

**Future System Consulting Corp.**

# Fact Book 2005

(連結ベース/Consolidated)

<http://www.future.co.jp>

平素は、格別のお引き立てにあずかり、厚く御礼申し上げます。

さて、2005年12月期の決算がまとまりましたので、ご報告致します。

また、新年度も、役員はじめ社員一同決意を新たに社業に励み、公開企業としての社会的責任を自覚し、一層の努力を重ねてまいります。

何卒、倍旧のご指導ご鞭撻を賜りますようお願い申し上げます。

代表取締役社長 金丸 恭文

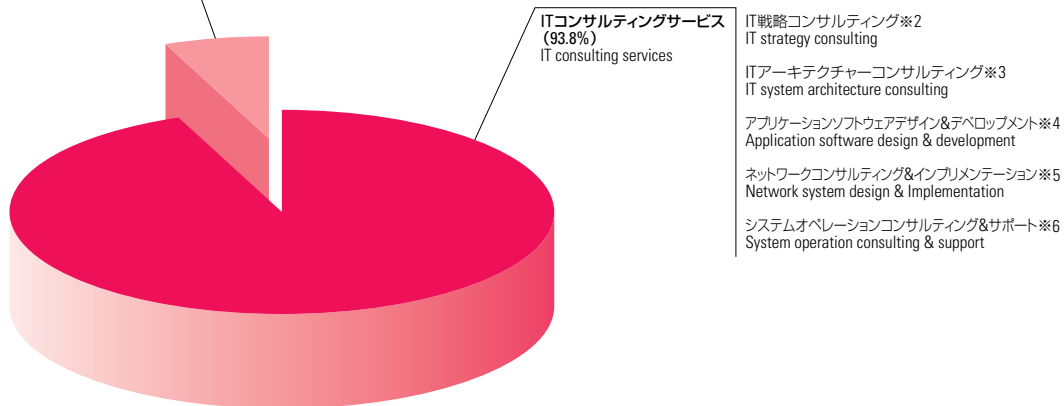
## 主な経営指標/SELECTED OPERATING DATA

### 業績/Operational Results

#### 売上高構成比 (2005年12月期)

Net sales by services (2005/12)

ハードウェア等プロキュアメントサービス※1 (6.2%)  
Procurement management services



※1 当社を通じて購入するメリットが大きいと顧客が判断されたときに、顧客に代わってプロダクトを調達します。

※2 顧客の経営戦略実現のためにビジネス・ITの両面からあるべき姿をデザインします。

※3 変化するビジネスニーズや進化するITに対応できる情報システムの基本構造をデザインします。

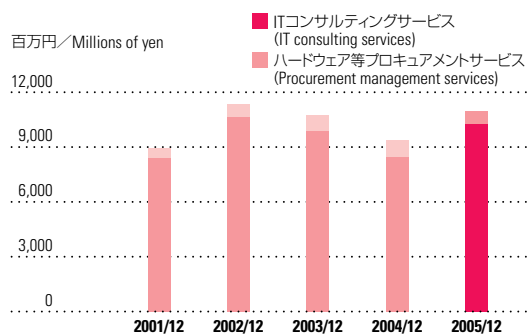
※4 あるべきビジネスプロセスを実現するアプリケーションソフトウェアをデザインし開発します。

