2nd Quarter of Fiscal Year Ending December 2026

Summary of Financial Results

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

August 7, 2026

Funai Soken Holdings

Contents

Executive Summary

Funai Soken Holdings

Highlights

FY2026 Q2 Financial Results	■ New 2nd-quarter records were set for sales and operating income. ■ We have absorbed costs disbursed as growth investments (e.g., investments in offices relating to relocation of Osaka HQ, human resources, and M&A), and operating income is progressing steadily at 52% as of the end of Q2.
KPIs	■ Our core services are performing robustly, with sales of monthly support up 9.9% and management workshops up 8.2%. ■ Consulting services for mid-market aspirants—¥10 Billion Business consulting, M&A consulting, and grants and subsidies consulting—rose sharply, up 112.0%. ■ Consultant headcount increased by 7.6% to approx. 1,200 over the same period last year. ■ Management workshop membership increased 4.8%, per-contract monthly revenue increased 4.9%—both reaching record figures. ■ Monthly support client company numbers at the end of Q2 were up 1.6% over the same period last year; per-contract monthly revenue was up 6.2%.
Outlook for 2026	■ Target: Record net sales (¥37.0 bil.) and operating income (¥9.1 bil.). ■ Target: Dividend payout ratio of at least 60%, total return ratio of at least 65%, dividends up for the 16th straight year.
News	■ Capital & business alliance with Tokio Marine & Nichido Fire Insurance designed to add further momentum to initiatives aimed at helping mid-market companies and SMEs achieve sustainable growth. (July 2026)

(1) Consolidated Income

- **Sales and income were both up; progress toward income target is ahead of schedule**
- **In Q2 (Apr.–Jun.), net sales were up 7.4%, and operating income was up by double digits: 10.9%**

	FY2025 Q2 YTD		FY2026 Q2 YTD			Comparison with financial result forecast (Issued February 6, 2026)	
	Amount (million yen)	% of total	Amount (million yen)	% of total	Change (%)	Amount (million yen)	Difference (%)
Net sales	16,043	100.0	16,825	100.0	**+4.9**	17,500	-3.9
Operating income	4,684	29.2	4,736	28.1	**+1.1**	4,700	+0.8
Ordinary income	4,688	29.2	4,902	29.1	**+4.6**	4,700	+4.3
Net income attributable to owners of the parent	1,651*	10.3	3,218	19.1	**+94.9**	3,150	+2.2

*Net income for Q1 2025 reflects the effects of extraordinary losses of ¥2,155 mil. incurred on the sale of the Gotanda Office.

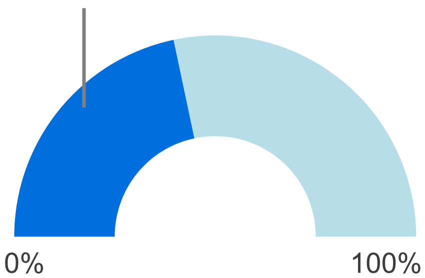
1. Executive Summary

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

Net sales

2026 full-year forecast
37,000 mil. yen
(+11.0% y-o-y)

Q2 YTD
16,825 mil. yen



Progress as of June 2026

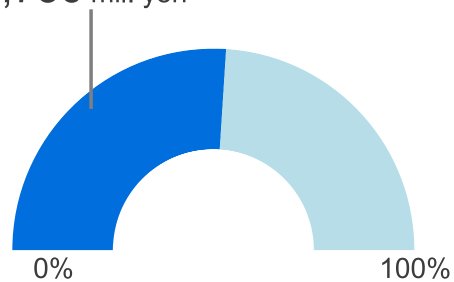
45.5%

Same period last year: 48.6%

Operating income

2026 full-year forecast
9,100 mil. yen
(+3.3% y-o-y)

Q2 YTD
4,736 mil. yen



Progress as of June 2026

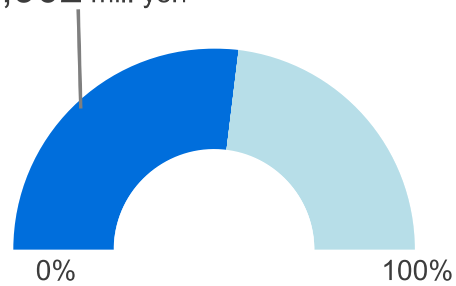
52.0%

Same period last year: 52.6%

Ordinary income

2026 full-year forecast
9,100 mil. yen
(+2.9% y-o-y)

Q2 YTD
4,902 mil. yen



Progress as of June 2026

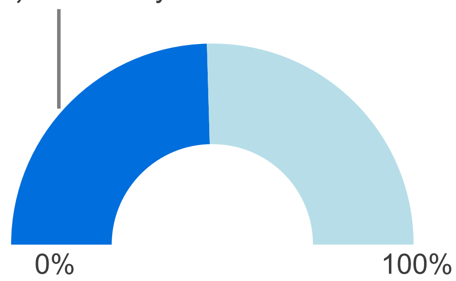
53.9%

Same period last year: 52.7%

Net income attributable to owners of the parent

2026 full-year forecast
6,550 mil. yen
(+0.4% y-o-y)

Q2 YTD
3,218 mil. yen



Progress as of June 2026

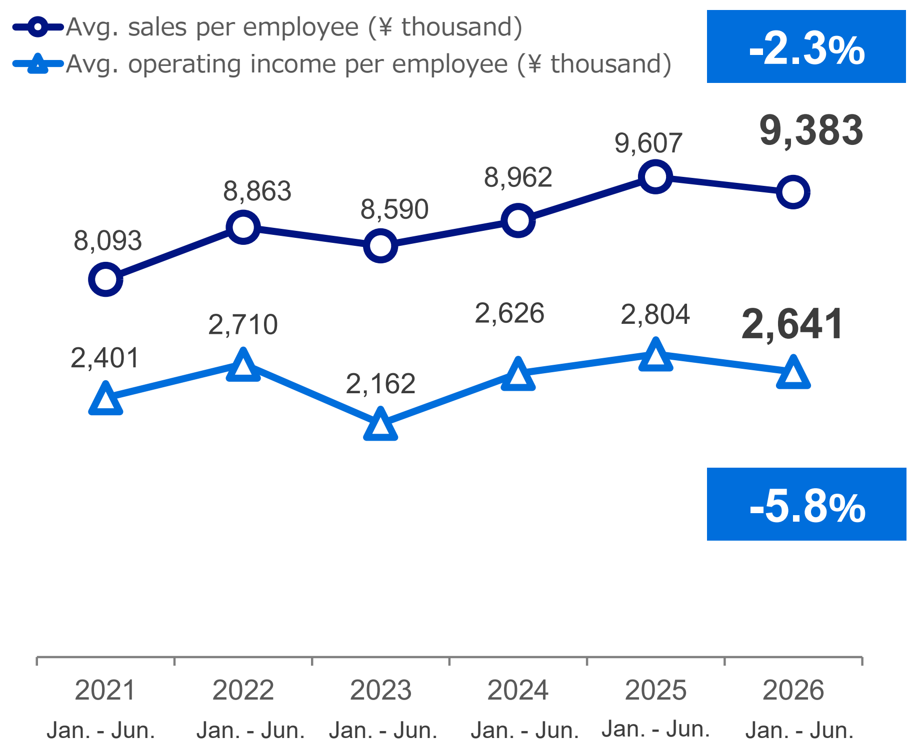
49.1%

Same period last year: 25.0%

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

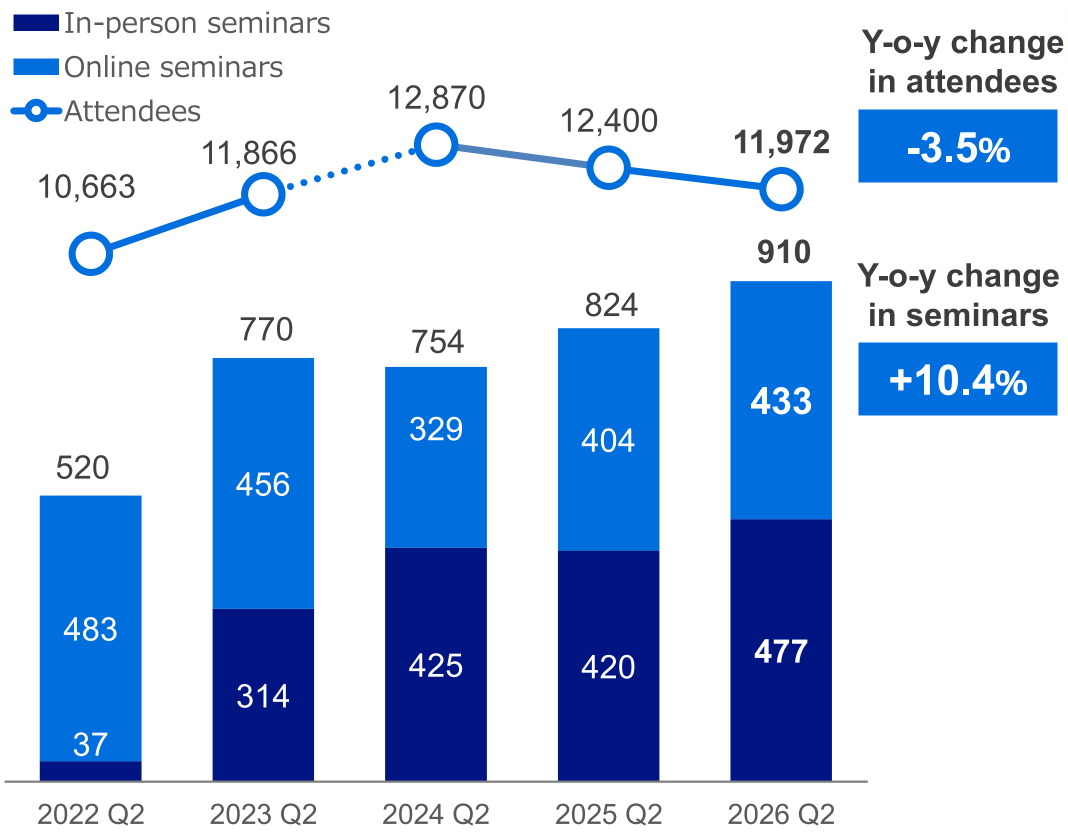
	FY2025 Q2	FY2026 Q2
Total headcount	1,670 Up by 63 (+3.9%) y-o-y	1,793 Up by 123 (+7.4%) y-o-y
Consultants	1,111 Up by 57 (+5.4%) y-o-y	1,195 Up by 84 (+7.6%) y-o-y
	%age of total workforce: 66.5%	%age of total workforce: 66.6% (+0.1 pts)

