# Financial Results Presentation

FY2027 1st Quarter

F&M CO.,LTD.

(TSE Standard, Stock Code 4771)

## Corporate Philosophy

# Tap Water Philosophy of Services

We aim to create a society where high-quality services are seamlessly accessible to everyone, just like running water

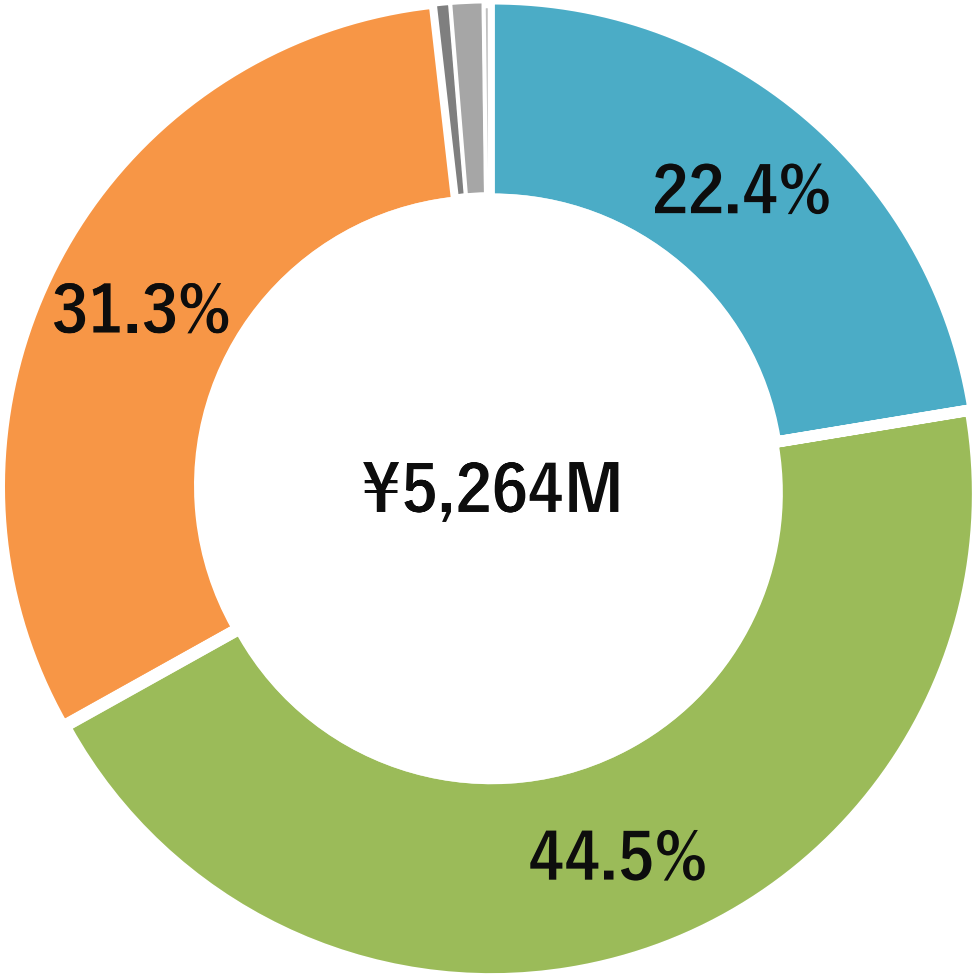
## Corporate Mission

# Creating a society of boundless growth and prosperity for all individuals and enterprises we engage with

01

# Consolidated Financial Results for Q1 FY2027

Net Sales Composition Ratio




(Millions of Yen)

| | Net Sales | Operating Profit |
|---|---|---|
| Accounting Services Segment | 1,177 | 349 |
| Consulting Segment | 2,342 | 781 |
| Business Solutions Segment | 1,648 | -23 |
| Real Estate Leasing Segment | 27 | 7 |
| System Development Segment | 56 | -7 |
| Other Businesses | 12 | 0 |
| Corporate Expenses | – | -339 |
| Consolidation Elimination | – | 29 |
| Total | 5,264 | 797 |

## Consolidated Results

●Sales and membership showed steady growth across all segments

## Accounting Services Segment

●Membership in bookkeeping services continued to increase steadily

## Consulting Segment

●Membership in the F&M Club continued to grow steadily
●We recorded ¥440 million in revenue from grant awards under:
The 22nd Round of the Monozukuri Subsidy
The 5th Round of the Subsidy for Large-Scale Growth Investment
The 5th Round of the Labor-saving Investment Subsidy - General Type

## Business Solutions Segment

●Membership in the Office Station series continued to increase steadily
●We launched 'SRAISE,'
a generative AI tool specialized in Labor and Social Security Attorney services

PRESS RELEASE

July 15, 2026

# Concluded Intermediary Agreement with MUFG Bank for 'F&M Club for MUFG,' a Back-Office Consulting Service for Mid-Market Enterprises and SMEs

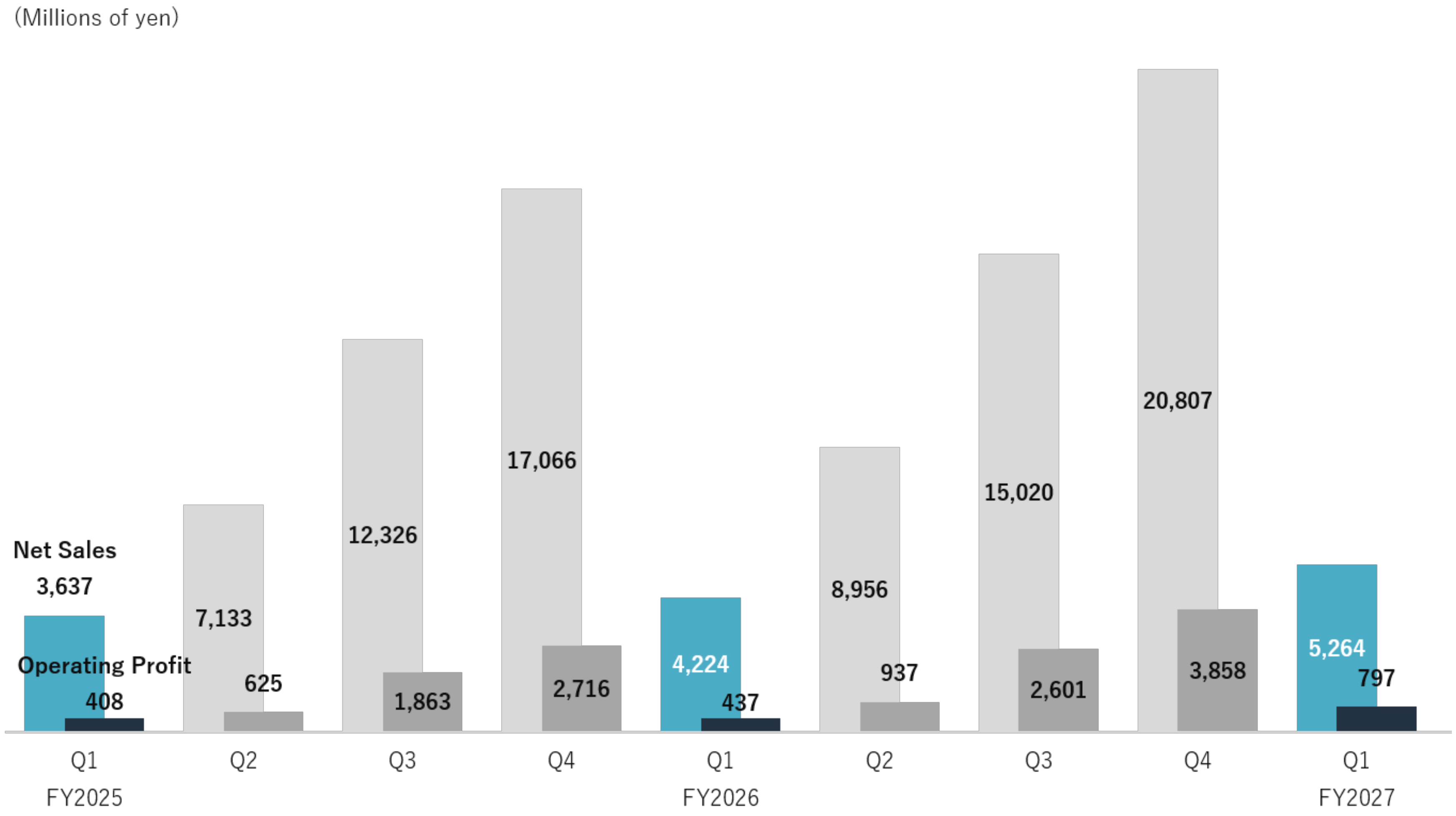
Providing robust support for mid-market enterprises and SMEs to solve management challenges and achieve sustainable growth through a dual-track approach: combining "financial support," such as fundraising, with "non-financial support," including back-office optimization and efficiency.

| (Millions of Yen) | Q1 FY2026 | Q1 FY2027 | YoY Change | |
|---|---|---|---|---|
| **Net Sales** | **4,224** | **5,264** | **+1,040** | **+24.6%** |
| Cost of Sales | 1,440 | 1,840 | +400 | +27.8% |
| Gross Profit | 2,783 | 3,424 | +640 | +23.0% |
| Gross Profit Margin | 65.9% | 65.0% | – | – |
| SG&A | 2,346 | 2,626 | +280 | +11.9% |
| **Operating Profit** | **437** | **797** | **+360** | **+82.4%** |
| Operating Profit Margin | 10.3% | 15.1% | – | – |
| **Ordinary Profit** | **447** | **813** | **+365** | **+81.8%** |
| Ordinary Profit Margin | 10.6% | 15.4% | – | – |
| **EBITDA** | **915** | **1,381** | **+465** | **+50.8%** |
| EBITDA Margin | 21.7% | 26.2% | – | – |
| **Profit** | **278** | **514** | **+235** | **+84.8%** |

