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November 9, 2026

Consolidated Financial Results for the Nine Months Ended September 30, 2026 (Under Japanese GAAP)

Company name: FAN Communications, Inc.
Listing: Tokyo Stock Exchange
Securities code: 2461
URL: https://www.fancs.com/
Representative: Koji Ninomiya, Representative Director and President
Inquiries: Takashi Yoshinaga, Director, Executive Vice President and Executive Officer, Head of Corporate Department
Telephone: +81-3-5766-3530
Scheduled date to commence dividend payments: -
Preparation of supplementary material on financial results: Yes
Holding of financial results briefing: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the nine months ended September 30, 2026 (from January 1, 2026 to September 30, 2026)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Nine months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2026	5,180	(4.4)	677	(54.7)	661	(56.2)	327	(67.6)
September 30, 2025	5,421	5.0	1,494	40.3	1,509	40.6	1,009	1.3

Note: Comprehensive income For the nine months ended September 30, 2026: ¥343 million [(64.6)%]
For the nine months ended September 30, 2025: ¥972 million [(2.3)%]

	Basic earnings per share	Diluted earnings per share
Nine months ended	Yen	Yen
September 30, 2026	4.97	4.97
September 30, 2025	15.23	15.23

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
September 30, 2026	20,493	15,678	76.4
December 31, 2025	22,927	17,580	76.5

Reference: Equity
As of September 30, 2026: ¥15,658 million
As of December 31, 2025: ¥17,549 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended December 31, 2025	-	8.00	-	19.00	27.00
Fiscal year ending December 31, 2026	-	10.50	-		
Fiscal year ending December 31, 2026 (Forecast)				10.50	21.00

Note: Revisions to the forecast of cash dividends most recently announced: None

3. Forecast of consolidated financial results for the fiscal year ending December 31, 2026 (from January 1, 2026 to December 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending December 31, 2026	7,330	3.3	1,201	(38.9)	1,181	(41.4)	687	(47.5)	10.44

Note: Revisions to the earnings forecasts most recently announced: None

*** Notes**

(1) Significant changes in the scope of consolidation during the period: Yes
Newly included: 1 company (Rayleigh Corporation)

(2) Adoption of accounting treatment specific to the preparation of quarterly consolidated financial statements: None

(3) Changes in accounting policies, changes in accounting estimates, and restatement
- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

(4) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of September 30, 2026	66,310,429 shares
As of December 31, 2025	66,310,429 shares

(ii) Number of treasury shares at the end of the period

As of September 30, 2026	612,600 shares
As of December 31, 2025	0 shares

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Nine months ended September 30, 2026	65,857,947 shares
Nine months ended September 30, 2025	66,248,989 shares

* Review of the Japanese-language originals of the attached consolidated quarterly financial statements by certified public accountants or an audit firm:None

* Proper use of earnings forecasts, and other special matters

Please note that the forecasted figures presented above are outlooks based on information currently available and include a considerable number of uncertain factors. Actual results may differ from the above forecasts due to changes in business conditions and other factors. Please refer to page 3 of the attachment for information related to the above forecasts.

Quarterly consolidated balance sheet

(Thousands of yen)

	As of December 31, 2025	As of September 30, 2026
Assets		
Current assets		
Cash and deposits	14,694,521	11,527,628
Accounts receivable - trade	2,624,731	2,308,627
Securities	393,023	694,760
Other	257,841	324,687
Allowance for doubtful accounts	(12,621)	(17,833)
Total current assets	17,957,495	14,837,869
Non-current assets		
Property, plant and equipment		
Buildings, net	42,856	38,067
Tools, furniture and fixtures, net	27,509	22,812
Total property, plant and equipment	70,365	60,880
Intangible assets		
Goodwill	431,970	456,864
Other	430,718	416,150
Total intangible assets	862,688	873,015
Investments and other assets		
Investment securities	3,687,231	4,314,491
Other	351,443	411,731
Allowance for doubtful accounts	(1,751)	(4,939)
Total investments and other assets	4,036,923	4,721,283
Total non-current assets	4,969,978	5,655,178
Total assets	22,927,473	20,493,048

(Thousands of yen)

	As of December 31, 2025	As of September 30, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	3,938,419	3,788,068
Income taxes payable	589,247	1,264
Provision for point card certificates	49,607	97,565
Provision for bonuses	3,212	12,049
Other	651,237	809,052
Total current liabilities	5,231,724	4,708,000
Non-current liabilities		
Other	115,316	106,116
Total non-current liabilities	115,316	106,116
Total liabilities	5,347,040	4,814,116
Net assets		
Shareholders' equity		
Share capital	1,189,569	1,189,569
Capital surplus	294,269	294,269
Retained earnings	15,952,716	14,329,644
Treasury shares	-	(284,052)
Total shareholders' equity	17,436,554	15,529,430
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	112,578	129,464
Total accumulated other comprehensive income	112,578	129,464
Share acquisition rights	31,300	20,035
Total net assets	17,580,433	15,678,931
Total liabilities and net assets	22,927,473	20,493,048