※5 最適なネットワークアーキテクチャーをデザインし構築します。

※6 スムーズな運用のための体制づくりのコンサルティング及び管理・監視システムのデザイン・構築を行います。

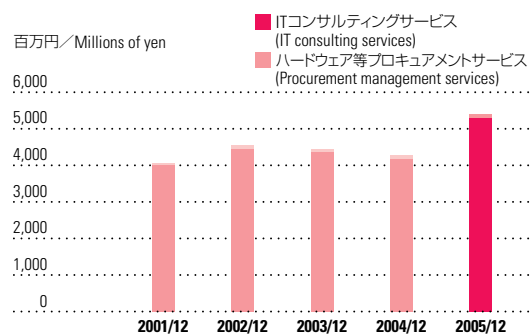
### 部門別売上高

Net sales by services



### 部門別売上総利益

Gross profit on sales by services

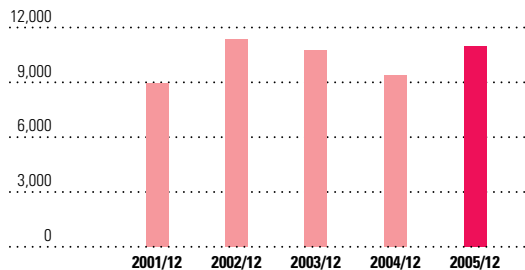


		2001/12	2002/12	2003/12	2004/12	2005/12
売上高 (千円)	Net sales (Thousands of yen)	8,931,470	11,367,674	10,775,549	9,364,232	<b>10,957,381</b>
ITコンサルティングサービス (千円)	IT consulting services (Thousands of yen)	8,374,112	10,665,296	9,873,351	8,473,582	<b>10,279,863</b>
ハードウェア等プロキュアメントサービス (千円)	Procurement management services (Thousands of yen)	557,358	702,378	902,197	890,649	<b>677,517</b>
売上総利益 (千円)	Gross profit on sales (Thousands of yen)	4,073,881	4,550,312	4,455,869	4,286,026	<b>5,394,566</b>
ITコンサルティングサービス (千円)	IT consulting services (Thousands of yen)	3,999,953	4,439,307	4,372,300	4,165,019	<b>5,295,004</b>
ハードウェア等プロキュアメントサービス (千円)	Procurement management services (Thousands of yen)	73,928	111,005	83,569	121,007	<b>99,562</b>