Avg. Sales & Operating Income Per Employee



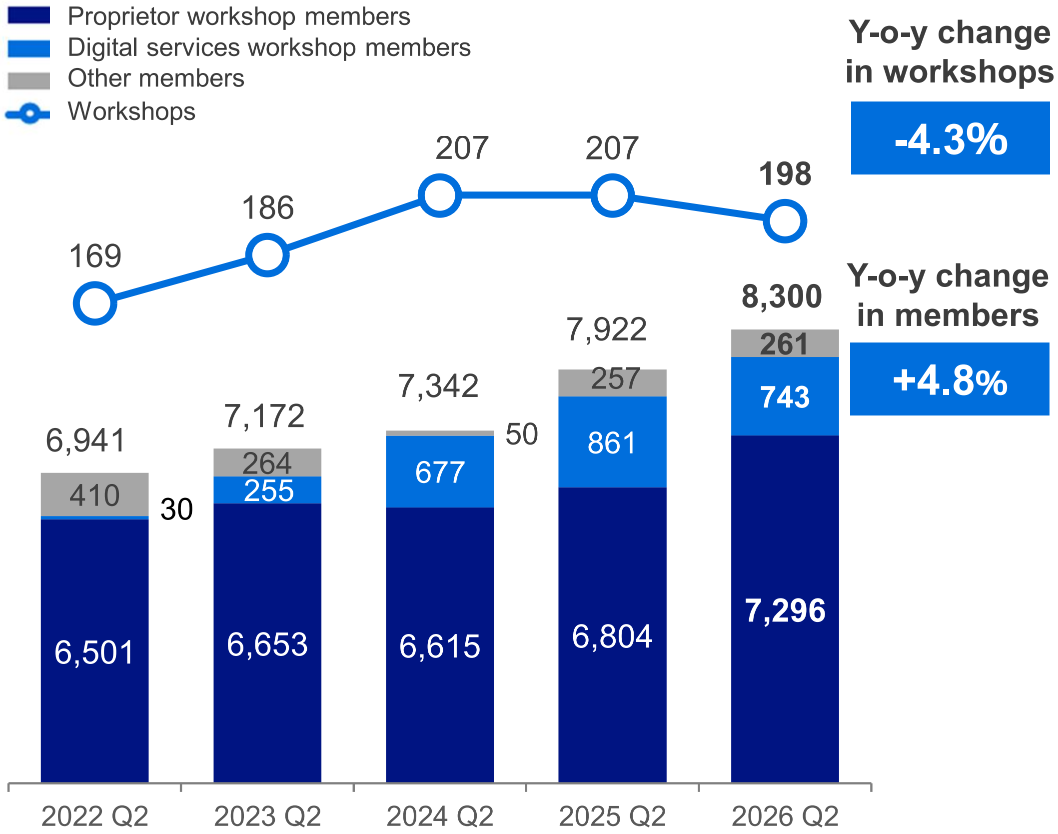
(3) KPIs: Seminars & Workshops

Management Seminars and Attendance Figures



*Figures show paid management seminars held and attendance for all group companies (except for 2022–2023, which are for Funai Consulting only)

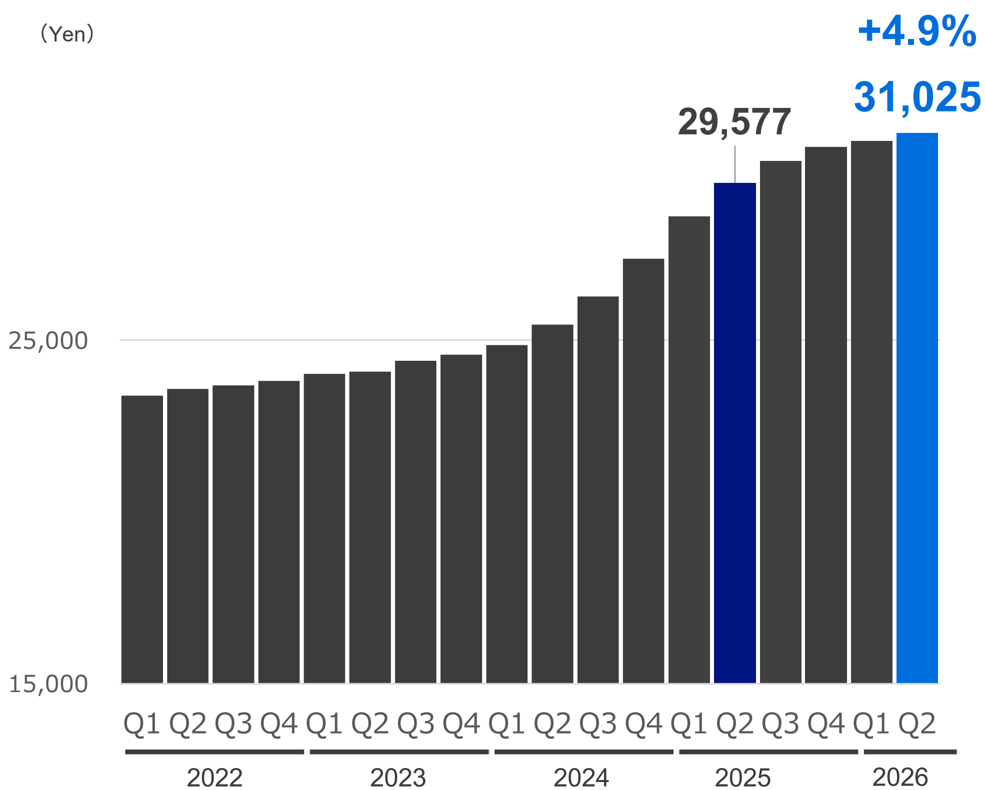
Management Workshops and Membership



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

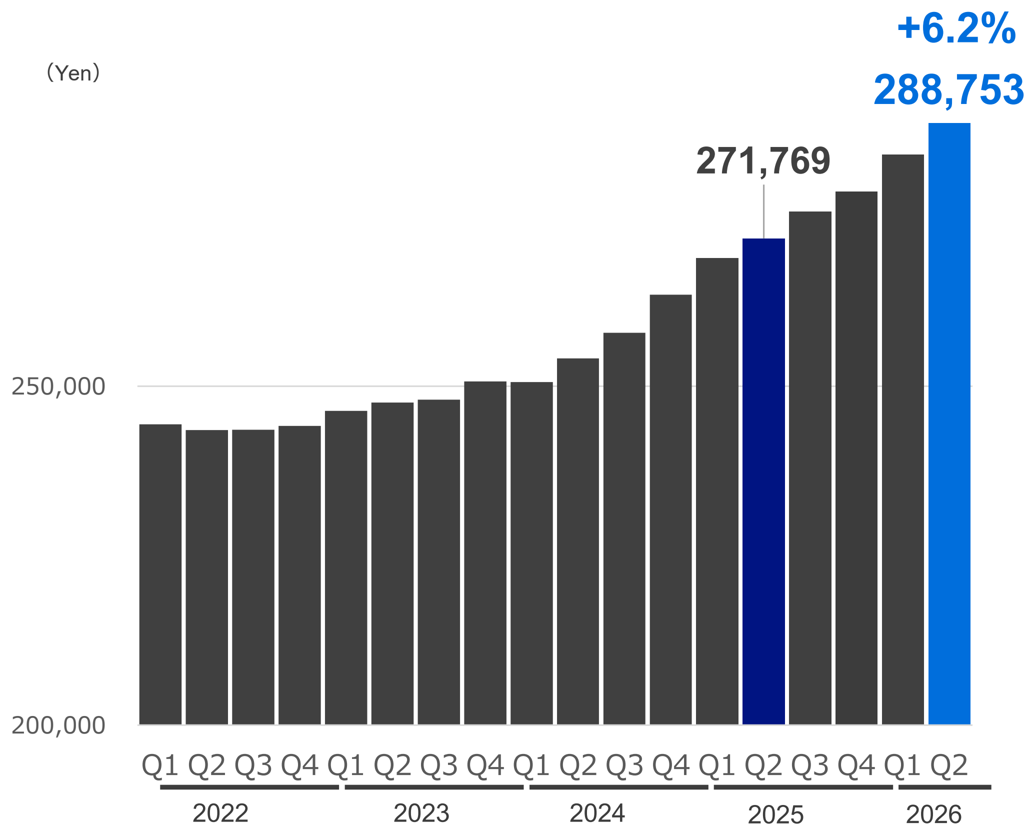
(3) KPIs: Management Workshop & Monthly Support Services: Per-contract Monthly Revenue

