August 7, 2026

Consolidated Financial Results
for the Second Quarter (First Half) of the Fiscal Year Ending Dec. 31, 2026
(January 1, 2026 – June 30, 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 filing first-half report: August 13, 2026
Scheduled date of payment of dividend: August 28, 2026
Supplementary materials compiled to explain first-half financial statements: Yes
Briefing to be held to explain first-half 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 2nd Quarter (First Half) Consolidated Financial Results (January 1, 2026 – June 30, 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	
Six months ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
June 30, 2026	16,825	4.9	4,736	1.1	4,902	4.6	3,218	94.9
June 30, 2025	16,043	11.4	4,684	11.0	4,688	10.7	1,651	(43.8)

Notes: Comprehensive income: 3,333 million yen (up 101.7%) in the six months ended June 30, 2026
1,652 million yen (down 45.5%) in the six months ended June 30, 2025

	Earnings per share (basic)	Earnings per share (diluted)
Six months ended	Yen	Yen
June 30, 2026	35.36	34.92
June 30, 2025	17.81	17.60

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 June 30, 2026	33,980	27,258	78.0
As of Dec. 31, 2025	34,493	25,788	72.4

Reference: Shareholders' equity: 26,512 million yen as of June 30, 2026
24,968 million yen as of December 31, 2025

2. Dividends

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

	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
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

Remarks

(1) Changes in consolidated subsidiaries in the first half of the fiscal year under review: 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 first-half 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 six-month period (including treasury stock)	As of June 30, 2026	100,000,000	As of Dec. 31, 2025	100,000,000
2) Number of treasury shares at end of six-month period	As of June 30, 2026	8,826,388	As of Dec. 31, 2025	9,115,180
3) Average number of shares during six-month period (first half)	As of June 30, 2026	91,030,028	As of June 30, 2025	92,767,596

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: This financial summary is excluded from the quarterly (first half) review by a CPA or an auditing company.

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 4 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.

(1) Summary of Operating Results for the First Half of the Current Fiscal year

During the first half of the current fiscal year, 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. As a result, transportation costs increased and consumer goods prices rose, clouding the economic outlook, including renewed concerns over inflation. In the Japanese economy, although continued increases in raw material prices, logistics expenses, and energy costs put pressure on corporate earnings, demand recovered or remained resilient in some industries, particularly among large enterprises, and performance remained generally strong. However, small and medium-sized enterprises (SMEs) continued to face a difficult business climate, as they were unable to fully pass on increases in raw material and energy prices and personnel costs to their sale prices, while chronic labor shortages forced them to increase personnel costs to address this issue, putting pressure on profits, among other factors.

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.

In addition, Proseed Corporation, which had provided consulting services in the contact center field based on international contact center management standards, including COPC, was absorbed into Funai Consulting Inc. in order to consolidate its expertise, resources, and network to create additional synergies.

Moreover, in response to the growing importance of human capital in corporate management and the expansion of consulting needs from traditional recruitment support to broader and more sophisticated human capital management services, the human capital management support consulting business of Funai Consulting Inc. was succeeded by HR Force Inc., a consolidated subsidiary of the Company, through an absorption-type company split (hereinafter “this Absorption-type Company Split”). Following this Absorption-type Company Split, HR Force Inc. changed its trade name to “Funai Soken Human Capital Consulting Inc.”

Furthermore, as the Group changed its reporting segment to a single segment effective from the first half of the current fiscal year, segment-specific information has been omitted. For details, please refer to “2. First Half Consolidated Financial Statements and Main Notes (4) Notes on First Half Consolidated Financial Statements (Notes on Segment Information, etc.).”

Regarding net sales, monthly support consulting recorded an increase due to higher contract unit prices and growth in the number of customers, while management study groups also achieved steady growth as the number of management study group members increased. In addition, a large M&A deal was closed, resulting in a significant increase in net sales.

In terms of profits, while making aggressive investments in human capital, M&A, and offices for future business expansion, the Group maintained cost control and achieved profit growth.

As a result, the Group posted 16,825 million yen in net sales (up 4.9% year on year), 4,736 million yen in operating income (up 1.1% year on year), 4,902 million yen in ordinary income (up 4.6% year on year), and 3,218 million yen in net income attributable to owners of the parent (up 94.9% year on year) for the first half of the fiscal year under review.