### 売上高

Net sales

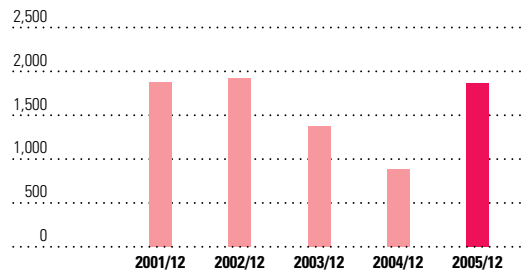
百万円 / Millions of yen



### 営業利益

Operating income

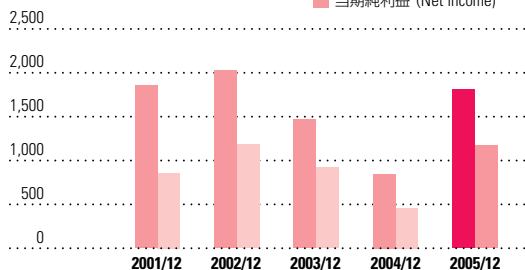
百万円 / Millions of yen



### 経常利益 / 当期純利益

Ordinary income / Net income

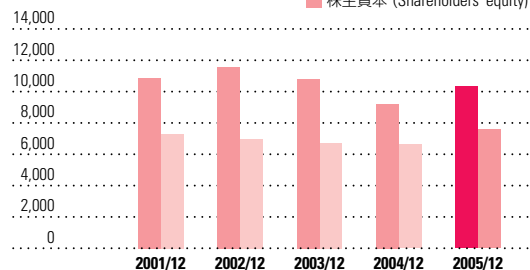
百万円 / Millions of yen



### 総資産 / 株主資本

Total assets / Shareholders' equity

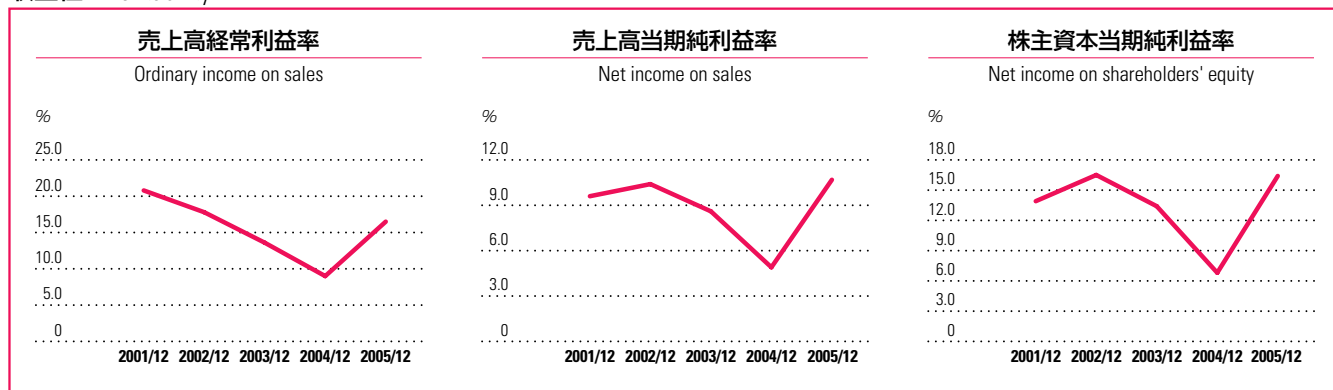
百万円 / Millions of yen



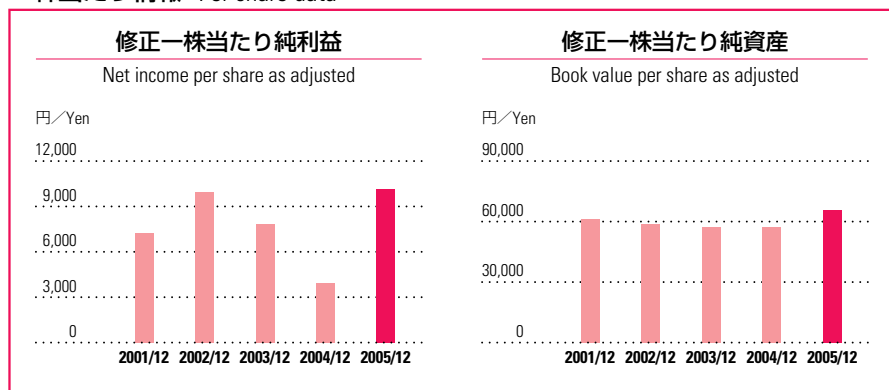
		2001/12	2002/12	2003/12	2004/12	2005/12
売上高 (千円)	Net sales (Thousands of yen)	8,931,470	11,367,674	10,775,549	9,364,232	<b>10,957,381</b>
営業利益 (千円)	Operating income (Thousands of yen)	1,877,551	1,923,166	1,376,025	888,645	<b>1,863,031</b>
経常利益 (千円)	Ordinary income (Thousands of yen)	1,856,573	2,024,547	1,465,444	844,772	<b>1,809,921</b>
当期純利益 (千円)	Net income (Thousands of yen)	859,218	1,183,135	922,824	458,423	<b>1,171,239</b>
総資産 (千円)	Total assets (Thousands of yen)	10,873,238	11,567,250	10,794,250	9,194,327	<b>10,324,842</b>
株主資本 (千円)	Shareholders' equity (Thousands of yen)	7,305,127	6,969,578	6,705,918	6,612,473	<b>7,591,280</b>