* EBITDA = Operating Profit + Depreciation * Profit = Profit Attributable to Owners of Parent

| (Millions of Yen) | Net Sales | | | | Operating Profit | | | |
|---|---|---|---|---|---|---|---|---|
| | Q1 FY2026 | Q1 FY2027 | YoY Change | | Q1 FY2026 | Q1 FY2027 | YoY Change | |
| Accounting Services Segment | 1,051 | 1,177 | +126 | +12.0% | 294 | 349 | +54 | +18.6% |
| Consulting Segment | 1,814 | 2,342 | +528 | +29.2% | 493 | 781 | +287 | +58.2% |
| Business Solutions Segment | 1,233 | 1,648 | +414 | +33.6% | -40 | -23 | +16 | – |
| Real Estate Leasing Segment | 26 | 27 | +0 | +3.7% | 6 | 7 | +1 | +17.0% |
| System Development Segment | 84 | 56 | -27 | -32.8% | -42 | -7 | +34 | – |
| Other Businesses | 15 | 12 | -2 | -16.8% | 1 | 0 | -2 | – |
| Corporate Expenses | – | – | – | – | -296 | -339 | -43 | – |
| Consolidation Elimination | – | – | – | – | 21 | 29 | +8 | – |
| Total | 4,224 | 5,264 | +1,040 | +24.6% | 437 | 797 | +360 | +82.4% |

- Sales increased by 24.6% year on year, driven by steady growth in membership across all business segments and an increase in subsidy adoption fees
- The number of employees in the sales division increased by 57 year-on-year




**Net Sales Growth Rate**

+24.6%

**Operating Profit Growth Rate**

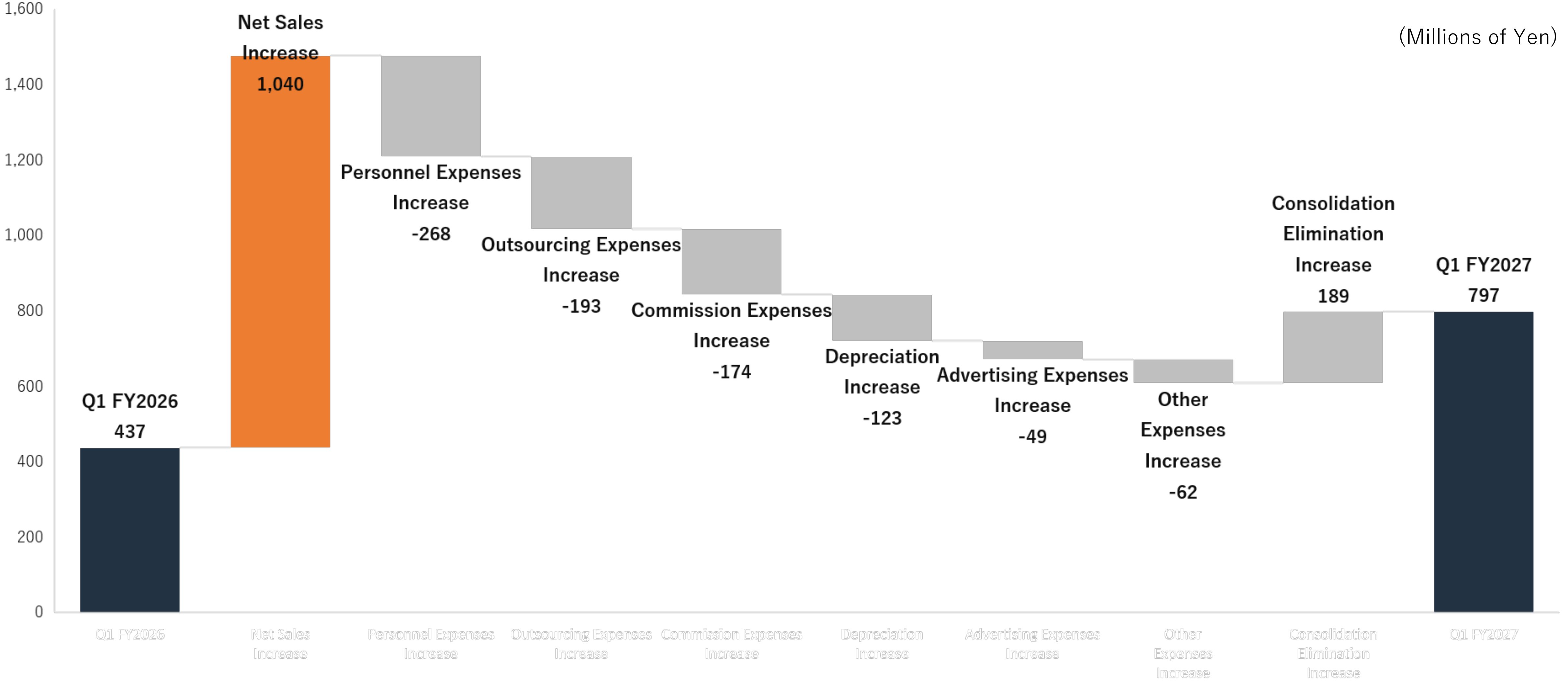
+82.4%

**Operating Profit Margin**

15.1%

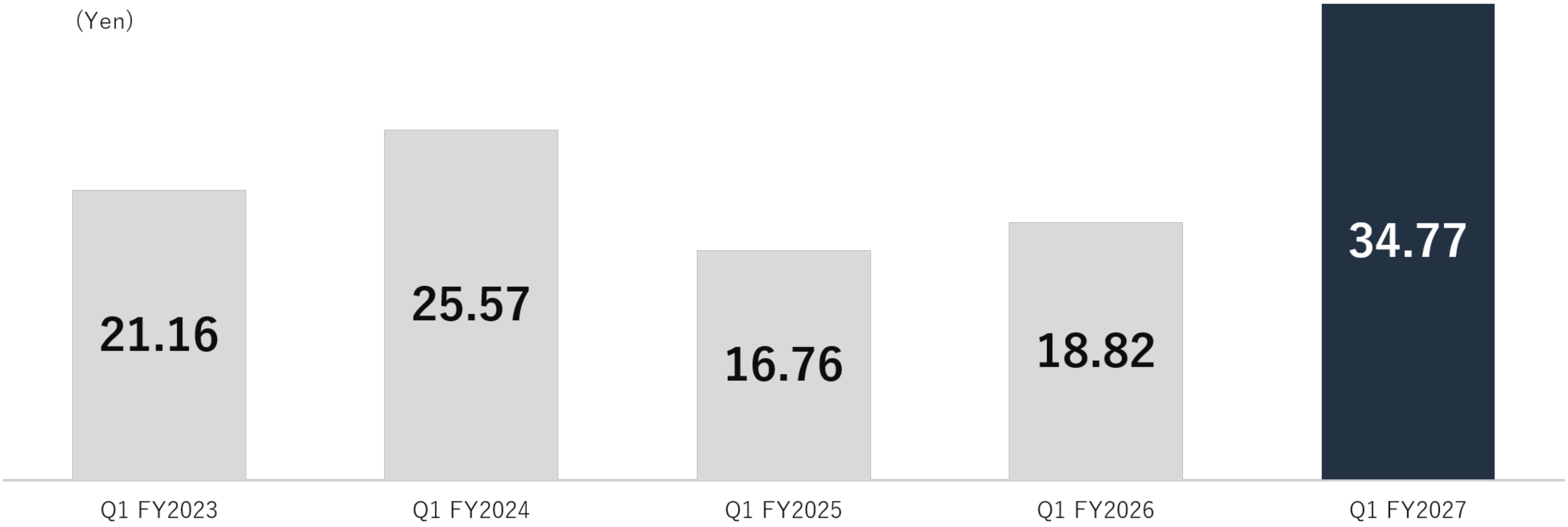
# Consolidated Financial Results for Q1 FY2027｜Factors for Change in Consolidated Operating Profit (YoY)

- While revenue increased by ¥1,040 million, costs such as personnel expenses, outsourcing fees, and commissions also rose
- Operating profit increased by ¥360 million



| (Millions of Yen) | End-FY2026 | Q1 FY2027 | Change |
|---|---|---|---|
| Current Assets | 8,736 | 7,575 | -1,160 |
| Non-Current Assets | 11,906 | 12,129 | +223 |
| **Assets** | **20,642** | **19,705** | **-936** |
| Current Liabilities | 5,037 | 4,029 | -1,007 |
| Non-Current Liabilities | 180 | 182 | +1 |
| **Liabilities** | **5,218** | **4,212** | **-1,006** |
| Shareholders' Equity | 15,391 | 15,461 | +70 |
| AOCI | 32 | 32 | +0 |
| **Net Assets** | **15,423** | **15,493** | **+70** |
| **Liabilities and Net Assets** | **20,642** | **19,705** | **-936** |
| **Equity Ratio** | **79.2%** | **78.6%** | **—** |

