

Materials for the Briefing on the Financial Results for Fiscal 2023

February 8, 2024

Future Corporation

(Securities code: 4722, TSE Prime)

Today's Presenters



Yasufumi Kanemaru
Chairman and President
Group CEO



Yuki Shingu
Board Director
in charge of IT Consulting
Business

President and Chief Executive
Officer, Future Architect, Inc.



Yohei Saito
Board Director
Chief Technology Officer

President and Chief Executive
Officer, Future Architect, Inc.

1. Topics Related to the FY2023

2. Earnings for FY2023

3. Plan for FY2024

1. Topics Related to the FY2023

Since day one, the accumulation of human resources and technology through theory and practice has been an asset

Maximizing future value of customers and helping solve social issues

Management × IT

- Integrated design of management and IT strategies
- Operation process reform
- Leverage cutting-edge technology
- Ability to implement business and infrastructure simultaneously
- Scientific quality control methods
- R&D, Intellectual property/patents



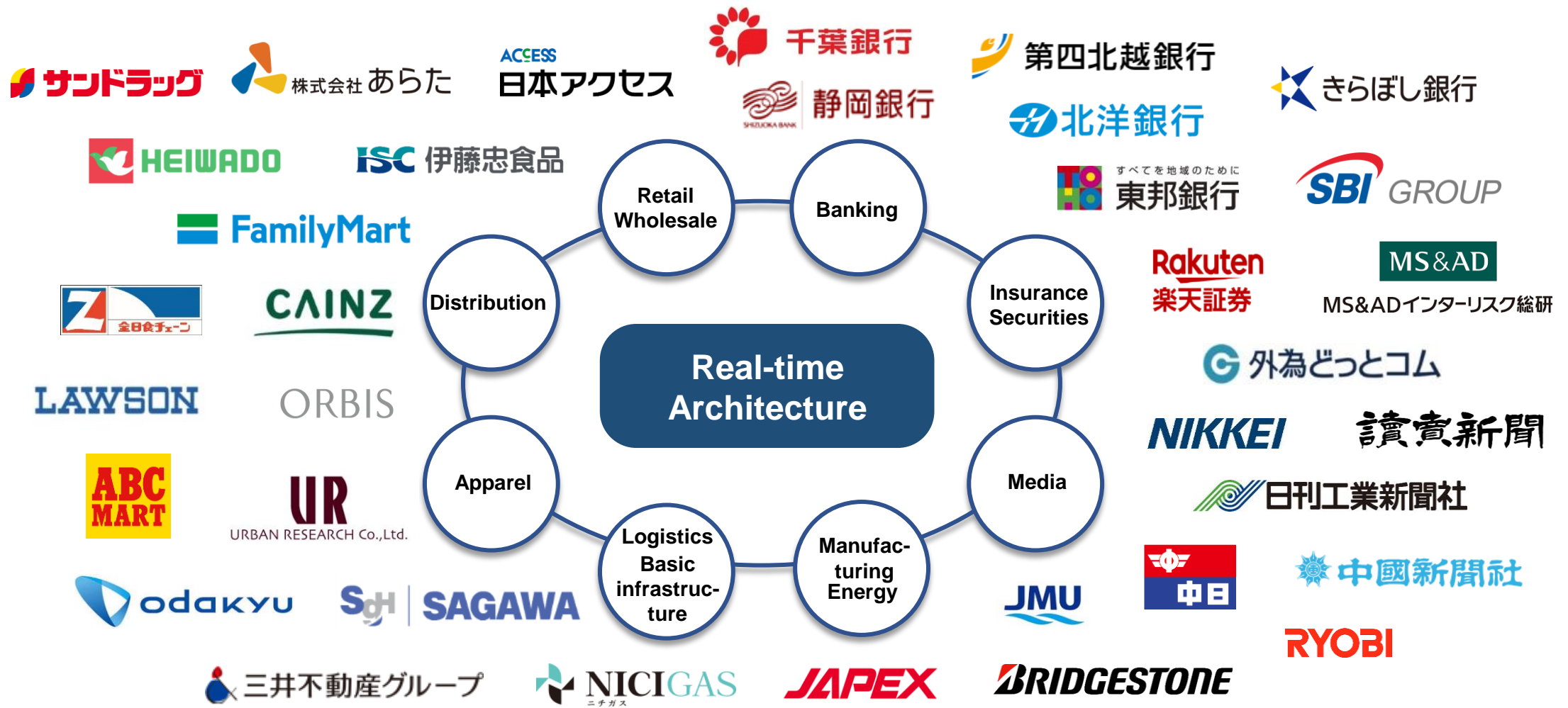
Social issues

- Climate change, energy, and decarbonization
- Mobility, disaster prevention and infrastructure
- Water and food (food loss)
- Wellness (health, medical, welfare, nursing care)
- Education (high-quality educational opportunities and human resource development)
- Employment (lack of human resources and successors, long working hours)

DX investment continues to be strong in all industries and sectors



Contributing to customer value enhancement through Future's integrated capabilities of human resources, technology and intellectual property

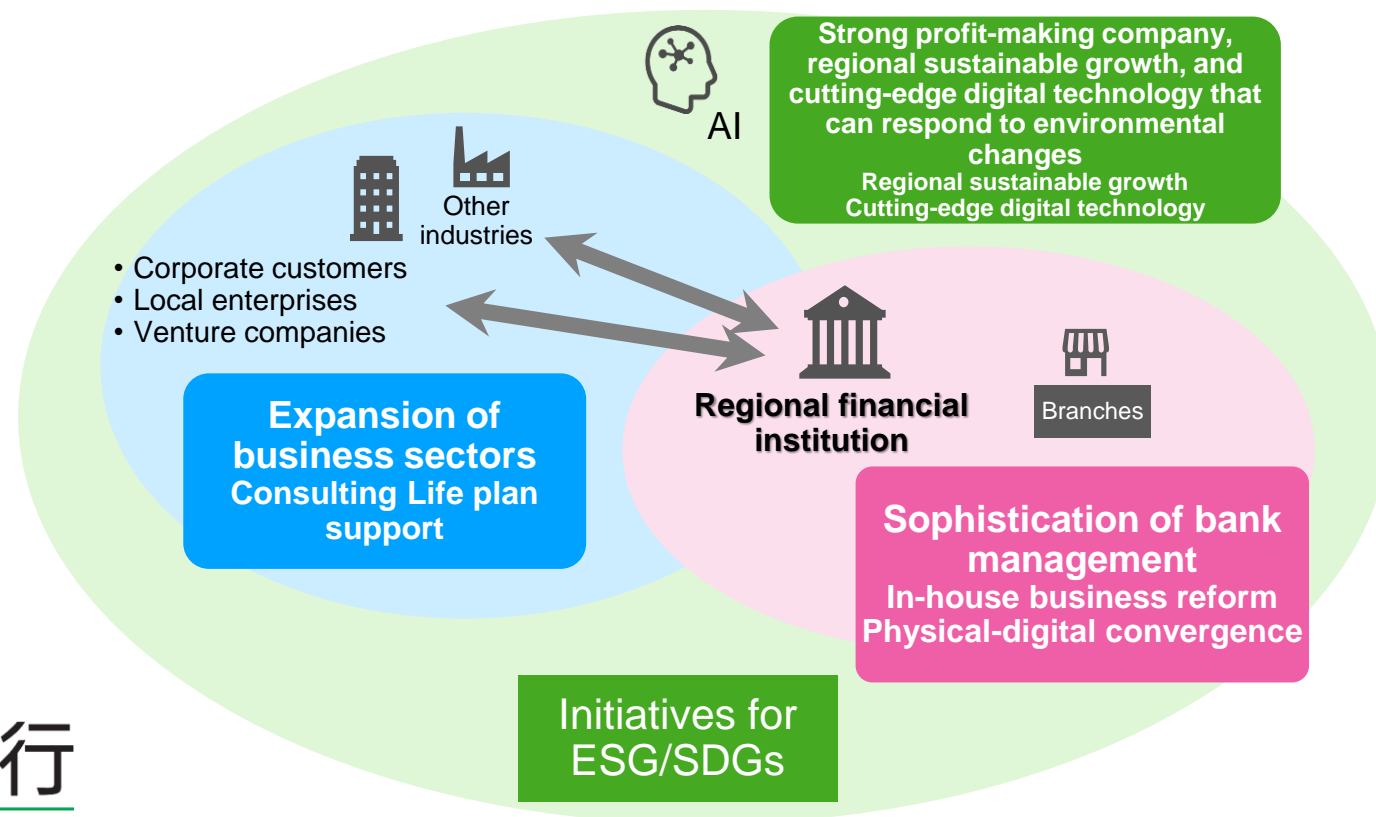


Support DX promotion of regional financial institutions and their contribution to regional revitalization



Integration test in the Next-Generation Banking System project is underway as planned

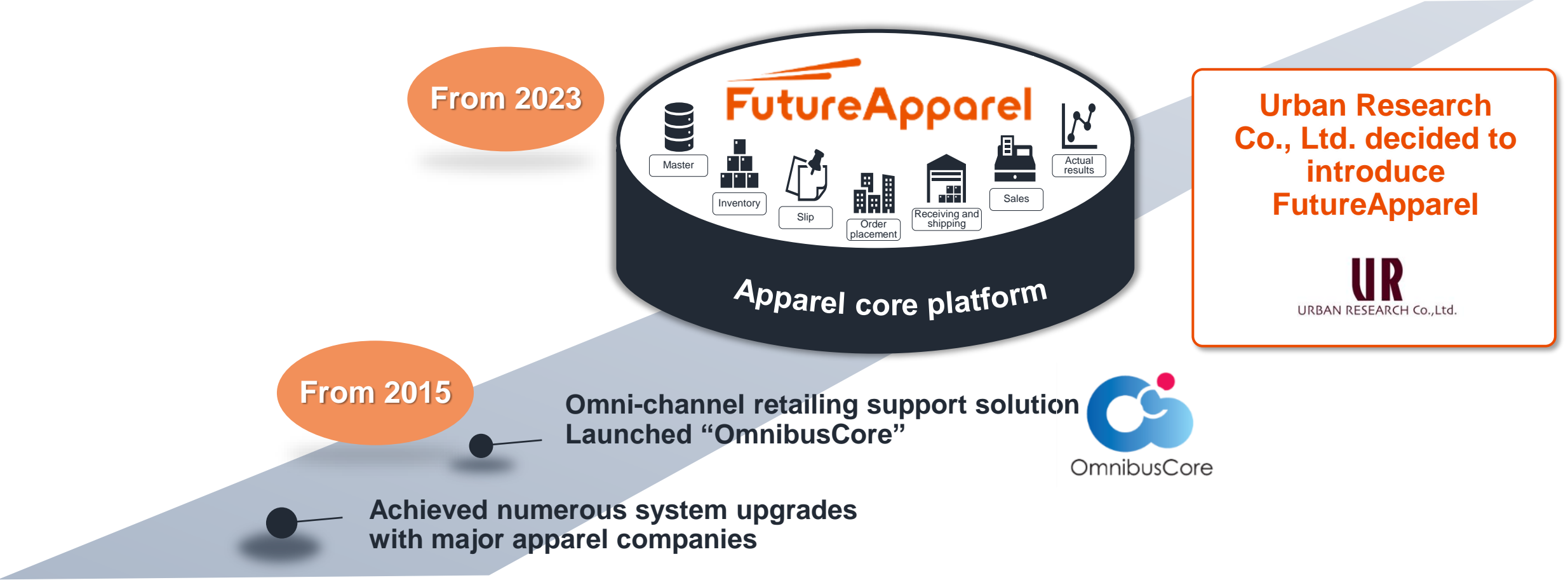
- ✓ Additional development to meet requirements of new laws and regulations and systems is addressed without extending the schedule
- ✓ At Fukushima Bank, an integration test is well underway towards full operation planned in 2H of FY2024
- ✓ The project at Shimane Bank has entered the development phase and is well underway



Promote regional DX through Future's banking solutions

Building a core platform, FutureApparel, that encompasses industry-specific core areas

Continue evolution and contribute to the transformation and growth of the apparel industry



As a strategic partner of SG Holdings Co., Ltd., we work together to resolve logistics issues

“Jointly planning and promoting solutions to social issues”

Labor shortage

Rising costs

Tightening regulation

SDGs, etc.

