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

1. Financial Results for the Fiscal Year Ending December 31, 2025

The Group's consolidated financial results for the fiscal year under review (January 1, 2025 to December 31, 2025) were as follows:

Net sales	75,993 million yen (Year-on-year increased 8.8%)
Operating Profit	16,176 million yen (Year-on-year increased 10.3%)
Profit attributable to owners of parent	11,712 million yen (Year-on-year increased 13.5%)

During the current consolidated fiscal year, uncertainty in the global economy has remained high due to the prolonged geopolitical risks in Ukraine and the Middle East, as well as the increasingly clear protectionist trade policies and isolationist foreign policies favoring national interests under the Trump administration in the United States. In the domestic economy, the business environment is becoming increasingly severe due to rising prices, gradual interest rate hikes, and increased costs for raw materials and labor resulting from the weak yen and labor shortages.

Despite these economic conditions, IT-driven management reforms and business improvements continue to be vigorous, and active IT investment remains robust. These efforts include business reforms through DX (Digital Transformation), responses to severe labor shortages by improving productivity, and reviews of the entire corporate supply chain from a BCP (Business Continuity Planning) perspective in light of the international situation. Additionally, the development of new digital services leveraging AI (including generative AI) and efforts to enhance business efficiency through AI are accelerating.

Under these circumstances, Future Architect, Inc. successfully launched the stable operation of its cloud-based core banking system, the "Next-Generation Banking System," for the second bank (THE SHIMANE BANK, LTD.) in July. Furthermore, the implementation for three new banks (THE SENDAI BANK LTD., Kirayaka Bank, Ltd., and THE TOWA BANK, LTD.) has been decided, and the design phase has commenced (*).

In addition, the performance of Revamp Corporation, which has been consolidated since the second quarter of the previous fiscal year, is growing as synergies from joint sales activities and other initiatives materialize. Other companies in the IT Consulting & Service Business also demonstrated steady growth.

As a result, net sales, operating profit, and profit attributable to owners of parent increased year-on-year, representing increases in both sales and income.

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

(*)As announced in the Company's press release dated January 30, 2026, the implementation of the "Next-Generation Banking System" for SBI Shinsei Bank, Limited. has been decided.

https://www.future.co.jp/press_room/PDF/PressRelease_JisedaiBankingSystem_260130.pdf

(1) IT Consulting & Services Segment

Future Architect, Inc. (including the technology segment of Future Corporation) has seen the launch and steady progress of large-scale DX projects across various industries, including retail, food wholesale, and finance, in addition to government-led medical DX system construction projects. Regarding projects utilizing intellectual property (IP) that contribute to the Group's medium-to-long-term growth, in addition to the new implementation of the "Next-Generation Banking System," the "FutureBANK" loan support system for financial institutions also saw progress in new adoptions and the implementation of new functions utilizing generative AI to improve productivity. Furthermore, the development phase of a large-scale project to implement "FutureApparel," a core platform system for the apparel industry, is progressing steadily. In addition to the expansion of these IP-based solutions, the Group acquired new business from customers with a view toward long-term partnerships as a DX strategy partner, leading to the launch of several new projects. As a result, net sales and operating profit increased year-on-year.

Future Inspace Corporation recorded a year-on-year decrease in net sales and operating profit. Although steady maintenance and operation services, as well as the development of system infrastructure upgrades and cloud migration projects for existing customers, remained strong, the results were affected by the completion of large-scale development projects.

FutureOne, Inc. recorded a year-on-year increase in net sales and operating profit. In the sales of its strength, the "InfiniOne" original ERP package software, the company expanded new orders through industry-specific sales activities, such as for the steel industry. Furthermore, orders for system development projects increased through proposals for business process improvements to existing customers.

Future Artisan, Inc. recorded a year-on-year increase in net sales, contributed by the acquisition of new large-scale projects through full-scale entry into the PLM business and the value proposition of DX consulting projects. However, operating profit remained largely flat year-on-year due to the impact of business transfers within the Group and an increase in the burden of software amortization.

