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Consolidated Financial Results for the Second Quarter of the Fiscal Year Ending December 31, 2025

1. Consolidated Financial Results for the Second Quarter of the Fiscal Year Ending December 31, 2025

The Group's consolidated financial results for the second quarter of the current fiscal year (January 1, 2025 to Jun 30, 2025) are below

Net sales	35,645 million yen (Year-on-year increased 8.2%)
Operating income	7,108 million yen (Year-on-year increased 3.0%)
Profit attributable to owners of parent	4,571 million yen (Year-on-year decreased 6.0%)

Looking at the economic environment during the interim consolidated accounting period, uncertainties in the global economy have increased due to conflicts in Ukraine and the Middle East, as well as protectionist trade policies implemented by the Trump administration in the United States. Additionally, domestic prices and interest rates are on an upward trend.

Despite these economic conditions, efforts to reform business operations through DX (digital transformation), improve productivity to address severe labor shortages, and review the company's overall supply chain from a BCP (business continuity plan) perspective in light of the international situation continue to be vigorous. This includes IT-driven management reforms and business improvements, as well as active IT investments. Additionally, the development of newservices leveraging and digital AI (including generative AI) efforts to enhance business efficiency through are accelerating.

Under these circumstances, our group expects that the performance of Revamp Corporation which has been consolidated since the second quarter of the previous fiscal year, will contribute to the full-year results for the current fiscal year. Additionally, Future Architect, Inc. has successfully launched the second bank of its "Next-Generation Banking System" in July, and the third bank is progressing smoothly. Furthermore, for implementation the fourth and fifth banks have been decided, have also commenced. Additionally, due to the commencement of several large-scale government-related public projects in the second quarter, revenue and operating profit increased compared to the same period last year. On the other hand, net profit attributable to parent company shareholders decreased due to the recognition of losses from the evaluation of investment securities and the impact of defense-related special corporate taxes.

The following is a summary of the results (sales and operating income) for each segment.

(1) IT Consulting & Services Segment

Future Architect, Inc. (including the technology division of Future Corporation) is engaged in various large-scale DX-related projects across industries such as retail, food distribution, and finance, including system construction projects related to medical DX led by the government. These projects are progressing smoothly.

With regard to projects that will contribute to our medium- to long-term growth through the utilization of intellectual property, we started stable operation of the second bank of the "Next-Generation Banking System" in July, and the grand design phase of the third bank is progressing smoothly. In addition, , which have been decided for implementation we have started the project for the fourth and fifth banks.

Furthermore, the development phase of a large-scale project to introduce the "FutureApparel" core platform system for the apparel industry is progressing smoothly. As a result, revenue increased year-on-year, while operating profit remained almost flat compared to the same period last year due to the impact of focusing on sales activities to secure large-scale projects in the first quarter.

Future Inspace, Inc. continued to perform well in its regular maintenance and operation services, as well as in the development of system infrastructure upgrades and cloud migration projects for existing customers. However, due to the peak-out of large-scale development projects, revenue and profit decreased compared to the same period last year.

Future One, Inc. achieved an increase in both revenue and profit compared to the same period last year, driven by expanded sales of its proprietary package software "Infinione" through industry-specific sales initiatives targeting the steel industry and other sectors, as well as increased orders from existing customers through value-added proposals.

Future Artisan, Inc. achieved revenue and profit growth year on year due to the acquisition of new large-scale projects through its full-scale entry into the PLM business and the value proposition of DX consulting projects. However, revenue and profit decreased year on year due to project orders falling short of plans, the impact of business transfers between group companies, and an increase in software amortization expenses.

Future Secure Wave, Inc. reported increased revenue and profit compared to the same period last year, driven by expanded new orders for security services, as well as steady progress in existing customer operation services and maintenance/upgrade projects for security-related products.

Revamp Corporation exceeded its plan in both its management marketing business, which supports private equity funds and management operations, and its DX business, which provides consulting services for core system renewal and company-wide structural reforms. In addition, the management marketing business recorded success fee revenue associated with the increase in the value of the companies it supports. The company began consolidating its profits and losses from the second quarter of the previous fiscal year, and its performance will contribute to the full-year results from the current fiscal year.

As a result, this segment recorded revenue of increased 11.8% year-on-year to 31,782 million yen, and operating income increased 8.1% to 7,265 million yen.

(2) Business Innovation Segment

YOCABITO Co., Ltd. saw improved profitability and gross margin for its private-label brands, but sales growth was sluggish, particularly for national brands, resulting in a decrease in both revenue and profit compared to the same period last year.

Tokyo Calendar, Inc. achieved increased revenue and profit compared to the same period last year, driven by advertising

revenue from its content business, revenue from proactive event hosting, and strong performance of online services such as "Tokyo Calendar Date."

LaiBlitz, Inc. reported a decrease in revenue compared to the same period last year due to delays in launching new businesses, despite the smooth progress of system investment projects for existing customers in sports teams, entertainment, and retail industries that have adopted the member management and EC package "FastBiz." However, the company achieved an increase in profit due to cost reductions in various selling, general, and administrative expenses.

Curiosity, Inc. reported a decrease in both revenue and profit due to a decline in revenue resulting from the absence of multiple large-scale store designs for a jewelry brand that were completed in the previous second quarter, despite steady progress in store designs for overseas luxury brands such as watches.

As a result, this segment decreased 14.6% net sales year-on-year to 3,873 million yen and an operating loss of 67 million yen (compared with an operating loss of 245 million yen in the same period of the previous year).