# 収益性・一株当たり情報/Profitability, Per share data

## 収益性/Profitability



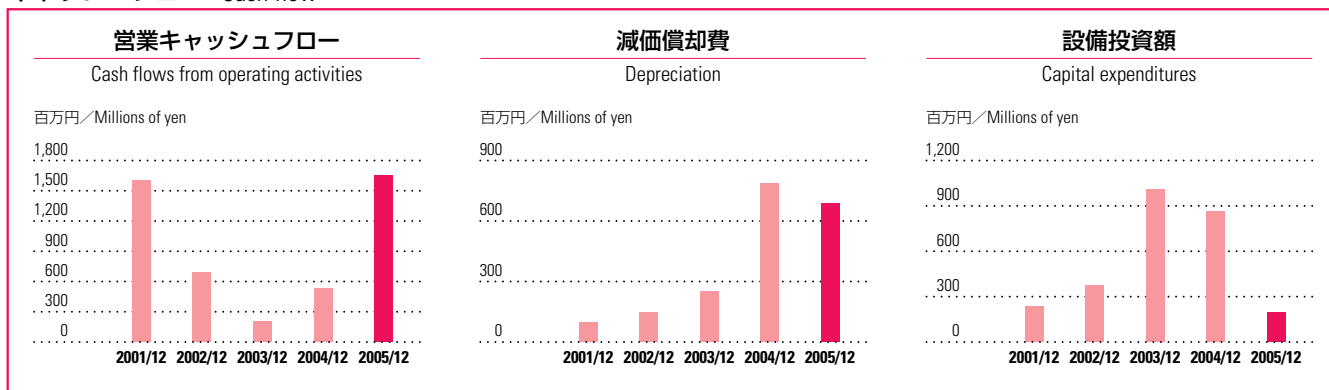
## 一株当たり情報/Per share data



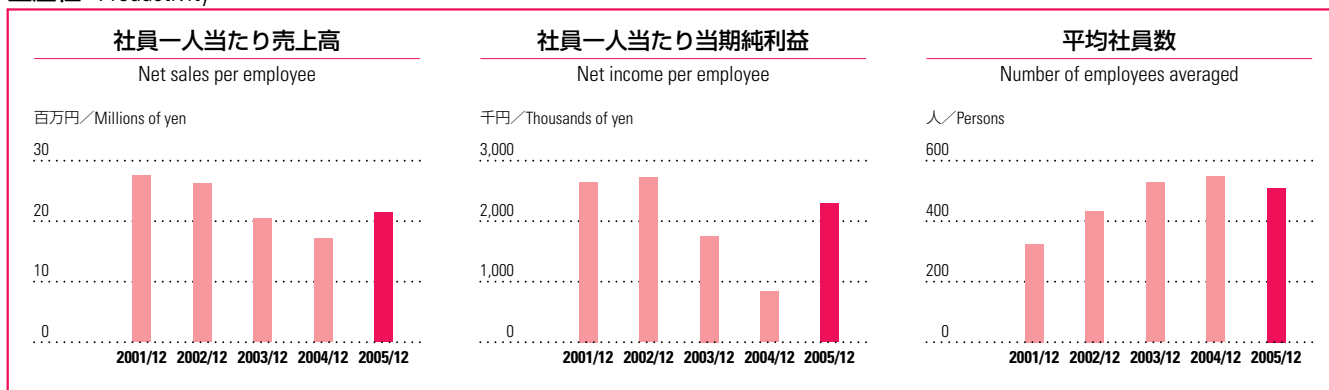
		2001/12	2002/12	2003/12	2004/12	2005/12
売上高経常利益率 (%)	Ordinary income on sales (%)	20.8	17.8	13.6	9.0	<b>16.5</b>
売上高当期純利益率 (%)	Net income on sales (%)	9.6	10.4	8.6	4.9	<b>10.7</b>
株主資本当期純利益率 (%)	Net income on shareholders' equity (%)	14.0	16.6	13.5	6.9	<b>16.5</b>
修正一株当たり純利益 (円)	Net income per share as adjusted (Yen)	7,210	9,946	7,851	3,926	<b>10,126</b>
修正一株当たり純資産 (円)	Book value per share as adjusted (Yen)	61,305	58,860	57,252	57,138	<b>65,633</b>

