November 6, 2026

Consolidated Financial Results for the Third Quarter of the Fiscal Year Ending Dec. 31, 2026 (January 1, 2026 – September 30, 2026) [Under Japanese GAAP]

Company name: Funai Soken Holdings, Inc.
Stock Exchange listing: Tokyo Stock Exchange
Stock code: 9757
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Scheduled date of payment of dividend: -
Supplementary materials compiled to explain 3rd-quarter financial statements: Yes
Briefing to be held to explain 3rd-quarter financial results: Yes (For institutional investors and analysts)

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

1. 2026 3rd-Quarter Consolidated Financial Results (January 1, 2026 – September 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	
Nine months ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Sep. 30, 2026	25,640	4.5	6,016	(5.6)	6,225	(2.7)	3,992	54.4
Sep. 30, 2025	24,540	10.3	6,371	7.2	6,397	7.2	2,585	(36.1)

Notes: Comprehensive income: 4,110 million yen (up 56.2%) in the nine months ended September 30, 2026
2,630 million yen (down 36.4%) in the nine months ended September 30, 2025

	Earnings per share (basic)	Earnings per share (diluted)
Nine months ended	Yen	Yen
Sep. 30, 2026	43.54	42.98
Sep. 30, 2025	27.89	27.55

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 Sep. 30, 2026	36,225	28,235	75.8
As of Dec. 31, 2025	34,493	25,788	72.4

Reference: Shareholders' equity: 27,445 million yen as of September 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 nine 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 nine-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 nine-month period (including treasury stock)	As of Sep. 30, 2026	100,000,000	As of Dec. 31, 2025	100,000,000
2) Number of treasury shares at end of nine-month period	As of Sep. 30, 2026	6,630,508	As of Dec. 31, 2025	9,115,180
3) Average number of shares during nine-month period (cumulative total)	As of Sep. 30, 2026	91,689,724	As of Sep. 30, 2025	92,711,366

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 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.

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1. Summary of Operating Results, etc.

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

During the first nine months of the current fiscal year, AI-related investment and other factors supported the global economy. However, the outlook remains uncertain due to rising energy prices prompted by the escalating tensions in the Middle East since late February and uncertainty surrounding U.S. trade policy. In the Japanese economy, a gradual recovery continued, with signs of improvement including a pickup in personal consumption against a backdrop of better employment and income conditions and a recovery in capital investment. Meanwhile, in addition to the burden of rising prices on households, concerns remain over the impact of the situation in the Middle East and fluctuations in financial and capital markets. Small and medium-sized enterprises (SMEs) continue to face a difficult business climate, as labor shortages intensify and they remain unable to fully pass on increases in raw material and energy prices and personnel costs to their customers in their sales prices, despite signs of improving business confidence.

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.” In July 2026, MTUS Inc., which provides comprehensive interior services ranging from design and planning to construction, primarily for offices, was added to the Group with the aim of applying its expertise to enhance implementation support, from consulting on client companies’ workplace strategies to the design, planning, and construction of office spaces. In September 2026, the Company jointly established Funai Soken JAIC Capital Incorporated, a joint venture that operates investment funds, with Japan Asia Investment Co., Ltd., to support the sustainable growth of companies facing serious business succession challenges due to a lack of successors.

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 remained strong and recorded an increase due to higher contract unit prices and growth in the number of customers. Management study groups also achieved 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 from M&A. Net sales from logistics BPO declined, partly because the Group has been reducing sales as a matter of policy.

In terms of profits, the Group is making aggressive investments in human capital, M&A, and offices for future business expansion. However, the increase in net sales has not been sufficient to absorb the costs of these upfront investments, resulting in declines in both operating income and ordinary income.

As a result, the Group posted 25,640 million yen in net sales (up 4.5% year on year), 6,016 million yen in operating income (down 5.6% year on year), 6,225 million yen in ordinary income (down 2.7% year on year), and 3,992 million yen in net income attributable to owners of the parent (up 54.4% year on year) for the first nine months of the current fiscal year. The increase in net income attributable to owners of the parent reflects the rebound effect from impairment losses of 2,433 million yen recorded in the first nine months of the previous fiscal year.

(Thousand yen)

Net Sales	First Nine Months of FY12/25 (Jan. 1 – Sep. 30, 2025)	First Nine Months of FY12/26 (Jan. 1 – Sep. 30, 2026)	YoY Change (%)
Monthly support consulting	12,974,652	14,168,127	+9.2
Project	2,531,804	2,839,567	+12.2
M&A	800,450	1,263,759	+57.9
Management study group membership fee	2,357,156	2,529,980	+7.3
Ad Operations	1,988,234	1,824,399	(8.2)
logistics BPO	2,593,794	1,815,400	(30.0)
Other	1,294,005	1,198,893	(7.4)
Total	24,540,099	25,640,128	+4.5

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

(Assets)

Total assets increased by 1,731 million yen from the end of the previous fiscal year to 36,225 million yen as of the end of the first nine months of the current fiscal year.