2. Related to midterm strategy

(1) Group Strategy

In the medium to long term, it is expected that companies will continue their DX initiatives, and there will be a growing need for fundamental business reforms to address severe labor shortages and improve operational efficiency, as well as for responses to economic and social issues such as ESG and SDGs. As a result, we anticipate that companies will continue to invest actively in IT.

As a group, we will strive to accurately capture the needs of companies seeking to advance management reforms through IT, leverage group synergies, and provide comprehensive and proactive support to secure even greater support from a diverse range of customers.

Additionally, we will advance our own initiatives related to ESG and SDGs while supporting our customers' efforts toward environmental sustainability and decarbonization.

In addition, we will promote the evolution of our business model by effectively utilizing the intellectual property of the group and making flexible strategic investments, including M&A, to achieve further growth in the next fiscal year and beyond. We will also continue to invest in human resources, education, and research and development to build a business foundation that will contribute to future growth.

In terms of human resources recruitment, we will strengthen our recruitment competitiveness by raising the expected annual salary for new graduates in fiscal 2026, and we will also raise the remuneration system for our value-based recruitment (which provides remuneration commensurate with ability to new graduates with advanced IT skills and business knowledge), which we launched in 2024. Additionally, we will introduce the "Future PhD Support Program," a support system for working professionals pursuing doctoral degrees, to assist employees in obtaining PhDs while working in cutting-edge fields such as AI, thereby accelerating the cultivation of advanced technical talent.

Concurrently, we will implement measures to strengthen group governance, including enhancing communication within the group and further improving quality control standards.

Special notes for each segment are as follows.

(2) IT Consulting & Services Segment

Future Architect, Inc. has further promoted collaboration with other group companies and strengthened its system for working closely with customers to address their management issues through management and IT consulting. As a result, we have received new orders for projects such as the renewal of core systems and the construction of data infrastructure, with a focus on grand designs and the promotion of DX for customers seeking management reform. Through collaboration with group companies, we will address customer and industry challenges across a wide range of areas, including the establishment of robust IT security and support for the development and in-house cultivation of highly skilled IT personnel at customer companies.

As part of our medium- to long-term growth strategy, we will execute "expansion of DX strategy partnerships" and "establishment of an intellectual property deployment model." Through "expansion of DX strategy partnerships," we will establish a collaborative framework to support customers as their DX partners, providing comprehensive, long-term support that goes beyond large-scale system development to include the formulation and execution of DX strategies and the strengthening of customers' IT organizations and human resources. Regarding "establishment of an intellectual property deployment model," we will leverage our existing intellectual property, such as "next-generation banking systems" "FutureBANK," "GlyphFeeds," and "FutureApparel," we will establish a stable revenue base through a hybrid revenue model combining licensing, consulting, and customized development, while advancing strategic development of new intellectual property.

Furthermore, we will work to build an organization that will lead the way in the coming era by investing in talent acquisition and education, quality control, and project management.

Future Inspace, Inc. will continue to expand its business steadily by further improving development quality and recruiting and training personnel to ensure the stable progress of multiple large-scale projects, such as system infrastructure upgrades and cloud migration for existing customers.

Future One, Inc. will continue to expand orders by leveraging its strength in industry-specific sales of its original packaged software "Infinion," while also working to enhance its products and provide total solutions to customers through integrated manufacturing and sales, with the aim of further expanding profits.

Future Artisan, Inc. will expand its business by providing DX consulting and "Smart Factory" construction for the manufacturing industry, as well as support services for core system renewal and business reform, and a range of services from product planning to manufacturing for its PLM business. Additionally, we will contribute to ESG management through our ESG Management Platform "Kkuon (Kekkon)" and expand revenue by expanding partnerships for our core product "YDC SONAR."

Future Secure Wave, Inc. provides solutions that address the security lifecycle, including crisis management response and security diagnostics, as well as operations. Furthermore, we will collaborate with other Future Group companies in the security services field to expand revenue.

Revamp Corporation will steadily execute existing projects in its management marketing business, expand projects centered on supporting the global expansion of existing customers in its DX business, and develop new customers through collaboration with investees and overseas advanced technology companies. Furthermore, we will continue to maximize the utilization of the Future Group's resources and know-how in both businesses to create joint projects, improve quality, and achieve synergies at an early stage.

(3) Business Innovation Segment

YOCABITO Co., Ltd. will introduce new products and renewed products through the strengthening of its private brand starting in the second half of the fiscal year to improve profitability, while also disposing of unprofitable products and reducing costs to strive for improved performance.

Tokyo Calendar, Inc. will optimize content for various media, events, and online services based on the analysis of various marketing data, with the aim of further enhancing brand power and user engagement. In addition, we will strive to improve the convenience of our services and operational productivity by utilizing AI and other technologies, with the aim of further growth and revenue expansion in each business.

LaiBlitz, Inc. will systematize the data analysis technology and fan marketing methods cultivated in professional baseball and expand them to sports other than baseball, as well as to primary industries and the entertainment industry, to realize the evolution of customer relationships utilizing DX and pursue further growth and revenue expansion.

Curiosity, Inc. will focus on interior design projects for large-scale luxury hotels and high-end residences, while continuing to secure orders for store designs for global brands in line with their global expansion plans. Additionally, we will advance the recruitment and development of designers who understand and practice Curiosity's design philosophy and can respond to global demands.

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