Management Workshops: Per-contract monthly revenue



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

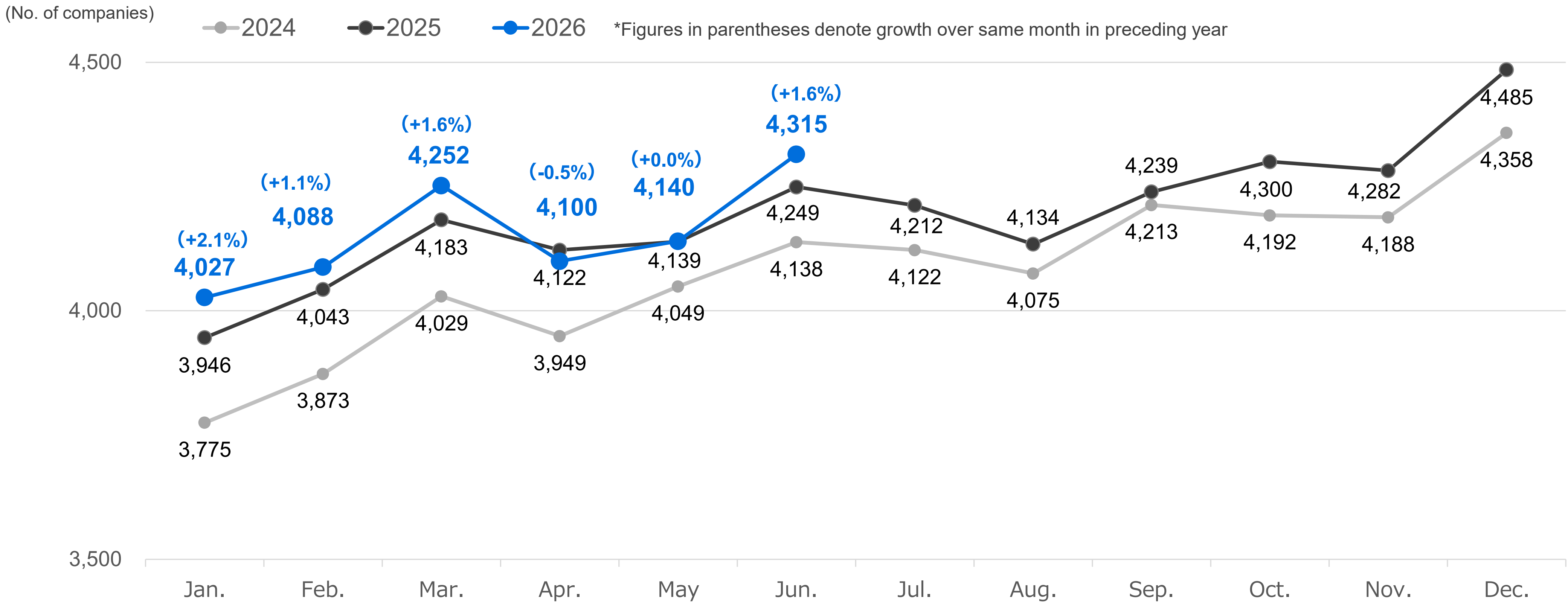
Monthly Support Consulting Services: Per-contract monthly revenue



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

(3) KPIs: Consulting Client Numbers

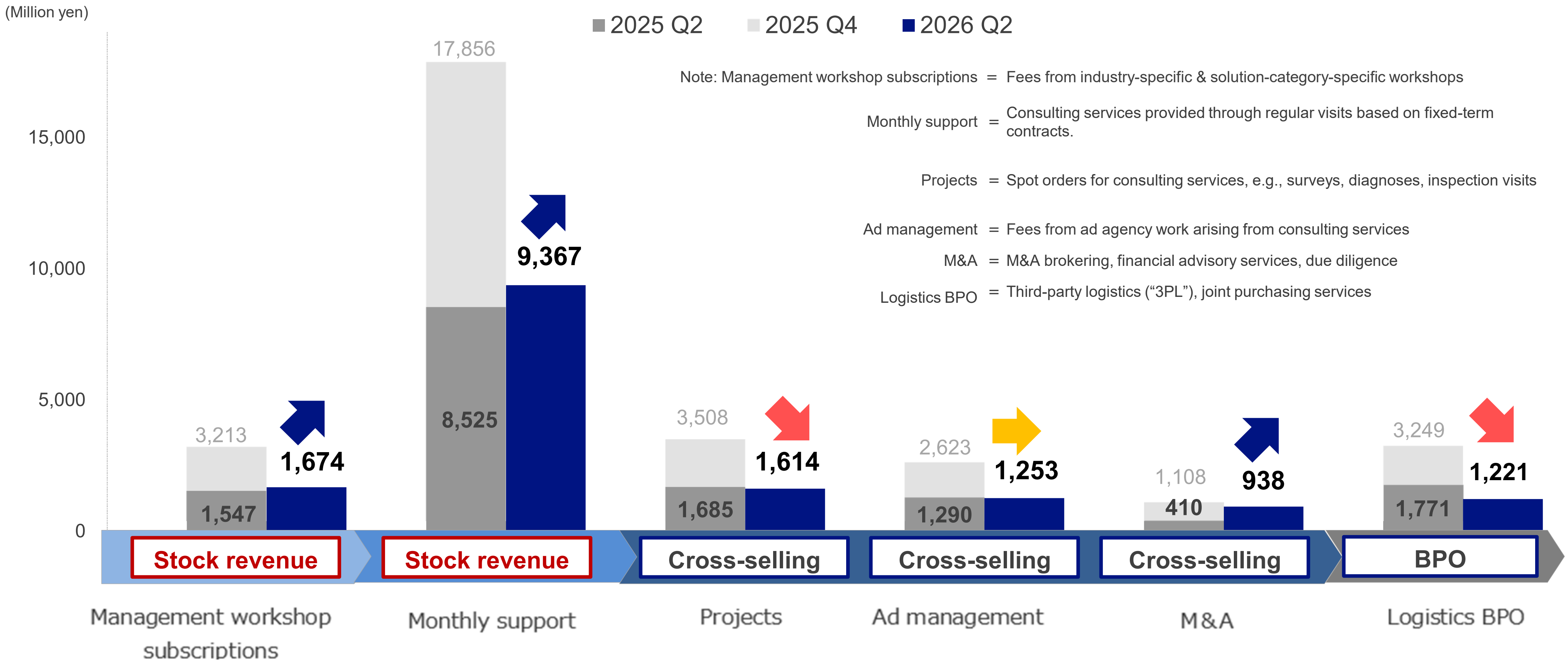
Monthly Consulting Client Company Numbers



*With the consolidation of multiple segments into a single consulting segment, we have begun aggregating monthly consulting client company numbers on a groupwide basis starting this year. (Figures for previous periods have been retroactively adjusted) (excl. intra-group transactions)

Financial Results as of FY2026 Q2

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



Note: Management workshop subscriptions = Fees from industry-specific & solution-category-specific workshops

Monthly support = Consulting services provided through regular visits based on fixed-term contracts.

Projects = Spot orders for consulting services, e.g., surveys, diagnoses, inspection visits

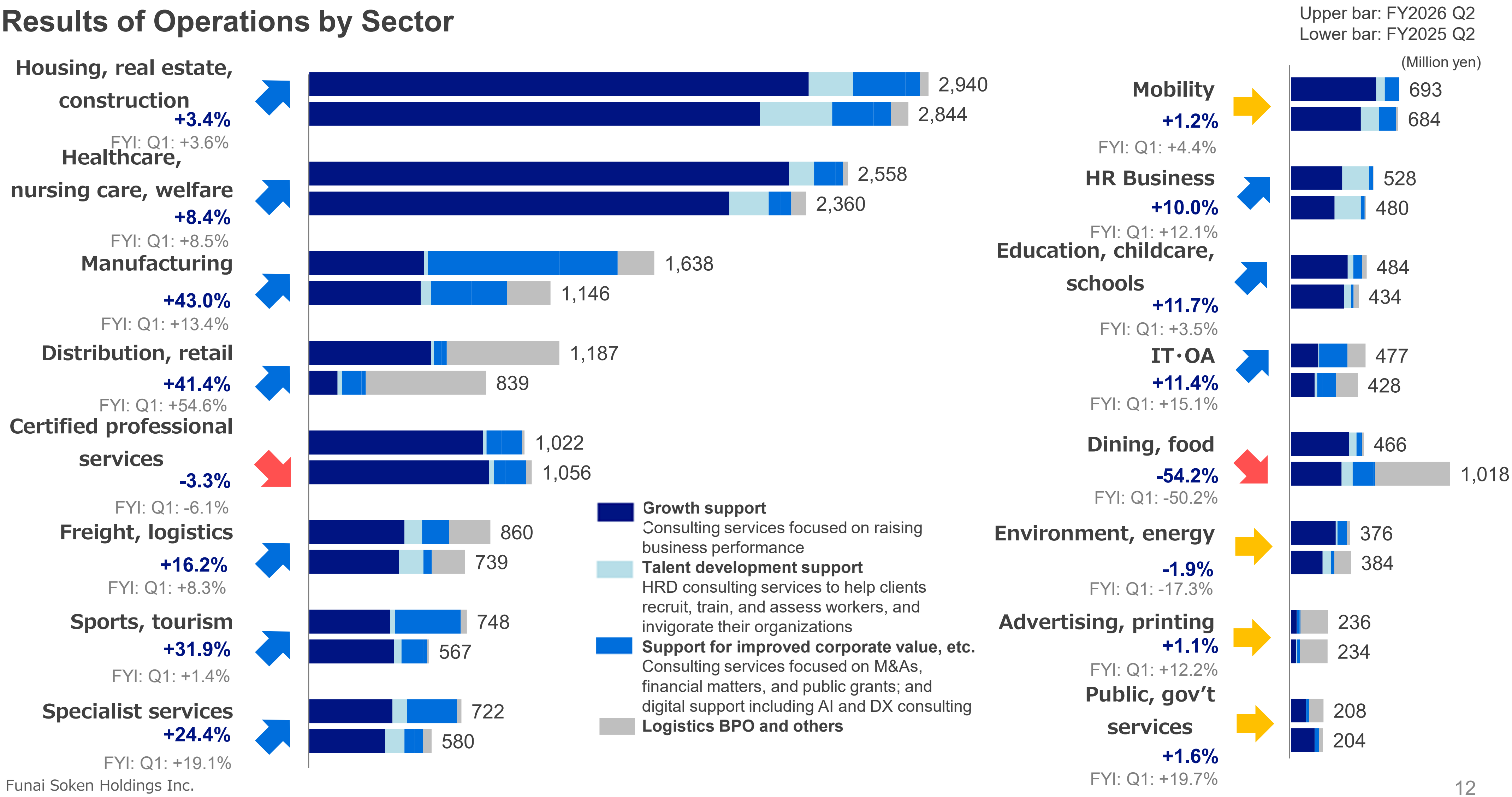
Ad management = Fees from ad agency work arising from consulting services