Future SecureWave Corporation recorded a year-on-year increase in net sales and operating profit. Although sales of communication equipment and security-related products decreased due to changes in its business model, orders for new security service projects increased.

Revamp Corporation outperformed its plan in both the Management Marketing Business, which supports the management operations of various companies, and the DX Business, which provides core system overhauls and company-wide structural reform consulting. In addition, the Management Marketing Business recorded success fees associated with the improvement of corporate value for its clients. The company's profit and loss have been newly consolidated since the second quarter of the previous fiscal year. In addition to the full-year contribution to performance from the current fiscal year, the company achieved year-on-year increases in net sales and operating profit (compared to the same period after consolidation) due to the manifestation of group synergies through joint sales activities with Future Architect and the acquisition of new projects.

As a result, this segment recorded revenue of increased 10.9% year-on-year to 67,515 million yen, and operating profit increased 12.7% to 16,381 million yen.

(2) Business Innovation Segment

YOCABITO Co., Ltd. saw a year-on-year decrease in revenue, primarily due to measures for management reform, such as narrowing down the range of national brand products. However, its operating loss narrowed compared to the previous fiscal year, driven by strong sales of high-margin private-label products and a reduction in fixed costs.

Tokyo Calendar, Inc. achieved year-on-year growth in both revenue and profit. This success was driven by advertising revenue in its content business and earnings from actively held events, combined with strong performance from online services such as "TOKYO CALENDAR DATE."

LaiBlitz, Inc. continued to promote DX in the sports world through initiatives such as digital baseball lessons and the provision of data analysis reports leveraging generative AI in its "FastBall for Personal" analysis service for amateurs. However, net sales decreased year-on-year, as resources were diverted to improving the quality of certain projects. On the other hand, operating profit increased year-on-year as a result of appropriate control of SG&A and other costs.

CURIOSITY, Inc. completed store design projects for several overseas luxury brands, including watches and bags. However, it saw a year-on-year decrease in both revenue and profit due to a reactionary decline following the completion of a large-scale store design project for a jewelry brand in the previous fiscal year.

As a result, this segment recorded revenue of decreased 6.1% year-on-year to 8,486 million yen and an operating loss decreased 53.2% to 178 million yen.

2. Future Outlook

(1) Group Strategy

In the medium- to long-term business environment, AI (including generative AI) and robotics have the potential to bring about fundamental changes that could radically transform the business environment across all industries. Against this backdrop, the approach to DX investment by companies may also undergo a significant transformation in the future.

The Group will strive to gain even greater support from its diverse clientele by not only assisting customers in their fundamental management reforms through AI but also by providing multifaceted and proactive support while leveraging Group synergies, such as joint sales activities that combine functions across Group companies. Furthermore, we will work to significantly improve our own productivity through the thorough utilization of AI, such as by overhauling our design and development processes to be AI-driven.

In addition, by effectively utilizing the Group's intellectual property and making flexible strategic investments, including M&A, we will evolve our business model, which will lead to further growth in the next fiscal year and beyond. At the same time, we will proceed with the development of a business foundation that will contribute to future growth, such as through continuous personnel recruitment, training, and investment in R&D.

Regarding recruitment, we will strengthen our competitive edge by raising the estimated annual salary for new graduate recruitment in fiscal 2026. We will also raise the compensation levels for "Value Recruitment" (a program launched in 2024 that provides rewards based on the capabilities of individuals who possess advanced IT skills and business knowledge, even among new graduates). Furthermore, we will accelerate the development of advanced technical personnel by introducing the "Future PhD Support Program," a support system for employees to obtain doctoral degrees, providing an environment where they can conduct research and study while working in advanced fields such as AI. At the same time, we will strengthen group governance by enhancing internal communication within the Group and further improving the accuracy of quality management.

Special notes for each segment are as follows.

(2) IT Consulting & Services Segment

Future Architect, Inc. has strengthened its structure to address customers' management issues through management and IT consulting by further promoting collaboration with group companies. As a result, it secured new projects such as core system renewals and data platform construction from customers seeking management reforms and DX promotion. Through group-wide collaboration, the company will address a wide range of customer and industry challenges, including the construction of robust IT security and support for the development and insourcing of advanced IT talent within customer organizations.