# Earnings Per Share (EPS) Trends



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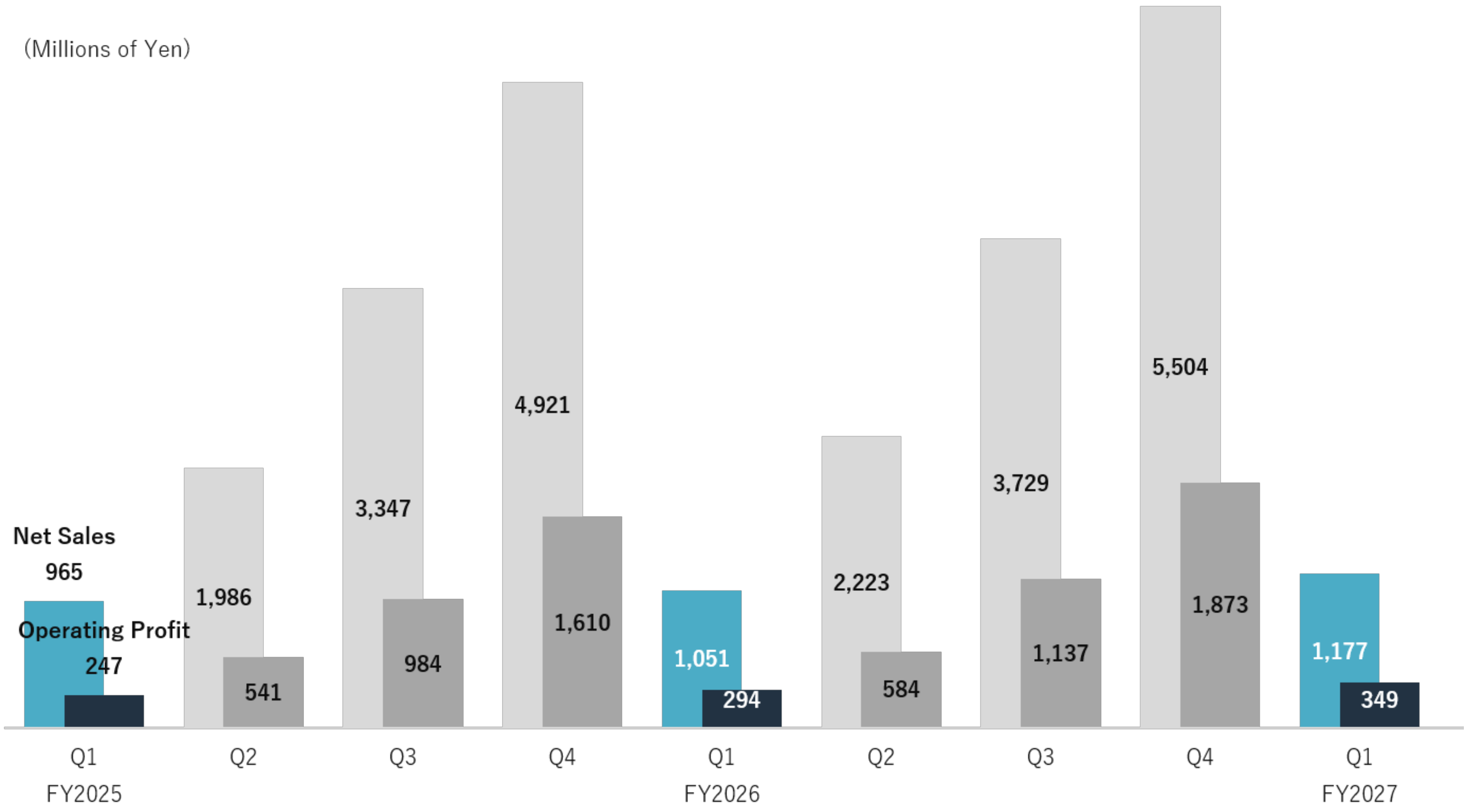
# Results by Business Segment for Q1 FY2027

01

# Accounting Services Segment

- Membership continued to grow steadily, contributing to sales growth
- The AI coverage rate for bookkeeping reached 93.4%




Net Sales Growth Rate

+12.0%

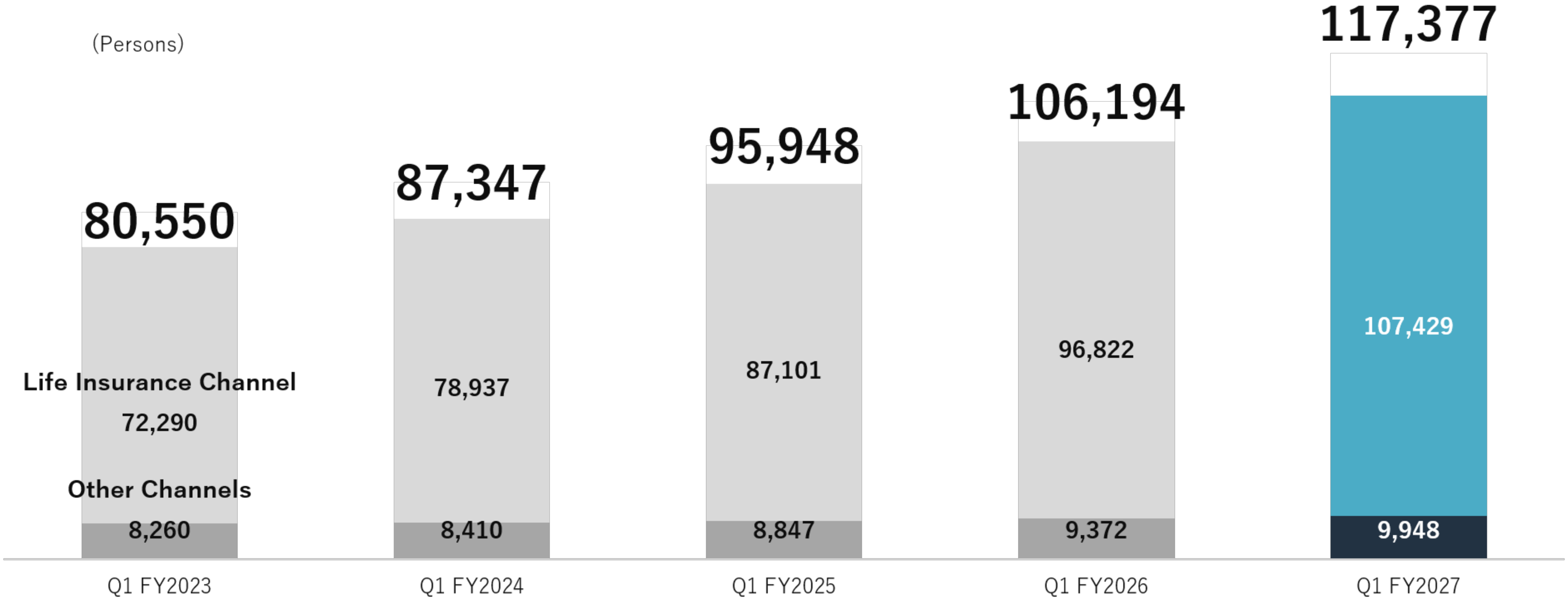
Operating Profit Growth Rate

+18.6%

Operating Profit Margin

29.7%

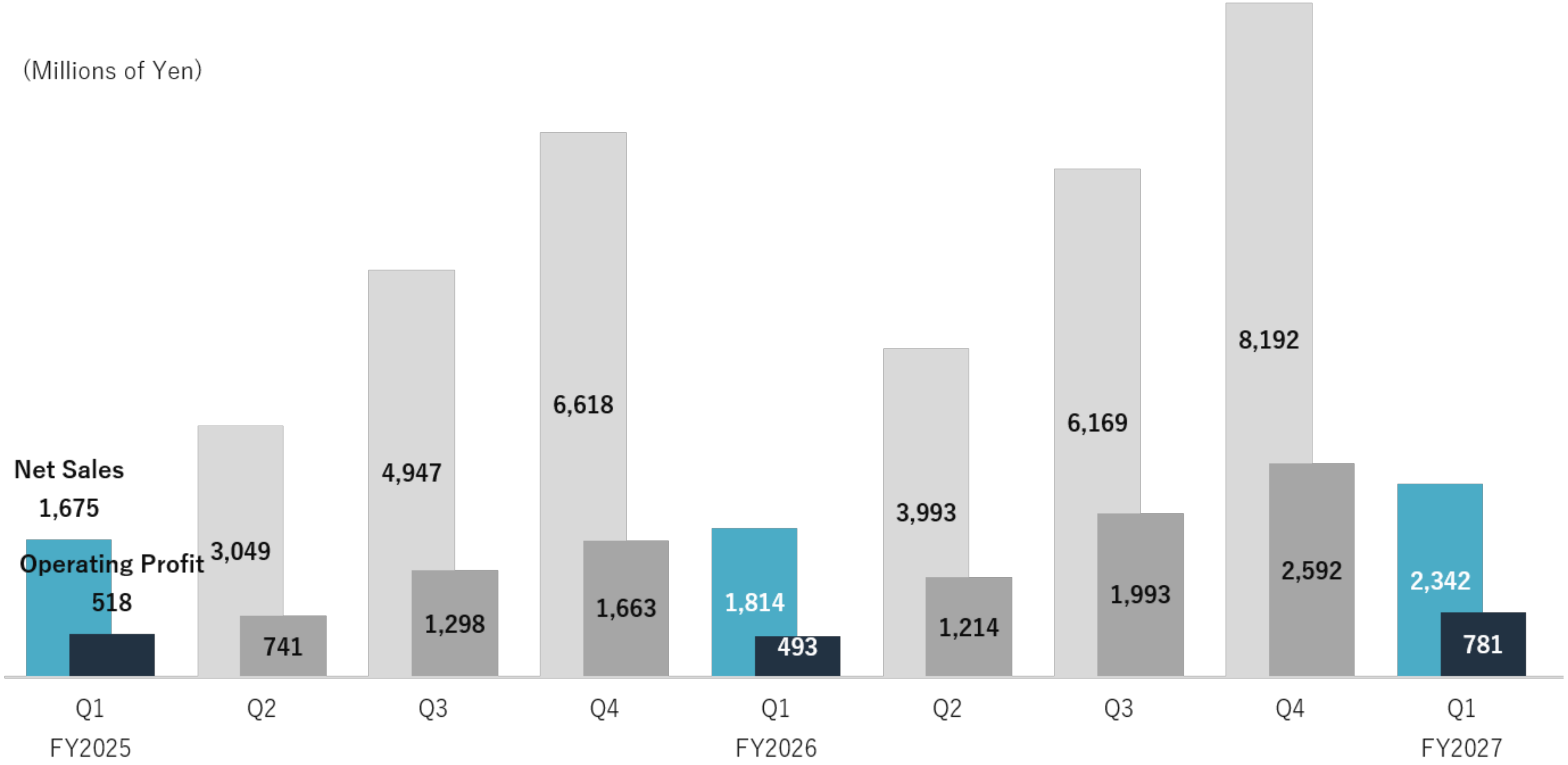
- Membership showed steady growth
- By transitioning to online training for new hires across life insurers and introducing inside sales, we created an environment where field sales reps can focus on regional sales
  As a result, sales opportunities increased, leading to an expanded membership base