# キャッシュフロー・生産性/Cash flow, Productivity

## キャッシュフロー/Cash flow

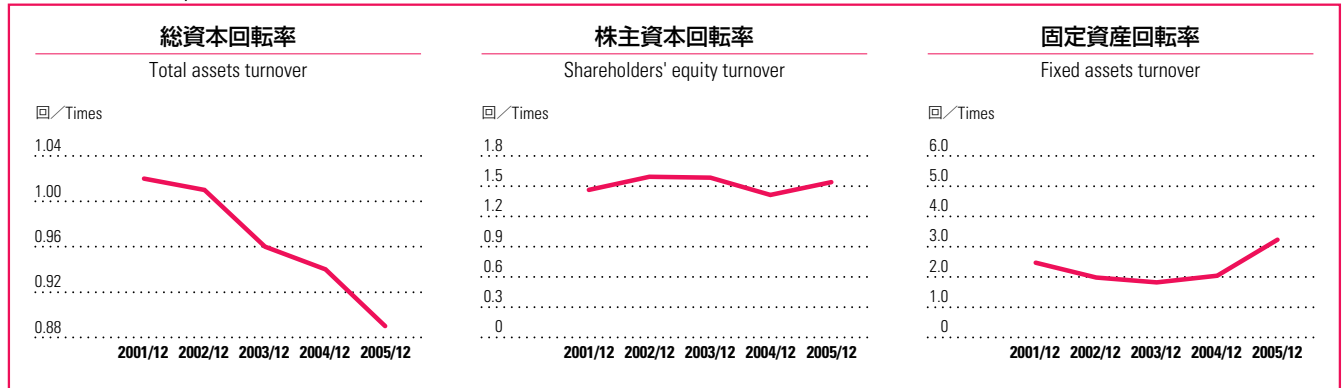


## 生産性/Productivity

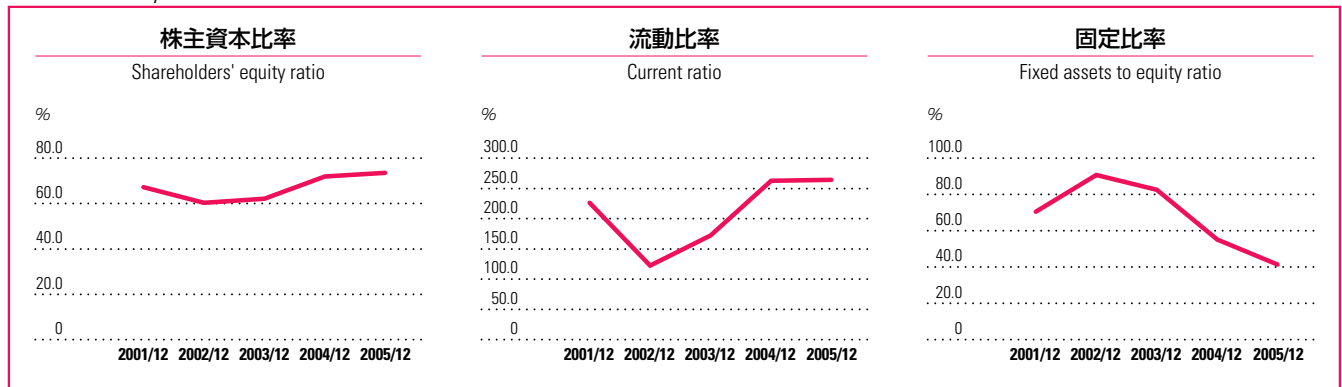


		2001/12	2002/12	2003/12	2004/12	2005/12
営業キャッシュフロー (千円)	Cash flows from operating activities (Thousands of yen)	1,598,909	689,216	202,392	534,895	<b>1,653,345</b>
減価償却費 (千円)	Depreciation (Thousands of yen)	96,510	147,690	250,743	786,198	<b>688,399</b>
設備投資額 (千円)	Capital expenditures (Thousands of yen)	238,014	373,337	1,009,295	864,455	<b>196,634</b>
社員一人当たり売上高 (千円)	Net sales per employee (Thousands of yen)	27,524	26,193	20,466	17,119	<b>21,485</b>
社員一人当たり当期純利益 (千円)	Net income per employee (Thousands of yen)	2,648	2,726	1,753	838	<b>2,297</b>
平均社員数 (人)	Number of employees averaged (Persons)	325	434	527	547	<b>510</b>

効率性/Efficiency



安定性/Safety



		2001/12	2002/12	2003/12	2004/12	2005/12
総資本回転率 (回)	Total assets turnover (Times)	1.02	1.01	0.96	0.94	<b>0.89</b>
株主資本回転率 (回)	Shareholders' equity turnover (Times)	1.46	1.59	1.58	1.41	<b>1.54</b>
固定資産回転率 (回)	Fixed assets turnover (Times)	2.47	1.98	1.82	2.04	<b>3.23</b>
株主資本比率 (%)	Shareholders' equity ratio (%)	67.2	60.3	62.1	71.9	<b>73.5</b>
流動比率 (%)	Current ratio (%)	226.12	122.36	172.19	262.54	<b>262.83</b>
固定比率 (%)	Fixed assets to equity ratio (%)	70.45	90.71	82.54	55.12	<b>41.37</b>

## 連結貸借対照表/Consolidated Balance Sheets

(千円/Thousands of yen)

決算期	Fiscal years ended	2001/12	2002/12	2003/12	2004/12	2005/12
(資産の部)	(Assets)					
<b>流動資産</b>	<b>Current assets</b>					
現金及び預金	Cash	3,630,357	3,689,924	3,579,241	3,822,079	4,817,482
受取手形及び売掛金	Notes and accounts receivable-trade	1,286,610	961,924	1,315,793	1,101,408	2,001,229
有価証券	Marketable securities	425,393	—	—	—	—
たな卸資産	Inventories	17,451	5,423	3,469	5,461	12,591
繰延税金資産	Deferred income taxes	259,231	349,858	189,445	121,992	157,243
その他	Other	112,151	297,681	172,095	499,448	225,983
貸倒引当金	Allowance for doubtful accounts	△ 4,391	△59,798	△ 690	△ 700	△30,000
<b>流動資産合計</b>	<b>Total current assets</b>	<b>5,726,805</b>	<b>5,245,013</b>	<b>5,259,354</b>	<b>5,549,690</b>	<b>7,184,530</b>
<b>固定資産</b>	<b>Fixed assets</b>					
<b>有形固定資産</b>	<b>Tangible fixed assets</b>					
建物	Buildings	139,237	129,277	132,998	109,369	92,850
その他	Other	131,545	256,345	250,476	205,738	240,606
<b>有形固定資産合計</b>	<b>Total tangible fixed assets</b>	<b>270,783</b>	<b>385,623</b>	<b>383,475</b>	<b>315,108</b>	<b>333,456</b>
<b>無形固定資産</b>	<b>Intangible fixed assets</b>					
ソフトウェア	Software	—	—	960,833	969,279	408,329
その他	Other	—	—	12,964	12,198	12,685
<b>無形固定資産合計</b>	<b>Total intangible fixed assets</b>	<b>175,467</b>	<b>341,121</b>	<b>973,798</b>	<b>981,477</b>	<b>421,015</b>
<b>投資その他の資産</b>	<b>Investments and other assets</b>					
投資有価証券	Investments in securities	4,276,511	5,104,838	3,694,606	1,904,883	1,988,272
敷金保証金	Lease deposits	410,777	483,563	406,348	322,788	321,928
繰延税金資産	Deferred income asset	—	—	—	114,669	59,928
その他	Other	12,892	7,091	76,666	5,710	15,710
貸倒引当金	Allowance for doubtful accounts	—	—	—	—	—
<b>投資その他の資産合計</b>	<b>Total investments and other assets</b>	<b>4,700,182</b>	<b>5,595,492</b>	<b>4,177,622</b>	<b>2,348,051</b>	<b>2,385,839</b>
<b>固定資産合計</b>	<b>Total fixed assets</b>	<b>5,146,432</b>	<b>6,322,237</b>	<b>5,534,896</b>	<b>3,644,637</b>	<b>3,140,311</b>
<b>資産合計</b>	<b>Total assets</b>	<b>10,873,238</b>	<b>11,567,250</b>	<b>10,794,250</b>	<b>9,194,327</b>	<b>10,324,842</b>

