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Company name: Future Innovation Group, Inc.  
Name of representative: MURAI Yuji, President and CEO  
(Securities code: 4392; TSE Prime Market, Fukuoka Stock Exchange)  
Inquiries: KIBE Kazuhisa, Director and Managing Executive Officer  
(Telephone: +81-97-576-8730)

### **Progress with the Plan for Compliance with Continued Listing Criteria (Entering Improvement Period) and Updates (Revisions) to the Plan**

On December 13, 2021, Future Innovation Group, Inc. (hereinafter, the “Company”) submitted its “Plan for Compliance with Continued Listing Criteria” for the Prime Market and disclosed the contents thereof. The Company subsequently disclosed progress on this front in announcements titled “Progress with the Plan for Compliance with the Continued Listing Criteria” released on March 28, 2023, March 26, 2024, and March 19, 2025.

The Company hereby announces its progress with and changes to said plan as of December 31, 2025, as the Company recently received a notice from the Tokyo Stock Exchange titled “Status of Compliance with Continued Listing Criteria (Distribution Criteria),” and it has entered the improvement period. The details are as described below.

#### 1. The Company’s Compliance Status with Continued Listing Criteria and Plan Period

The Company’s status of compliance with the Continued Listing Criteria for the Prime Market as of December 31, 2025 is as described below. The Company’s tradable share market capitalization does not meet the criteria.

For this reason, the Company will continue to implement various measures to meet the criteria for tradable share market capitalization within the improvement period ending on December 31, 2026.

Furthermore, the Company believes it is important for shareholders and investors to be able to hold and trade its shares with peace of mind, and as such intends to maintain its dual listing on the Tokyo Stock Exchange and Fukuoka Stock Exchange.

If compliance with the criteria for tradable share market capitalization is not confirmed within the improvement period ending on December 31, 2026, the Tokyo Stock Exchange will designate the Company's shares as Securities Under Supervision (Confirmation). If compliance with the criteria for tradable share market capitalization is not confirmed as a result of the Tokyo Stock Exchange's review based on the Table of Distribution of Stocks, etc. as of December 31, 2026 to be submitted by the Company, the Company's shares will be designated as Securities to be Delisted, and may then be delisted (from the Tokyo Stock Exchange) on July 1, 2027.

To avoid such a situation, alongside its top priority to comply with the Continued Listing Criteria for the Prime Market, the Company will carefully consider the possibility of not being able to meet the criteria within the period of the plan due to impact from the internal and external business environments, market trends, and other factors, and will also consider changing its market classification to the Standard Market.

		Number of shareholders	Number of tradable shares	Tradable share market capitalization	Tradable share ratio	Average daily turnover
Trends in the Company's compliance with the criteria	As of June 30, 2021 (as of transition record date)	18,676	189,623 units	JPY 5.33 billion	61.0%	JPY 22.7 million
	As of December 31, 2022	15,649	185,827 units	JPY 7.56 billion	59.3%	JPY 74.8 million
	As of December 31, 2023	14,714	188,933 units	JPY 6.36 billion	60.1%	JPY 52.6 million
	As of December 31, 2024	15,338	201,928 units	JPY 6.12 billion	64.1%	JPY 86.6 million
	As of December 31, 2025	15,376	208,186 units	JPY 6.39 billion	65.8%	JPY 54.3 million
Continued Listing Criteria for the Prime Market		800	20,000 units	JPY 10.0 billion	35.0%	JPY 20 million
Compliance status		Compliant	Compliant	Non-compliant	Compliant	Compliant
Plan period stated in the initial plan (post-extension)		—	—	Ending December 31, 2025	—	—
Period of revised plan (improvement period)		—	—	Ending December 31, 2026	—	—

\*The compliance status of the Company is determined and calculated based on the distribution of stocks, etc. of the Company and other factors known by the Tokyo Stock Exchange as of the record date.

## 2. Status and Evaluation of Initiatives to Comply with the Continued Listing Criteria

### (1) Status and Evaluation of Initiatives

In the “Plan for Compliance with the Continued Listing Criteria for the New Market Classifications” (hereinafter, the “Compliance Plan”) published on December 13, 2021, the Company set forth its policy for carrying out initiatives to comply with the Continued Listing Criteria for the Prime Market. The Company also announced its Medium-Term Management Plan (extended from a three-year plan covering FY2022–FY2024 to a four-year plan ending in FY2025; hereinafter, the “previous Medium-Term Management Plan”) on February 10, 2022. For the tradable share market capitalization that does not meet the Continued Listing Criteria for the Prime Market following the transition record date, the Company has adopted a basic policy of “doubling EPS, achieving a PER of 30x or more, and increasing the tradable share ratio by 5%” to meet the criteria based on the theme of “striving to double” its corporate value, and has set KPIs for revenue and capital efficiency.