02

# Consulting Segment

- F&M Club membership maintained steady growth
- We recorded ¥440 million in revenue from grant awards under:
  The 22nd Round of the Monozukuri Subsidy
  The 5th Round of the Subsidy for Large-Scale Growth Investment
  The 5th Round of the Labor-saving Investment Subsidy - General Type
- Provided instructor-led training services to 928 companies, primarily member enterprises




Net Sales Growth Rate

+29.2%

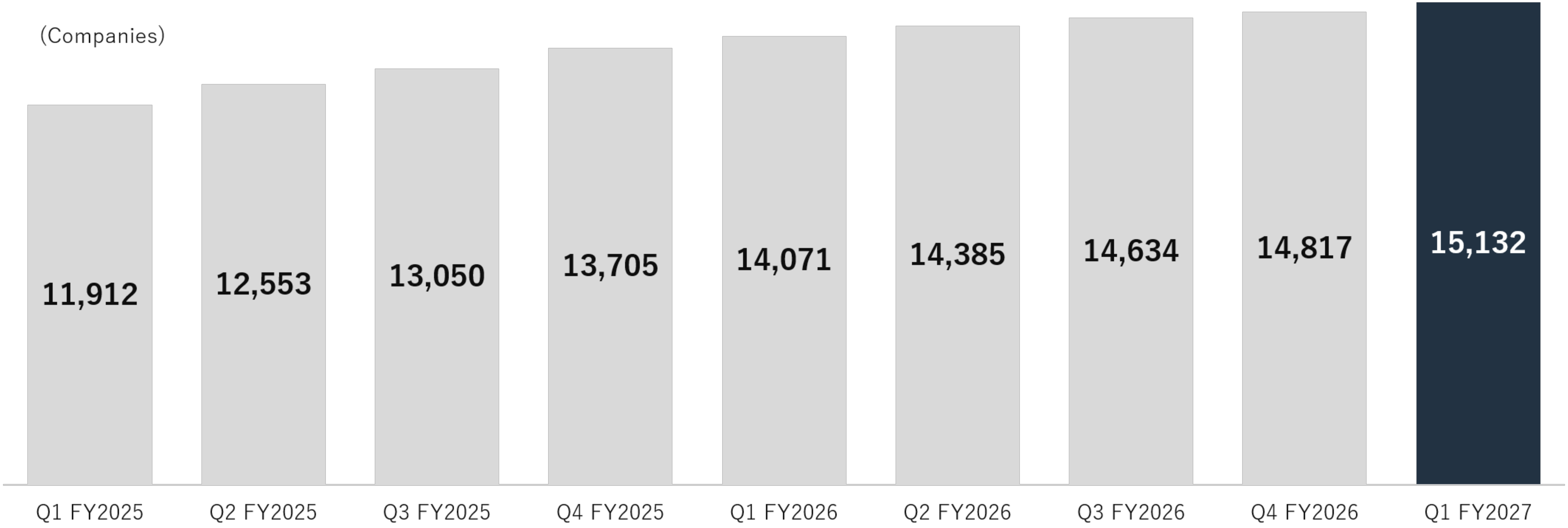
Operating Profit Growth Rate

+58.2%

Operating Profit Margin

33.3%

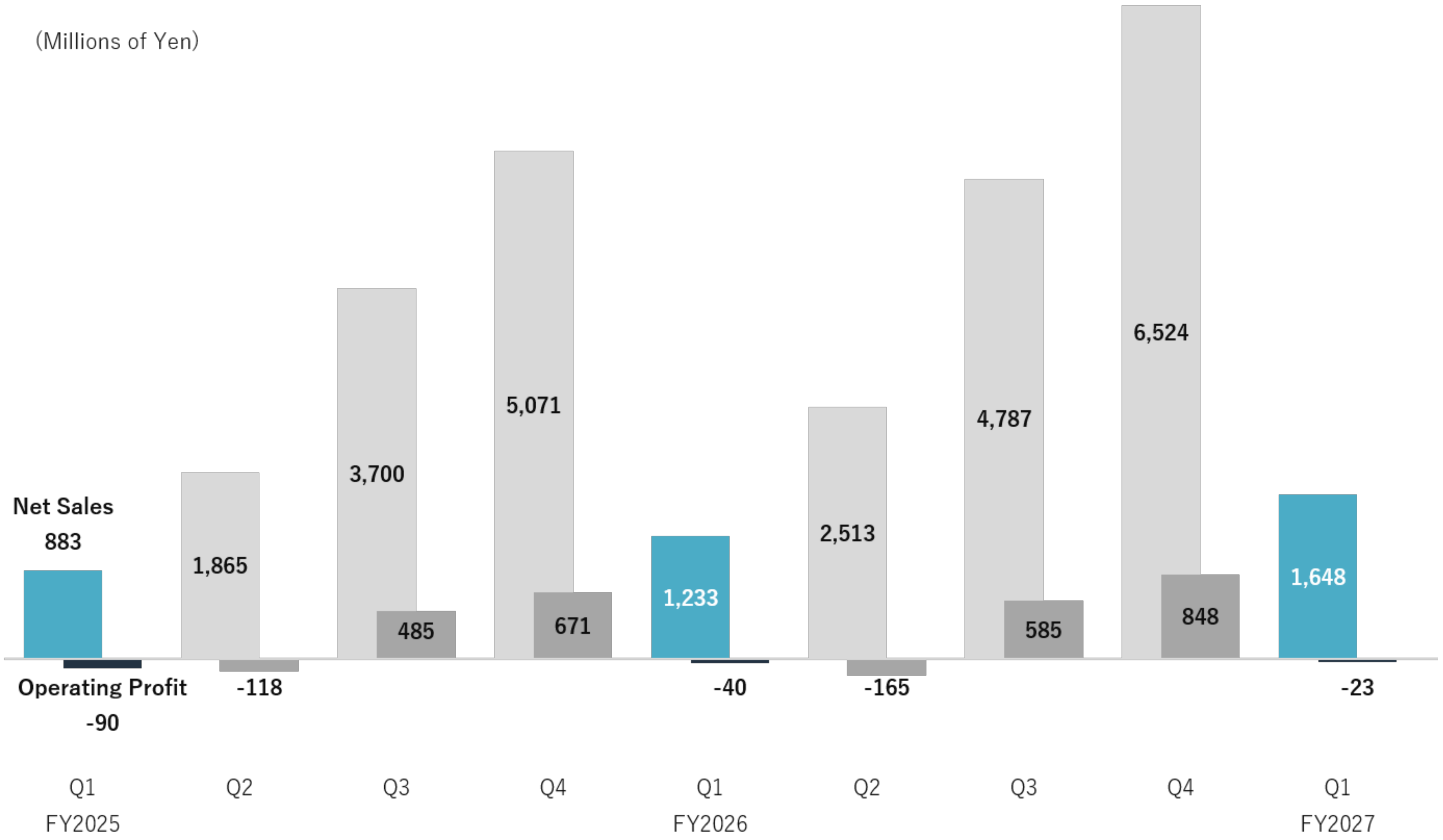
- Established a region-based, end-to-end support structure by integrating departments previously divided by role ("New Sales" and "Customer Follow-up"), contributing to an improved contract retention rate
- Further strengthening collaboration with 237 partner financial institutions, aiming to provide comprehensive support for SMEs



03

# Business Solutions Segment

● Steady growth in membership of the Office Station series contributed to subscription revenue
● Focusing on acquiring new contracts for our labor management software, as well as upselling and cross-selling to existing users




