



Future Innovation Group

Medium-Term Management Plan FY2026–FY2028

もっとワクワクして
未来がある。

Note: This document has been translated
from the Japanese original for reference purposes only.
In the event of any discrepancy between this translated document
and the Japanese original, the original shall prevail.

February 13, 2026

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(FY2022–FY2025)**
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01 | Company Overview

Management Philosophy

Creating a Comfortable Future with Imagination, Technology, and Passion

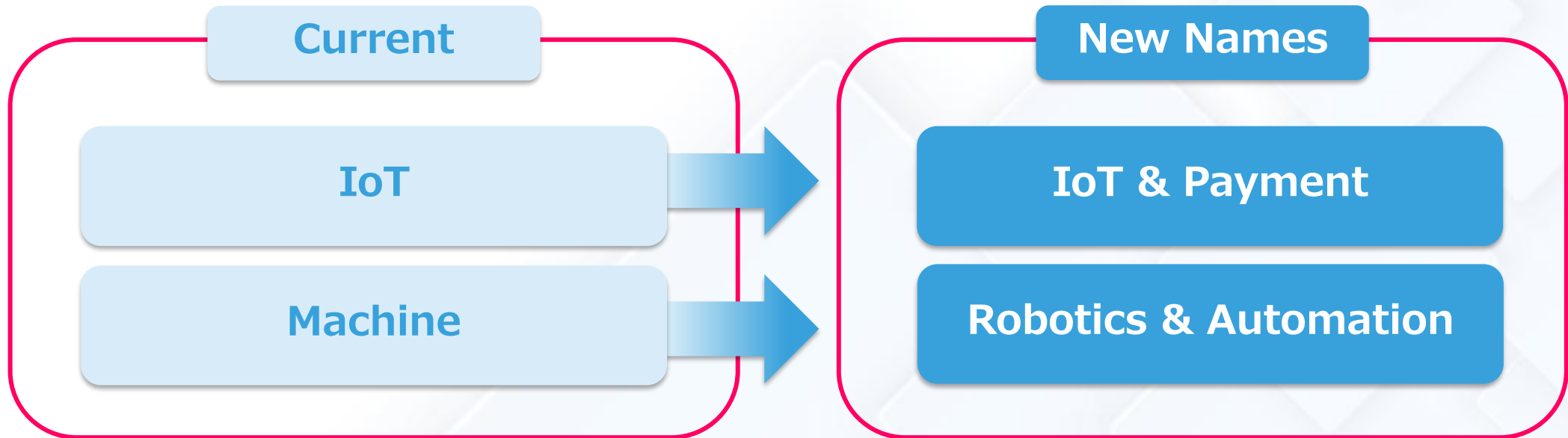
Vision

Corporate group that makes you smile

- A corporate group where talented individuals gather, achieving both growth and self-fulfillment, while engaging in exciting and fulfilling work.
- A corporate group that provides new value to customers and earns their gratitude through innovation.
- A corporate group that generates fair and sustainable profits, bringing happiness to employees and their families while also satisfying shareholders.

Changes to Segment Names and Some Segment Classifications

To make our actual business contents and Medium-Term Management Plan growth strategies easier to understand, we have changed the names and some of the classifications of reporting segments from FY2026.
(Our drone business has been reclassified as Robotics & Automation segment.)



 Mobile Create Co., Ltd.

IoT & Payment

- ✓ IP Radio System
- ✓ Fleet Management System
- ✓ Taxi Dispatch and Bus Operation Management
- ✓ Payment Service




Future Innovation Group

 Realize Inc.

Robotics & Automation

- ✓ Semiconductor & Automotive-Related Equipment
- ✓ Mold & Precision Processing
- ✓ Robotics



 KTS Co., Ltd.

IoT (for Smart Hotel)

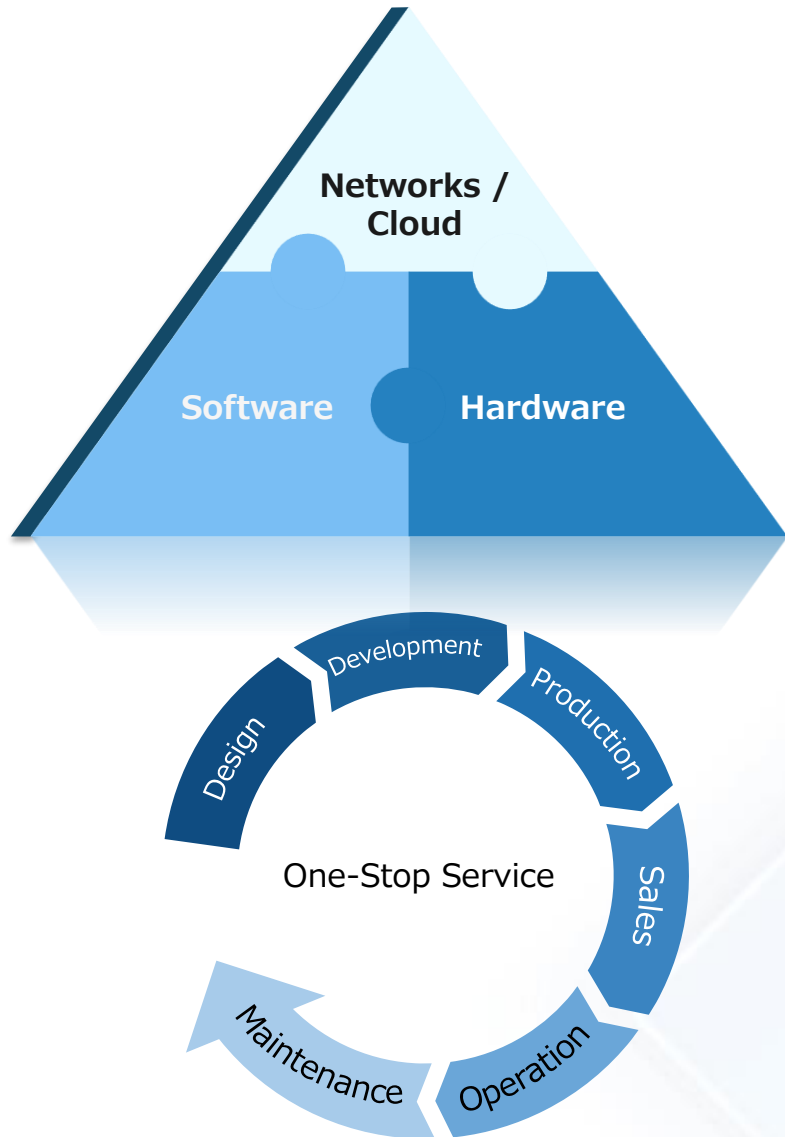
- ✓ Multimedia System
- ✓ IoT Circuit Board Manufacturing