Quarterly consolidated statement of income

(Thousands of yen)

	Nine months ended September 30, 2025	Nine months ended September 30, 2026
Net sales	5,421,471	5,180,339
Cost of sales	642,231	1,254,164
Gross profit	4,779,239	3,926,174
Selling, general and administrative expenses	3,284,790	3,248,657
Operating profit	1,494,449	677,516
Non-operating income		
Interest income	37,298	68,900
Dividend income	1,750	1,750
Gain on investments in investment partnerships	4,415	-
Gain on forgiveness of debts	2,418	-
Other	5,286	11,244
Total non-operating income	51,170	81,894
Non-operating expenses		
Loss on investments in investment partnerships	-	97,208
Foreign exchange losses	35,940	-
Other	36	1,064
Total non-operating expenses	35,977	98,273
Ordinary profit	1,509,642	661,138
Extraordinary income		
Gain on sale of businesses	3,000	1,200
Gain on reversal of share acquisition rights	22,251	12,555
Other	19,454	-
Total extraordinary income	44,705	13,755
Extraordinary losses		
Loss on retirement of non-current assets	-	6,828
Loss on valuation of investment securities	9,994	49,999
Total extraordinary losses	9,994	56,828
Profit before income taxes	1,544,353	618,064
Income taxes - current	548,851	286,625
Income taxes - deferred	(13,748)	4,411
Total income taxes	535,103	291,036
Profit	1,009,250	327,028
Profit attributable to non-controlling interests	-	-
Profit attributable to owners of parent	1,009,250	327,028

Quarterly consolidated statement of comprehensive income

(Thousands of yen)

	Nine months ended September 30, 2025	Nine months ended September 30, 2026
Profit	1,009,250	327,028
Other comprehensive income		
Valuation difference on available-for-sale securities	(36,537)	16,886
Total other comprehensive income	(36,537)	16,886
Comprehensive income	972,712	343,914
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	972,712	343,914
Comprehensive income attributable to non-controlling interests	-	-

(Notes on segment information, etc.)

Segment Information

I. The nine months of the previous fiscal year (January 1, 2025 to September 30, 2025)

1. Information on sales and the amount of profit or loss for each reported segment

(Thousands of yen)

	Reportable segments			Adjustment amount (Note) 1	Quarterly Consolidated Statements of Income (Note)2
	Cost Per Action Solution Business	StrategyBusiness	Total		
Sales					
Revenues from external customers	4,312,128	1,109,342	5,421,471	-	5,421,471
Transactions with other segments	128,071	79,895	207,966	(207,966)	-
Total	4,440,200	1,189,238	5,629,438	(207,966)	5,421,471
Segment profit (loss)	2,916,500	(503,865)	2,412,635	(918,186)	1,494,449

Note: 1. Adjustments for segment profits or losses (loss) are company-wide expenses that have not been allocated to each reporting segment. Corporate expenses are general and administrative expenses that are not attributable to the reporting segment.

2. Segment profit or loss (loss) is adjusted for operating income in the quarterly consolidated statements of income.

2. Information on impairment losses or goodwill on fixed assets by reporting segment

Not applicable.

II. The nine months of the current fiscal year (January 1, 2026 to September 30, 2026)

1. Information on sales and the amount of profit or loss for each reported segment

(Thousands of yen)

	Reportable segments			Adjustment amount (Note) 1	Quarterly Consolidated Statements of Income (Note)2
	Cost Per Action Solution Business	StrategyBusiness	Total		
Sales					
Revenues from external customers	3,612,402	1,567,937	5,180,339	-	5,180,339
Transactions with other segments	57,401	138,983	196,385	(196,385)	-
Total	3,669,804	1,706,921	5,376,725	(196,385)	5,180,339
Segment profit (loss)	2,273,371	(642,641)	1,630,729	(953,212)	677,516

Note: 1. Adjustments for segment profits or losses (loss) are company-wide expenses that have not been allocated to each reporting segment. Corporate expenses are general and administrative expenses that are not attributable to the reporting segment.

2. Segment profit or loss (loss) is adjusted for operating income in the quarterly consolidated statements of income.

2. Information on impairment losses or goodwill on fixed assets by reporting segment

(Significant fluctuations in the amount of goodwill)

In the nine months of the current fiscal year, as a result of the acquisition of Rayleigh Co., Ltd. as a subsidiary, goodwill was generated in the strategic business. The increase in goodwill due to this event was 123,641 thousand yen.