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For Immediate Release

**Funai Soken Holdings Inc. (TSE Prime, stock code 9757)**

Takayuki Nakatani, President & Group CEO

Contact: Motoki Haruta

Director, Executive Officer, and Head of

Management Divisional Headquarters

+81-(0)6-6232-0130

**Notice of New Mid-Range Business Plan (2026-2028)**

Funai Soken Holdings has announced the establishment of its latest three-year plan, Mid-Range Business Plan (2026-2028) which will cover the three-year period ending December 2028.

**1. Plan Period**

FY12/26 through FY12/28

**2. Overview**

As part of our quest to carry out our Group Purpose—Sustainable Growth for More Companies—we at the Funai Soken Consulting Group will strive to expand the scope of its business with the intention of becoming the leading provider of consulting services for mid-market companies. This segment of the market is the focus of government policy, and has high growth potential.

In addition, we will expand our AI transformation (“AX”) and DX consulting services, and strive for double-digit membership growth in management workshops, which serves as our client base. Through these initiatives, we aim to realize our new group vision: A comprehensive transformation (X) consulting group for mid-market leaders, mid-market aspirants, and rising stars

**3. Numerical Targets**

<b>Consolidated targets</b>	<b>FY12/25 (actual)</b>	<b>FY12/28 (target)</b>
Net sales	¥33.3 bil.	¥46.0 bil.
Operating income	¥8.8 bil.	¥11.5 bil.
ROE	26.5%	30%
Shareholder returns	Return-to-shareholders ratio 98.1% Dividend payout ratio 60.1%	Return-to-shareholders ratio 65+% Dividend payout ratio 60+%

See appendix for details.

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