(Thousand yen)

Net Sales	First Half of FY12/25 (Jan. 1 – Jun. 30, 2025)	First Half of FY12/26 (Jan. 1 – Jun. 30, 2026)	YoY Change (%)
Monthly support consulting	8,525,787	9,367,987	+9.9
Project	1,685,477	1,614,255	(4.2)
M&A	410,834	938,296	+128.4
Management study group membership fee	1,547,513	1,674,620	+8.2
Ad Operations	1,290,275	1,253,148	(2.9)
logistics BPO	1,771,000	1,221,556	(31.0)
Other	813,013	755,456	(7.1)
Total	16,043,901	16,825,321	+4.9

(2) Summary of Financial Position for the First Half of the Current Fiscal year

1. Assets, Liabilities and Equity

(Assets)

Total assets decreased by 512 million yen from the end of the previous fiscal year to 33,980 million yen as of the end of the first half of the fiscal year under review.

Current assets decreased by 1,282 million yen from the end of the previous fiscal year to 19,428 million yen. This was mainly due to an increase in cash and deposits and a decrease in short-term investment securities.

Noncurrent assets increased by 769 million yen from the end of the previous fiscal year to 14,551 million yen. This was mainly due to increases in buildings and structures, net, and investment securities, and a decrease in construction in progress.

(Liabilities)

Total liabilities decreased by 1,982 million yen from the end of the previous fiscal year to 6,722 million yen as of the end of the first half of the fiscal year under review.

Current liabilities decreased by 2,069 million yen from the end of the previous fiscal year to 6,445 million yen. This was mainly due to decreases in accounts payable - other, income taxes payable, and unpaid consumption tax and other items included in other current liabilities.

Noncurrent liabilities increased by 87 million yen from the end of the previous fiscal year to 277 million yen. This was mainly due to an increase in deferred tax liabilities and a decrease in lease obligations included in other noncurrent liabilities.

(Net Assets)

Total net assets increased by 1,469 million yen from the end of the previous fiscal year to 27,258 million yen as of the end of the first half of the fiscal year under review. This was mainly due to an increase in net income attributable to owners of the parent, a decrease in treasury stock resulting from its disposal, and a decrease in retained earnings due to the appropriation of surplus.

(Equity Ratio)

The shareholders' equity ratio as of the end of the first half of the fiscal year under review was 78.0%, an increase of 5.6 percentage points from the end of the previous fiscal year.

2. Cash Flows

Cash and cash equivalents (hereinafter, “cash”) decreased by 685 million yen from the end of the previous fiscal year to 12,674 million yen as of the end of the first half of the fiscal year under review.

The status of each type of cash flows in the first half of the fiscal year under review is as follows.

(Cash flow from operating activities)

Net cash provided by operating activities was 2,853 million yen (compared to 3,717 million yen of net cash provided in the first half of the previous fiscal year).

This was mainly due to the posting of 4,731 million yen in net income before taxes and other adjustments and the payment of 1,988 million yen of income taxes.

(Cash flow from investing activities)

Net cash used in investing activities was 1,556 million yen (compared to 447 million yen of net cash provided by investing activities in the first half of the previous fiscal year).

This was mainly due to payments of 1,095 million yen for the purchase of investment securities and 783 million yen for the purchase of property, plant, and equipment, despite proceeds of 300 million yen from the sale and redemption of securities.

(Cash flow from financing activities)

Net cash used in financing activities was 1,988 million yen (compared to 2,160 million yen of net cash used in the first half of the previous fiscal year).

This was mainly due to repayments of long-term borrowings of 24 million yen and dividends paid of 1,954 million yen.

(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 expected to expand 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.

In addition, on July 1, 2026, MI Consulting Co., Ltd., a consolidated subsidiary of the Company, was merged into Funai Soken Agata Co., Ltd., the surviving company.

Furthermore, on July 1, 2026, the Company entered into a capital and business alliance agreement with Tokio Marine & Nichido Fire Insurance Co., Ltd., and payment was completed on July 17, 2026. For details, please refer to “2. First Half Consolidated Financial Statements and Main Notes (4) Notes on First Half Consolidated Financial Statements (Subsequent Events).”