Current assets increased by 1,892 million yen from the end of the previous fiscal year to 22,603 million yen. This was mainly due to an increase in cash and deposits and a decrease in short-term investment securities.

Noncurrent assets decreased by 160 million yen from the end of the previous fiscal year to 13,621 million yen. This was mainly due to increases in investment securities and buildings and structures, net, and decreases in construction in progress and guarantee deposits.

(Liabilities)

Total liabilities decreased by 714 million yen from the end of the previous fiscal year to 7,990 million yen as of the end of the first nine months of the current fiscal year.

Current liabilities decreased by 765 million yen from the end of the previous fiscal year to 7,749 million yen. This was mainly due to an increase in allowance for bonus, and decreases in accounts payable - other, income taxes payable, and deposits received included in other current liabilities.

Noncurrent liabilities increased by 50 million yen from the end of the previous fiscal year to 240 million yen. This was mainly due to an increase in deferred tax liabilities and a decrease in long-term lease obligations included in other noncurrent liabilities.

(Net Assets)

Total net assets increased by 2,446 million yen from the end of the previous fiscal year to 28,235 million yen as of the end of the first nine months of the current fiscal year. 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 distribution of dividends from surplus.

(Equity Ratio)
The shareholders' equity ratio as of the end of the first nine months of the fiscal year under review was 75.8%, an increase of 3.4 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 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.

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 3Q (As of Sep. 30, 2026)
Assets		
Current assets		
Cash and deposits	12,463,488	17,040,792
Trade notes, accounts receivable, and contract assets	4,732,917	4,314,157
Short-term investment securities	2,895,868	301,704
Work in process	205,876	249,162
Raw materials and supplies	10,691	19,542
Other current assets	618,971	890,260
Allowance for doubtful accounts	(216,699)	(212,444)
Total current assets	20,711,113	22,603,176
Noncurrent assets		
Property, plant, and equipment		
Buildings and structures, net	825,618	1,594,676
Land	252,840	-
Construction in progress	1,301,982	-
Other property, plant, and equipment, net	288,199	501,098
Total property, plant, and equipment	2,668,642	2,095,775
Intangible assets		
Software	451,163	416,959
Goodwill	1,125,370	1,123,346
Other intangible assets	111,811	93,555
Total intangible assets	1,688,345	1,633,862
Investments and other assets		
Investment securities	3,180,860	4,268,384
Assets related to retirement benefits	706,284	751,484
Long-term deposits	2,600,000	2,200,000
Guarantee deposits	2,482,012	1,918,956
Other investments and other assets	460,826	766,367
Allowance for doubtful accounts	(4,828)	(12,860)
Total investments and other assets	9,425,154	9,892,332
Total noncurrent assets	13,782,141	13,621,970
Total assets	34,493,255	36,225,146

(Thousand yen)

	FY12/25 (As of Dec. 31, 2025)	FY12/26 3Q (As of September. 30, 2026)
Liabilities		
Current liabilities		
Accounts payable	472,567	390,006
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	2,176,205
Income taxes payable	2,145,771	1,494,440
Allowance for bonus	-	1,919,664
Other current liabilities	2,531,906	1,508,937
Total current liabilities	8,514,970	7,749,250
Noncurrent liabilities		
Long-term loans payable	25,010	29,529
Retirement benefit liabilities	47,623	39,423
Deferred tax liabilities	50,495	120,858
Other noncurrent liabilities	66,939	50,982
Total noncurrent liabilities	190,069	240,793
Total liabilities	8,705,040	7,990,043
Net assets		
Shareholders' equity		
Capital stock	3,125,231	3,125,231
Capital surplus	2,946,634	2,944,577
Retained earnings	28,220,914	27,966,984
Treasury stock	(9,613,558)	(6,993,076)
Total shareholders' equity	24,679,221	27,043,716
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	230,519	334,879
Foreign currency translation adjustments	28,681	28,837
Accumulated adjustments for retirement benefits	30,541	38,342
Total accumulated other comprehensive income	289,742	402,059
Subscription rights for shares	800,668	763,258
Non-controlling interests	18,582	26,068
Total net assets	25,788,215	28,235,103
Total liabilities and net assets	34,493,255	36,225,146

(2) Consolidated Statements of Income and Comprehensive Income

Consolidated Statement of Income

First Nine Months of FY12/26

(Thousand yen)