FY2023

Completed system infrastructure renewal of core system
(Leverage architectural advantages to flexibly address business expansion)

From 2018

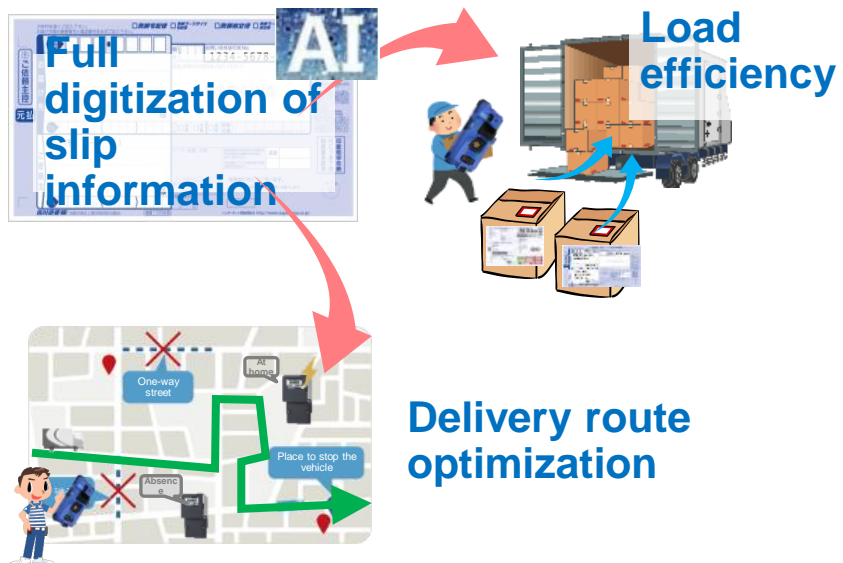
Jointly promote implementation of AI and other digital technologies to business

From 2004

Future and SG SYSTEMS Co., Ltd. jointly promoted the opening of core systems
SG SYSTEMS, to be a group that is able to develop and operate systems by itself

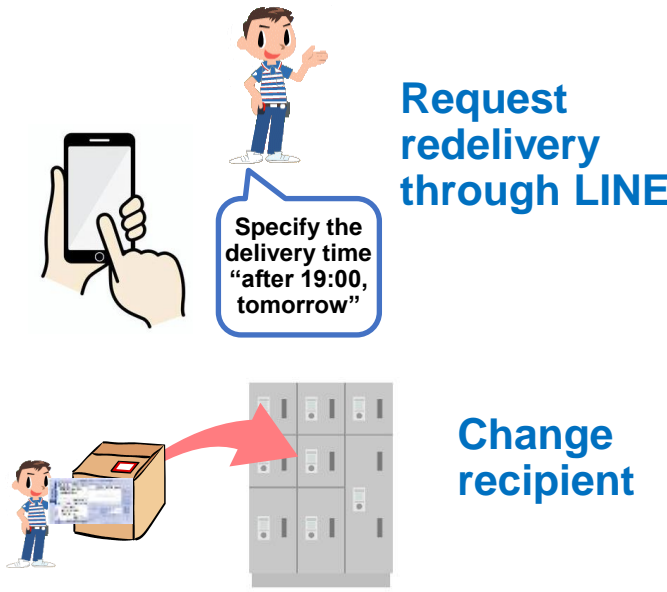
As a strategic partner of SG Holdings Co., Ltd., we work together to resolve logistics issues

DX Measures (1) “Improving driver operations”



Improve drivers' labor environment through digitization

DX Measures (2) “Reducing the number of redeliveries”



Enhance functionality and UI for recipients to improve convenience

DX Measures (3) “Exploitation of business model”



Contribute to the expansion of businesses other than home delivery service through the logistics × IT platform

Excerpt from DX strategy materials of SG Holdings
https://www.sg-hldgs.co.jp/ir/management/dx/pdf/sgh_dx.pdf

*1 TMS: Customized solution with enhanced charter service provided by Sagawa Express Co., Ltd.
*2 GOAL®: Advanced Logistics Project Team in the SG Holdings group

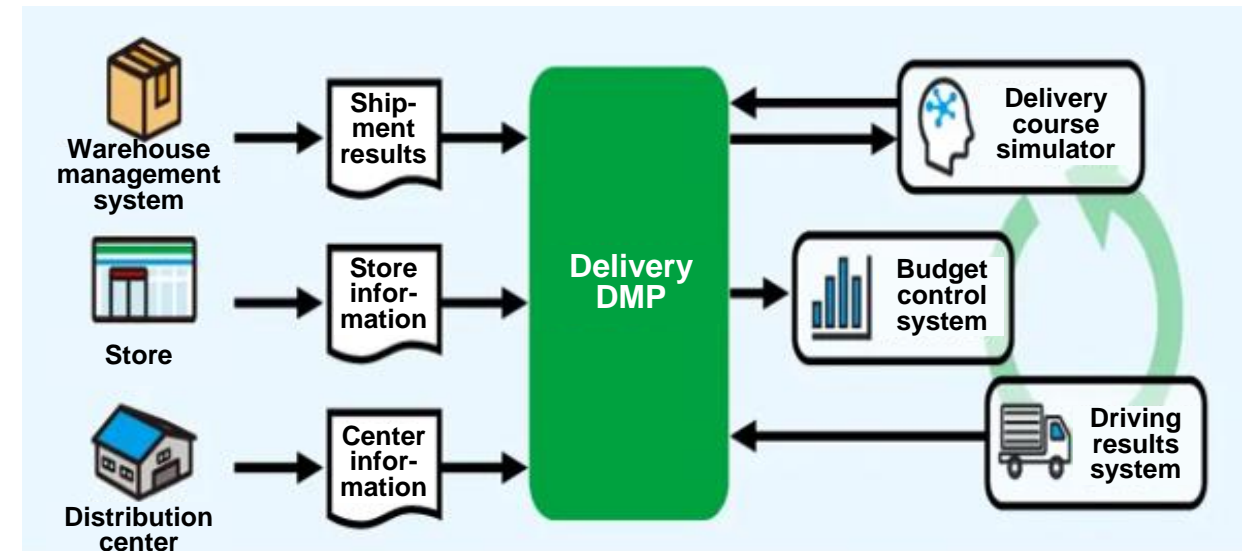
Building a Data Management Platform (DMP) for delivery



Support IT governance, system quality enhancement, and supply chain reform as IT strategic partner

- Centralized management of information, which was previously individually managed by FamilyMart and logistics providers, to optimize delivery at more than 16,000 stores
- Utilizing more accurate data from distribution sites for efficient delivery of products by temperature zone to stores according to peak sales
- Reducing the number of delivery courses and the number of trucks by simulating delivery courses using DMP data and external data such as traffic information

■ Delivery DMP

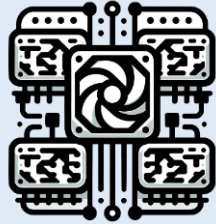


Reduce driver load, environmental impact and logistics costs

We are thoroughly strengthening our generative AI technology



**Leading-edge NLP
personnel
recruitment**



**GPU infrastructure
development**



**Industry-academia
joint research**



Business specific LLM

- ✓ **Deepen industry-academia collaboration by investing in specialized human resources and GPU infrastructure, accelerate development of generative AI, and expand application scope**
- ✓ **Develop business-specific LLM (large language model) and aim to resolve issues specific to individual companies and industries**

Aggressive investment in generative AI

With the approach of Generative AI First, we promote internal transformation and transformation at customers/industries

Integration of in-house solutions and generative AI



Futurefraqta + Generative AI

- ✓ Establish competitive advantage with in-house solutions powered by generative AI
- ✓ Implement generative AI in the design and development process to improve productivity and quality

Business reform using generative AI



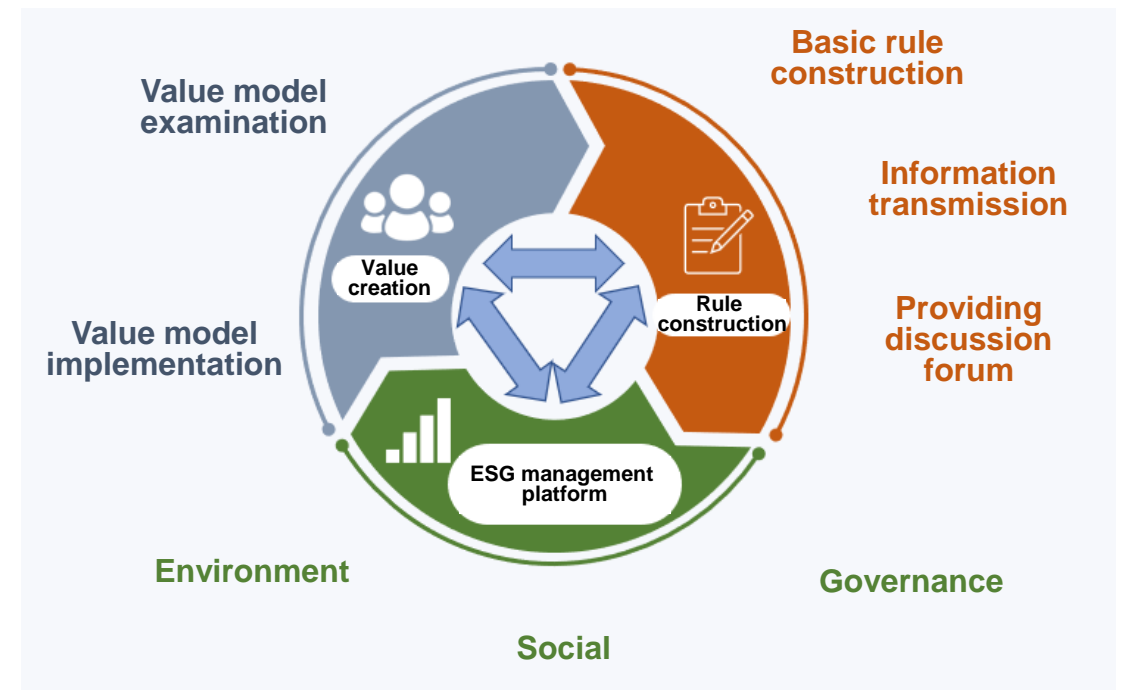
Consulting using LLM

- ✓ With streamlined consulting using LLM, which integrates management, IT, and AI, we create future value for customers and the industry and drive business innovation

“Sustainable Future Leadership Consortium” established with Waseda University

**Six companies from a variety of industries, including an oil
wholesale company and a diversified chemical company,
participated in the project**

- **Researchers are invited from Waseda University and outside experts to study the latest international developments in the field of sustainability**
- **Aiming to define issues to solve for the realization of a sustainable society, build environmental evaluation standards based on Japan’s strengths, and create mechanisms to generate new markets**
- **Building a platform for companies that are listed on the Prime Market of the Tokyo Stock Exchange and need to meet ESG disclosure requests**



* As of January 31, 2024

Introduced a proprietary system that enables profit management and forecasting for individual items