Moreover, on July 21, 2026, the Company acquired shares of MTUS, Inc., which provides comprehensive interior services ranging from design and planning to construction, and made it a new consolidated subsidiary.

Additionally, the Company has agreed with Japan Asia Investment Co., Ltd. to jointly establish Funai Soken JAIC Capital Inc. For details, please refer to the press release issued today.

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. First Half Consolidated Financial Statements and Main Notes

(1) Consolidated Balance Sheet

(Thousand yen)

	FY12/25 (As of Dec. 31, 2025)	First Half of FY12/26 (As of Jun. 30, 2026)
Assets		
Current assets		
Cash and deposits	12,463,488	13,674,113
Trade notes, accounts receivable, and contract assets	4,732,917	4,526,806
Short-term investment securities	2,895,868	298,082
Work in process	205,876	254,863
Raw materials and supplies	10,691	9,437
Other current assets	618,971	877,038
Allowance for doubtful accounts	(216,699)	(211,509)
Total current assets	20,711,113	19,428,832
Noncurrent assets		
Property, plant, and equipment		
Buildings and structures, net	825,618	1,629,176
Land	252,840	-
Construction in progress	1,301,982	4,125
Other property, plant, and equipment, net	288,199	558,164
Total property, plant, and equipment	2,668,642	2,191,465
Intangible assets		
Software	451,163	480,050
Goodwill	1,125,370	1,209,121
Other intangible assets	111,811	88,929
Total intangible assets	1,688,345	1,778,101
Investments and other assets		
Investment securities	3,180,860	4,372,222
Assets related to retirement benefits	706,284	738,929
Long-term deposits	2,600,000	3,200,000
Guarantee deposits	2,482,012	1,941,269
Other investments and other assets	460,826	343,252
Allowance for doubtful accounts	(4,828)	(13,622)
Total investments and other assets	9,425,154	10,582,052
Total noncurrent assets	13,782,141	14,551,620
Total assets	34,493,255	33,980,453

(Thousand yen)

	FY12/25 (As of Dec. 31, 2025)	First Half of FY12/26 (As of Jun. 30, 2026)
Liabilities		
Current liabilities		
Accounts payable	472,567	423,905
Short-term loans payable	250,000	250,000
Current portion of long-term loans payable	9,996	9,996
Accounts payable - other	3,104,729	2,100,189
Income taxes payable	2,145,771	1,613,976
Allowance for bonus	-	382,000
Other current liabilities	2,531,906	1,665,130
Total current liabilities	8,514,970	6,445,198
Noncurrent liabilities		
Long-term loans payable	25,010	20,012
Retirement benefit liabilities	47,623	40,638
Deferred tax liabilities	50,495	158,657
Other noncurrent liabilities	66,939	57,848
Total noncurrent liabilities	190,069	277,156
Total liabilities	8,705,040	6,722,355
Net assets		
Shareholders' equity		
Capital stock	3,125,231	3,125,231
Capital surplus	2,946,634	2,946,634
Retained earnings	28,220,914	29,354,575
Treasury stock	(9,613,558)	(9,308,996)
Total shareholders' equity	24,679,221	26,117,445
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	230,519	323,802
Foreign currency translation adjustments	28,681	35,792
Accumulated adjustments for retirement benefits	30,541	35,742
Total accumulated other comprehensive income	289,742	395,337
Subscription rights for shares	800,668	717,785
Non-controlling interests	18,582	27,529
Total net assets	25,788,215	27,258,097
Total liabilities and net assets	34,493,255	33,980,453

(2) Consolidated Statements of Income and Comprehensive Income

Consolidated Statement of Income

(Thousand yen)