(千円/Thousands of yen)

決算期	Fiscal years ended	2001/12	2002/12	2003/12	2004/12	2005/12
<b>(負債の部)</b>	<b>(Liabilities)</b>					
<b>流動負債</b>	<b>Current liabilities</b>					
買掛金	Accounts payables-trade	437,887	355,802	382,818	183,270	466,275
短期借入金	Short-term bank borrowings	250,000	2,150,000	900,000	650,000	—
1年以内返済予定長期借入金	Current portion of long-term bank borrowings	—	—	566,000	566,000	468,000
未払法人税等	Income taxes	873,038	519,372	409,069	51,222	847,718
役員賞与引当金	Remuneration reserve for officers	—	—	—	—	43,700
品質保証引当金	Estimated product warranty reserve	398,142	339,000	206,000	45,000	125,000
その他	Other	573,548	922,318	590,442	618,361	782,867
<b>流動負債合計</b>	<b>Total current liabilities</b>	<b>2,532,617</b>	<b>4,286,493</b>	<b>3,054,331</b>	<b>2,113,854</b>	<b>2,733,561</b>
<b>固定負債</b>	<b>Non-current liabilities</b>					
長期借入金	Long-term bank borrowings	—	—	1,034,000	468,000	—
繰延税金負債	Deferred income taxes	1,016,156	311,178	—	—	—
<b>固定負債合計</b>	<b>Total non-current liabilities</b>	<b>1,016,156</b>	<b>311,178</b>	<b>1,034,000</b>	<b>468,000</b>	<b>—</b>
<b>負債合計</b>	<b>Total liabilities</b>	<b>3,548,774</b>	<b>4,597,672</b>	<b>4,088,331</b>	<b>2,581,854</b>	<b>2,733,561</b>
<b>(少数株主持分)</b>	<b>(Minority interests)</b>					
少数株主持分	Minority interests	19,336	—	—	—	—
<b>(資本の部)</b>	<b>(Shareholders' equity)</b>					
資本金	Common stock	1,421,815	1,421,815	1,421,815	1,421,815	1,421,815
資本剰余金	Additional paid-in capital	2,495,772	2,495,772	2,495,772	2,495,772	2,495,772
利益剰余金	Retained earnings	1,738,063	2,659,046	3,208,882	3,292,773	4,151,548
土地再評価差額金	Unrealized profits on land revaluation, net of tax	—	—	84,151	—	—
その他有価証券評価差額金	Unrealized profits on securities revaluation, net of tax	1,641,549	719,185	141,780	366,756	577,610
為替換算調整勘定	Cumulative translation adjustment	7,926	3,624	2,510	△ 1,787	511
自己株式	Treasury stock, at cost	—	△ 329,866	△ 648,995	△ 962,857	△ 1,055,978
<b>資本合計</b>	<b>Total shareholders' equity</b>	<b>7,305,127</b>	<b>6,969,578</b>	<b>6,705,918</b>	<b>6,612,473</b>	<b>7,591,280</b>
<b>負債、少数株主持分及び資本合計</b>	<b>Total liabilities, minority interests and shareholders' equity</b>	<b>10,873,238</b>	<b>11,567,250</b>	<b>10,794,250</b>	<b>9,194,327</b>	<b>10,324,842</b>

# 連結損益計算書/Consolidated Statements of Income

(千円/Thousands of yen)