(i) Allocate all operational costs and visualize single-item profit

Allocate all costs to each SKU

Identify "profitable items" by SKU

Revise or remove 58% of all SKUs

(ii) From an order placement based on "target sales per brand" to an order placement based on "profit forecast per item"

Purchase order to check sales by brand

Purchase orders based on the forecast of profit for individual items

SKU	Items	Quantity ordered	Expected profit	Profit determination
4900000000***	Wood chair	100	¥200,000	△
4900000000***	wood table	50	¥20,000	×
4900000000***	Lantern	120	¥900,000	○
4900000000***	Sleeping bag	200	¥65,000	×

(iv) Forecast the maximum efficiency of a promotion needed to dispose of remaining inventory

Simulate the most profitable way to discount

Point Multiplier	Amazon	YOCABITO store on Yahoo! / Rakuten
1x	~100%	~100%
2x	~300%	~200%
3x	~450%	~500%
5x	~550%	~350%
10x	~650%	~300%

(iii) Real-time capture of profit margin per order line

Company-wide trace of difference between forecast and results against purchase plans without splitting purchase orders and sales

Items	Quantity ordered	Expected profit	Profit determination	Actual achievement rate
Wood chair	100	¥200,000	△	125%
wood table	50	¥20,000	×	-
Lantern	120	¥900,000	○	64%
Sleeping bag	200	¥65,000	×	-

2. Earnings for FY2023

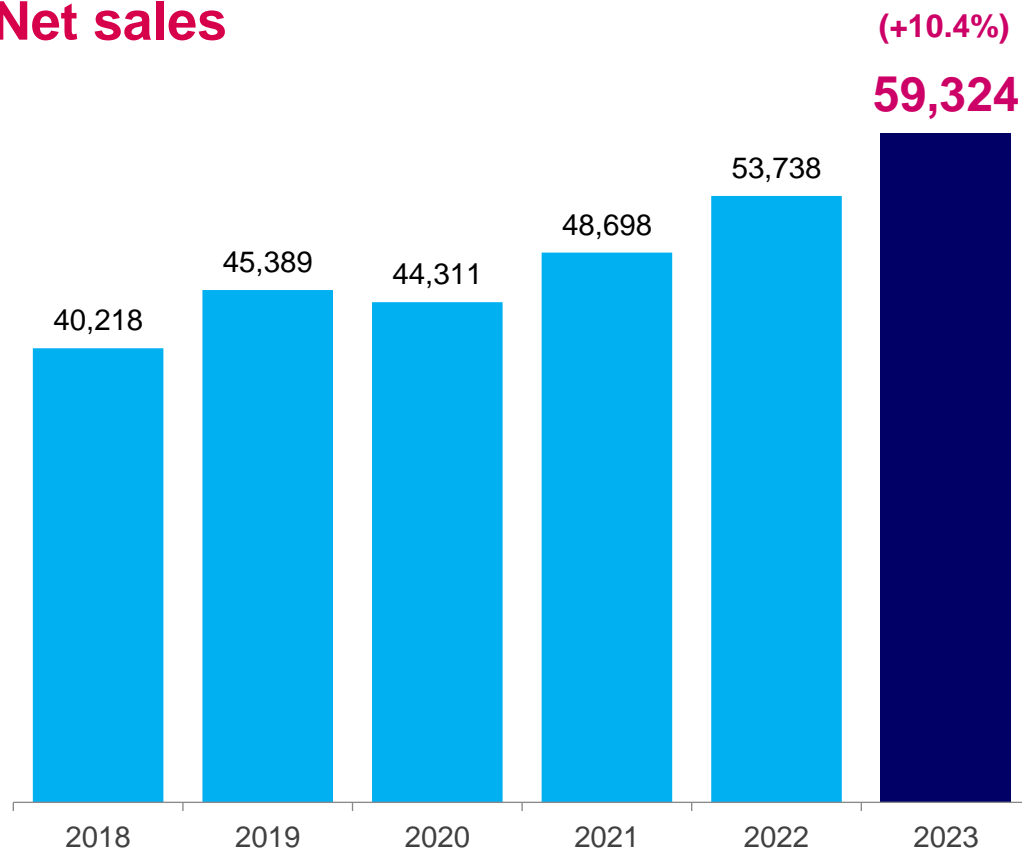
(i) Highlights of financial results for FY2023

<p>Fiscal 2023 Consolidated earnings</p>	<p>Net sales and operating income increased more than 10% year on year driven by the smooth progress of large-scale projects</p>	
	<p>Net sales</p>	<p>59,324 million yen (+10.4%)</p>
	<p>Operating income</p>	<p>13,700 million yen (+12.1%)</p>
	<p>Ordinary income</p>	<p>14,087 million yen (+12.1%)</p>
	<p>Profit</p>	<p>9,221 million yen (- 0.2%)</p>
<p>IT Consulting & Service Business</p>	<p>Both net sales and operating income increased driven by the smooth progress of several large-scale projects</p>	
	<p>Net sales</p>	<p>50,817 million yen (+11.5%)</p>
	<p>Operating income</p>	<p>13,705 million yen (+ 6.2%)</p>
		<p>* Refer to Appendix-(iv)</p>
<p>Business Innovation Business</p>	<p>Operating income improved helped by new consolidation. The E-commerce business (YOCABITO) is undergoing a business restructuring</p>	
	<p>Net sales</p>	<p>8,385 million yen (+1.3%)</p>
	<p>Operating income</p>	<p>-144 million yen (previous fiscal year: -274 million yen)</p>
		<p>* Refer to Appendix-(iv)</p>
<p>Inter-segment adjustment</p>	<p>Net sales</p>	<p>-685 million yen</p>
	<p>Operating income</p>	<p>263 million yen (previous fiscal year: -336 million yen)</p>

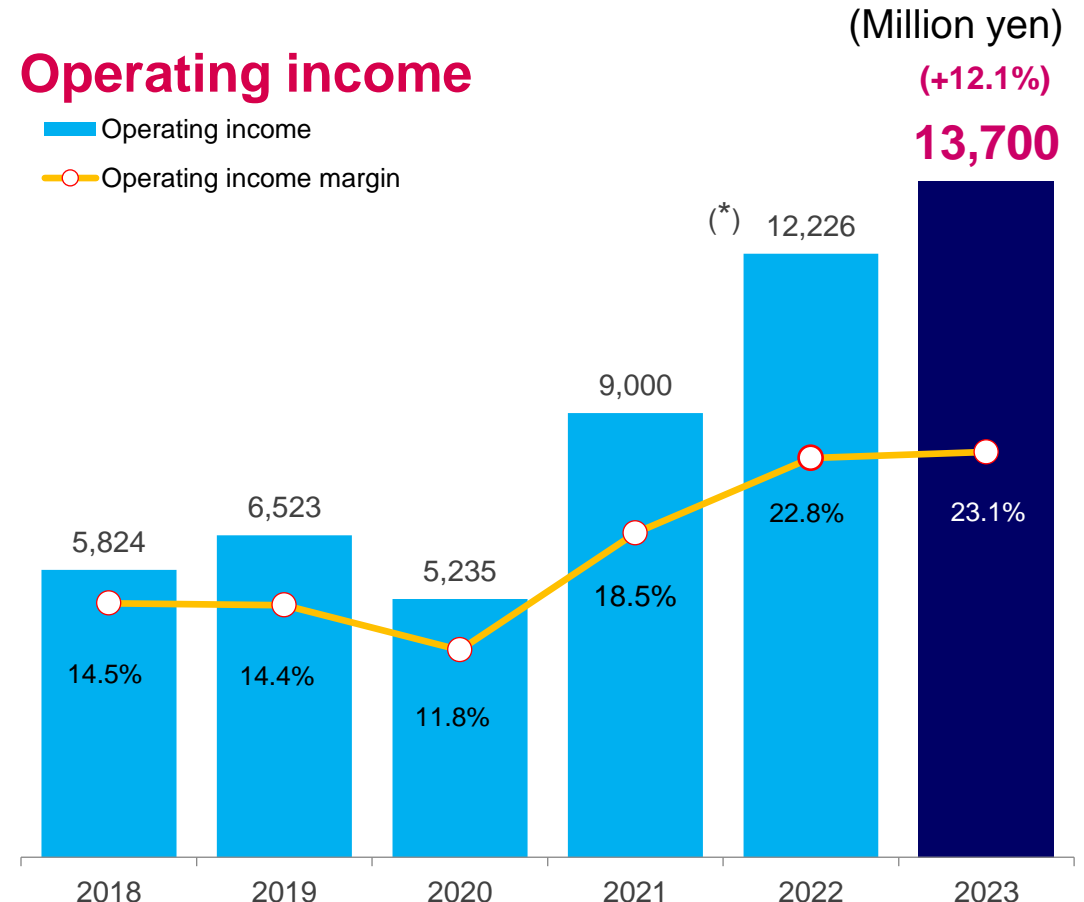
(ii) Changes in Net Sales, Operating Income, and Operating Income Margin (from FY2018 to FY2023)

- ✓ Net sales and operating income increased by more than 10% year on year, mainly driven by the steady progress in the development phase of large-scale projects in the IT consulting business.

Net sales



Operating income

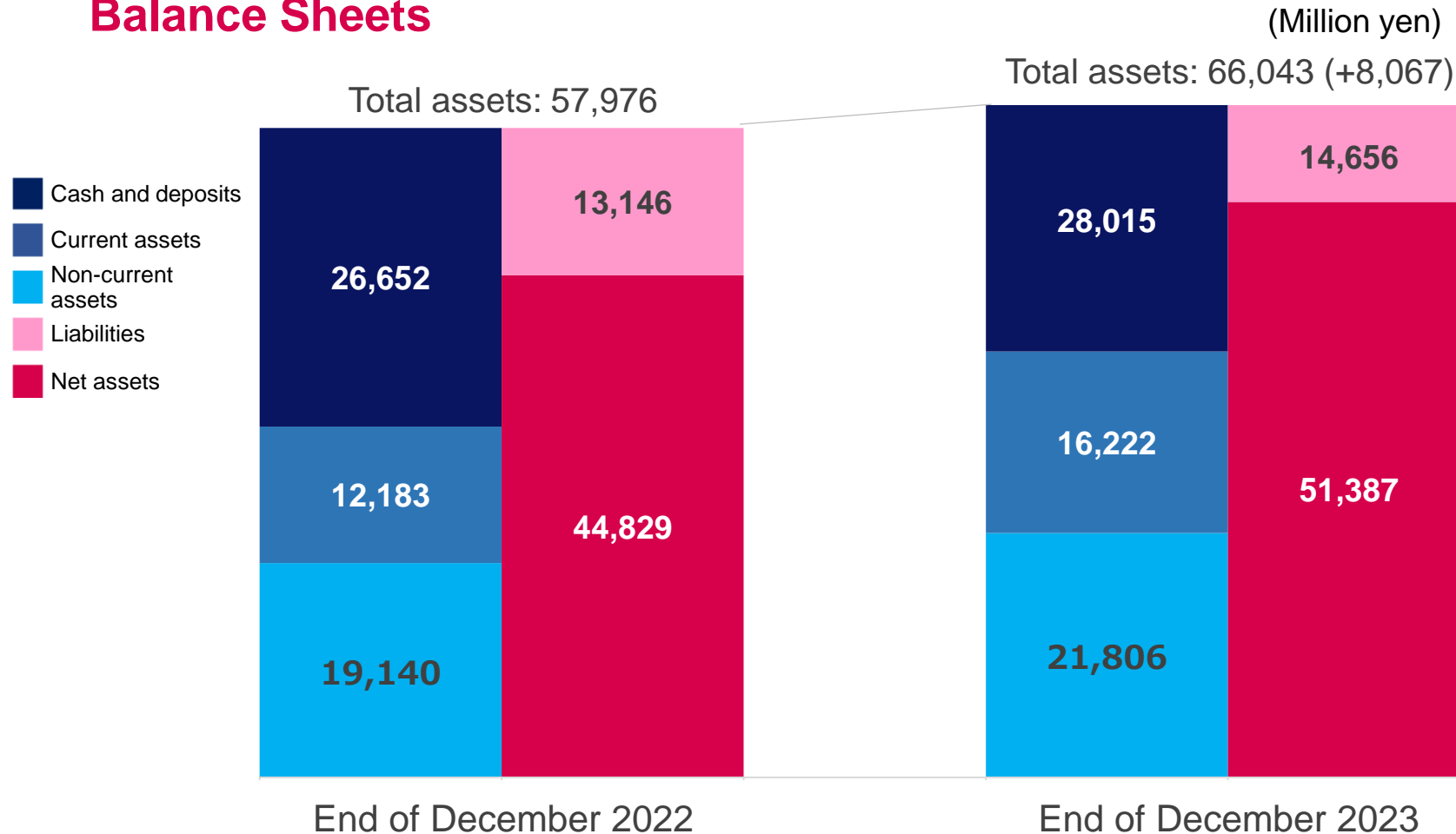


(*) The accounting treatment for a business combination that had been provisionally accounted for was confirmed retrospectively in fiscal 2023. As a result, the figure for fiscal 2022 (12,229 million yen) has been revised.