M&A = M&A brokering, financial advisory services, due diligence

Logistics BPO = Third-party logistics ("3PL"), joint purchasing services

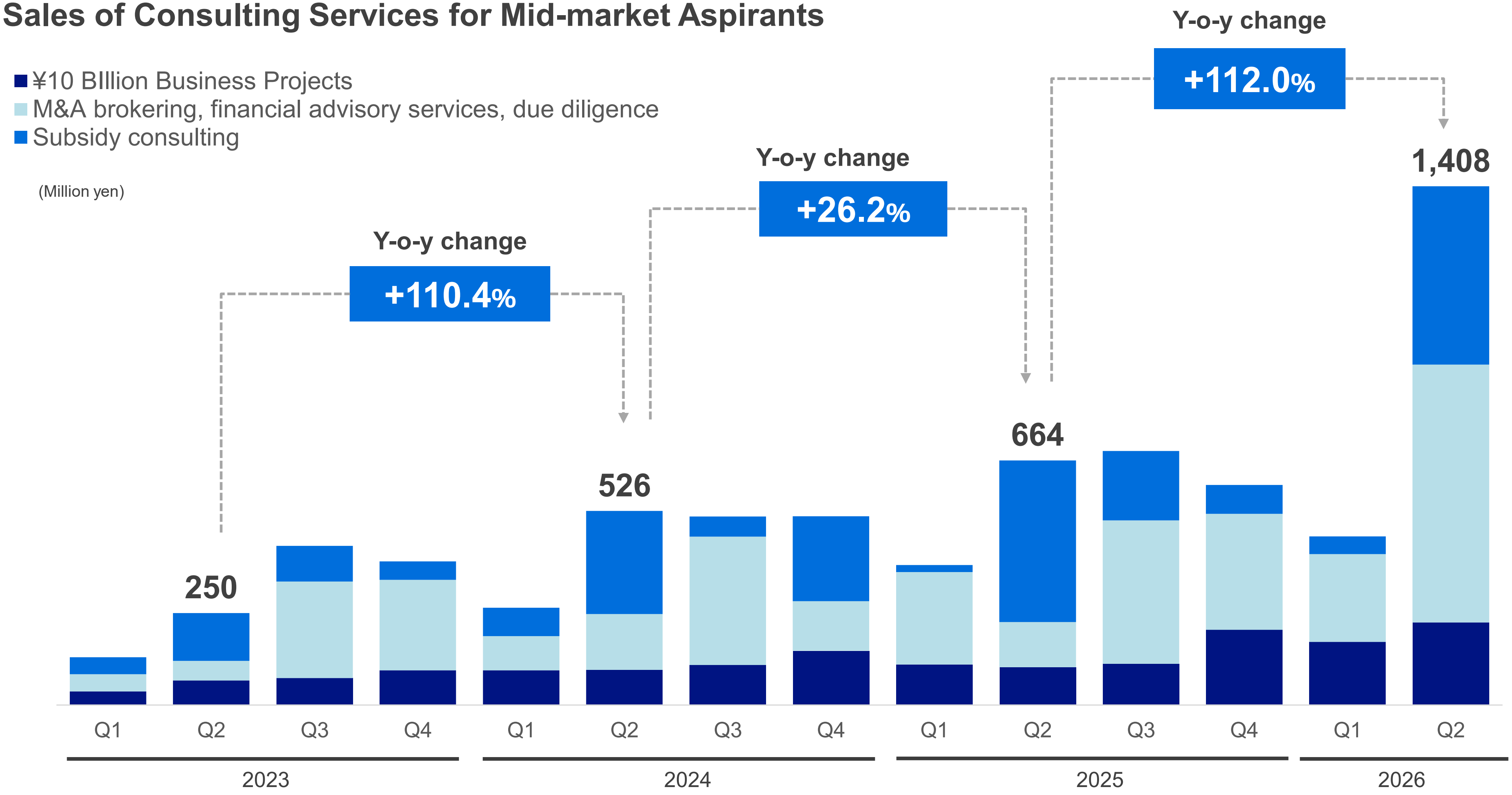
	Management workshop subscriptions	Monthly support	Projects	Ad management	M&A	Logistics BPO
	+8.2%	**+9.9%**	**-4.2%**	**-2.9%**	**+128.4%**	**-31.0%**
FYI: 2026 Q1	+7.6%	+10.2%	+3.4%	+1.3%	-12.9%	-30.2%

(2) Results of Operations by Sector



Funai Soken Holdings

(3) Sales of Consulting Services for Mid-market Aspirants



Funai Soken Holdings

(4) Consolidated Financial Position: Balance Sheet

(Million yen)

		As of Dec. 31, 2025	As of Jun. 30, 2026	Change	Major factors behind changes
Current assets		20,711	19,428	(1,282)	Decrease due to the acquisition of investment securities as part of surplus fund management
Noncurrent assets	Property, plant, and equipment	2,668	2,191	(477)	Decrease due to a decrease in land resulting from the sale of company housing, as well as depreciation.
	Intangible assets	1,688	1,778	+89	Increase due to addition of goodwill upon acquisition of new subsidiaries.
	Investments and other assets	9,425	10,582	+1,156	Increase due to the addition of investment securities and long-term deposits as part of surplus fund management.
Total assets		**34,493**	**33,980**	**(512)**	
Current liabilities		8,514	6,445	(2,069)	Decrease in accounts payable following the payment of income taxes and expenses related to the Osaka HQ relocation.
Noncurrent liabilities		190	277	+87	
Total liabilities		**8,705**	**6,722**	**(1,982)**	
Total net assets		**25,788**	**27,258**	**1,469**	Equity ratio steady at 78.0%.
Total liabilities & net assets		**34,493**	**33,980**	**(512)**	

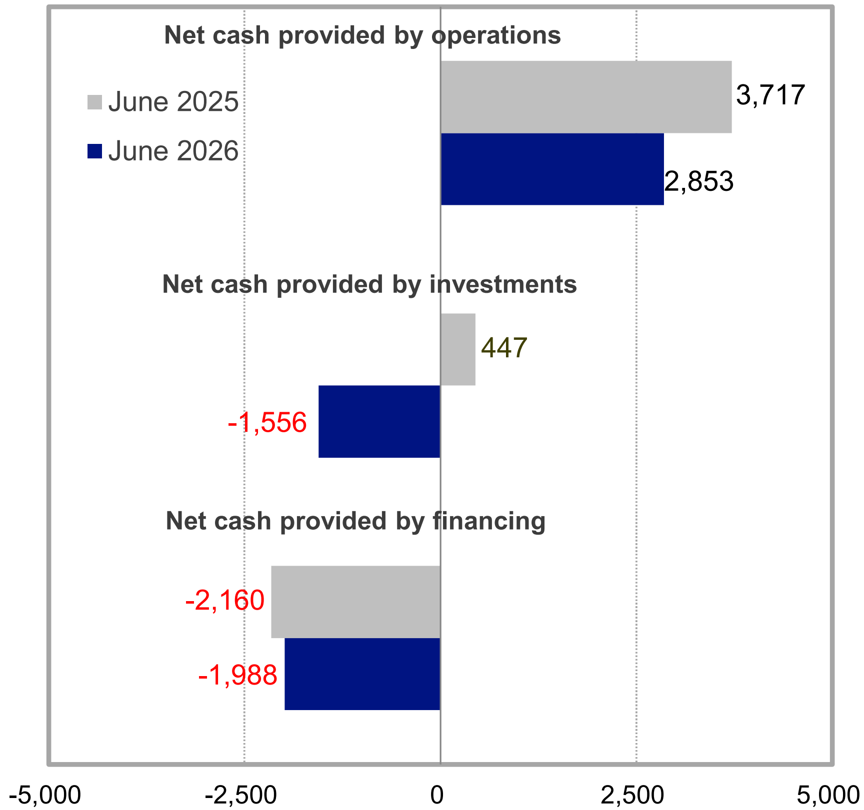
Funai Soken Holdings

(4) Consolidated Financial Position: Cash Flow Statement

(Million yen)

	June 2025	June 2026	Change
Net cash provided by (used in) operations			
Net income before income taxes and other adjustments	2,491	4,731	2,239
Impairment losses	2,155	–	(2,155)
Other	(749)	49	799
Subtotal	3,898	4,781	882
Income taxes paid	(1,012)	(1,988)	(975)
Income tax refunds	823	–	(823)
Other	8	61	52
Net cash provided by (used in) operations	3,717	2,853	(864)
Net cash provided by (used in) investments			
Purchase of investment securities	(50)	(1,095)	(1,045)
Purchase of property, plant and equipment and intangible assets	(161)	(918)	(756)
Proceeds from sale of property, plant, and equipment, and intangible assets	1,453	281	(1,172)
Other	(744)	176	920
Net cash provided by (used in) investments	447	(1,556)	(2,003)
Net cash provided by (used in) financing			
Dividends paid	(1,759)	(1,954)	(194)
Other	(401)	(34)	367
Net cash provided by (used in) financing	(2,160)	(1,988)	172
Change in cash and cash equivalents	1,996	(685)	(2,681)
Cash and cash equivalents at start of fiscal year	10,346	13,359	3,012
Cash and cash equivalents at end of first half	12,342	12,674	331

(Million yen)



(5) News

1) Funai Soken Holdings Enters into Capital & Business Alliance with Tokio Marine & Nichido Fire Insurance

The alliance will enable us to access Tokio Marine & Nichido Fire Insurance's extensive client base, and to expand our consulting footprint with diverse solutions that combine the best of both companies.

