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

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

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

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| Net sales | 55,282 million yen (Year-on-year increased 6.5%) |
| Operating income | 11,713 million yen (Year-on-year increased 1.0%) |
| Profit attributable to owners of parent | 7,917 million yen (Year-on-year decreased 1.1%) |

Looking at the economic environment during the third quarter of the current fiscal year, uncertainty in the global economy has increased due to conflicts in Ukraine and the Middle East, as well as protectionist trade policies under the Trump administration in the United States. Furthermore, domestic prices and interest rates are trending upward.

Despite these economic conditions, IT-driven management reforms and business improvements, such as 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, continue to be vigorous, and active IT investment continues. 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 "Next-Generation Banking System" for the second bank in July, following the first bank that went live last year. Furthermore, the third, fourth, and fifth banks are also progressing toward implementation. In addition to this, 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. As a result, revenue and operating profit increased compared to the same period last year. On the other hand, net profit attributable to parent company shareholders decreased year-on-year, reflecting factors such as the impact of the defense-related special corporate tax.

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

(1) IT Consulting & Services Segment

FutureArchitect,Inc. (including the technology division of Future Corporation.) is progressing steadily on large-scale DX projects across various industries, including retail, food wholesale, and finance, in addition to government-led medical DX system construction projects.

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 "Next-Generation Banking System," a core banking system for financial institutions, for the second bank in July, and the third, fourth, and fifth banks are progressing toward implementation. 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, net sales increased year-on-year. However, operating profit decreased year-on-year due to the impact of focusing on sales activities to secure large-scale projects in the first quarter, the recording of one-time office renovation costs associated with head office expansion and refurbishment due to an increase in employees, and the recording of R&D investment costs related to IP and AI.

FutureInspace,Inc. saw both revenue and profit decline year-on-year. While steady maintenance and operation services continued, and development for existing customers' system infrastructure upgrades and cloud migration projects remained strong, the impact of large-scale development projects concluding led to the decrease.

FutureOne,Inc. achieved year-on-year growth in both revenue and profit. This was driven by expanded sales of its flagship original packaged software "InfiniOne", specifically through industry-focused sales initiatives targeting sectors like steel manufacturing, which led to increased new orders. Additionally, value-added proposals contributed to higher orders from existing customers.

Future Artisan,Inc. saw a decrease in both revenue and profit compared to the same period last year. This was due to project orders falling below plan, the impact of business transfers within the group, and increased software amortization expenses, despite contributions from securing new large-scale projects through full-scale entry into the PLM business and value propositions for DX consulting projects.

Future Secure Wave,Inc. achieved increased revenue and profit compared to the same period last year. This growth was driven by new security service project wins, as well as strong demand for projects such as equipment upgrades for existing customers and maintenance renewals for security-related products.

Revamp Corporation exceeded its plan in both its Management Marketing business, which supports executives of various companies and private equity funds, and its DX business, which provides consulting on core system renewal and company-wide structural reform. Furthermore, within the Management Marketing business, it recorded success fee revenue associated with the increased corporate value of supported companies. The company's results have been consolidated since the second quarter of the previous fiscal year, and its performance will contribute to the full year starting this fiscal year.

As a result, this segment recorded revenue of increased 9.5% year-on-year to 49,409 million yen, and operating income increased 6.6% to 12,078 million yen.

(2) Business Innovation Segment

YOCABITO Co.Ltd. saw sales of its profitable private-label products progress as planned. However, sales of its mainstay camping goods and fall/winter apparel struggled due to the impact of the extreme heat, resulting in a year-on-year decrease in both revenue and profit.

TokyoCalendar,Inc. achieved increased revenue and profit compared to the same period last year. This growth was driven by advertising revenue and profits from actively held events within its content business, combined with strong performance from online services such as "TOKYO CALENDAR DATE"

LaiBlitz,Inc. saw sales decline year-on-year due to the peak-out effect of large-scale development projects, despite steady progress on system implementation projects for sports teams and retailers, and the promotion of sports DX projects like digital baseball lessons. However, operating profit increased year-on-year as a result of appropriate cost control.

CURIOSITY,Inc. saw both sales and operating profit decline year-on-year due to a reactionary decrease. This was because, although store design projects for overseas luxury brands such as watches progressed steadily, there were no large-scale store design projects for jewelry brands this period, unlike the multiple projects completed in the previous third quarter.