(iii) Year-on-year Changes in FY2023 Balance Sheet

✓ Growth-investment-related assets increased mainly due to software (next-generation banking systems, etc.) and the posting of M&A-associated goodwill, etc. Accounts receivable-trade and contract assets also increased with higher sales. We also recorded an income tax refund receivable for withholding taxes paid in connection with intra-group dividends. As a result of these factors, total assets increased by 8,000 million yen from the end of the previous fiscal year.

Balance Sheets



Major Changes

Cash and deposits	+ 1,363
Current assets	+ 4,039
Accounts receivable-trade and contract assets	+ 1,646
Income taxes refund receivable	+ 2,370
Non-current assets	+ 2,666
Goodwill, etc.	+ 1,677
Software	+ 378
Investment securities	+ 1,164
Liabilities	+ 1,510
Net assets	+ 6,558
Profit	+ 9,221
Dividend payment	- 3,542
Valuation difference on available-for-sale securities	+ 815

(iv) Cash Flows for FY 2023

- ✓ Operating CF saw an inflow of 7,500 million yen. Investing CF saw an outflow of 3,000 million yen due to implementation of growth investments such as the share acquisition with M&A and the posting of software. Financing CF saw an outflow of 3,800 million yen mainly due to payment of dividends, etc. As a result, cash and cash equivalents increased by 600 million yen from the previous fiscal year-end.

Cash Flows

(Million yen)

Major breakdown of cash flows

Operating CF

Profit before income taxes	:	13,194
Depreciation and amortization of goodwill	:	1,310
Tax payment	:	- 6,307
Increase in trade receivables, etc.	:	- 629
Net	:	7,568

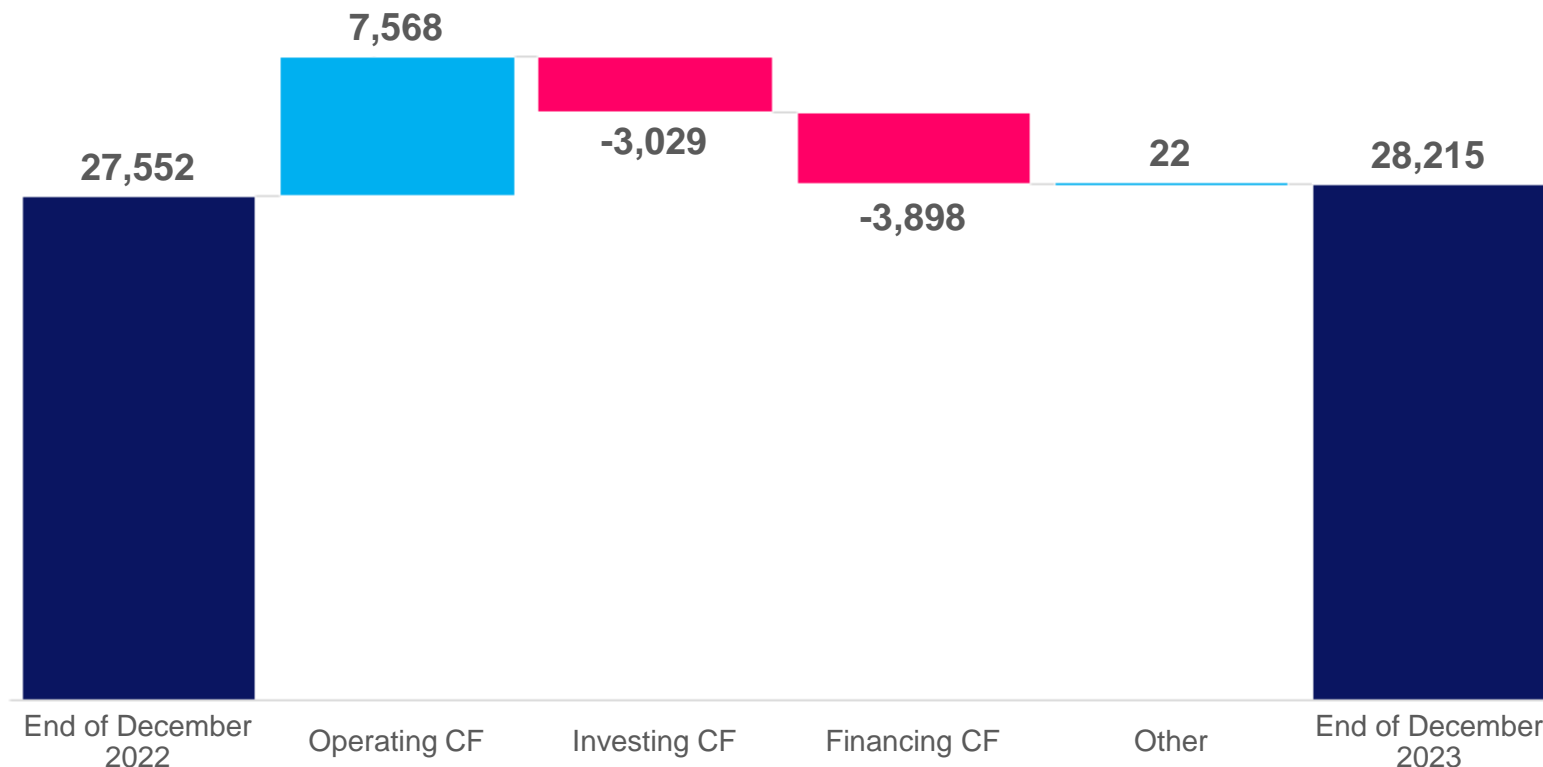
Investing CF

Purchase of intangible assets	:	- 1,335
Acquisition of shares of subsidiaries, etc.	:	- 1,615
Other	:	- 79
Net	:	- 3,029

Financing CF

Dividend payment	:	- 3,542
Repayments of lease liabilities	:	- 198
Other	:	- 158
Net	:	- 3,898

Net increase (decrease) in cash and cash equivalents : + 663



(v) IT Consulting & Service Business for FY 2023



Net sales

Operating income

(Million yen)





Future Architect, Inc.

Net sales  Operating income 



✓ DX support for many customers including logistics and apparel is progressing smoothly. Both net sales and operating income increased driven by the steady progress in large-scale projects, including a project to introduce next-generation banking systems that will contribute to medium- to long-term growth.

Future Inspace, Inc.

Net sales  Operating income 



✓ Net sales and operating income increased due to continuous steady development of system infrastructure renewal and cloud migration projects of existing customers, in addition to provision of regular maintenance and operation services.

FutureOne

Net sales  Operating income 



✓ Net sales and operating income decreased due to a slowdown in IT investment by SMEs, despite growing orders for the original InfiniOne software package, the company's key product, through industry-specific sales strategies, mainly in the steel industry.

YDC Corporation

Net sales  Operating income 

✓ Net sales and operating income grew, as it provided higher added value to customers and improved its profitability. Successful acquisition of new system integration projects, development of existing customers, and increased orders from the strategic planning phase also contributed to the growth.

dit Co., Ltd.

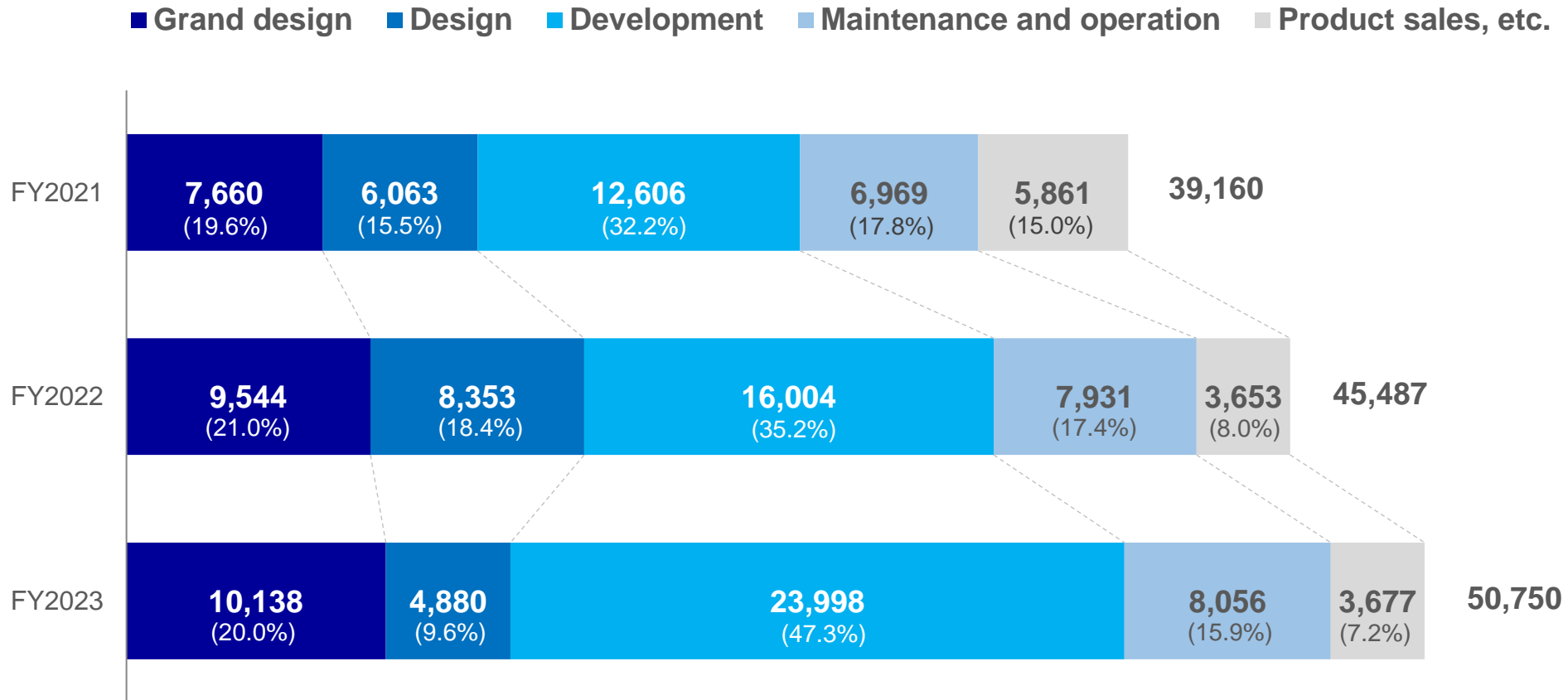
Net sales  Operating income 

✓ Net sales increased due to an increase in cybersecurity-related sales, but operating income decreased owing to lower-than-expected orders and higher hiring costs.

