of issuance of shares upon exercise of the subscription rights for shares	(1) The amount of capital stock to be increased in the event of issuance of shares upon exercise of the subscription rights for shares shall be one-half of the maximum limit of capital increase, calculated in accordance with Article 17, Paragraph 1 of the Regulation on Corporate Accounting, with any fraction of less than one yen resulting from the calculation to be rounded up. (2) The amount of legal capital surplus to be increased in the event of issuance of shares upon exercise of the subscription rights for shares shall be the maximum limit of capital increase stated in (1) above minus the amount of capital stock to be increased as stipulated in (1) above.
Conditions for the exercise of the subscription rights for shares	(Note 3)
Matters concerning the transfer of the subscription rights for shares	Acquisition of the subscription rights for shares by transfer requires approval by a resolution of the Board of Directors of the Company.

- Note:
1. The number of shares underlying each subscription right for shares (hereinafter the "Number of Granted Shares") shall be 360 shares.
 2. If the Company conducts a stock split of its common stock (including the free allotment of shares of its common stock; the same shall apply to the descriptions of stock splits below) or a stock consolidation after May 11, 2026 (hereinafter the "Allotment Date"), the Number of Granted Shares shall be adjusted according to the following formula, with any fraction of less than one share resulting from the adjustment to be discarded.
Adjusted Number of Granted Shares = Pre-adjustment Number of Granted Shares × Ratio of stock split or stock consolidation
In addition, if the Company conducts a merger or corporate split after the Allotment Date, or if it is otherwise necessary to adjust the Number of Granted Shares in accordance with these cases, the Company may appropriately adjust the Number of Granted Shares within a reasonable scope.
 3. (1) Partial exercise of a single subscription right for shares is not permitted.
(2) A holder of subscription rights for shares may exercise the subscription rights for shares during the exercisable period on or after the day following the date on which they lose all positions as a director, auditor, or executive officer of the Company or its subsidiaries held on the Allotment Date (hereinafter the "Exercise Start Date").
(3) Notwithstanding (2) above, a holder of subscription rights for shares may exercise the subscription rights for shares during the exercisable period only within the periods prescribed in (i) or (ii) below, in the cases set forth in (i) or (ii) below (however, regarding (ii), this excludes cases where it is stipulated in the

merger agreement, share exchange agreement, or share transfer plan that the subscription rights for shares of the reorganized company will be delivered to the holders of the subscription rights for shares in accordance with the policy on the determination of the delivery of the subscription rights for shares of the reorganized company in the corporate reorganization).

- (i) If the holder of subscription rights for shares does not reach the Exercise Start Date by May 11, 2055
From May 12, 2055 to May 11, 2056
 - (ii) If a proposal for the approval of a merger agreement under which the Company becomes the absorbed company, or a proposal for the approval of a share exchange agreement or share transfer plan under which the Company becomes a wholly owned subsidiary, is approved at a General Meeting of Shareholders (or if a resolution of the Board of Directors is passed when a resolution of the General Meeting of Shareholders is not required)
For 15 days from the day following the date of said approval
- (4) The provisions in (2) and (3) (i) above shall not apply to persons who have succeeded the subscription rights for shares by inheritance.
 - (5) If a holder of subscription rights for shares waives their subscription rights for shares, they cannot exercise said subscription rights for shares.

3. Other Information

(1) Orders and Sales

I. Orders

Orders won by each operating segment in the first three months of the current fiscal year are as follows.

Segment	Orders received (unit: 1,000 yen)	Change from same period last year (%)	Orders outstanding (unit: 1,000 yen)	Change from same period last year (%)
Consulting	5,234,801	(7.0)	9,640,433	+9.1

Note:

1. The above amounts are based on sale prices.
2. Effective from the first quarter of the current fiscal year, the reporting segment classification has been changed to a single segment of Consulting. Year-on-year comparisons are calculated based on the classification method after the change.

II. Sales

Sales made by each operating segment in the first three months of the current fiscal year are as follows.

Segment	Sales (unit: 1,000 yen)	Change from same period last year (%)
Consulting	7,944,772	+2.2

Note:

1. Sales amounts indicate sales to external customers.
2. No single customer accounted for 10% or more of aggregate net sales.
3. Effective from the first quarter of the current fiscal year, the reporting segment classification has been changed to a single segment of Consulting. Year-on-year comparisons are calculated based on the classification method after the change.