2) Funai Soken Holdings Chosen for FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Index

Funai Soken Holdings is proud to announce that it has been selected for the first time as a constituent of the FTSE JPX Blossom Japan Index, an ESG index adopted by Japan's Government Pension Investment Fund (GPIF). With this, we are now included in five of the six Japanese equity ESG indices adopted by the GPIF.

FTSE Russell confirms that Funai Soken Holdings has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE JPX Blossom Japan Index is designed to measure the performance of companies demonstrating specific Environmental, Social and Governance (ESG) practices. The FTSE JPX Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

(5) News

3) Funai Soken Holdings Acquires MTUS to Strengthen Workplace Consulting Capabilities

The addition of MTUS's superior spatial design capabilities will better equip the group to help clients achieve sustained growth through a dual focus on business management and creative design that address a diverse range of challenges from workplace optimization to branding.

4) Funai Soken Holdings & JAIC Agree to Establish New Joint Venture: Funai Soken JAIC Capital

The Funai Soken Consulting Group is about to make its first foray into the business succession support fund sector. Funai Soken Holdings and JAIC are planning an inaugural fund of ¥2–3 billion that harnesses both partners' strengths to help companies in the mobility industry.

(5) News

5) Funai Consulting Acquires Certification as a Sapporo Pro Frontier Market "S-Adviser"

Following its certification as an advisor for the Tokyo and Fukuoka stock exchanges, Funai Consulting has become an approved "S-Adviser" for the Sapporo Pro Frontier Market. S-Adviser status better positions the company to offer comprehensive solutions to the challenges faced by companies looking to list on the stock exchange.

6) Partnering with Regional Banks on Enhanced Growth Support for Mid-market Companies and SMEs

Funai Soken Holdings is teaming up with regional financial institutions like CCI Group, Fukui Bank, and 77 Bank to offer management workshops and seminars on how to reach and break the ¥10 bil. turnover barrier so as to help local mid-market companies and SMEs achieve sustainable growth.

(5) News

AI Business Forum: The Spearhead of Our Initiatives to Make AI a Natural Part of Consulting

Community of Business Proprietors | AI Business Forum

Learn from industry-specific examples of AI adoption
Recent case studies, tools, productivity improvements

Working groups to discuss real challenges
Dive deep into implementation themes by industry and function

Generates qualified leads for AI consulting services
Enables us to identify needs and offer solutions

For instance...

Case Study: How We Helped Marunouchi Soleil Law Office

10,000+	1,000+ pages	Soleil View
database of past ad data	of legal expertise, screening know-how	New AI ad screening tool launched

AI does the grunt work, freeing attorneys to concentrate on advanced decision-making

Ad data (PDF, image) — AI-enabled OCR software extracts text ▶ **Harnessing multiple AIs** — Simultaneous search of laws, past judgments, internet ▶ **Attorneys make final decision** — Correction suggestions, high-level advice

- Quicker initial screening
- Much easier to analyze large volumes
- Standardize screening quality, professional development for younger employees

- **Dramatic improvements in ad screening speed and capacity.**
- **Capable of handling high-volume projects, such as product checks for 24-hour broadcast home shopping channels.**

Strive to grow sales of industry-specific AI consulting services by sharing insights between the AI Business Community and client projects
Identify client pain points and develop a cyclical model: adopt→run→improve.

Source: AI Business Forum reports, Marunouchi Soleil Law Office case study, joint press release

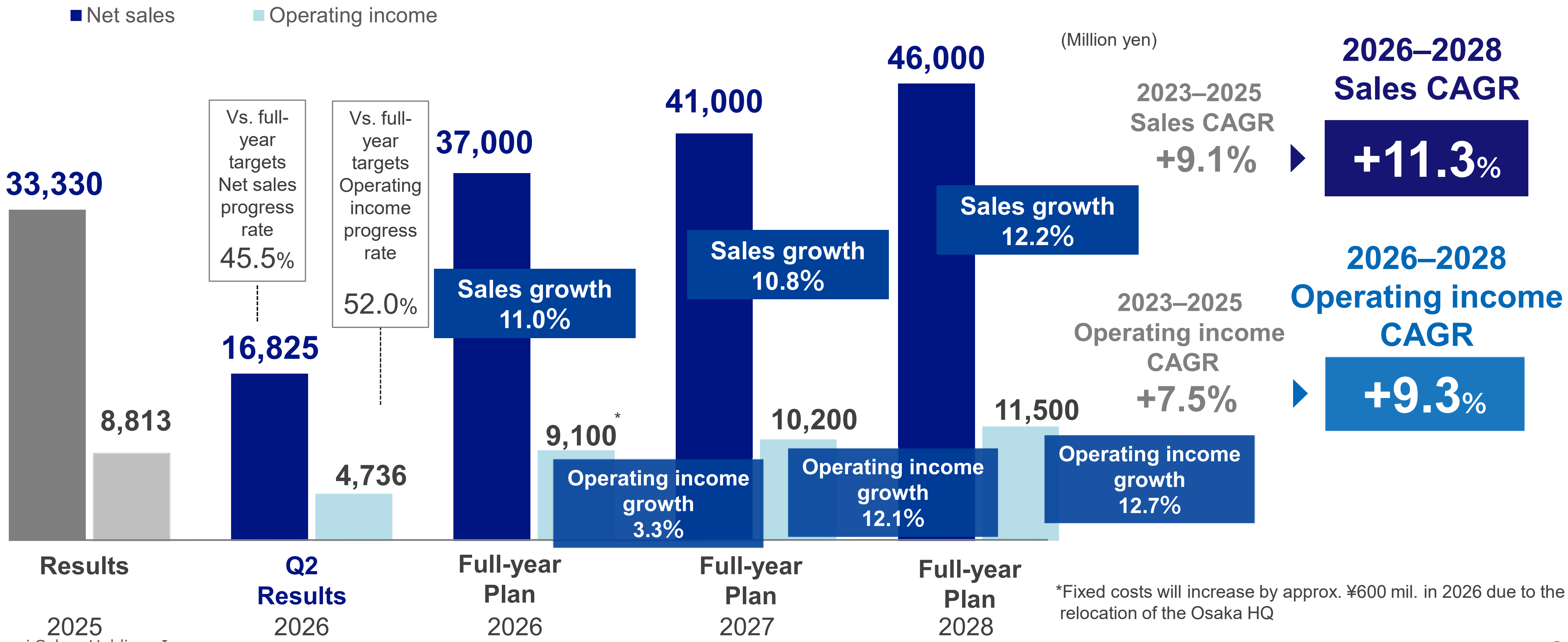
Forecasts & Growth Strategy

Funai Soken Holdings

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

For FY2028, we plan to achieve net sales of 46.0 billion yen and operating income of 11.5 billion yen, maintaining high profitability.

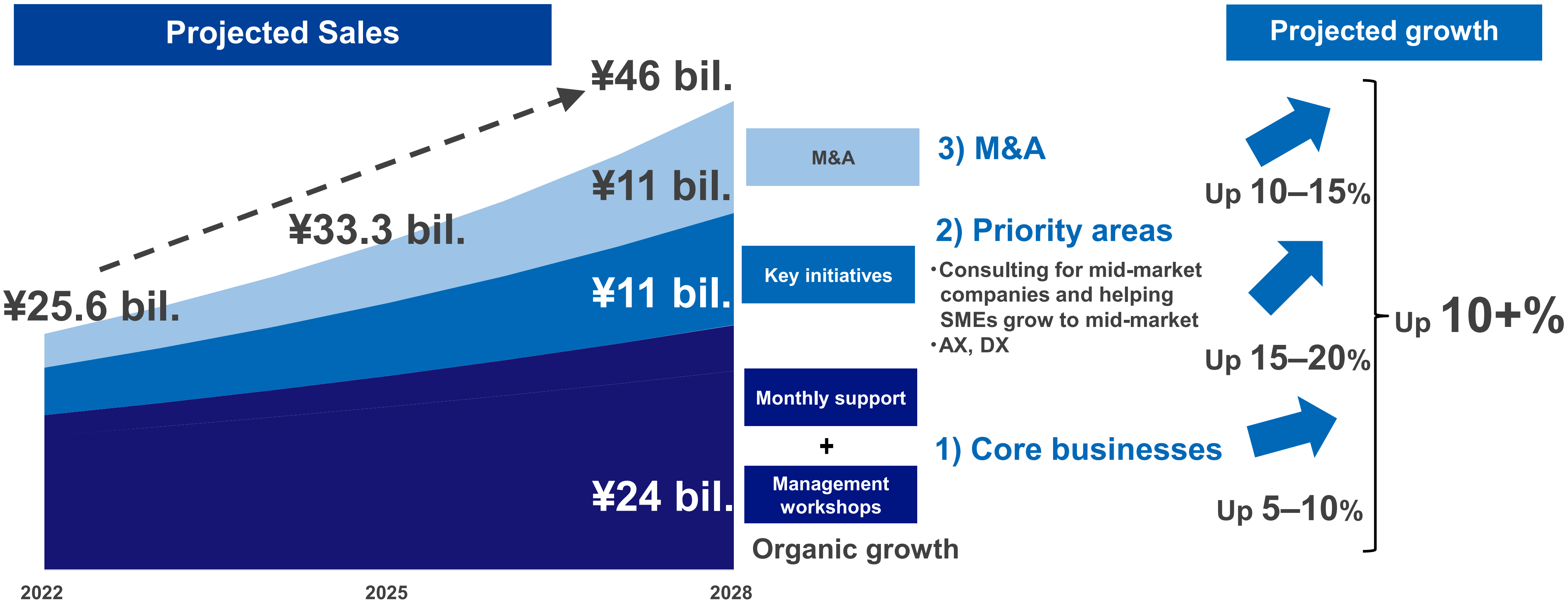
■ FY2026-FY2028: Results and targets of net sales and operating income



*Fixed costs will increase by approx. ¥600 mil. in 2026 due to the relocation of the Osaka HQ