Net Sales Growth Rate

＋33.6%

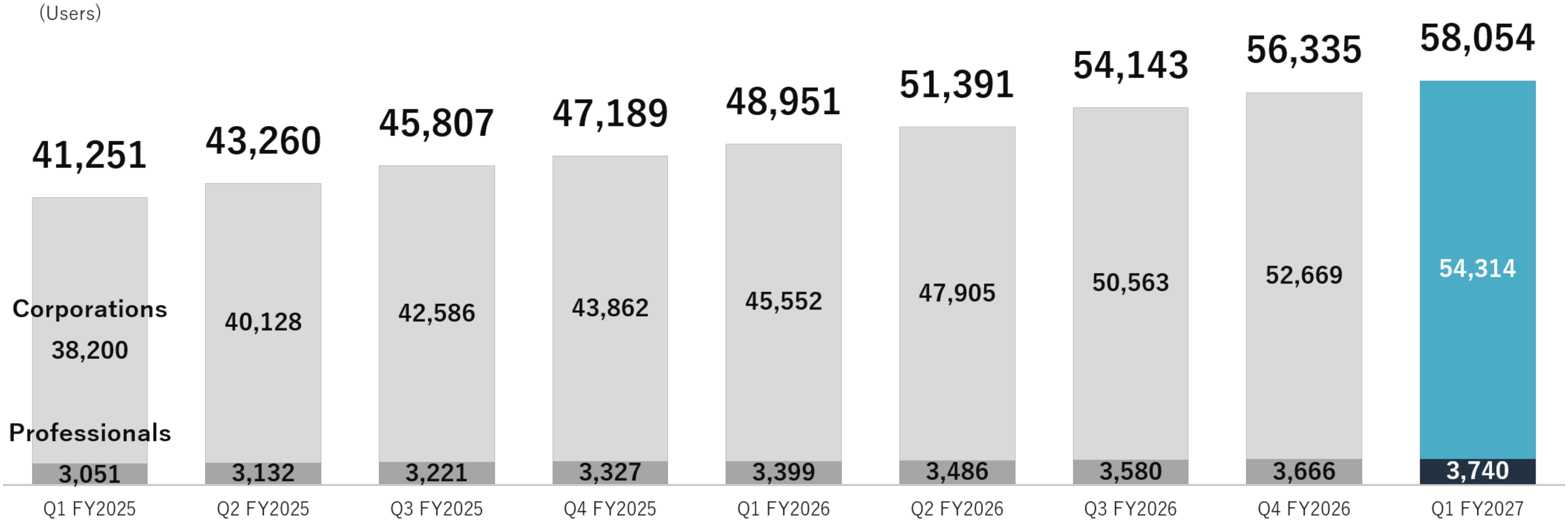
Operating Profit Growth Rate

—

Operating Profit Margin

-1.5%

- Membership in the Office Station Series exceeded 58,000 users
- We launched ‘SRAISE,’
  a generative AI tool specialized in Labor and Social Security Attorney services



## MRR

¥489M

## ARR

¥5,872M

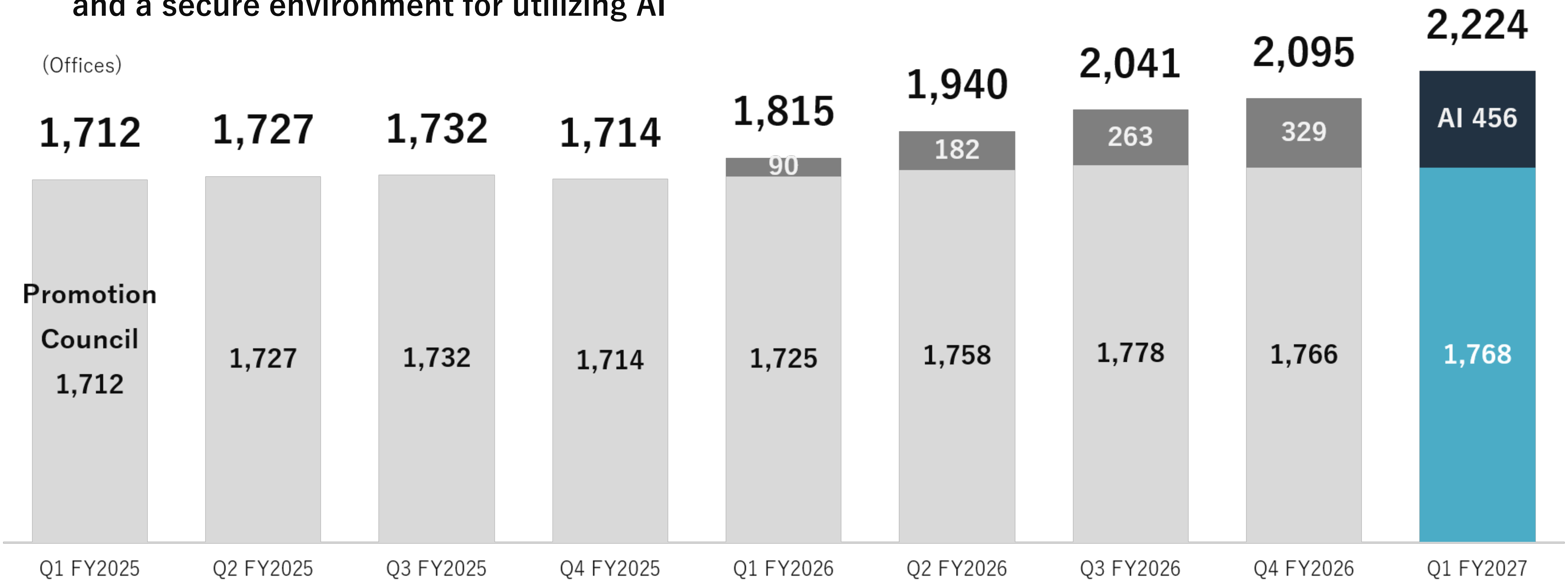
## Churn rate by product

| | |
|---|---|
| Labor | 1.01% |
| Payslips | 1.32% |
| Time and Attendance | 1.82% |
| Year-End Tax Adjustment | 1.01% |
| Pro *For Labor and Tax Professionals | 0.32% |

## CAGR

37.0%

- Membership in the "AI Study Group," a generative AI community specialized for tax accounting firms, maintained steady growth
- The "AI Study Group" provides prompt templates, customized consultations tailored to each firm, and a secure environment for utilizing AI




* Promotion Council: Council for Promoting Management Innovation Consultation and Related Organizations
* AI: AI Study Group (If also a member of the Promotion Council, it is counted under the Promotion Council)

03

# FY2027 Consolidated Forecast

# FY2027 Q2 and Full-Year Forecasts



| (Millions of Yen) | Q2 Actuals (P/FY) | Q2 Forecast (C/FY) | YoY Change | | Q4 Actuals (P/FY) | Q4 Forecast (C/FY) | YoY Change | |
|---|---|---|---|---|---|---|---|---|
| **Net Sales** | **8,956** | **10,477** | **+1,520** | **+17.0%** | **20,807** | **24,694** | **+3,886** | **+18.7%** |
| Cost of Sales | 3,021 | 3,882 | +860 | +28.5% | 6,733 | 8,713 | +1,979 | +29.4% |
| Gross Profit | 5,934 | 6,595 | +660 | +11.1% | 14,074 | 15,981 | +1,906 | +13.5% |
| Gross Profit Margin | 66.3% | 62.9% | – | – | 67.6% | 64.7% | – | – |
| SG&A | 4,997 | 5,435 | +437 | +8.8% | 10,215 | 11,824 | +1,608 | +15.7% |
| **Operating Profit** | **937** | **1,159** | **+221** | **+23.7%** | **3,858** | **4,156** | **+297** | **+7.7%** |
| Operating Profit Margin | 10.5% | 11.1% | – | – | 18.5% | 16.8% | – | – |
| **Ordinary Profit** | **958** | **1,180** | **+221** | **+23.1%** | **3,900** | **4,197** | **+296** | **+7.6%** |
| Ordinary Profit Margin | 10.7% | 11.3% | – | – | 18.7% | 17.0% | – | – |
| **EBITDA** | **1,905** | **2,316** | **+410** | **+21.5%** | **5,903** | **6,721** | **+817** | **+13.9%** |
| EBITDA Margin | 21.3% | 22.1% | – | – | 28.4% | 27.2% | – | – |
| **Profit** | **647** | **808** | **+160** | **+24.8%** | **2,825** | **2,875** | **+49** | **+1.7%** |

* EBITDA = Operating Profit + Depreciation  * Profit = Profit Attributable to Owners of Parent

# FY2027 Full-Year Forecasts for Three Key Segments



| (Millions of Yen) | Net sales | | | | Operating profit | | | |
|---|---|---|---|---|---|---|---|---|
| | P/FY Actuals | C/FY Forecast | YoY Change | | P/FY Actuals | C/FY Forecast | YoY Change | |
| Accounting Services Segment | 5,364 | 5,738 | +374 | +7.0% | 1,863 | 1,976 | +112 | +6.1% |
| Consulting Segment | 8,192 | 10,158 | +1,966 | +24.0% | 2,592 | 3,112 | +520 | +20.1% |
| Business Solutions Segment | 6,665 | 8,341 | +1,676 | +25.2% | 858 | 785 | -72 | -8.5% |

| (Millions of Yen) | Members | | | | Employees | | | |
|---|---|---|---|---|---|---|---|---|
| | P/FY Actuals | C/FY Forecast | YoY Change | | P/FY Actuals | C/FY Forecast | YoY Change | |
| Accounting Services Segment (ACCOUNTING SERVICE) | 113,502 | 117,288 | +3,786 | +3.3% | 144 | 128 | -16 | -11.1% |
| Consulting Segment (F&M CLUB) | 14,817 | 18,867 | +4,050 | +27.3% | 295 | 359 | +64 | +21.7% |
| Business Solutions Segment (OFFICE STATION) | 56,335 | 67,272 | +10,937 | +19.4% | 157 | 200 | +43 | +27.4% |