決算期	Fiscal years ended	2001/12	2002/12	2003/12	2004/12	2005/12
売上高	Net sales	8,931,470	11,367,674	10,775,549	9,364,232	10,957,381
売上原価	Cost of sales	4,857,589	6,817,362	6,319,680	5,078,205	5,562,814
売上総利益	Gross profit	4,073,881	4,550,312	4,455,869	4,286,026	5,394,566
販売費及び一般管理費	Selling, general and administrative expenses	2,196,329	2,627,146	3,079,843	3,397,381	3,531,534
役員報酬	Remuneration for officers	140,925	167,220	117,886	141,760	193,544
給与及び賞与	Salaries and bonuses	488,985	608,255	1,111,458	1,689,158	1,455,211
研修費	Trainings	153,164	254,107	199,198	107,753	103,770
研究開発費	Research and developments	537,434	606,585	656,557	330,262	676,260
減価償却費	Depreciation	26,985	59,987	132,349	148,472	135,851
採用費	Recruitings	239,420	310,541	163,524	152,657	95,695
その他	Others	609,413	620,450	698,869	827,316	871,200
営業利益	Operating income	1,877,551	1,923,166	1,376,025	888,645	1,863,031
営業外収益	Non-operating revenue	19,136	164,129	114,276	17,670	15,848
受取利息・配当金	Interest and dividend income	11,711	10,164	7,182	7,447	8,684
持分法による投資利益	Equity in earnings of affiliates	—	131,642	102,913	—	—
その他	Others	7,424	22,321	4,180	10,222	7,163
営業外費用	Non-operating expenses	40,115	62,747	24,857	61,543	68,958
支払利息	Interest expenses	4,725	9,772	17,479	16,118	10,121
持分法による投資損失	Equity in losses of affiliates	26,669	—	—	43,898	57,311
その他	Other expenses	8,720	52,975	7,378	1,527	1,526
経常利益	Ordinary income	1,856,573	2,024,547	1,465,444	844,772	1,809,921
特別利益	Extraordinary income	1,846	447,729	523,190	410,935	666,492
投資有価証券売却益	Profits on sales of securities	—	445,129	523,190	399,176	666,492
その他	Other extraordinary income	1,845	2,600	—	11,759	—
特別損失	Extraordinary loss	216,376	507,976	202,673	505,711	477,390
固定資産売却損	Losses on sales of fixed assets	—	8,843	—	—	—
固定資産除却損	Losses on disposals of fixed assets	—	4,602	353	—	1,584
投資有価証券売却損	Losses on sales of securities	—	—	6,100	—	—
投資有価証券評価損	Losses from revaluation of securities	216,376	60,433	141,730	3,127	—
ソフトウェア償却費	Extraordinary depreciation of software	—	—	—	267,359	357,769
ソフトウェア除却損	Losses on disposal of software	—	—	—	9,360	62,564
その他	Other extraordinary losses	—	434,097	54,490	225,864	55,470
税金等調整前当期純利益	Income before taxes and minority interests	1,642,043	1,964,300	1,785,961	749,996	1,999,023
法人税・住民税及び事業税	Income taxes-current	1,107,245	1,044,547	680,627	287,364	952,951
法人税等調整額	Income taxes-deferred	△333,506	△243,953	182,509	4,209	△125,167
少数株主利益	Minority interests	9,086	△19,428	—	—	—
当期純利益	Net income	859,218	1,183,135	922,824	458,423	1,171,239

## 貸借対照表/Non-Consolidated Balance Sheets

(千円/Thousands of yen)

決算期	Fiscal years ended	2001/12	2002/12	2003/12	2004/12	2005/12
(資産の部)	(Assets)					
流動資産	Current assets	5,368,361	4,951,796	5,084,962	5,436,861	6,890,343
現金及び預金	Cash	3,352,676	3,438,939	3,420,498	3,721,560	4,561,153
売掛金	Accounts receivable-trade	1,213,862	941,437	1,306,556	1,093,638	1,955,959
その他	Other	801,819	571,417	357,906	621,662	373,227
固定資産	Fixed assets	5,285,009	6,474,836	5,626,088	3,756,071	3,266,513
有形固定資産	Tangible fixed assets	262,107	374,878	376,370	314,962	333,387
無形固定資産	Intangible fixed assets	172,335	338,560	989,562	981,238	420,819
投資その他の資産	Investments and other assets	4,850,565	5,761,397	4,260,155	2,459,870	2,512,306
資産合計	Total assets	10,653,370	11,426,632	10,711,050	9,192,932	10,156,856
(負債の部)	(Liabilities)					
流動負債	Current liabilities	2,410,456	4,146,453	3,033,106	2,104,805	2,712,200
買掛金	Accounts payable-trade	414,215	382,559	396,566	183,270	466,275
短期借入金	Short-term bank borrowings	250,000	2,150,000	900,000	650,000	—
その他	Other	1,746,238	1,613,890	1,736,539	1,271,535	2,245,923
固定負債	Non-current liabilities	1,016,577	311,688	1,034,000	468,000	—
長期借入金	Long-term bank borrowings	1,016,577	—	1,034,000	468,000	—
その他	Other non-current liabilities	—	311,688	—	—	—
負債合計	Total liabilities	3,427,034	4,458,141	4,067,106	2,572,805	2,712,200
(資本の部)	(Shareholders' equity)					
資本金	Common stock	1,421,815	1,421,815	1,421,815	1,421,815	1,421,815
資本剰余金	Additional paid-in capital	2,495,772	2,495,772	2,495,772	2,495,772	2,495,772
利益剰余金	Retained earnings	1,667,197	2,501,887	3,036,341	3,298,640	4,005,435
その他有価証券評価差額金	Unrealized gains on securities	1,641,549	878,880	339,010	366,756	577,610
自己株式	Treasury stock, at cost	—	△ 329,866	△ 648,995	△ 962,857	△ 1,055,978
資本合計	Total shareholders' equity	7,226,336	6,968,490	6,643,944	6,620,127	7,444,656
負債・資本合計	Total liabilities and shareholders' equity	10,653,370	11,426,632	10,711,050	9,192,932	10,156,856