	First Nine Months of FY12/25 (Jan. 1 – Sep. 30, 2025)	First Nine Months of FY12/26 (Jan. 1 – Sep. 30, 2026)
Net sales	24,540,099	25,640,128
Cost of sales	15,064,490	15,642,401
Gross profit	9,475,608	9,997,726
SG&A expenses	3,104,328	3,981,027
Operating income	6,371,280	6,016,698
Non-operating income		
Interest income	21,201	70,078
Dividend income	7,617	8,564
Gain on sales of investment securities	20,573	29,807
Gain on valuation of investment securities	3,930	2,451
Refund of insurance premiums	14,357	82,595
Insurance claim income	-	30,000
Other non-operating income	46,404	40,022
Total non-operating income	114,085	263,520
Non-operating expenses		
Interest expenses	10,147	6,918
Loss on valuation of investment securities	2,046	15,172
Investment partnership management expenses	13,031	12,751
Donations	21,150	3,120
Expenses for information security measures	24,220	8,354
Other non-operating expenses	17,102	8,736
Total non-operating expenses	87,697	55,052
Ordinary income	6,397,667	6,225,166
Extraordinary losses		
Impairment losses	2,433,529	-
Loss on retirement of noncurrent assets	16,045	95,780
Office relocation expenses	35,757	182,105
Total extraordinary losses	2,485,333	277,886
Net income before income taxes and other adjustments	3,912,334	5,947,279
Current income taxes	1,902,782	2,392,667
Deferred income taxes	(579,466)	(443,309)
Total income taxes	1,323,316	1,949,357
Net income	2,589,018	3,997,922
Net income attributable to non-controlling interests	3,572	5,802
Net income attributable to owners of the parent	2,585,445	3,992,119

Consolidated Comprehensive Income

First Nine Months of FY12/26

(Thousand yen)

	First Nine Months of FY12/25 (Jan. 1 – Sep. 30, 2025)	First Nine Months of FY12/26 (Jan. 1 – Sep. 30, 2026)
Net income	2,589,018	3,997,922
Other comprehensive income		
Valuation difference on available-for-sale securities	11,946	104,360
Foreign currency translation adjustments	(2,455)	155
Adjustments for retirement benefits	32,275	7,801
Total other comprehensive income	41,767	112,317
Comprehensive income	2,630,785	4,110,239
Details		
Comprehensive income attributable to owners of the parent	2,627,212	4,104,436
Comprehensive income attributable to non-controlling interests	3,572	5,802

(3) Notes on Quarterly Consolidated Financial Statements

(Notes on Going Concern Assumptions)

None to report.

(Notes on Significant Changes to Shareholders' Equity)

Treasury shares decreased by 2,316,055 thousand yen as a result of the Company's disposal of 2,196,000 treasury shares through a third-party allotment, based on a resolution of the Board of Directors passed on July 1, 2026. Mainly as a result of this, the balance of treasury shares as of the end of the first nine months of the current fiscal year amounted to 6,993,076 thousand yen.

(Notes on segment information, etc.)

[Segment Information]

I. First Nine Months of FY12/25 (Jan. 1 – Sep. 30, 2025)

1. Information on Net Sales and Income/Losses for Each Segment

As described in "II. First Nine Months of FY12/26 2. Matters concerning changes in reporting segments, etc."

II. First Nine Months of FY12/26 (Jan. 1 – Sep. 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, 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 nine months of the previous fiscal year and the first nine months of the current fiscal year has been omitted.

(Notes on Consolidated Cash Flow Statement)

No quarterly consolidated cash flow statement for the first nine 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 nine months of the current fiscal year are as follows.

	First Nine Months of FY12/25 (Jan. 1 – Sep. 30, 2025)	First Nine Months of FY12/26 (Jan. 1 – Sep. 30, 2026)
Depreciation and amortization	275,897 thousand yen	419,828 thousand yen
Amortization of goodwill	154,298 thousand yen	269,829 thousand yen

(Subsequent Events)

(Purchase of treasury stock)

At the meeting of the Board of Directors held on November 6, 2026, the Company resolved on matters concerning treasury stock acquisition pursuant to Article 156 of the Companies Act, as applied with the necessary substitutions pursuant to Article 165, paragraph 3 of the same Act.
For details, please refer to the “Notice Regarding Finalization of Share Buyback Details” dated November 6, 2026.

3. Other Information

(1) Orders and Sales

I. Orders

Orders won in the first nine 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	16,725,282	(2.2)	9,581,053	(8.7)

Notes:

1. Consulting orders above include only revenues from consulting services such as monthly support services and project consulting.
2. The above amounts are based on sale prices.
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.

II. Sales

Sales made in the first nine months of the current fiscal year are as follows.

Segment	Sales (unit: 1,000 yen)	Change from same period last year (%)
Consulting	25,640,128	+4.5

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 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.