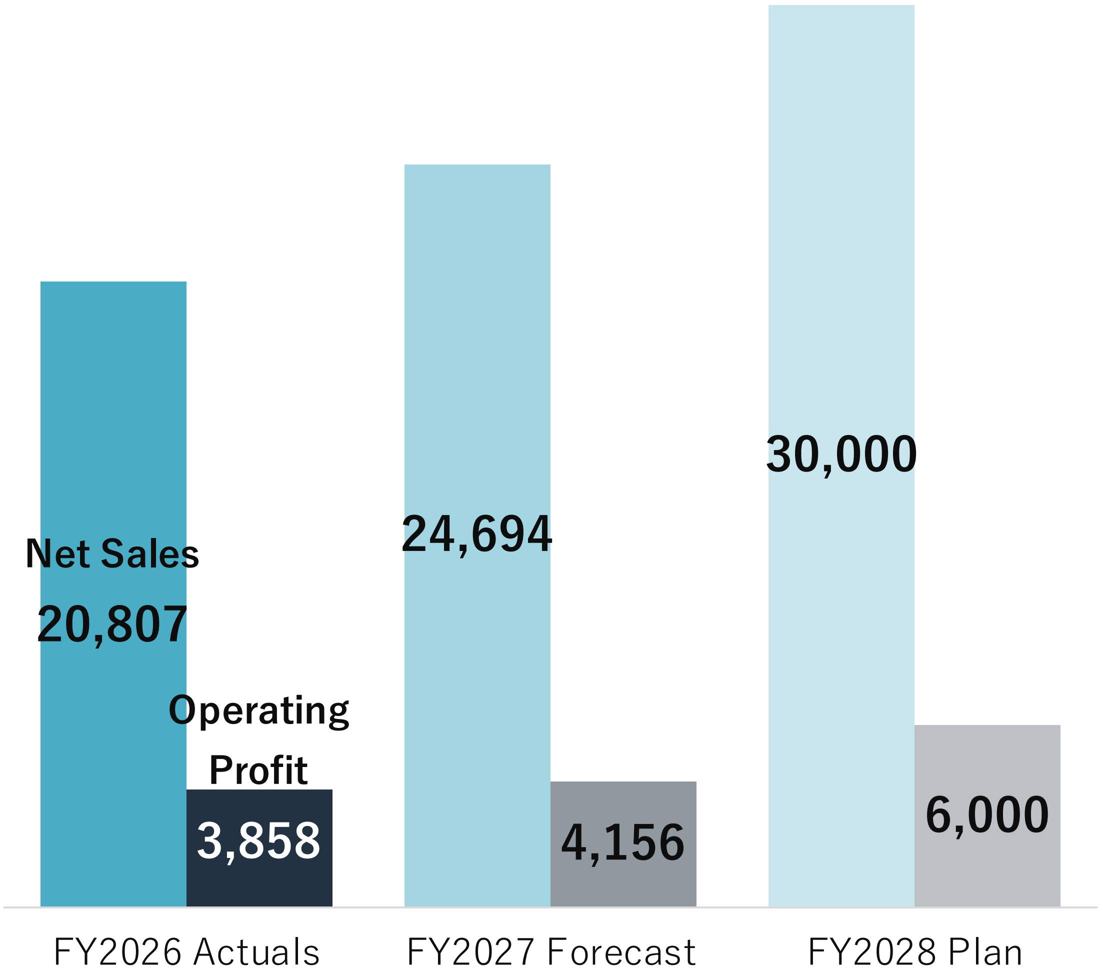
*Segment classifications were partially revised this fiscal year. Prior-period results have been reclassified according to the new structure for comparison

04

# Three-Year Business Plan | FY2026 to FY2028

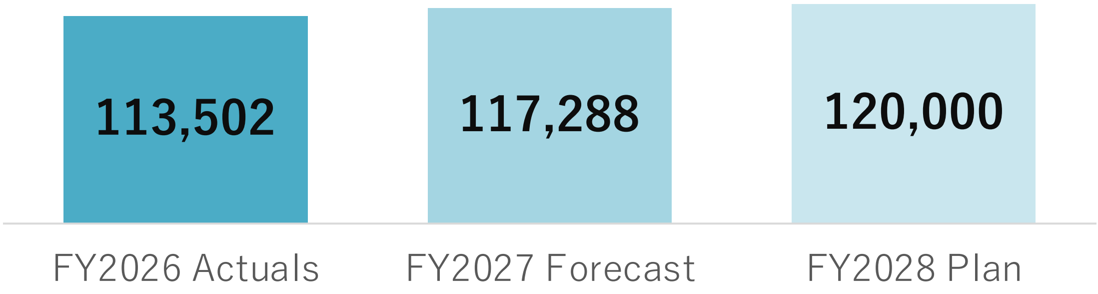
## Net Sales & Operating Profit

(Millions of Yen)

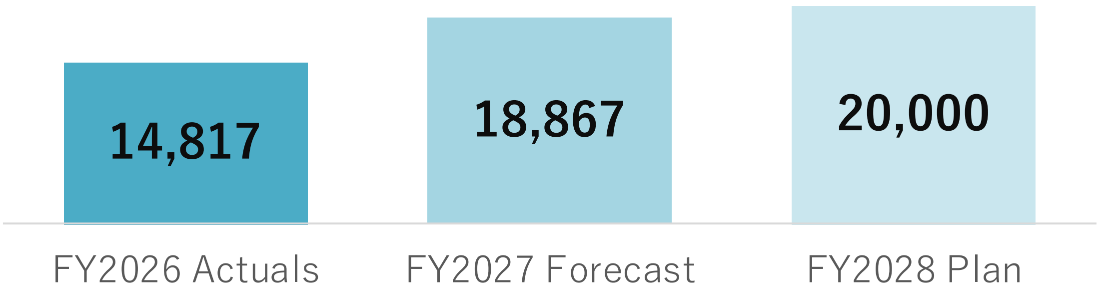



## Members

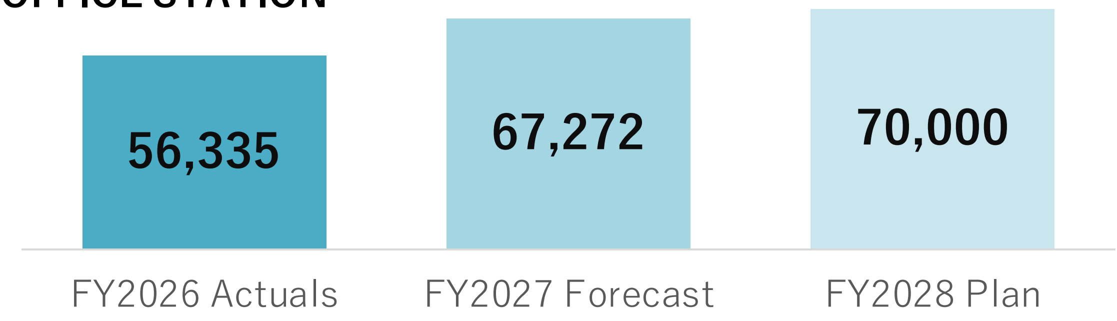
### ACCOUNTING SERVICE




### F&M CLUB




### OFFICE STATION



05

# Business Overview

# We Provide Services Specializing in Back Office to SMEs and Sole Proprietors Nationwide in Collaboration With Our Partners

## Accounting Services Segment

Accounting services for sole proprietors and small-sized enterprises

*Main customers are life insurance sales employees

CalQ

## Consulting Segment

- Administrative support services for SMEs (F&M Club)
- Support for obtaining ISO and PrivacyMark certifications
- Support for applying for subsidies such as Monozukuri and new business venture subsidies

F&M Club

F&M Bridge

## Business Solutions Segment

- Operation of “Management Innovation Consultation and Related Organizations” for certified public tax accountants and accountants
- Sales of “Office Station” series of human resources and labor relations cloud software

オフィスステーション

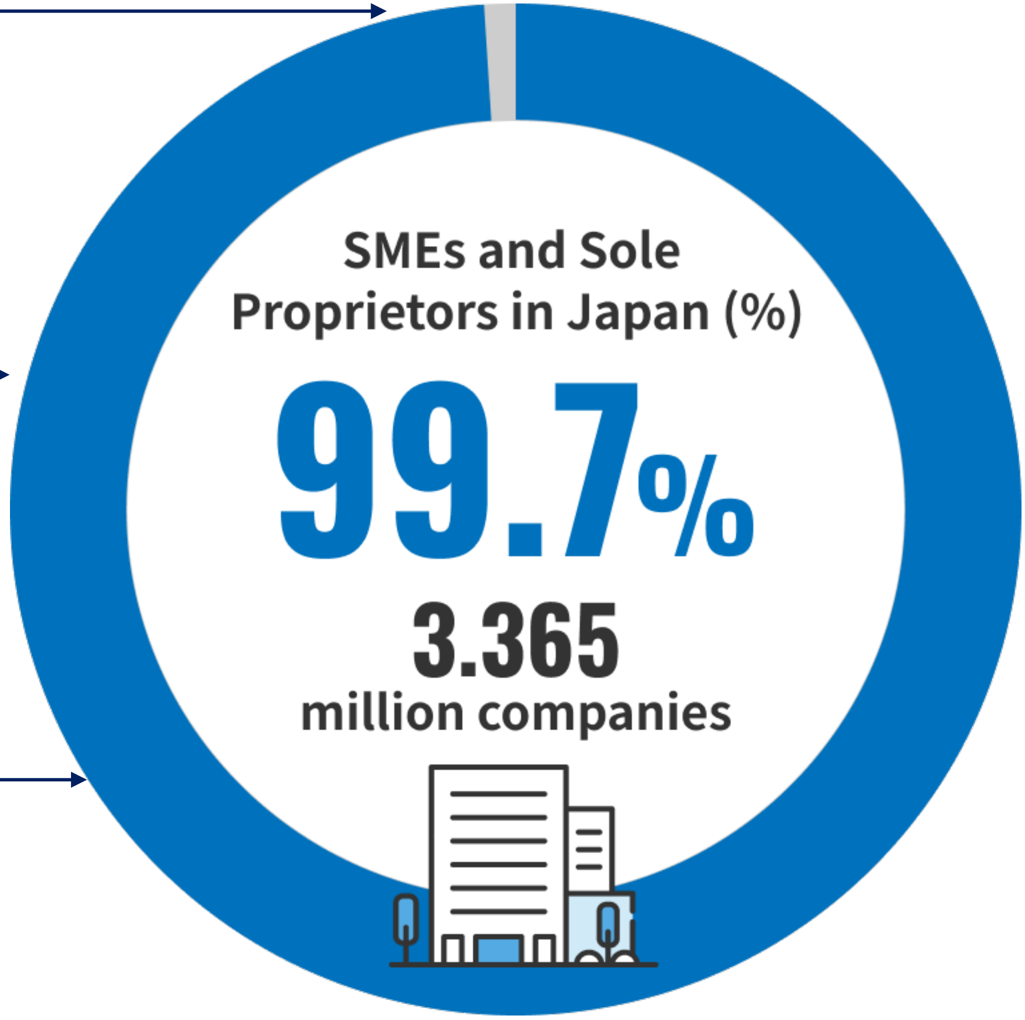
経営革新等支援機関推進協議会
Management Innovation Consultation