The previous Medium-Term Management Plan was positioned as a “phase of establishing a new foundation for growth,” in which future growth was prioritized. During this phase, the Company focused on growth investments in the areas of robotics and payment. With regard to robotics, the Company believes that it has established a certain market position as a made-in-Japan AGV/AMR manufacturer by working to develop autonomous driving algorithms and simultaneous localization and mapping (SLAM) technology, and by implementing strategic investments through its capital and business alliance with robot venture TAKUMI Co., Ltd. (headquartered in Onojo City, Fukuoka; hereinafter “TAKUMI”). As for payment, starting with the transportation sector, in which the Company specializes, it has expanded its business areas to include the local government sector, and has shifted from a business model that was reliant on a single sector to one that could be extended to multiple fields, clearly indicating its potential to supply services in a greater range of fields and room for growth.

In terms of operating performance, in the IoT segment, which is its core business, the Company scaled up its introduction of services in the transportation sector (logistics, taxis, buses), leading to strong performance. However, its sales strategies for services targeting hotels proved ineffective, causing the customer base to shrink. The Company is currently reviewing the contents of its services and sales structure to rebuild this business. In the Machine segment, while sales of mainstay semiconductor and automotive-related manufacturing equipment temporarily stagnated, orders are currently on a recovery path. Progress is also being made in growth areas such as advanced semiconductors. While robotics, the Company’s main area of focus, has been taking longer than initially expected to reach full-scale profitability, it believes that it has built a technology, customer, and product base and prepared a business platform for producing future results.

Due to the above circumstances, the Company was unable to fully achieve the targets set out in the previous Medium-Term Management Plan. The Company did not meet its operating profit target, which it placed particular focus on, and also missed its subscription revenue target, due in part to impact from the sale of some underperforming businesses as part of ongoing efforts to optimize its business portfolio.

The Company recognizes that market participants do not have a sufficiently positive view of its growth prospects or capital efficiency, given that its stock price has been hovering at a PBR of around 1.0x. Having managed to increase its tradable share ratio to a certain degree, however, the Company considers improving PER by boosting business results and prospects for future growth to be of utmost priority.

- (2) Progress with the Basic Policy of the Compliance Plan (Double EPS, Achieve a PER of 30x or More, and Increase the Tradable Share Ratio by 5%) and KPIs (Revenue and Capital Efficiency)

The progress with each target indicator is as described below.

(EPS, Stock Price at Period-End, PER Trends)

	Actual results for FY2021	Actual results for FY2022	Actual results for FY2023	Actual results for FY2024	Actual results for FY2025
EPS	JPY 15.12	JPY 23.36	JPY 6.97	JPY (46.72)	JPY 25.83
Stock price at period-end	JPY 325	JPY 391	JPY 316	JPY 283	JPY 288
PER	21.5x	16.7x	45.3x	–	11.1x

(Increase the Tradable Share Ratio by 5%)

	As of transition record date	As of December 31, 2025	Change
Tradable share ratio	61.0%	65.8%	+ 4.8%

(KPIs and Progress)

	FY2021	FY2022	FY2023	FY2024	FY2025	
	Actual results	Actual results	Actual results	Actual results	KPIs	Actual results
Subscription revenue	JPY 3.80 billion	JPY 4.22 billion	JPY 4.57 billion	JPY 4.64 billion	JPY 4.80 billion or more	JPY 4.47 billion
Operating profit	JPY 0.56 billion	JPY 0.93 billion	JPY 0.72 billion	JPY 0.36 billion	JPY 1.10 billion or more	JPY 0.83 billion
EPS	JPY 15.12	JPY 23.36	JPY 6.97	JPY (46.72)	JPY 24.00 or more	JPY 25.83 [JPY 16.30]
ROE	5.2%	7.5%	2.2%	(16.1) %	8.0% or more	9.3% [5.9%]
ROIC	2.7%	3.8%	2.7%	1.6%	4.5% or more	4.9%
Cost of equity	4.8%	5.3%	6.2%	5.5%	–	8.0%
WACC	2.9%	3.3%	3.2%	3.9%	–	6.0%

\*Due to revisions to the business portfolio, the subscription revenue KPI was revised from JPY 5.00 billion to JPY 4.80 billion.

\*The FY2025 actual figures for EPS and ROE in brackets represent estimates adjusted to exclude the impact of extraordinary gains (net of tax).

\*From FY2025, cost of equity is estimated based on the Capital Asset Pricing Model (CAPM), taking into account the results of discussions with investors.

### 3. Basic Policy and Future Challenges and Initiatives (Changes)

As of December 31, 2025 (the end of the most recent fiscal year), the Company's tradable share market capitalization does not meet the Continued Listing Criteria for the Prime Market. In light of the situation to date, the Company has revised its basic policy, future challenges, and initiatives as follows, with the aim of meeting the Continued Listing Criteria for the Prime Market within the improvement period.