	First Half of FY12/25 (Jan. 1 – Jun. 30, 2025)	First Half of FY12/26 (Jan. 1 – Jun. 30, 2026)
Net sales	16,043,901	16,825,321
Cost of sales	9,421,671	9,476,282
Gross profit	6,622,230	7,349,038
SG&A expenses	1,937,935	2,613,018
Operating income	4,684,295	4,736,020
Non-operating income		
Interest income	10,029	38,750
Dividend income	6,560	8,564
Gain on sales of investment securities	7,225	20,704
Gain on valuation of investment securities	3,273	2,451
Refund of insurance premiums	-	82,595
Insurance claim income	-	28,085
Other non-operating income	29,292	24,990
Total non-operating income	56,380	206,142
Non-operating expenses		
Interest expenses	7,654	4,424
Loss on valuation of investment securities	2,046	9,110
Investment partnership management expenses	6,645	6,438
Donations	13,150	3,120
Expenses for information security measures	15,156	8,354
Other non-operating expenses	7,326	8,004
Total non-operating expenses	51,979	39,452
Ordinary income	4,688,696	4,902,711
Extraordinary losses		
Impairment losses	2,155,860	-
Loss on retirement of noncurrent assets	9,826	6,119
Office relocation expenses	31,078	165,093
Total extraordinary losses	2,196,764	171,213
Net income before income taxes and other adjustments	2,491,931	4,731,497
Current income taxes	986,448	1,490,049
Deferred income taxes	(148,072)	13,505
Total income taxes	838,376	1,503,554
Net income	1,653,554	3,227,943
Profit attributable to non-controlling interests	1,730	9,322
Net income attributable to owners of the parent	1,651,823	3,218,620

Consolidated Comprehensive Income

(Thousand yen)

	First Half of FY12/25 (Jan. 1 – Jun. 30, 2025)	First Half of FY12/26 (Jan. 1 – Jun. 30, 2026)
Net income	1,653,554	3,227,943
Other comprehensive income		
Valuation difference on available-for-sale securities	(16,705)	93,282
Foreign currency translation adjustments	(6,196)	7,110
Adjustments for retirement benefits	22,218	5,200
Total other comprehensive income	(683)	105,594
Comprehensive income	1,652,871	3,333,537
Details		
Comprehensive income attributable to owners of the parent	1,651,140	3,324,215
Profit attributable to non-controlling interests	1,730	9,322

(3) Consolidated Cash Flow Statement

(Thousand yen)

	First Half of FY12/25 (Jan. 1 – Jun 30, 2025)	First Half of FY12/26 (Jan. 1 – Jun 30, 2026)
Net cash provided by (used in) operations		
Net income before income taxes and other adjustments	2,491,931	4,731,497
Depreciation	181,847	291,677
Impairment losses	2,155,860	-
Amortization of goodwill	77,601	179,742
Share-based compensation expenses	66,433	90,712
Increase (decrease) in allowance for doubtful accounts	2,072	3,603
Decrease (increase) in assets related to retirement benefits	914	(27,444)
Increase (decrease) in liabilities related to retirement benefits	2,338	(6,985)
Increase (decrease) in allowance for bonus	457,569	381,543
Loss (gain) on valuation of investment securities	(1,227)	6,658
Loss (gain) on sales of investment securities	(7,259)	(20,704)
Interest and dividend income	(16,590)	(47,314)
Insurance claim income	-	(28,085)
Surrender value of insurance policies	-	(82,595)
Interest expenses	7,654	4,424
Foreign exchange loss (gain)	(1,827)	(2,651)
Donations	2,050	3,120
Loss on retirement of property, plant and equipment	9,826	6,119
Decrease (increase) in notes and accounts receivable-trade and contract assets	16,780	241,674
Decrease (increase) in guarantee deposits	(500,000)	500,000
Decrease (increase) in other assets	(512,771)	(173,755)
Increase (decrease) in other liabilities	(551,825)	(1,308,274)
Other	17,206	38,383
Subtotal	3,898,584	4,781,348
Interest and dividends received	17,764	40,513
Interest paid	(7,494)	(4,439)
Income taxes paid	(1,012,732)	(1,988,473)
Income taxes refund	823,905	-
Proceeds from insurance income	-	28,085
Donations paid	(2,050)	(3,120)
Net cash provided by (used in) operations	3,717,976	2,853,913

(Thousand yen)