Business Partner

- Regional Financial Institutions
- Trading Company Sales Agent

Business Partner

- CPA
- Labor and Social Security Attorney



## Corporate Philosophy

**Making valuable things more accessible**

# Tap Water Philosophy of Services

**We contribute to society
by supporting the back-office functions
of all business operators**

## Three Strategies for Achieving Sustainable Growth

**1) Stock-based business**
Secure continuous revenue and prioritize long-term relationships

**2) Partner sales**
Broaden market access through strategic partnerships

**3) Staying ahead of trends**
Proactively capture market and social changes and reflect them in our products and services

01

# Accounting Services Segment

# Business Overview

● We are pursuing cost control through the use of AI as well as efficiency improvements and enhanced user convenience through the widespread use of our app

## Bookkeeping service process

1. Receive necessary expense records, etc.
2. Scan
3. Bookkeeping (using AI)
4. Income and expense statement
5. Confirm content on dedicated app


**Registration fee: ¥11,000 (including tax)**

[Annual income] Less than ¥10 million | [White return] ¥33,000/year (¥2,750/month) | [Blue return] ¥46,200/year (¥3,850/month)
[Annual income] Less than ¥30 million | [White return] ¥46,200/year (¥3,850/month) | [Blue return] ¥66,000/year (¥5,500/month)

## AI coverage rate for bookkeeping

**93.4%**

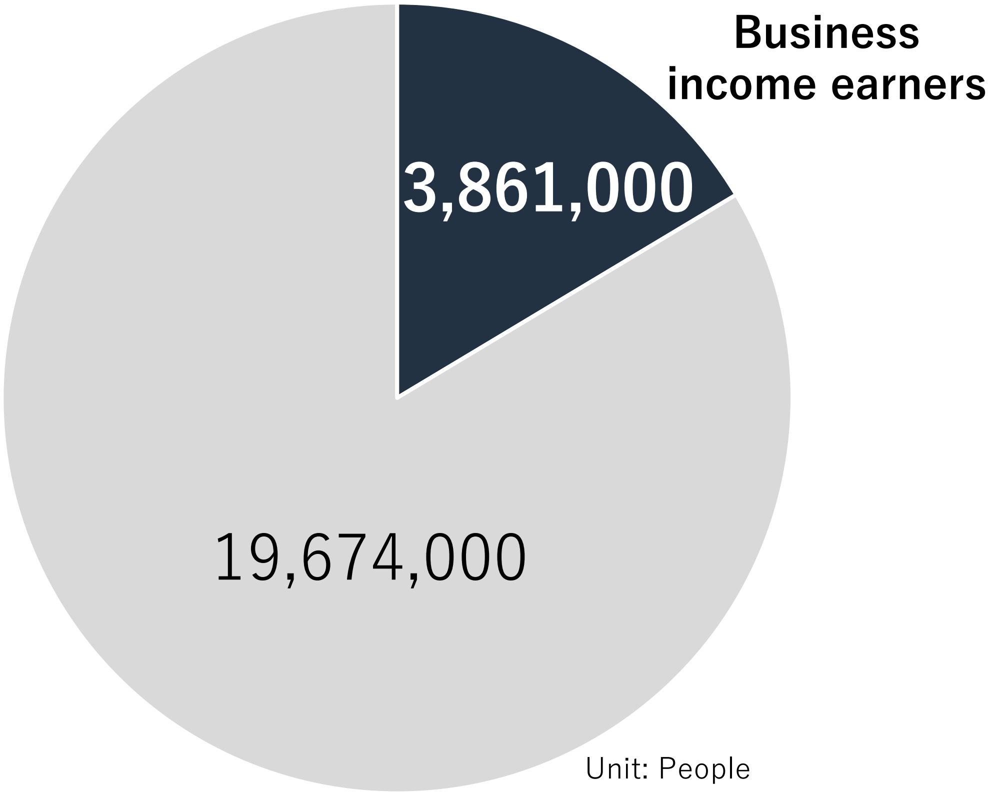
*Result as of June 30, 2026

## App use rate among accounting service members

**97.2%**

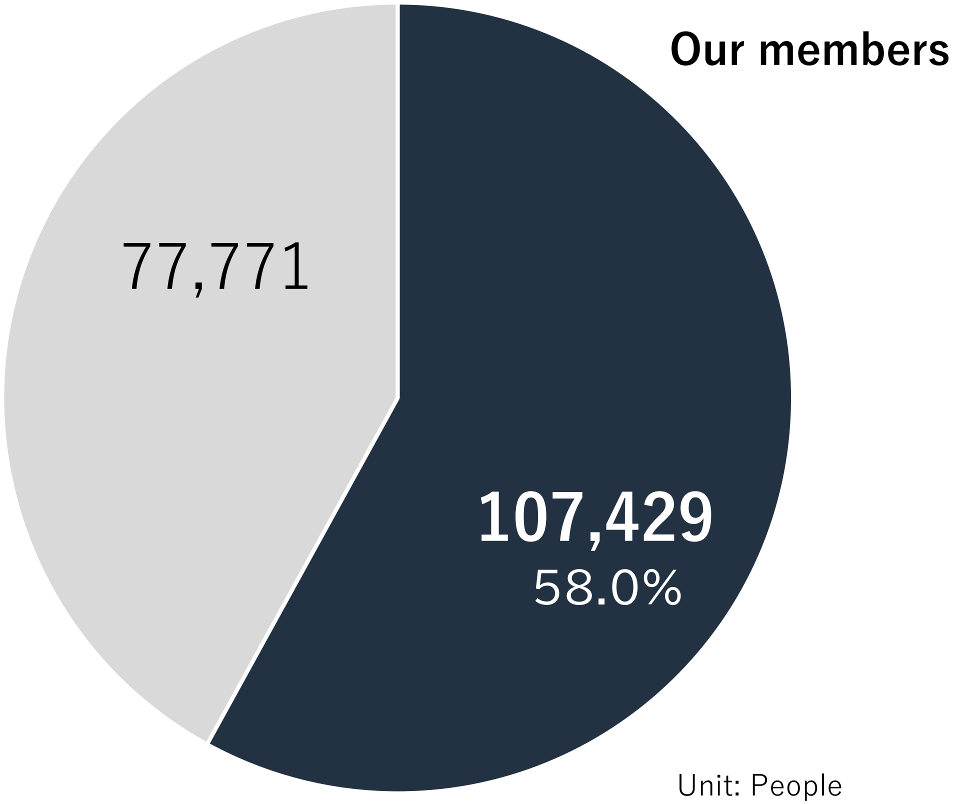
* Result as of June 30, 2026

Number of people who filed final income tax returns | 23,535,000 people




*Source: National Tax Agency, "Report on the Status of Final Tax Returns, Etc. for Income Tax, Etc., Consumption Tax, and Gift Tax for 2025"

Life insurance sales employees | 185,200 people




*Source: Hoken Kenkyujo K.K., "Insurance - Life Insurance Statistics Report for 2023"

02

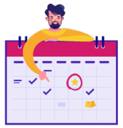
# Consulting Segment

- We have a lineup of services that address the issues faced by SMEs
- Users can share tasks to be completed in order to resolve issues on a dedicated member website and have individual company representatives follow up on service usage

## Finance, labor relations and risk management

I want to improve cash flow

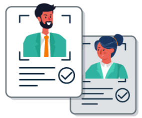
I want to implement appropriate labor relations management



(1) Financial rating assessment and financial status analysis
(2) Support for establishing internal rules and labor relations management systems
(3) Corporate credit rating information necessary for credit decisions on business partners

## Human resource development

I want to promote recruitment



I want to enhance employee training

(1) Hello Work job application review
(2) F&M Academy
(3) Lineup of employee training videos by category (by level, job type and needs)

## Information provision

I want to stay informed about tax incentives and other up-to-date information

Compliance with paperless, ISO, etc.

(1) F&M Club networking events
(2) Online seminars by theme
(3) Up-to-date information via email newsletter and videos
(4) Information on public support systems

**Enrollment fee: ¥0**
**Monthly membership fee: ¥30,800(including tax)**

**Unlimited access to services**
**that improve productivity for SMEs**

# Business Overview | Subsidy Application Support

● **We provide application support for the “Monozukuri Subsidy,” “Labor-saving Investment Subsidy (General Type),” and "Large-Scale Growth Investment Subsidy"**

## (1) Extensive know-how

We have supported thousands of companies in applying for subsidies. We have derived selection criteria for each industry and region based on the vast amount of data we have accumulated.

## (2) Thorough interviews

When we support companies in applying for subsidies, we always conduct thorough interviews with them beforehand. We conduct efficient interviews based on the selection criteria to support companies in conveying their intentions in their applications.

## (3) Mock review process

Four of our staff members review each application submitted by the companies we support. We use the same number of reviewers as actual review committees to ensure that the content of the application is unbiased and of high quality.