(vi) Change in Composition of Revenue by Phase (IT Consulting & Service Business)

✓ Sales in development grew as next-generation banking systems and various other large PJs entered the development phase.

(Million yen)



Note 1: Total net sales consist of net sales for external customers of the IT Consulting & Service Business.

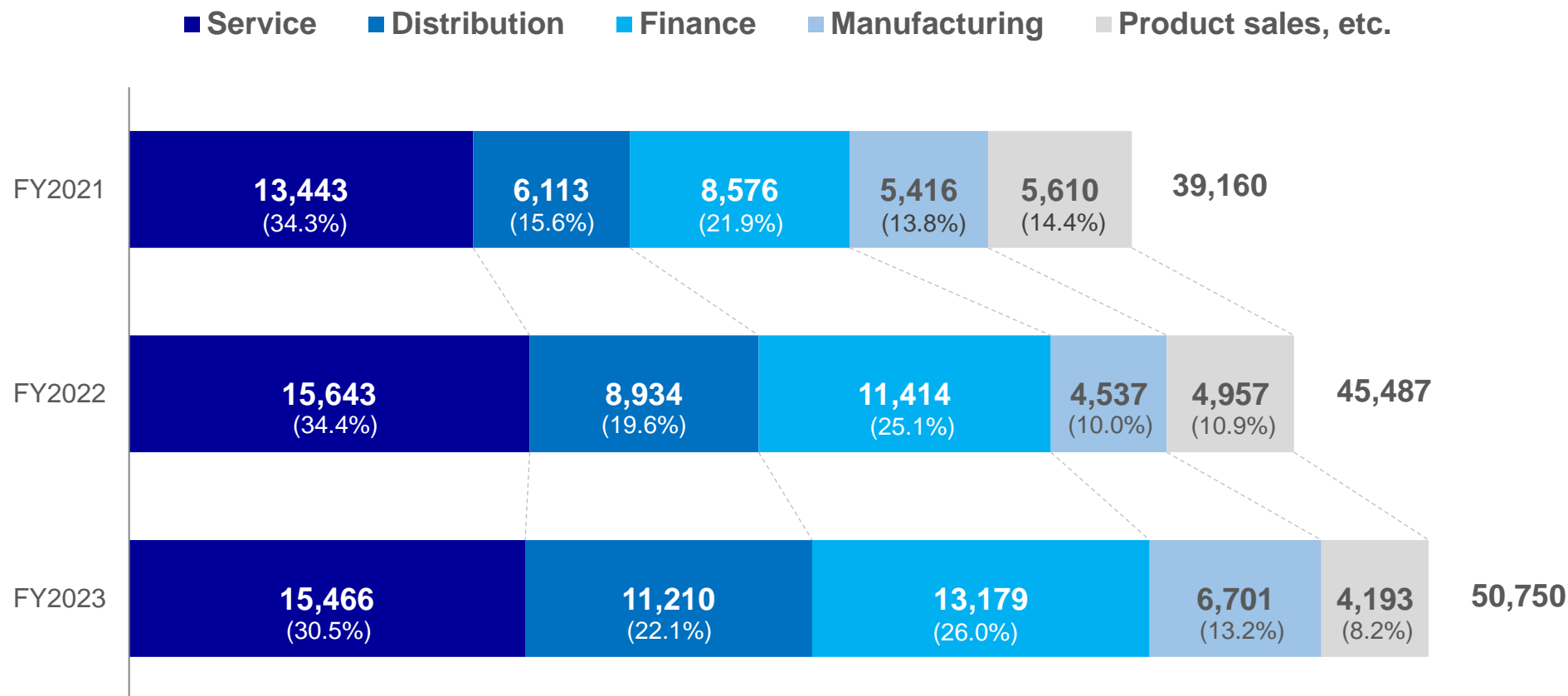
Note 2: "Product sales, etc." consist mainly of selection, procurement, and sale of IT equipment, and sale of licenses.

Note 3: Figures before fiscal 2021 are those before the Accounting Standard for Revenue Recognition is adopted.

(vii) Change in Composition of Revenue by Industry (IT Consulting & Service Business)

✓ Sales in finance (next-generation banking system) and distribution (mainly food wholesalers) grew as they entered the development phase.

(Million yen)

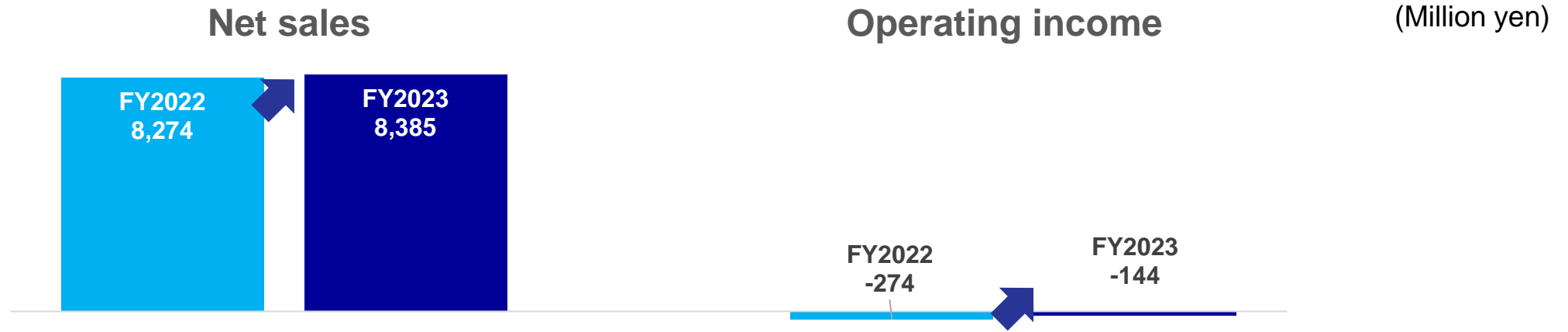


Note 1: Total net sales consist of net sales for external customers of the IT Consulting & Service Business.











Note 2: "Product sales, etc." consist of selection, procurement, and sale of IT equipment, sale of licenses, and sales for national and regional government offices.

Note 3: Figures before fiscal 2021 are those before the Accounting Standard for Revenue Recognition is adopted.

(viii) Earnings Results of Business Innovation for FY 2023



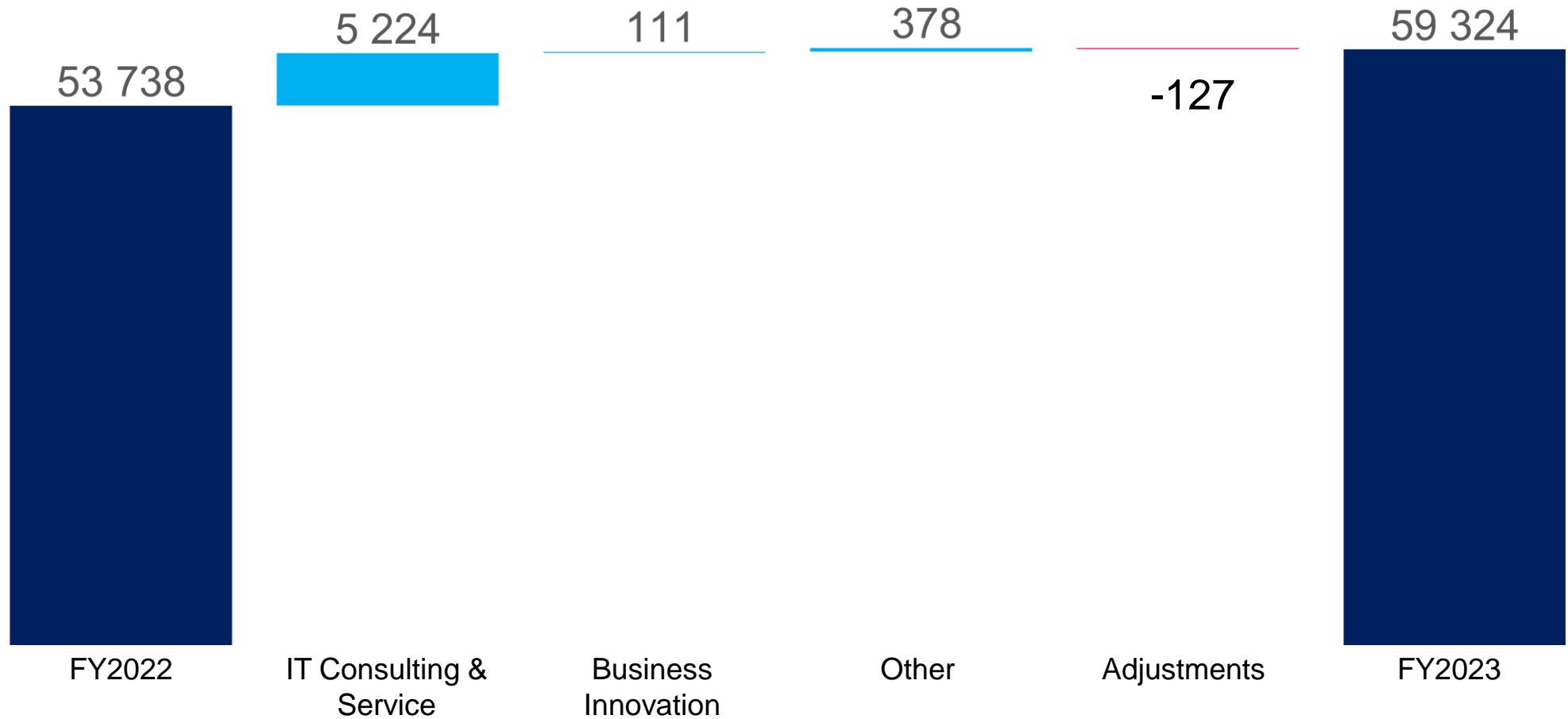
(Million yen)

<p>YOCABITO Co., Ltd. (formerly eSPORTS)</p> <p>Net sales  Operating income </p>	<p>✓ Net sales decreased and operating loss continued because of poor sales of fall and winter apparel due to the warm winter and struggling sales of outdoor goods, despite the recovery in gross margin ratio helped by per-product management with utilization of a digital platform, which was promoted from the current fiscal year, and strategic sales price setting.</p>
<p>Tokyo Calendar Inc.</p> <p>Net sales  Operating income </p>	<p>✓ Net sales increased, but operating income fell due to incurred costs relating to the development of its new service Gourmet Calendar, despite a robust stream of revenue from its online services, such as Tokyo Calendar Date, in addition to a recovery trend in advertising sales.</p>
<p>CodeCamp Co., Ltd.</p> <p>Net sales  Operating income </p>	<p>✓ Net sales and operating income increased driven by the growing corporate training business as well as a cost reduction from improving operational efficiency.</p>
<p>LaiBlitz Inc.</p> <p>Net sales  Operating income </p>	<p>✓ Net sales and operating income increased as it started the projects of introducing FastBiz, a packaged membership management and e-commerce service for sports teams, to several professional baseball teams.</p>
<p>CURIOSITY inc.</p> <p>Net sales  Operating income </p>	<p>✓ The company was newly consolidated from Q2. It handles store design for luxury brands and interior design for luxury hotels, etc. It made steady progress in store design for luxury brands overseas, contributing to profit on a consolidated basis.</p>