	First Half of FY12/25 (Jan. 1 – Jun 30, 2025)	First Half of FY12/26 (Jan. 1 – Jun 30, 2026)
Net cash provided by (used in) investments		
Proceeds from withdrawal of time deposits	-	600,000
Payments into time deposits	(600,000)	(600,000)
Purchase of securities	-	(198,082)
Proceeds from sale and redemption of securities	-	300,000
Purchase of investment securities	(50,000)	(1,095,790)
Proceeds from sale and redemption of investment securities	1,429	42,237
Purchase of property, plant, and equipment	(83,654)	(783,503)
Proceeds from sale of property, plant, and equipment	1,453,690	281,473
Advance payment received for sale of property, plant, and equipment	469,150	-
Purchase of intangible assets	(77,878)	(134,876)
Proceeds from distributions from investment partnerships	5,440	8,410
Proceeds from surrender of insurance reserves	92	269,577
Payments of guarantee deposits	(620,154)	-
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(50,705)	(245,606)
Other	(10)	(10)
Net cash provided by (used in) investments	447,398	(1,556,169)
Net cash provided by (used in) financing		
Proceeds from short-term borrowings	50,000	50,000
Repayments of short-term borrowings	(100,000)	(50,000)
Repayments of long-term borrowings	(351,035)	(24,380)
Proceeds from share issuance to non-controlling shareholders	12,500	-
Repayment of lease obligations	(12,994)	(9,692)
Purchase of treasury shares	(240)	(281)
Proceeds from sale of treasury shares	45	275
Dividends paid	(1,759,249)	(1,954,023)
Dividends paid to non-controlling shareholders	-	(375)
Net cash provided by (used in) financing	(2,160,974)	(1,988,476)
Effect of exchange rate changes on cash and cash equivalents	(7,843)	5,678
Net increase (decrease) in cash and cash equivalents	1,996,558	(685,054)
Cash and cash equivalents at start of fiscal year	10,346,416	13,359,167
Cash and cash equivalents at end of first half	12,342,974	12,674,113

(4) Notes on First Half 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 Half of FY12/25 (Jan. 1 – Jun. 30, 2025)

1. Information on Net Sales and Income/Losses for Each Segment
   As described in "II. First Half of FY12/26 2. Matters concerning changes in reporting segments, etc."

II. First Half of FY12/26 (Jan. 1 – Jun. 30, 2026)

1. Information on Net Sales and Income/Losses for Each 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 half 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 half of the previous fiscal year and the first half of the current fiscal year has been omitted.

(Subsequent Events)

(Disposal of Treasury Stock through a Third-Party Allotment and Execution of a Capital and Business Alliance Agreement)

At the meeting of the Board of Directors held on July 1, 2026, the Company resolved to dispose of treasury stock through a third-party allotment and enter into a capital and business alliance agreement.

1. Overview of the Disposal of Treasury Stock

(1) Class and number of shares	2,196,000 common shares
(2) Amount to be paid in	1,067 yen per share
(3) Total amount to be paid in	2,343,132,000 yen
(4) Method of disposal	All of the treasury shares to be disposed of will be allotted to Tokio Marine & Nichido Fire Insurance Co., Ltd. through a third-party allotment.
(5) Payment date	July 17, 2026
(6) Other	The foregoing is subject to the securities registration statement filed pursuant to the Financial Instruments and Exchange Act becoming effective, and payment and the disposal of treasury stock were completed on July 17, 2026.

2. Purpose and Rationale for the Capital and Business Alliance

The Company and Tokio Marine & Nichido Fire Insurance Co., Ltd. have worked to create synergies through their business alliance under the shared commitment to "supporting the sustainable growth and risk management of mid-sized companies and SMEs." Since the collaboration began, business matching between the two companies has proceeded extremely well, and many introductions have developed into management consulting engagements. To build on this success and take the collaboration to the next level, fully integrating the two companies' resources in both form and substance, the two companies decided to enter into this capital and business alliance agreement.

The purpose of this alliance is to move beyond the simple reciprocal referral of customers (business matching) and develop and provide new solutions that integrate the expertise of both companies. This will establish a one-stop framework for resolving the challenges that mid-sized companies and SMEs face in both "growth-oriented management" (growth strategies) and "defensive management" (risk management), thereby revitalizing regional economies while expanding the businesses of both companies.

3. Other Information

(1) Orders and Sales

I. Orders

Orders won in the first half 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	11,740,660	+1.7	10,528,105	+1.6

Notes:
1. Consulting orders above include only monthly support service and project consulting revenues.
2. The above amounts are based on sale prices.
3. Effective from the first half 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 in the first half of the current fiscal year are as follows.

Segment	Sales (unit: 1,000 yen)	Change from same period last year (%)
Consulting	16,825,321	+4.9

Notes:
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 half 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.