As a result, this segment decreased 14.1% net sales year-on-year to 5,871 million yen and an operating loss of 128 million yen (compared with an operating profit of 364 million yen in the same period of the previous year).

2. Related to midterm strategy

(1) Group Strategy

In the medium-to-long-term business environment, corporate DX initiatives are expected to continue. Additionally, driven by demands for fundamental management reforms to improve operational efficiency and address economic and social challenges such as ESG and SDGs, companies are anticipated to maintain active IT investment.

Our Group will strive to gain even greater support from a diverse range of customers by accurately identifying the needs of companies advancing management reforms through IT and providing multifaceted, proactive support while leveraging Group synergies.

Furthermore, in ESG and SDGs-related initiatives, we will advance our own efforts while supporting our customers' initiatives toward environmental responsiveness and decarbonization.

Furthermore, we will evolve our business model through the effective utilization of Group intellectual property and agile strategic investments, including M&A, to drive future growth. We will also continue to build a foundation for future growth by investing in ongoing recruitment, training, and research and development.

Regarding talent acquisition, we will enhance recruitment competitiveness by raising the projected annual salary for the 2026 graduate hiring class. Additionally, we will increase the compensation structure for our Value-Based Hiring program (which provides a competency-based pay system for graduates possessing advanced IT skills and business knowledge), launched in 2024. Furthermore, we will accelerate the development of cutting-edge technical talent by introducing the "Future PhD Support Program," a support system for working professionals pursuing doctoral degrees. This program will assist employees in obtaining PhDs while working in advanced fields like AI, providing an environment where they can conduct research and pursue academic studies. Concurrently, we will strengthen group governance by enhancing communication within the group and further improving quality control precision.

Special notes for each segment are as follows.

(2) IT Consulting & Services Segment

FutureArchitect,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 System," "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.

FutureInspace,Inc. will steadily expand its business 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 projects for existing customers.

FutureOne,Inc. will continue to expand orders through industry-specific sales of its flagship original packaged software "InfiniOne", while also enhancing the product. It aims to further increase profits by providing customers with integrated total solutions combining manufacturing and sales.

Future Artisan,Inc. will target business expansion by providing DX consulting for the manufacturing industry and "Smart Factory" construction, alongside support services for core system renewal and operational reform, and a full suite of services spanning product planning to manufacturing within its PLM business. Furthermore, we will pursue further revenue growth through contributions from our "ESG Management Co-creation Service" centered on the ESG management platform "Kkuon" and expanded partner sales of our core product "YDC SONAR".

Future Secure Wave,Inc. will focus on its "SECURE WAVE Partner" service, which comprehensively supports solving security challenges faced by companies, leveraging its strength in total security operations including incident response. This will drive further revenue growth.

Revamp Corporation will pursue steady execution of existing projects in its management marketing business. In its DX business, it will focus on expanding projects centered on supporting existing customers' global expansion. It will also develop new customers through collaborations with portfolio companies of and overseas advanced technology firms. Furthermore, it will continue to maximize the utilization of Future Group's resources and know-how in both businesses to achieve early synergies, such as creating joint projects and improving quality.

(3) Business Innovation Segment

YOCABITO Co.Ltd. will strive to improve earnings by launching new and revamped private brand products and promoting sales of revised autumn/winter national brand products, while rigorously cutting fixed costs to enhance performance.

TokyoCalendar,Inc. will optimize content for each user touchpoint—including various media platforms, events, and online services—based on the analysis of diverse marketing data, aiming to further enhance brand strength and user engagement. Furthermore, by leveraging technologies such as AI to improve the convenience of our services and operational productivity, we will pursue further growth and expanded profits across all businesses.

LaiBlitz,Inc. will develop AI that generates reports based on accumulated sports data and AI agents that support data utilization. This will promote DX and AI adoption in the sports industry. Furthermore, by broadly deploying AI technology in regional revitalization and the entertainment industry, we will pursue further growth and revenue expansion.

CURIOSITY,Inc. will focus on interior design projects for large-scale luxury hotels and high-end residences, while also securing ongoing orders for store designs of global brands aligned with their worldwide expansion. Concurrently, we will advance the recruitment and development of designers who understand and practice Curiosity's design philosophy and can operate globally.

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