#### (1) Basic Policy

Under the new Medium-Term Management Plan (from the fiscal year ending December 31, 2026 to the fiscal year ending December 31, 2028; hereinafter, the "new Medium-Term Management Plan") announced on February 13, 2026, which has been positioned as a "transition phase: from growth foundation to results," FIG Group's basic policy is to reinforce its sustainable earning power through solutions centered on robotics, payment, and IoT that combine multiple technologies to address social issues such as the decline in working-age population.

Specifically, the Company will promote:

- (i) Expansion in the automation field, primarily focusing on robotics
- (ii) Expansion across multiple fields in the payment business, starting with public transportation
- (iii) Growth in the added value of the core IoT business by leveraging data and AI

The Company will steadily implement various initiatives to achieve the KPIs set out in the new Medium-Term Management Plan, and first aims to achieve an ROE that exceeds the cost of equity (aims to achieve an ROE of 10% by the fiscal year ending December 31, 2028). By clearly demonstrating improvement in capital efficiency and cultivating medium- to long-term growth expectations in growth areas such as robotics and payment, the Company aims to meet the evaluation standard of a PER of 20x.

Given the evaluation standards for growth companies in the information and communication industry, the Company will also strive to enhance corporate value with our medium- to long-term target of achieving a market valuation of PBR 2.0x, as a result of improving ROE and PER.

For the fiscal year ending December 31, 2026, the Company aims to achieve a market valuation of PBR over 1.5x by improving PER by increasing its business results and cultivating expectations for future growth, and also aims to reach a tradable share market capitalization of JPY 10.0 billion by December 31, 2026 by boosting the tradable share ratio to 70% or more.

#### (New Medium-Term Management Plan)

	FY2025 Actual	FY2026 (Forecast)	MTMP KPIs FY2028
Net sales	JPY 13.31 billion	JPY 14.00 billion	JPY 17.00 billion
Gross profit	JPY 4.11 billion	JPY 4.30 billion	JPY 5.30 billion
Operating profit	JPY 0.83 billion	JPY 1.00 billion	JPY 1.50 billion
ROE	5.9%	7.4%	10.0%
ROIC	4.9%	5.7%	8.0%

\*FY2025 ROE figures are calculated excluding the impact of extraordinary gains (net of tax).

## (2) Future Challenges

With the Company's tradable share market capitalization as of December 31, 2025 failing to meet the Continued Listing Criteria for the Prime Market, it recognizes the urgent need to boost its market valuations.

The main factors behind this include:

- (i) The operating profit level fell short of market expectations as a result of prioritizing growth investments
- (ii) The market not fully grasping the Company's growth story and medium- to long-term earnings growth scenario
- (iii) PBR hovering around 1.0x, requiring further efforts to improve capital efficiency

During the previous Medium-Term Management Plan period, the Company worked to establish a foundation for growth, primarily in the robotics and payment areas. Under the new Medium-Term Management Plan, the Company recognizes the importance of steadily converting this foundation into profits and enhancing its corporate value through increases in gross profit, operating profit, and ROE.

## (3) Initiatives

In light of the above challenges, the Company will implement the following initiatives:

- (i) Strengthening profitability (improving operating profit and ROE)

The KPIs for the fiscal year ending December 31, 2028 set in the new Medium-Term Management Plan call for net sales of JPY 17.0 billion, gross profit of JPY 5.3 billion, operating profit of JPY 1.5 billion, ROE of 10.0%, and ROIC of 8.0%.

In the robotics business, the Company plans to accelerate its transition to a business expansion phase, including strengthening its partnership with and considering an M&A with TAKUMI, our capital and business alliance partner.

In the payment business, the Company will scale up payment services in the public transportation field, and also forge ahead with expansion into the local government sector, hotels, and other businesses with the aim of expanding cashless transaction volume and reinforcing its stable revenue base.

In the core IoT business, the Company will promote the expansion of subscription revenue by creating value-added services that leverage data and AI.

- (ii) Improving capital efficiency and optimizing the business portfolio

The Company will continuously review and revise its business portfolio from the perspectives of growth potential, profitability, and capital efficiency, and will carry out business restructuring and asset reduction as necessary.

The Company will thoroughly ensure the efficient use of invested capital and aim to consistently achieve ROIC that exceeds WACC.

- (iii) Enhancing communication to improve market valuations

The Company will endeavor to provide continuous, quantitative disclosure of information on the progress of its Medium-Term Management Plan and toward the achievement of KPIs, and will

also enhance its dialogue with investors (IR activities).

By clarifying its growth strategy and visualizing its execution, the Company also aims to cultivate medium- to long-term growth expectations to improve PBR.

(iv) Enhancing shareholder returns

While balancing with investments in future growth, the Company will provide stable dividends based on a consolidated payout ratio of 30% or more and return profits to shareholders through shareholder benefits, thereby building a medium- to long-term relationship of trust with shareholders and improving market valuations.