(ix) Analysis of Net Sales Increase/Decrease for FY 2023



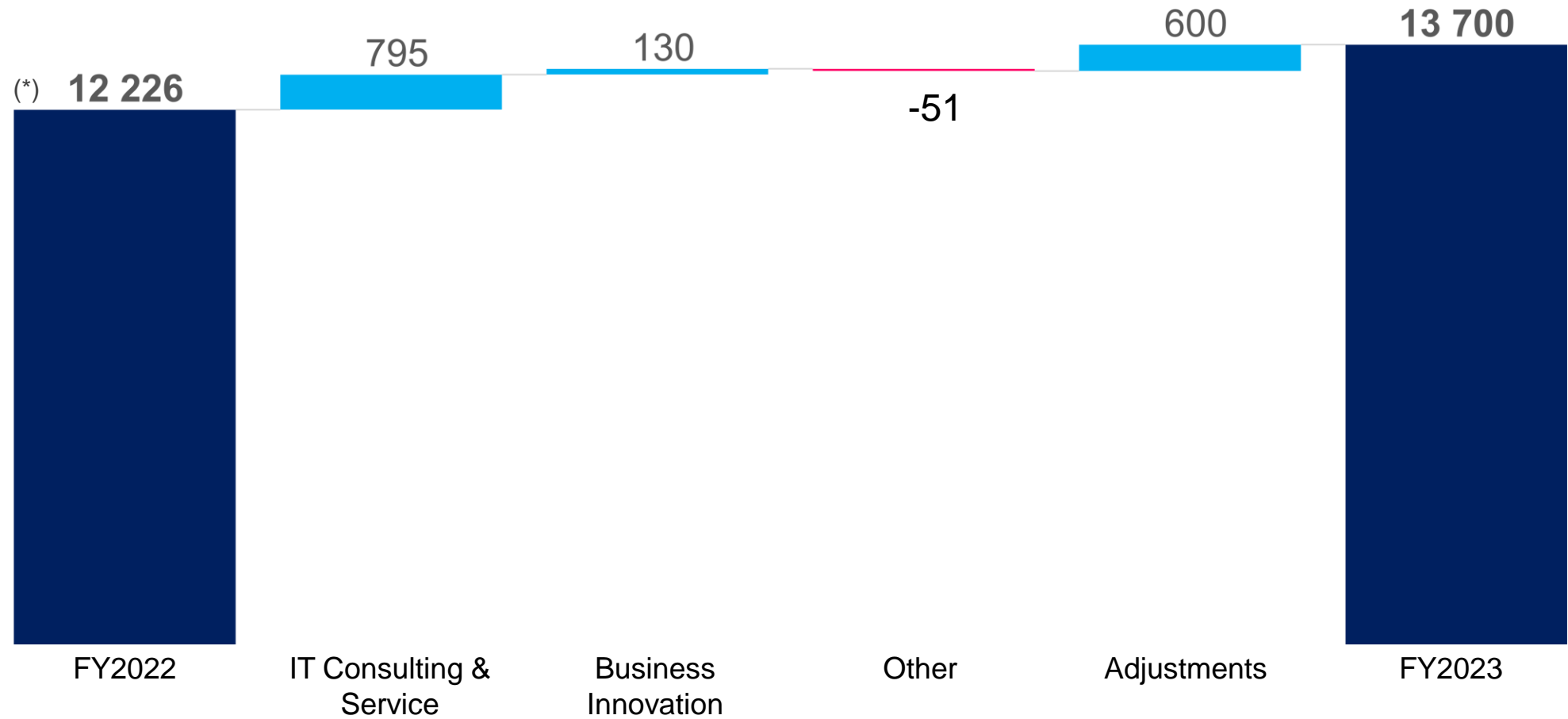
(Million yen)



(x) Analysis of Operating Income Increase/Decrease for FY 2023



(Million yen)

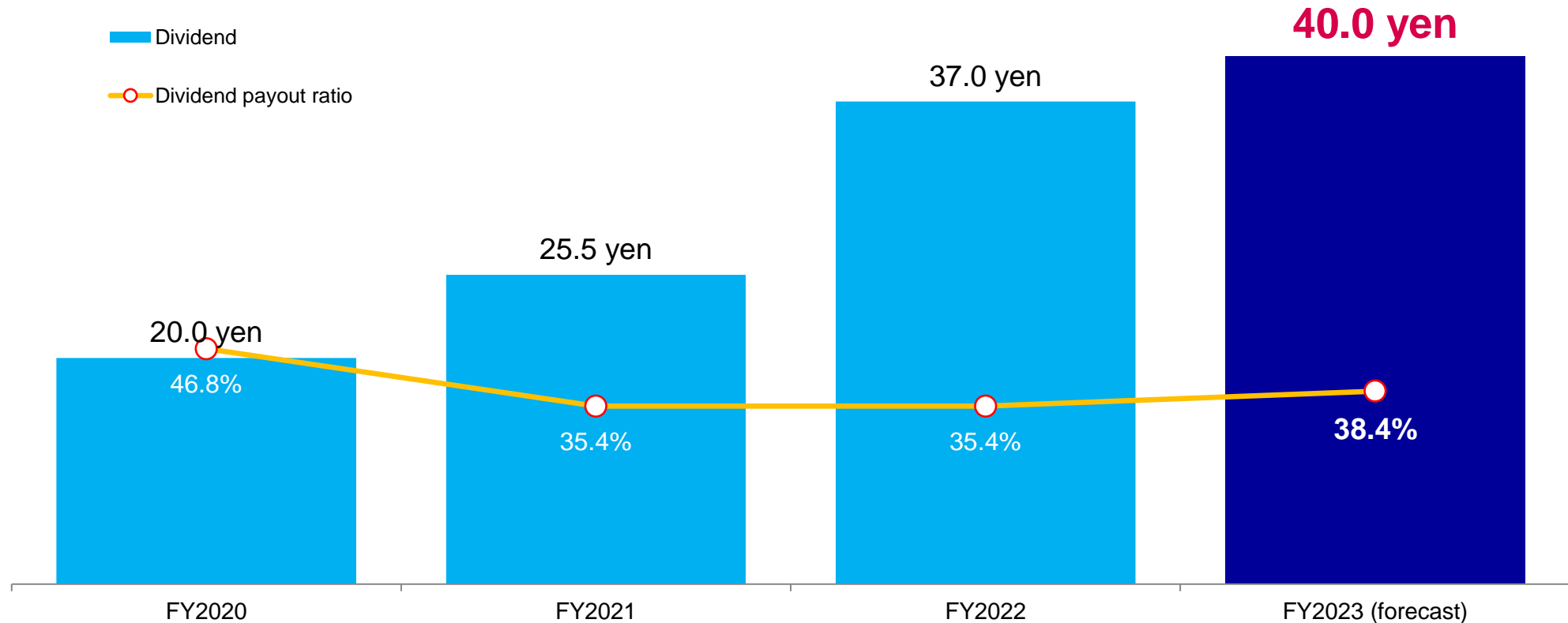


(*) The accounting treatment for a business combination that had been provisionally accounted for was confirmed retrospectively in fiscal 2023. As a result, the figure for fiscal 2022 (12,229 million yen) has been revised.

(xi) Year-end Dividend for FY 2023

✓ In accordance with the dividend policy of a dividend payout ratio of 35% or higher, the year-end dividend is 20 yen per share and the full-year dividend is 40 yen per share as originally planned.

Trends in annual dividend per share^(*)



^(*) The Company conducted a two-for-one stock split of its common stock on January 1, 2022. The annual dividend amount before 2021 is calculated by taking into consideration the effect of the stock split.

3. Plan for FY2024

(i) Full-year Earnings Outlook in FY2024 Plan

- ✓ Considering the release of several large PJs, personnel resources are allocated to ensure thorough quality control. Acquiring new orders is the focus.

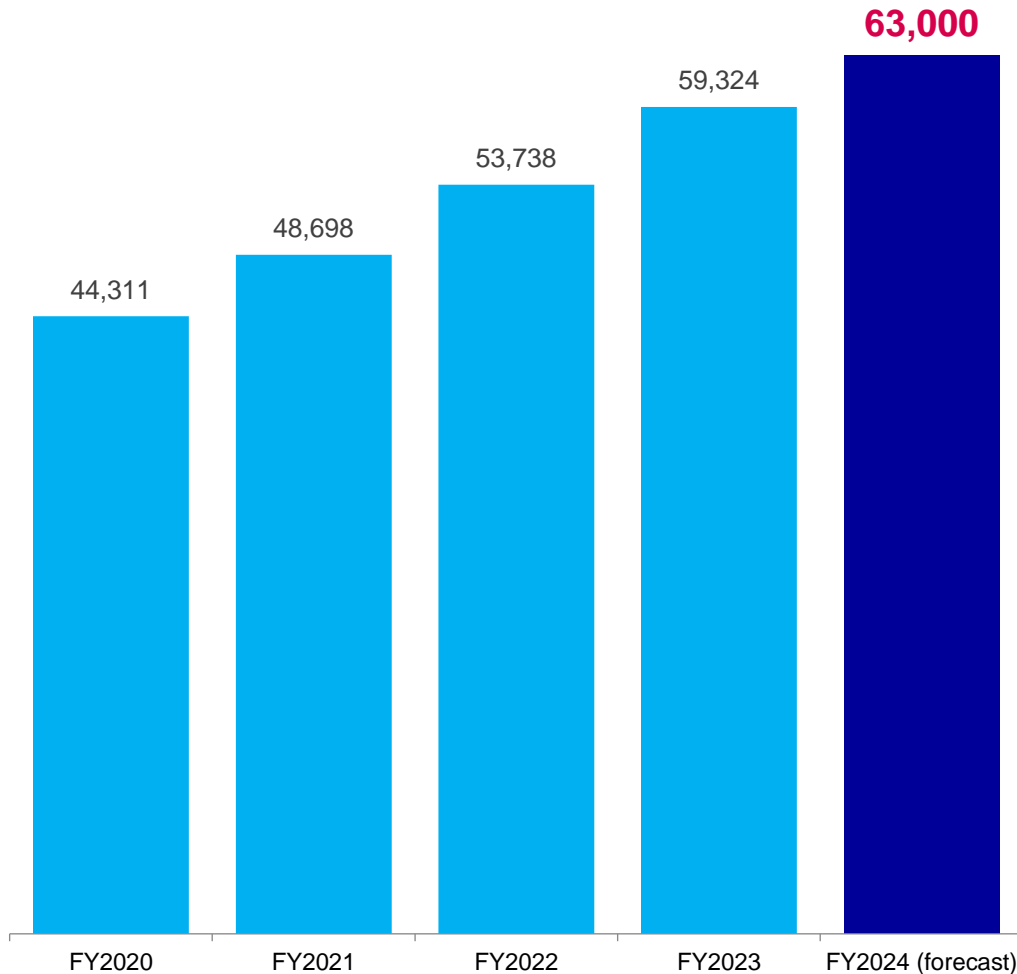
(Million yen)

	FY2024 Full-year plan	FY2023 Full-year result	YoY change	FY2024 1H plan	FY2023 1H result	YoY change
Net sales	63,000	59,324	6.2%	29,700	28,344	4.8%
Operating income (Operating income margin)	14,500 (23.0%)	13,700 (23.1%)	5.8%	6,700 (22.6%)	6,324 (22.3%)	5.9%
Profit attributable to owners of parent (Net income margin)	10,150 (16.1%)	9,221 (15.5%)	10.1%	4,690 (15.8%)	4,319 (15.2%)	8.6%