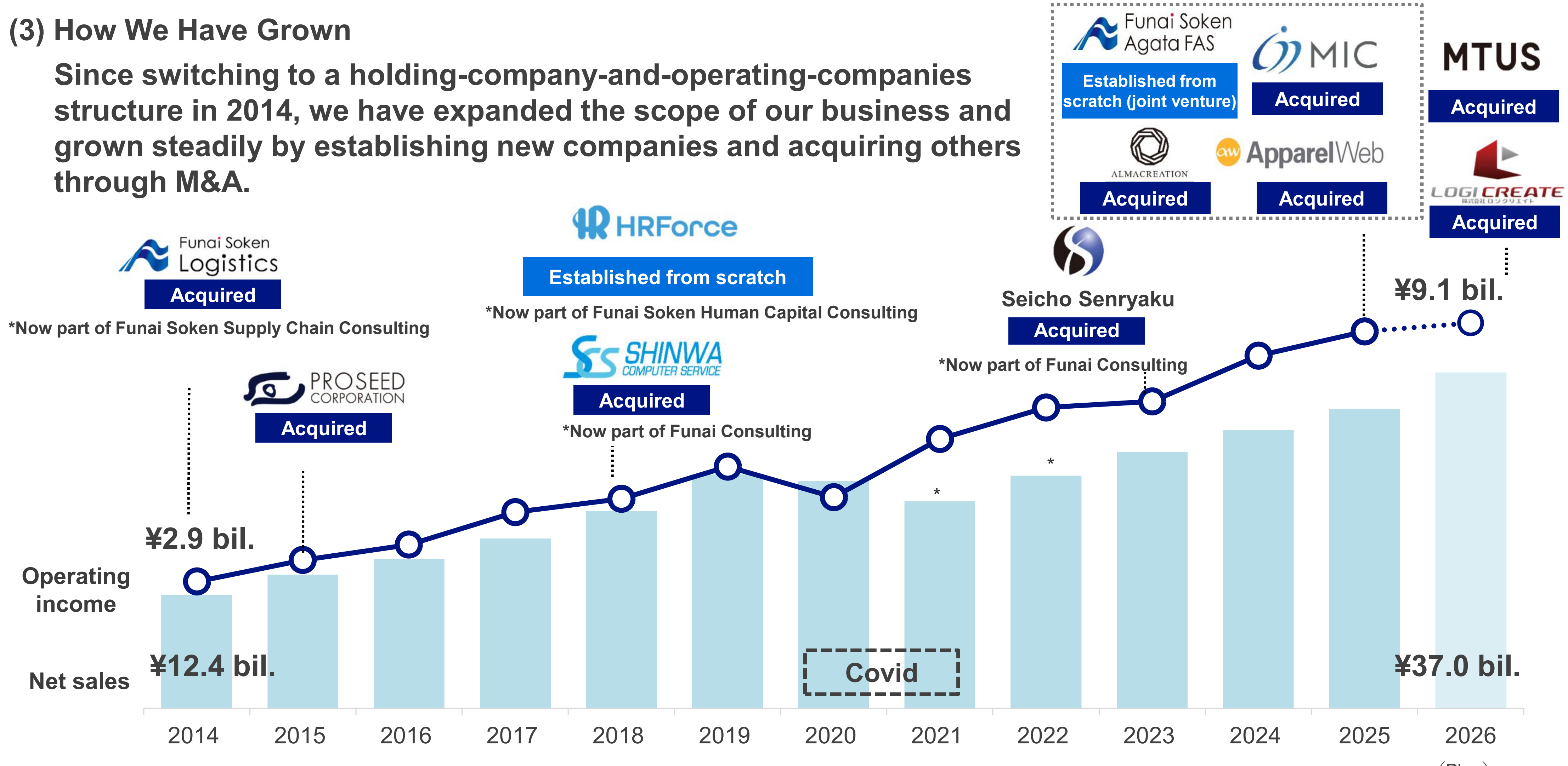
(2) Our Growth Strategy

We aim to leverage organic growth and investment in key initiatives and M&A to achieve sustainable growth of 10+% per year.



(3) How We Have Grown

Since switching to a holding-company-and-operating-companies structure in 2014, we have expanded the scope of our business and grown steadily by establishing new companies and acquiring others through M&A.



*ASBJ's Accounting Standard for Revenue Recognition adopted in FY2022. Amounts for FY2021 have been amended retroactively.

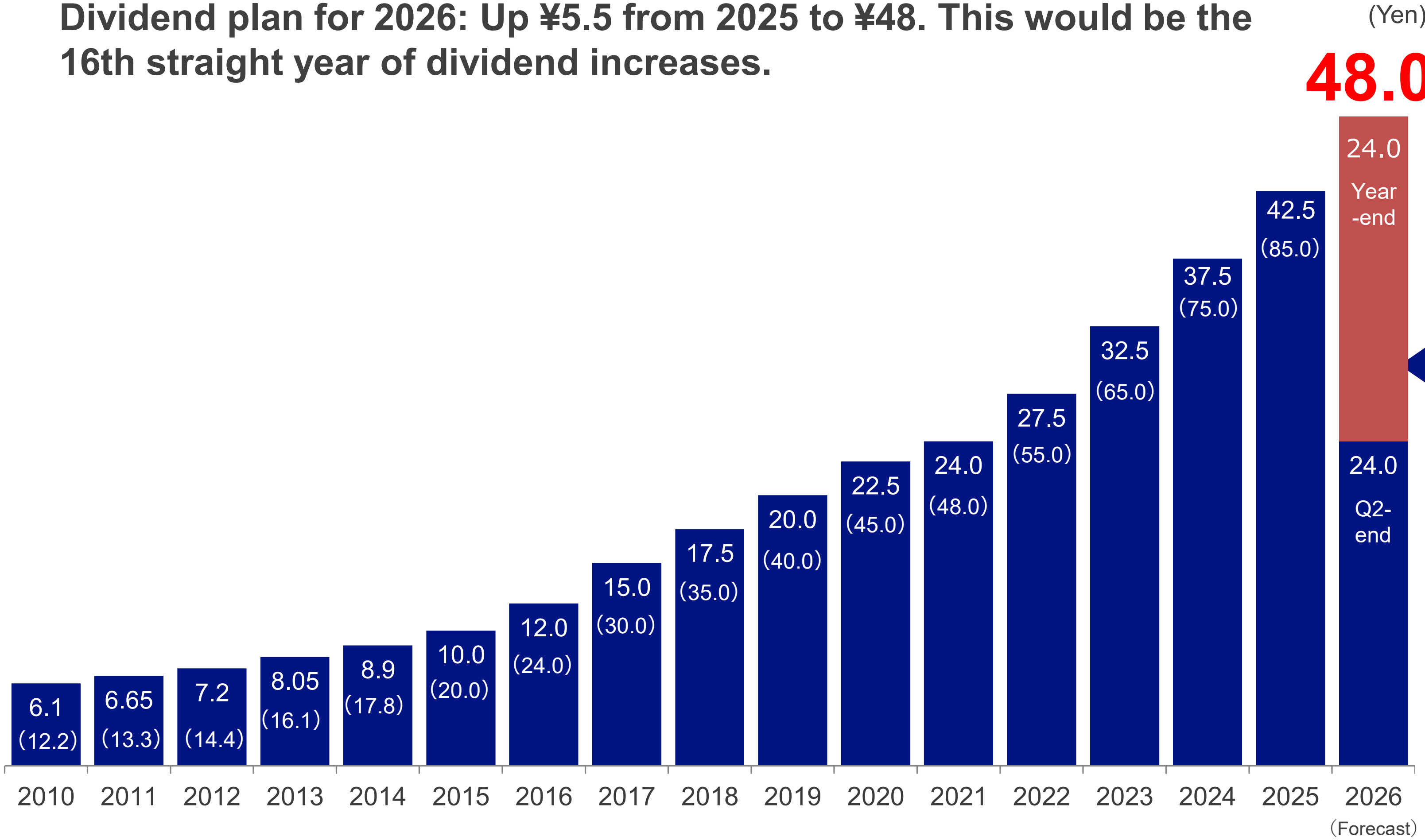
Shareholder Returns

Funai Soken Holdings

Funai Soken Holdings

(1) Annual Dividends

Dividend plan for 2026: Up ¥5.5 from 2025 to ¥48. This would be the 16th straight year of dividend increases.