## 損益計算書/Non-Consolidated Statements of Income

(千円/thousands of yen)

決算期	Fiscal years ended	2001/12	2002/12	2003/12	2004/12	2005/12
売上高	Net sales	8,579,363	10,946,050	10,667,319	9,267,524	10,846,252
売上原価	Cost of sales	4,836,777	6,660,819	6,255,447	5,002,796	5,509,786
売上総利益	Gross profit	3,742,586	4,285,231	4,411,871	4,264,727	5,336,465
販売費及び一般管理費	Selling, general and administrative expenses	1,961,110	2,363,433	2,891,074	3,374,779	3,527,660
営業利益	Operating income	1,781,475	1,921,798	1,520,797	889,947	1,808,805
営業外収益	Non-operating revenue	11,181	30,447	25,963	21,493	16,597
営業外費用	Non-operating expenses	13,376	62,335	22,641	17,640	11,647
経常利益	Ordinary income	1,779,280	1,889,910	1,524,119	893,800	1,813,755
特別利益	Extraordinary income	1,152	447,729	523,190	592,807	569,114
特別損失	Extraordinary loss	216,376	404,855	412,754	517,906	600,167
税引前当期純利益	Income before taxes	1,564,056	1,932,783	1,634,555	968,701	1,782,702
法人税、住民税及び事業税	Provision for income taxes	741,370	835,942	727,113	390,154	763,441
当期純利益	Net income	822,686	1,096,841	907,442	578,546	1,019,260
前期繰越利益	Unappropriated retained earnings brought forward	807,867	1,368,983	2,094,396	2,687,150	2,954,709
当期末処分利益	Unappropriated retained earnings	1,630,553	2,465,825	3,001,838	3,265,697	3,973,969

## 会社概要 / CORPORATE PROFILE

社名	：フューチャーシステムコンサルティング株式会社	Name of the company	：Future System Consulting Corporation
設立	：1989年11月28日	Established	：November 28, 1989
代表取締役社長	：金丸 恭文	President	：Yasufumi Kanemaru
本社所在地	：〒150-0002 東京都渋谷区渋谷 3-28-13 渋谷新南口ビル	Head office	：Shibuya Shin-minamiguchi Bldg, 3-28-13 Shibuya, Shibuya-ku Tokyo, 150-0002 Japan
	電話：03-5469-1621 ファックス：03-5468-1070		Phone：03-5469-1621 Fax：03-5468-1070
	http://www.future.co.jp		http://www.future.co.jp
社員数（連結）	：481人	Number of employees	：481
オフィス所在地	：東京、横浜、福岡、鹿児島、大阪	Office	：Tokyo, Yokohama, Fukuoka, Kagoshima, Osaka
関係会社	：フューチャーフィナンシャルストラテジー株式会社 フューチャーインベストメント株式会社 Future Architect, Inc. (米国カリフォルニア州)	Affiliate	：Future Financial Strategy Corporation Future Investment Corporation Future Architect Incorporated (California, U.S.A.)
問合せ先	：経営企画室 IR担当	For further information	：Corporate Strategy Office
	電話：03-5469-5835 ファックス：03-5468-1071		Phone：03-5469-5835 Fax：03-5468-1071
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	(2005年12月末現在)		(As of December 31, 2005)

**FUTURE**  
System Consulting