Its medium- to long-term growth strategy is focused on "Expanding DX Strategic Partnerships" and "Establishing IP Deployment Models." Through the former, we will build a collaborative foundation to provide comprehensive, long-term support—not limited to large-scale system development—but covering DX strategy formulation, execution, and the strengthening of customers' IT organizations and talent. In the latter, we will deploy existing intellectual property such as "Next-Generation Banking System," "FutureBANK," "GlyphFeeds," and "FutureApparel." This will allow us to build a stable earnings base through a hybrid revenue model combining licensing, consulting, and customized development, while also proceeding with the strategic development of new IP. Furthermore, we will build a structure to lead the coming era by investing in talent acquisition and education, and by strengthening quality control and project management.

Future Inspace, Inc. will provide high-quality and stable operation and maintenance services while strengthening its structure through proactive investment in human resources. It will also expand its high-value-added system development business by leveraging its customer base and trust.

Future One, Inc. aims to further expand earnings by continuing industry-focused sales of its flagship original software package "InfiniOne." It will also strive to enhance the product and provide customers with total solutions through an integrated manufacturing and sales approach.

Future Artisan, Inc. aims to expand its business by providing a series of services ranging from core system renewal and business reform support to the planning and manufacturing of core business areas for the manufacturing industry, in addition to DX consulting and "Smart Factory" construction. It also aims for further profit growth by providing the "ESG Management Co-creation Service" centered on the ESG management platform "Kkuon," and the customer touchpoint DX solution for the manufacturing industry "Fleacia."

Future Secure Wave, Inc. will focus on its "SECURE WAVE Partner" service, which provides comprehensive support for security challenges faced by companies, leveraging its strength in total security operations including incident response, to achieve further revenue growth.

Revamp Corporation aims to expand its DX business projects, centered on supporting the global expansion of existing customers, while steadily executing existing projects in its Management Marketing business. It will also develop new customers through collaboration with investee companies and overseas advanced technology firms. Furthermore, it will continue to maximize the resources and expertise of the Future Group in both businesses to create joint projects, improve quality, and further expand synergies.

(3) Business Innovation Segment

YOCABITO Co., Ltd. will strive for earnings improvement and business recovery by continuing to strengthen its private-label brands and promoting ongoing cost reductions.

Tokyo Calendar, Inc. will continue to further enhance its brand power and user engagement through various media platforms, events, and online services. Furthermore, it aims for further growth and profit expansion in each of its businesses by fully promoting the use of technologies such as AI to improve service convenience and operational productivity.

LaiBlitz, Inc. will promote DX and AI utilization in the sports world by developing "FastBall AI," which generates reports based on accumulated sports data, and "FastBiz AI," which supports customer attraction and marketing operations. Additionally, the company will drive further growth and revenue expansion by broadly deploying its AI technology into the fields of regional revitalization and the entertainment industry.

CURIOSITY, Inc. will focus on interior design projects for large-scale luxury hotels and high-end residences, while continuously securing store design orders for global brands in line with their international expansion. At the same time, the company will proceed with the recruitment and development of designers who understand and practice CURIOSITY's design philosophy and are capable of operating on a global scale.

3. Dividends

The Company regards the return of profits to shareholders as an important management issue and determines dividends by comprehensively taking into account profit/loss for the period, cash flow conditions, and treasury stock purchases, while securing internal reserves to ensure continued sustainable growth.

The Company's policy is to maintain a dividend payout ratio of 35% or more based on consolidated financial results.

Based on the above policy, the Company plans to pay a dividend of 23 yen per share from retained earnings at the end of the current fiscal year, which, when combined with the interim dividend already paid, will bring the annual dividend to 46 yen per share (consolidated payout ratio: 34.8%).

For the next fiscal year, the Company plans to pay an ordinary dividend of 48 yen per share (interim dividend: 24 yen, year-end dividend: 24 yen; consolidated dividend payout ratio: 36.1%).

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