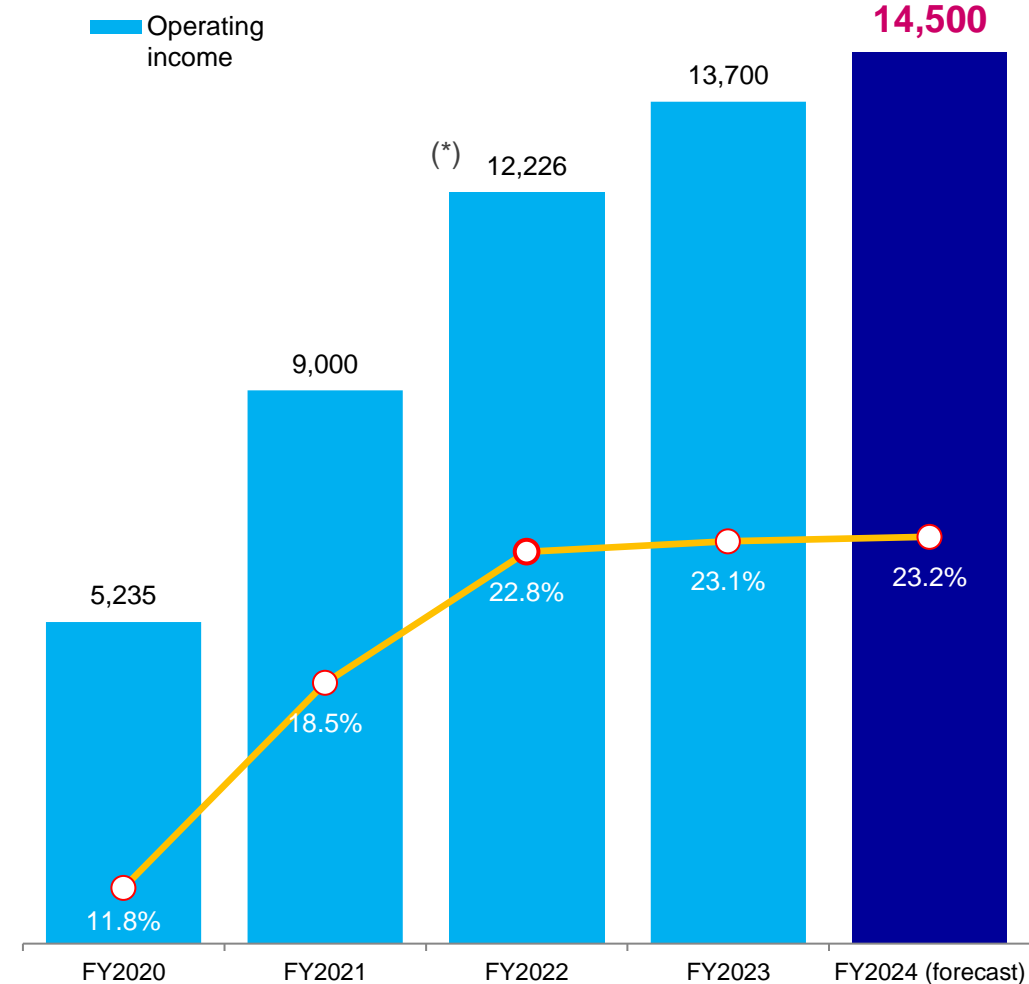
(ii) Change in Net Sales and Operating Income in FY2024 Plan **FUTURE**

(Million yen)

Net sales



Operating income

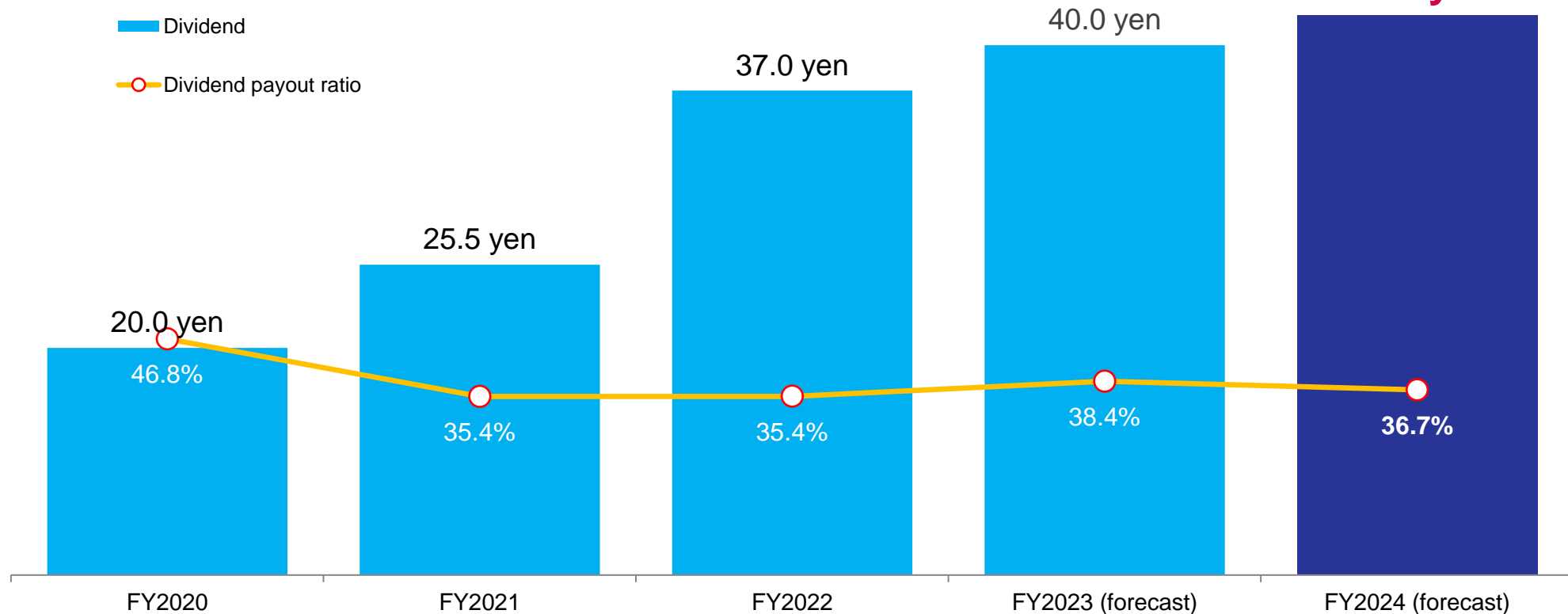


(*) The accounting treatment for a business combination that had been provisionally accounted for was confirmed retrospectively in fiscal 2023. As a result, the figure for fiscal 2022 (12,229 million yen) has been revised.

(iii) Dividends in FY2024 Plan

✓ The FY2024 annual dividend will be 42 yen per share (interim dividend of 21 yen and year-end dividend of 21 yen, consolidated dividend payout ratio of 36.7%).

Trends in annual dividend per share^(*)



* The Company conducted a two-for-one stock split of its common stock on January 1, 2022. The annual dividend amount before 2021 is calculated by taking into consideration the effect of the stock split.

Strengthen IT Consulting & Services Business to increase future value of customers



January 24, 2024

To Whom It May Concern

Company name: Future Corporation

Representative: Yasufumi Kanemaru, Chairman and
President
(Securities code: 4722 Prime Market of
the Tokyo Stock Exchange)

Contact: Yasukazu Matsushita, Executive Officer
of Financial & Accounting Group
(TEL. 03-5740-5724)

Notice Regarding Merger Agreement with Revamp Corporation

The Company's Board of Directors, at its meeting held on January 24, 2024, resolved to enter into an agreement (the "Agreement") with Revamp Corporation (the "Revamp") for a merger as noted below. The Agreement was signed between the two companies on the same day.

Merger agreement with Revamp Corporation

Strengthen IT Consulting & Services Business to increase future value of customers

(ix) Operating results and financial position of the company for the last three years (on a consolidated basis)

Fiscal year	Year ended March 31, 2021	Year ended March 31, 2022	Year ended March 31, 2023
Net assets	5,865 million yen	7,013 million yen	8,686 million yen
Total assets	7,242 million yen	9,016 million yen	10,005 million yen
Net assets per share	816.03 yen	973.98 yen	1,209.65 yen
Net sales	7,673 million yen	9,826 million yen	8,916 million yen
Operating income	1,466 million yen	1,981 million yen	2,228 million yen
Ordinary income	1,377 million yen	1,921 million yen	2,270 million yen
Profit attributable to owners of parent	814 million yen	1,301 million yen	1,659 million yen
Profit per share	107.10 yen	182.95 yen	233.26 yen
Dividend per share	—	—	—

- ✓ **Expansion of customer base mainly in the distribution field and promotion of business collaboration between the two companies**
- ✓ **Management support and mutual complementation in technology**
- ✓ **Unification and standardization of recruitment and education**
- ✓ **Support for business revitalization and business succession**



To create synergy effects at an early stage, the two companies work together to form a strategic committee for synergy promotion

Appendix

Appendix-(i) Earnings (Comparative Analysis)



(Million yen)

	FY2023 Full-year result	Compared with projection		YoY change	
		FY2023 Initial full-year plan (Released on February 7)	Change (%)	FY2022 Actual results	Change (%)
Net sales	59,324	59,500	-0.3%	53,738	10.4%
Operating income (Operating income margin)	13,700 (23.1%)	13,800 (23.2%)	-0.7%	12,226 (22.8%)	12.1%
Profit attributable to owners of parent (Net income margin)	9,221 (15.5%)	9,660 (16.2%)	-4.5%	9,239 (17.2%)	-0.2%

Appendix-(ii) Balance Sheet

(Million yen)	End of Dec. 2023	End of Dec. 2022	Change	Major changes
Total assets	66,043	57,976	+ 8,067	
Current assets	44,237	38,835	+ 5,402	
Cash and deposits	28,015	26,652	+ 1,363	Increase in profit
Notes and accounts receivable – trade, and contract assets	10,195	8,549	+ 1,646	Accounts receivable-trade and contract assets +1,162
Securities	200	1,000	- 800	
Other current assets	5,827	2,634	+ 3,193	Income taxes refund receivable +2,370
Non-current assets	21,806	19,140	+ 2,666	
Property, plant and equipment	1,020	1,078	- 58	
Intangible assets (including goodwill)	5,684	3,777	+ 1,907	Goodwill, technology and customer-related assets (CURIOSITY) +1,677
Investment securities	13,770	12,856	+ 914	Increase in stock price of shares held +1,164
Other non-current assets	1,332	1,429	- 97	
Total liabilities	14,656	13,146	+ 1,510	
Accounts payable – trade	2,700	2,877	- 177	
Accounts payable – other				
Income taxes payable	2,582	2,280	+ 302	
Deferred tax liabilities	3,324	2,798	+ 526	
Other liabilities	6,050	5,191	+ 859	Contract liabilities +826
Total net assets	51,387	44,829	+ 6,558	
Shareholders' equity	43,421	37,685	+ 5,736	Profit +9,221, dividend payment -3,542
Valuation difference on available-for-sale securities	7,938	7,123	+ 815	Increase in valuation difference due to an increase in stock price of shares held
Other net assets	28	21	+ 7	
	End of Dec. 2023	End of Dec. 2022	Change	
Shareholders' equity ratio	77.8%	77.3%	0.5%	