Annual Dividends Payouts & Forecast

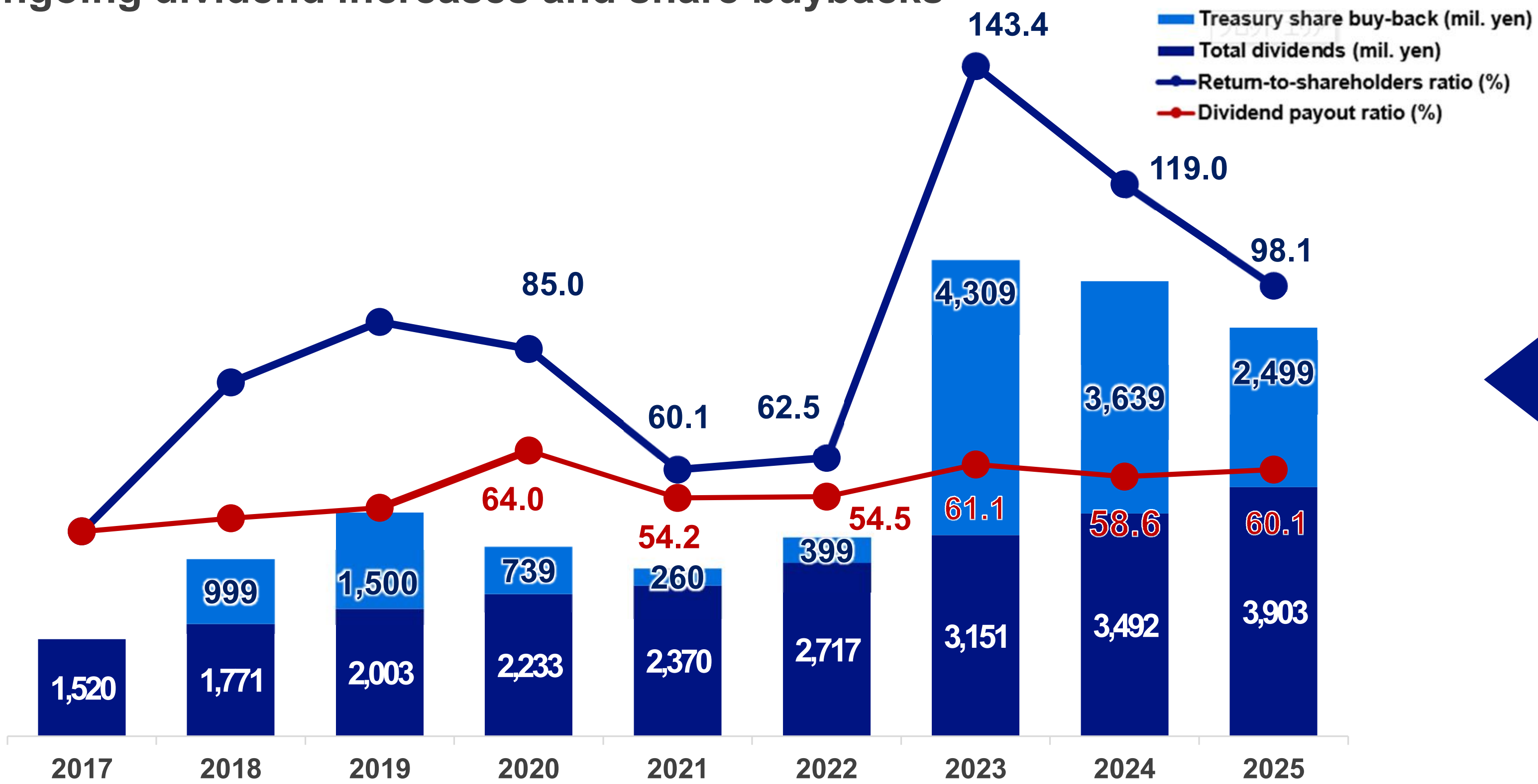
Current dividend increase streak unbroken since 2011

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

*The company conducted a 2-for-1 share split in January 2026. For ease of comparison, figures for 2010 through 2025 have been adjusted by the same ratio; figures in parentheses are the actual figures for those years

(2) Shareholder Returns Policy

Achieved targets by maintaining a high rate of shareholder returns through ongoing dividend increases and share buybacks



2017-2019	2020-2022	2023-2025
Return-to-shareholders ratio	Return-to-shareholders ratio	Return-to-shareholders ratio
50+%	**60+%**	**60+%**

2026-2028 Shareholder Returns Policy

Return-to-shareholders ratio

65+%

Dividend payout ratio

60+%

+

Dynamic share buybacks

+

Ongoing dividend increases

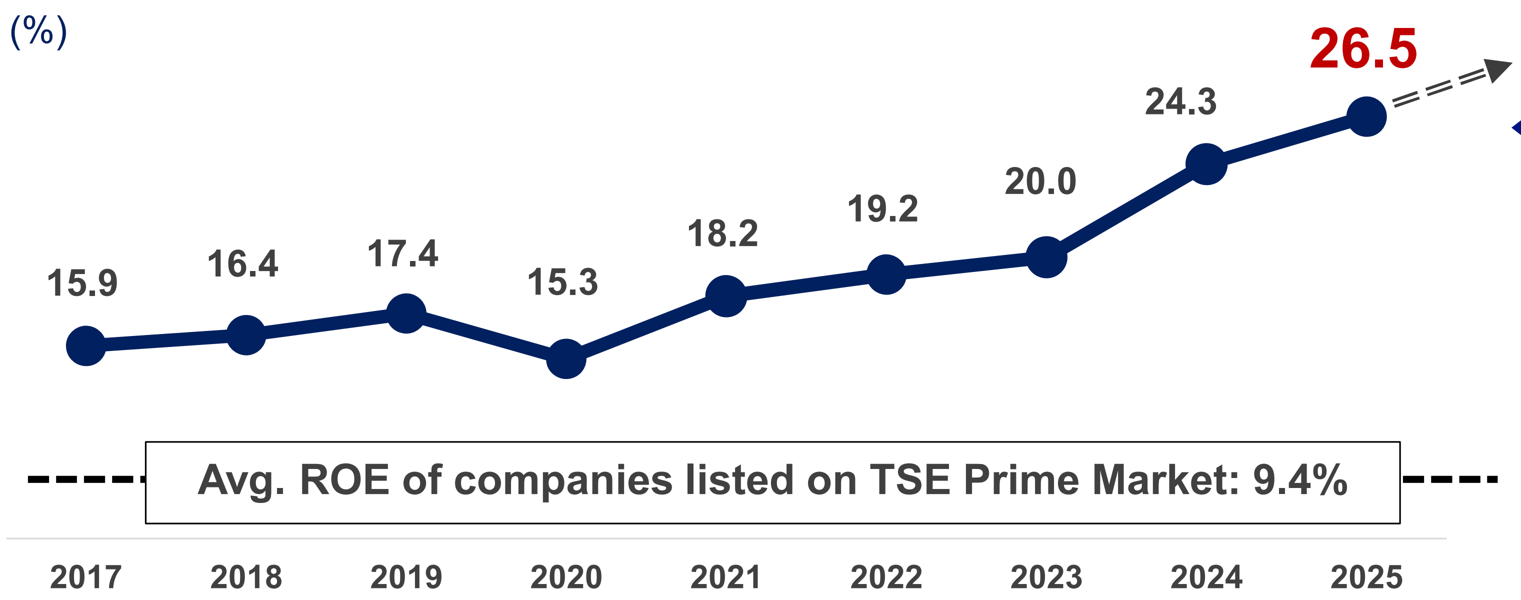
(Current dividend increase streak unbroken since FY2011)

Funai Soken Holdings

(3) Capital Efficiency Targets

Through ongoing growth investment, increased capital efficiency ratio, and high shareholder returns, we aim to achieve sustained improvements in corporate value.

2017-2019 Target	2020-2022 Target	2023-2025 Initial Target
Sustain ROE at 10+%	Sustain ROE at 15+%	2025 ROE 20+%



Capital efficiency targets

ROE target for 2028

30%

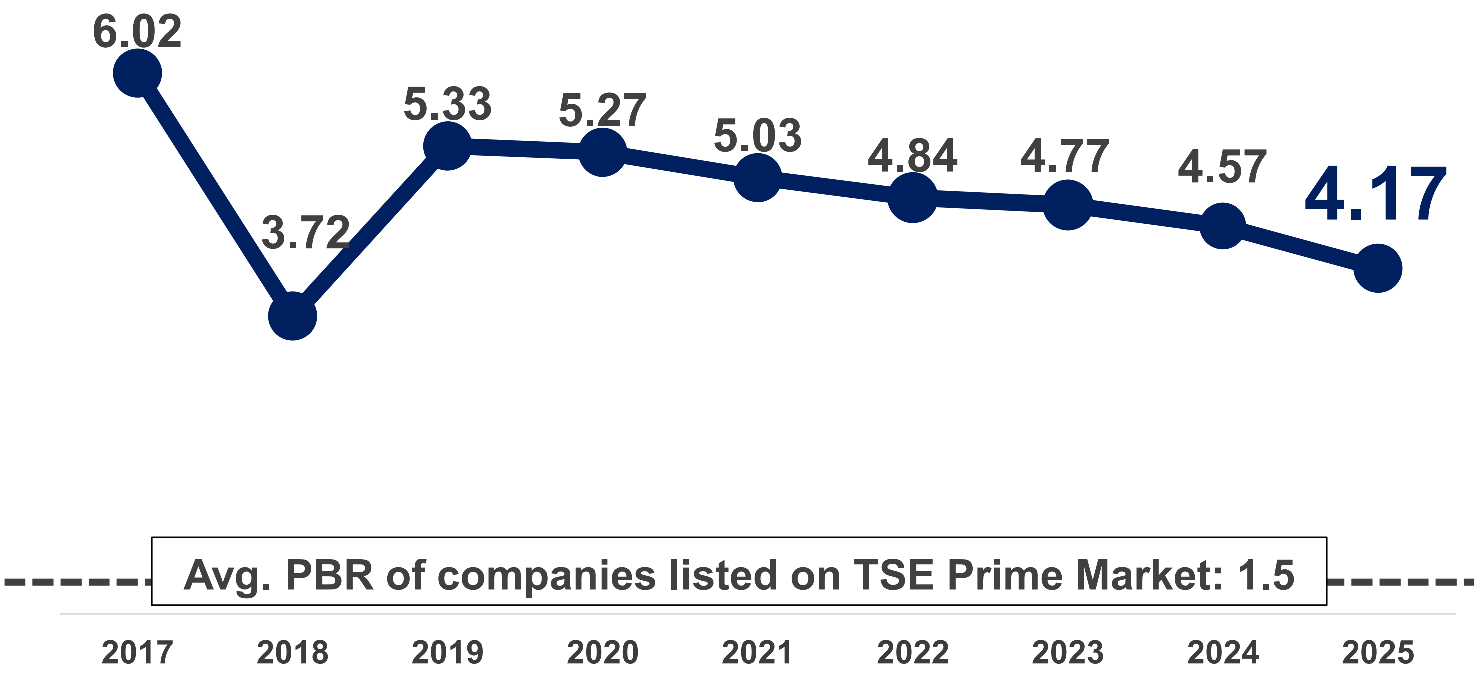
Avg. ROE of companies listed on TSE Prime Market:

9.4%

Source: Tokyo Stock Exchange, Summary of Earnings Digests by Listed Companies (fiscal year ended Mar. 2026)

(4) Share Price Target

We will continue to strive to sustain a high PBR.