**Cumulative number of approvals**

**5,433**

*Cumulative number of approvals from FY2014 to Q1 FY2027 (ended June 30, 2026)

**Cumulative number of applications supported**

**8,937**

*Cumulative number of applications supported from FY2014 to Q1 FY2027 (ended June 30, 2026)

03

# Business Solutions Segment

● In addition to our existing labor services, we will expand offerings to the talent management and human resource evaluation domains, providing services across workforce management and development.

### オフィスステーション 労務
**Paperless collection of employee information**
Directly submit applications for social insurance, etc. electronically

### オフィスステーション 年末調整
**Paperless year-end adjustments**
Document submission completed in as little as three minutes

### オフィスステーション 給与明細
**Web distribution of salary and bonus statements**
Eliminating the need to print and mail monthly statements

### オフィスステーション 有休管理
**Compliance with five-day paid leave requirement**
System specializing in paid leave management

### オフィスステーション 勤怠
**Attendance management tailored to diverse work styles**
Enabling employees to clock in and out using smartphones and PCs

### オフィスステーション 給与
**Eliminating errors to significantly reduce the operational workload**
Automatically reflecting revised tax rates and social insurance premium rates

### オフィスステーション タレントマネジメント
**Maximizing the capabilities of human resources by utilizing centrally managed data**

### オフィスステーション サイン
**Effortless online contract signing**

### オフィスステーション マイナンバー
Centralizing the collection, usage, and disposal of My Number data

### オフィスステーション ストレスチェック
Data-driven early detection of mental health risks in valued employees.

### オフィスステーション Pro
**For Labor and Tax Professionals**
A comprehensive labor management system that reduces working hours by approximately 40% and maximizes productivity

### Add-ons
- Labor-Management Agreement Notifications
- Residence Tax Notices
- Dashboard Translation
- Data Analytics
- Ledger Edit History & Version Control
- Employee Portal
- Labor Insurance Association Management
- Automated fare calculation

# Companies Using Our Services

**Wholesale / Retail**

AOKI Holdings, DAISO ダイソー, 西松屋, WORKMAN

**Food and Beverage**

CURRY HOUSE CoCo壱番屋, 田中かつうどん, boulangerie française DONQ, Kirin-City, Soup Stock TOKYO

**Precision Instruments / Chemicals / Manufacturing**

TOYOTA, Kubota, NORITZ, 空気をかえよう エステー

**Entertainment / Services**

PORT ENTERTAINMENT ROUND1, U-NEXT HOLDINGS, ジョルダン

**Staffing Services**

Human ヒューマンリソシア, GROP

**Logistics**

Marubeni Logistics, 0123 アート引越センター, Honda Logistics

**Insurance**

NISSAY 日本生命, あなたの未来を強くする 住友生命

**Beauty / Healthcare**

クオール薬局, エステティック TBC, LAVA HOT YOGA STUDIO, 日本赤十字社 徳島赤十字病院, JAPAN MEDICAL ALLIANCE 社会医療法人 ジャパンメディカルアライアンス

**Travel / Transportation**

東横INN, JR西日本, NAA NARITA AIRPORT

**Education**

東京農業大学, 東京医科大学, JUNTENDO UNIVERSITY TOKYO 1838, 福岡大學

**Construction / Real Estate / Housing**

100年をつくる会社 鹿島, 住まい価値創造企業 POLUS ポラスグループ

**Trading Companies / Materials**

豊田通商, TANAKA 田中貴金属, NIPPON STEEL 日鉄テックスエンジ

## Labor relations management cloud No.1 market share for 6 consecutive years

*Source: Deloitte Tohmatsu MIC Research Institute Co., Ltd., "The Current State and Outlook of the HRTech Cloud Market" (FY2020-2025)

## Number of users: 58,054

*As of June 30, 2026

06

# Sustainability

# A future of growth and fulfillment, for everyone.

Our sustainability policy is **to create a world where no one is left behind, socially or economically**.

To achieve this, we develop social infrastructure that enables mid-market enterprises, SMEs, and sole proprietors—the backbone of the Japanese economy—to achieve sustainable growth without structural or environmental disadvantages.
When businesses fully unlock their inherent potential and thrive, it directly leads to the prosperity of their employees, all stakeholders involved, and local communities as a whole.
By building an environment where high-quality services are seamlessly accessible to everyone as a matter of course, we expand the possibilities of individuals and enterprises through our business activities.
In doing so, we contribute to a sustainable future where joy and happiness spread to every corner of society.

# F&M’s Approach to ESG



E
Environment

## Eliminating Waste, Creating New Value

We reduce paper waste across society through our bookkeeping services and DX promotion.Through partnerships with key collaborators, we have established a fully closed-loop recycling system where 100% of the paper documents generated in our bookkeeping operations are pulped and recycled into products like notebooks

S
Social

## Creating a Place Where Everyone Can Shine

We provide opportunities for individuals who find traditional working styles difficult due to life stage changes to thrive as home-based freelancers. Through this, we put into practice our vision of 'a world where no one is left behind, socially or economically.

## Supporting Sustainable Growth for All Businesses

Each of our businesses is directly linked to the sustainable growth of companies that support Japan, as well as the prosperity of the people who work there. By eliminating environmental disparities and building infrastructure that enables everyone to equally unleash their true potential, we will strongly foster the local economies and employment that sustain Japan

G
Governance

## A Secure Foundation

We have established an ESG Committee, strictly enforce security management, and conduct thorough training on information protection. Through these measures, we are building a robust governance framework designed to scale our business.

# Master in one year what takes three years to learn at other companies

Even new employees are given significant autonomy early on, such as being assigned many clients, allowing them to gain
**overwhelming real-world experience**.
This fosters a sense of ownership and a strong sense of responsibility toward their work.
Each employee grows significantly and increases their value, enabling them to **enrich all the people and enterprises they encounter.**

Our greatest asset is **“people.”**
This human capital is the source of our value creation. We will achieve our mission through skill development, environment improvement and other measures that enable diverse human resources to actively participate, as well as through medium- to long-term investment in **“people.”**

**We have established a systematic training program tailored to employees' years of service and roles. In addition to combining on-the-job training (OJT) with specialized off-the-job training (Off-JT) across our business divisions, we focus on acquiring cutting-edge skills and boosting productivity, such as by conducting a company-wide program on practical generative AI usage**

| | F&M WAY | | フェロー研修<br>新卒・キャリア | マネジメント研修<br>全部門 | 職務別研修<br>全部門 | AI研修<br>全部門 |
|---|---|---|---|---|---|---|
| 1年目 | MEET THE CEO<br>親切・明るく・上品に | | カルチャーを体現する | | | |
| 2年目 | | | | | | |
| 3年目 | | | | | | |
| 4～6年目 | | | | | | |
| キャリア1年目 | ME<br>親切 | | | | | |
| アルバイト | ME<br>親切 | | | | | |
| 新任管理職 | | | | 1on1 | | |
| マーケティング<br>カスタマーサクセス<br>プロダクト開発/商品開発<br>業務部 | | | | | ナレッジシェアを通じた<br>行動変容<br>ビジネスフレームワーク<br>リーダーシップ | |
| 全社員 | | | | | | AI活用術の共有 |

For new graduate employees, training programs are provided from the first through the sixth year after joining the company, and for mid-career hires, from the first through the third year. These programs are designed to support individual growth at each stage of employment.

Training programs are provided for team leaders, managers, deputy general managers, and general managers to acquire the skills required for their respective responsibilities.

In addition, since employees in staff departments require different knowledge from those in line departments, we provide programs focused on developing such knowledge and sharing expertise across departments.

# Creating Comfortable Workplaces That Balance Work and Personal Life



**Our Group has established various leave systems to encourage employees to take time off, with the aim of enhancing not only their work but also their personal lives. We have also introduced communication initiatives, including a mentoring system, to improve employee engagement.**

## Extended consecutive leave program

A system that allows employees to take five consecutive days of paid leave twice a year. When combined with the preceding and following Saturdays and Sundays, this results in a long consecutive leave of at least nine days.
As a rule, we enforce the use of paid leave for all employees with a certain level of mandatory compliance.

## Refreshment leave

A system that allows employees to take up to 10 consecutive days of leave once every five years. This allows employees to refresh themselves both mentally and physically and return to work with renewed focus.

## Talk & Understand

Communication initiatives aimed at helping employees understand each other and build stronger cooperative relationships based on the theme of “Let's talk and connect more strongly,” and including a mentoring system that originated from an idea proposed by Group employees.

## We promote work styles that enable diverse human resources to actively participate regardless of their attributes. We will also foster a culture that respects diversity in the workplace.

### Top Performer Incentive & Training Trip

We invite top-performing employees on overseas incentive and training trips. In a refreshingly different environment, top-tier talent can exchange best practices and expertise with one another to drive further growth. Past destinations include Hawaii, Guam, Canada, Australia, Bali, and Hong Kong. Participants are selected from across the company, including administrative and corporate staff roles,

### Parental leave and return-to-work support program for working mothers and fathers

We provide an environment where employees can take parental leave with peace of mind and return to work, while supporting them in balancing childcare and work so they can continue to actively participate in the workplace.

### “Meet the CEO” dialogue sessions

An event held based on our CEO’s desire to share his insights as a life mentor.
This is an opportunity for employees to not only hear his thoughts, but also to share their own ideas, discuss their concerns about work and their personal lives, and receive advice.
Our Group values opportunities for direct dialogue between employees and our CEO.

This document is intended to provide information about F&M Co., Ltd. and is not intended to solicit investment in securities issued by the Company.

Furthermore, this document has been prepared based on data as of June 30, 2026. The opinions and forecasts contained in this document are based on the judgment of the Company at the time of preparation, and the Company does not guarantee or promise the accuracy or completeness of the information contained in this document. In addition, the information contained in this document is subject to change without notice.

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