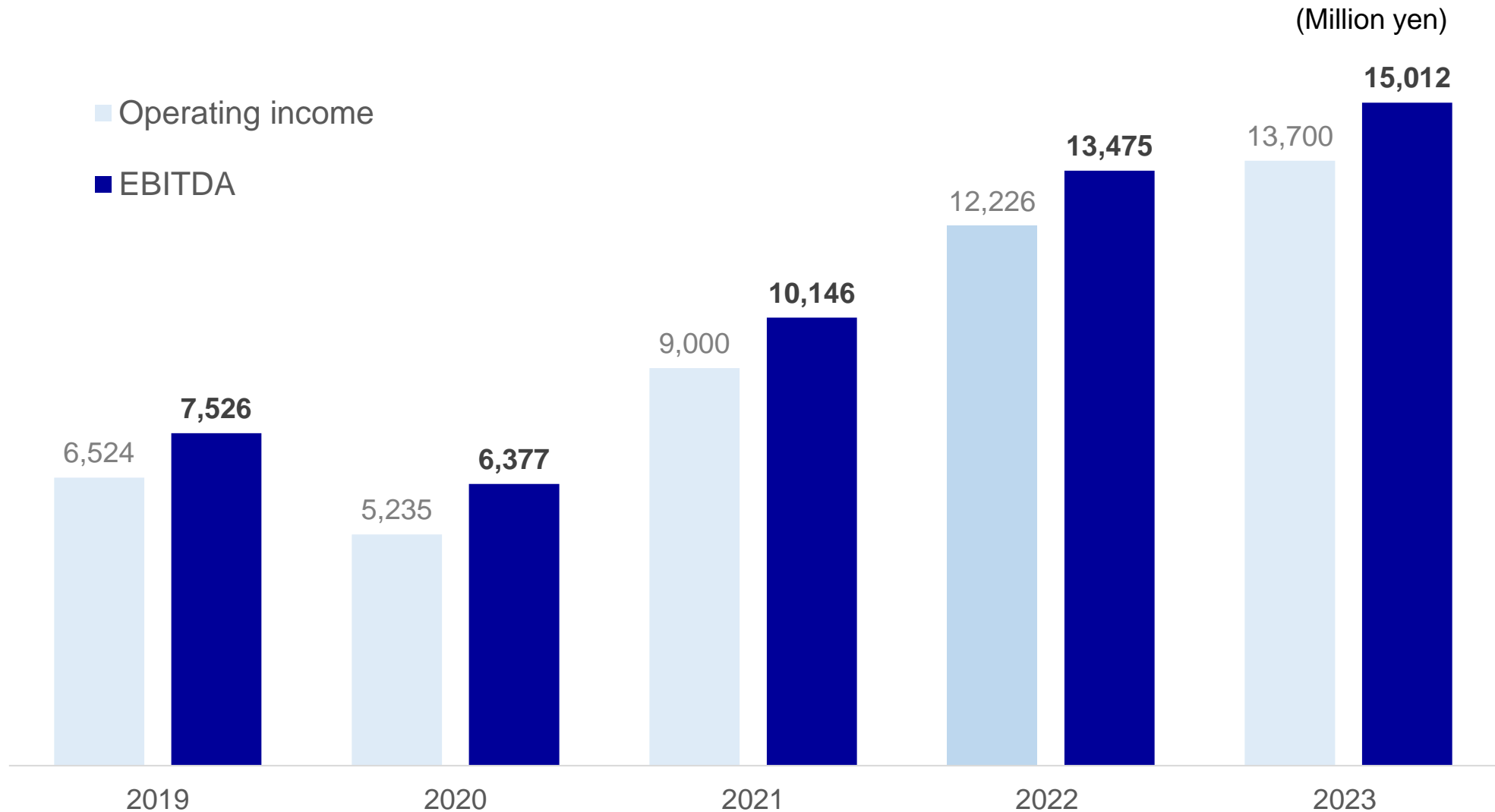
Appendix-(iii) Cash Flows

(Million yen)	FY2023	FY2022	Change	Major changes
Cash flows from operating activities	7,568	10,174	- 2,606	
Profit before income taxes	13,194	13,264	- 70	Decrease in profit before income taxes
Depreciation and amortization of goodwill	1,310	1,249	61	
Non-cash gains and losses other than depreciation	174	- 1,021	1,195	Impairment of fixed assets +404, Loss on valuation of investment securities +490
Changes in receivables and payables	- 1,535	301	- 1,836	Increase in notes and accounts receivable-trade from increased sales
Tax payment	- 6,307	- 3,972	- 2,335	Increase in the amount of tax paid for the previous fiscal year
Other	732	353	379	
Cash flows from investing activities	- 3,029	1,009	- 2,020	
Purchase of non-current assets (tangible and intangible)	- 1,501	- 1,769	268	
Purchase of investment securities	- 213	- 1,268	1,055	Investments in a healthcare company in the previous fiscal year
Purchase of shares of subsidiary's stock	- 1,410	- 509	- 901	Acquisition of CURIOSITY inc.
Other	95	2,537	- 2,442	Sale of holding stocks and redemption of short-term investment securities posted in the previous fiscal year
Cash flows from financing activities	- 3,898	- 3,017	- 881	
Dividend payment	- 3,542	- 2,756	- 786	Increase in dividend payment due to dividend increase
Repayments of lease liabilities	- 198	- 172	- 26	
Purchase of additional shares of subsidiary's stock	0	0		
Other	- 158	- 89	- 69	
Effect of exchange rate changes on cash and cash equivalents	22	- 26	48	
Net increase (decrease) in cash and cash equivalents	663	6,121	- 5,458	
Cash and cash equivalents at the beginning of the period	27,552	21,430	6,122	
Cash and cash equivalents at the end of the period	28,215	27,552	663	

Appendix-(iv) Results by Segment

(in millions of yen)	FY2023	FY2022	YoY change
Net sales	59,324	53,738	10.4%
IT Consulting & Service	50,817	45,593	11.5%
Business Innovation	8,385	8,274	1.3%
Other	807	428	88.6%
Adjustments	- 685	- 558	—
Operating income	13,700	12,226	12.1%
IT Consulting & Service	13,705	12,910	6.2%
Business Innovation	- 144	- 274	—
Other	- 123	- 72	—
Adjustments	263	- 336	—

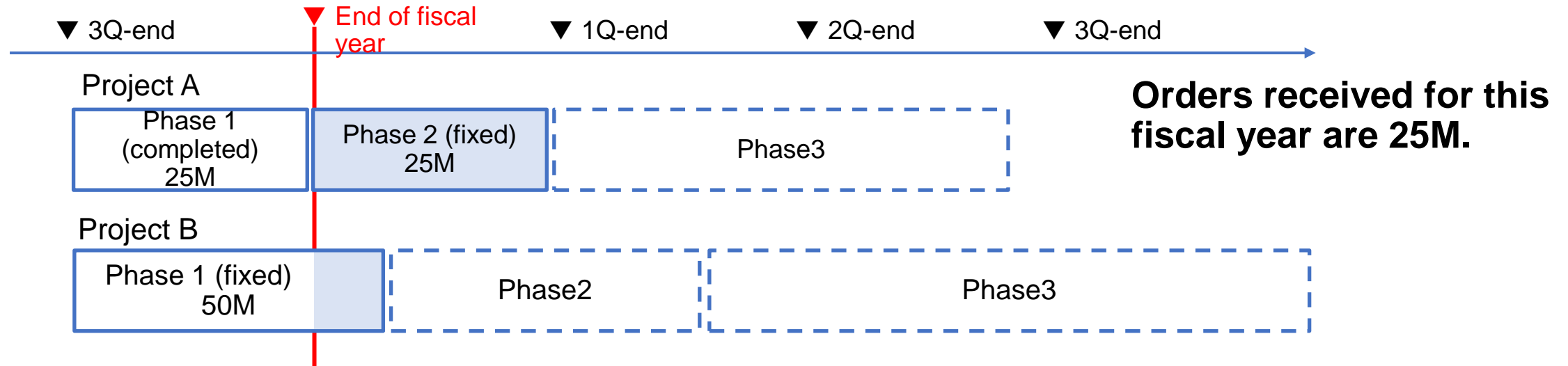
Appendix-(v) Trends in EBITDA for the Past Five Years



Appendix-(vi)-1 Interpretation of Order Backlog

(IT Consulting & Service Business)

- (1) For the purpose of risk control of long-term, large-scale projects, only a fixed amount of a project, on which a contract has been signed, is recognized as an order received



- (2) Out of orders fixed, amounts unrealized in accordance with the percentage of completion method are totaled as the amount of order backlog

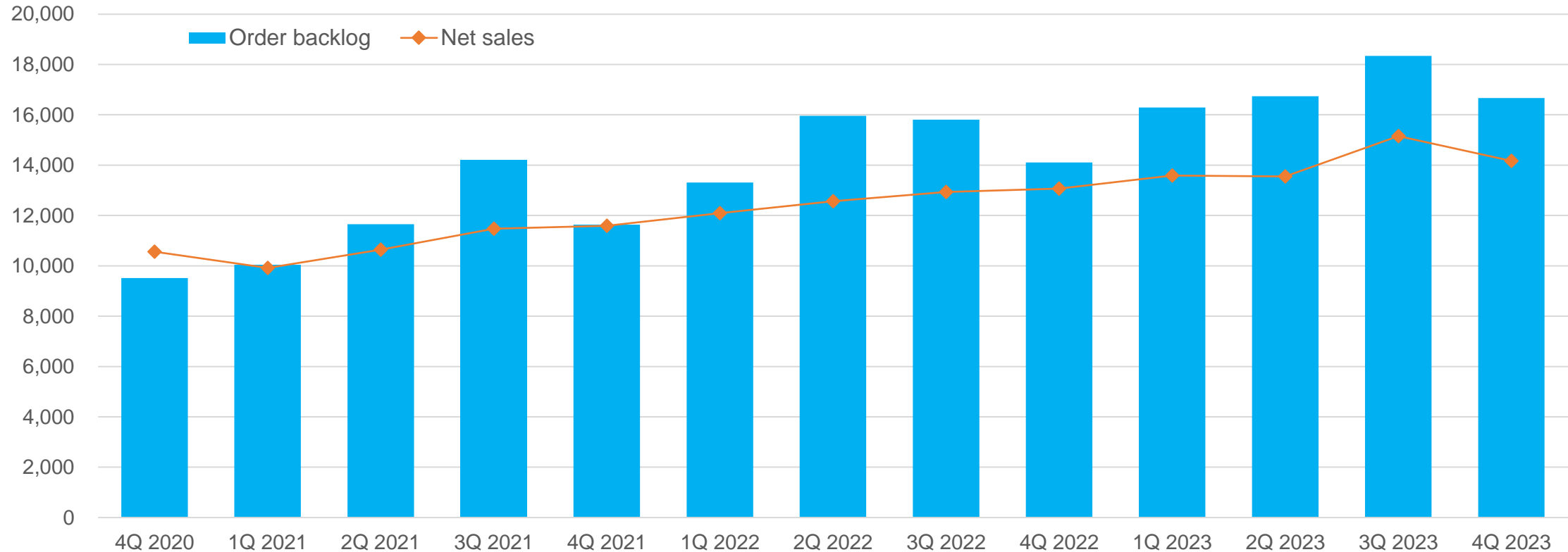
Back orders of the current fiscal year =

**back orders of the previous fiscal year + orders received in the current fiscal year
– sales (on a percentage of completion method/completed contract method)**

Appendix-(vi)-2 Relationship between Order Backlog and Net Sales

Changes in Order Backlog and Net Sales (IT Consulting & Service Business) (On a quarterly basis)

(Million yen)



- As referred to in Interpretation of Order Backlog on the previous page, the order backlog at year end and future net sales are not necessarily related to each other
- The Company adopted the Accounting Standard for Revenue Recognition, etc. in presenting orders for which the contract term begins after January 2023



FUTURE

Consolidated Summary Report of Operating Results, Supplementary Materials, Materials for the Briefing on the Financial Results and other IR materials are also available on the Company's website.

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This material contains forward-looking statements based on currently available information. Such information may change depending on future developments in the Japanese economy and the IT service industry, etc. Therefore, please be advised that the Company does not guarantee or promise its accuracy.

Since the values presented in this material are based on values managed in thousands of yen in the Consolidated Summary Report of Operating Results and other documents and converted to millions of yen, total amounts and valuation differences may differ in some cases. For details of valuations, please refer to the Consolidated Summary Report of Operating Results separately.