Share Price Target

Maintain high PBR in 2026

Avg. PBR of companies listed on TSE Prime Market:

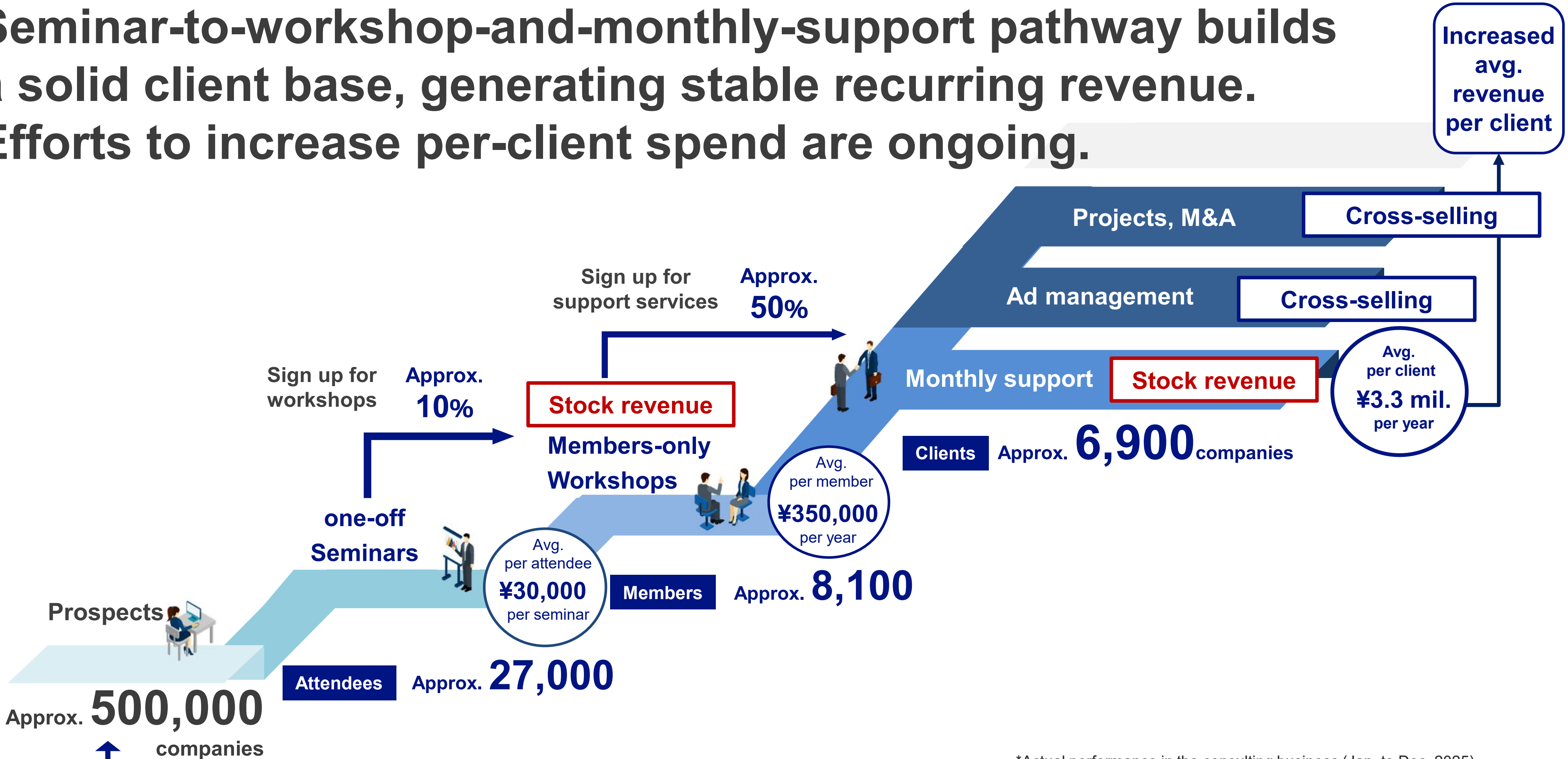
1.5

Source: Tokyo Stock Exchange, Average PER and PBR by Size and Types of Industry (Mar. 2026)

Our Business Model & Competitive Edge

Funai Soken Holdings

Seminar-to-workshop-and-monthly-support pathway builds a solid client base, generating stable recurring revenue. Efforts to increase per-client spend are ongoing.



A diverse array of sales channels enables steady expansion

*Actual performance in the consulting business (Jan. to Dec. 2025)

Funai Soken Holdings

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

Management seminars → Management workshops → Monthly support → New solutions → Management seminars

Network for approx. **10,000** business proprietors

Seminars: A gateway for new prospects

➡ **Seminars held: 1,605**
Participants: 27,179

Holding over 1,600 seminars a year

Workshops: A platform for client conversion

➡ **Workshops held: 208**
Members: 8,164

New record set for membership numbers

(as of Dec. 31, 2025)

Management Workshops

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

Industry-specific, solution-specific workshops for Mid-market and SME proprietors

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

Monthly Support

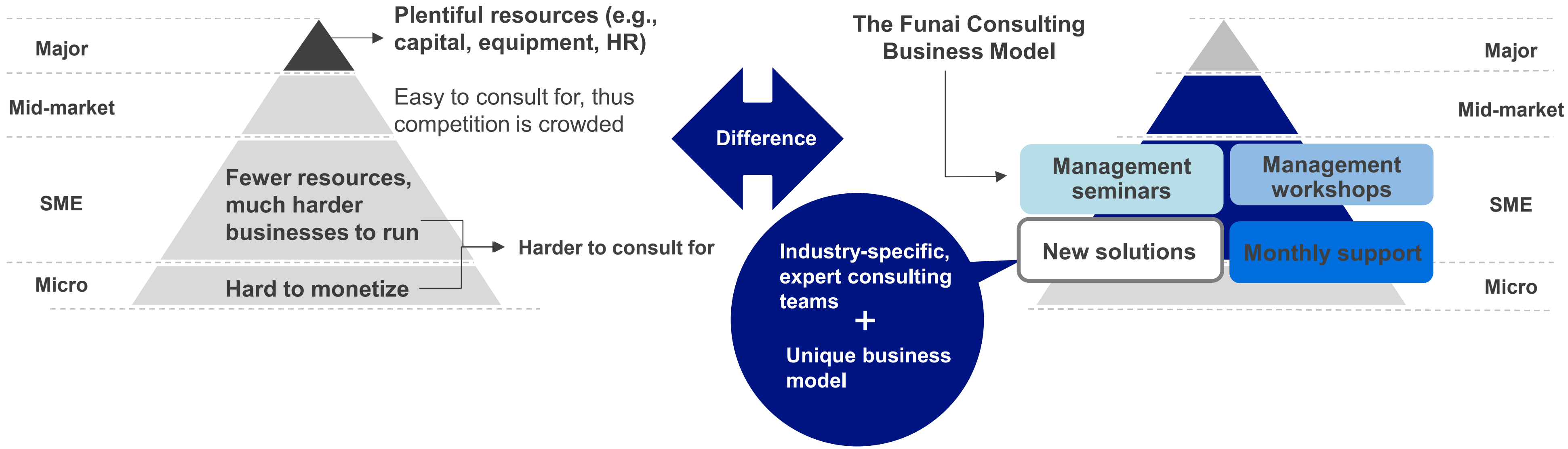
Industry-specific, expert consulting teams offer detailed solutions and help with implementation

Industry-specific, solution-specific on-site “tutoring” for Mid-market 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-market companies and SMEs

Ordinary consulting firms	Funai Soken Group
Main focus: major corporations	**Main focus: Solid support for Mid-market 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 Group

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 (i.e., 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

Planning
Development, production
Marketing, sales
Orders received, services rendered
After-sale services

Ordinary consulting firms

Siloed
Conventional business theory, product-out thinking
Consulting sales
Siloed
Consultants
Projects (one-off)
Prone to non-renewal
Inconsistent interfacing with different salespeople and consultants; unstable business structure

Decisive differences!

Funai Soken Group

Integrated services delivered by industry-specific, solution-specific, expert teams

New solutions based on real business successes
Developed in-house
Industry-specific solutions and Growth Cloud
Seminars and workshops
Expert teams delivering industry-specific consulting services
Ongoing monthly support
Low susceptibility to non-renewal

What Makes Us Different from Other Consulting Firms?

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

Age	Age Distribution of Japanese Population*1	Age Distribution of Funai Consulting Consultants*2
55-59	14.3%	2.4%
50-54	16.2%	3.5%
45-49	14.0%	5.3%
40-44	12.4%	6.5%
35-39	11.2%	11.5%
30-34	10.7%	14.8%
25-29	10.9%	35.7%
20-24	10.3%	20.3%

Avg. consultant income in 2025: **¥8.32 mil.**

Our target: **¥10 mil. by 2030**

Avg. age of consultants in 2025: **32.3 y.o.**

*1. Source: Age-specific demographic statistics published by the Statistics Bureau of Japan on Sep. 1, 2025

*2. Age distribution of Funai Consulting consultants (as of Dec. 31, 2025) Percentages calculated by establishing the total number of consultants aged 20-59 y.o. as 100%.

Consultants Hired Groupwide

	Recent graduates	Mid-career	Total
2022	140 (76.5%) *3	43	183
2023	152 (67.6%)	73	225
2024	170 (83.3%)	34	204
2025	161 (63.6%)	92	253
2026 (Plan)	163 (68.5%)	75	238

*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	2026 intake
40.0%	35.6%	37.5%	31.1%

*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

Funai Soken Holdings

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.

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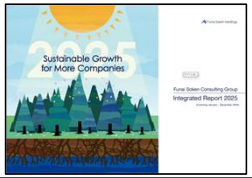
Mid-range Business Plan 2026-2028

Integrated Report 2025



Analyst Report by Shared Research Inc.

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