Other Group Companies

 PRIMECAST  ciRobotics  CBOS

- ✓ Logistics Systems
- ✓ Drone Business
- ✓ Strategic Development Platform (Group-focused R&D and System Development)



Software

Hardware

Networks / Cloud

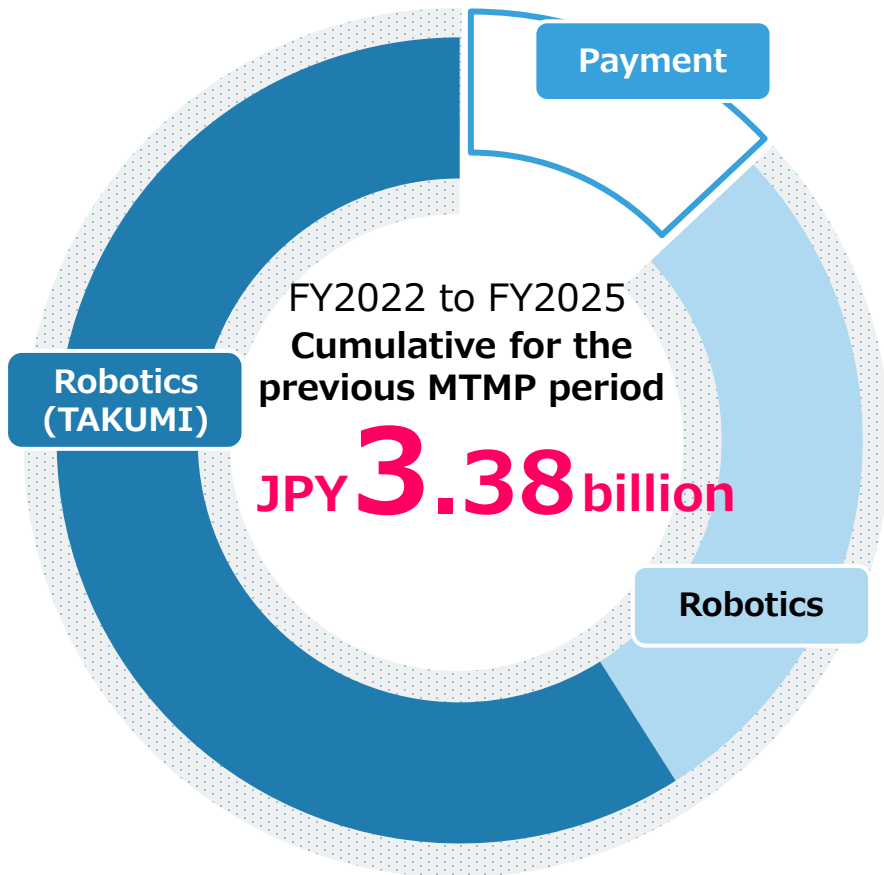
Our strengths lie in our technical foundation that enables our integrated, in-house development and operation of software, hardware, and networks/the cloud, as well as in our ability to offer one-stop services through on-site deployment.

Through our integrated design and development of software and hardware, we supply hardware optimized for individual usage applications and workplace environments, and our network/cloud platform enables us to steadily and safely supply diverse services.

We cover all three of these technical domains , so our business is not just limited to services areas such as IoT & payment, but can be expanded to the automation field through the development of robots as hardware and their integration with higher order systems.

02 | Review of the Previous Medium-Term Management Plan (FY2022–FY2025)

Growth Investment in the Areas of Robotics and Payment (Intensive Investment over Four-Year Period)



Business investment in the payment area

JPY **0.43** billion

(Key R&D initiatives)

- Expansion of payment platform functions
- Transit support (touch payment for transportation: credit cards/smartphones)
- Fare payment systems for public transportation using the centralized ABT method
- Taxi e-ticketing service (expansion of services for taxis)
- Expansion of functions to fields other than transportation (integration with other companies' service APIs, POS functions, etc.)
- Hardware development (expansion of payment terminal lineup)

Business investment in the robotics area

JPY **0.96** billion

(Key R&D initiatives, investment in human capital involved in the business platform development)

- Applied research and implementation development for robot control platforms
- Autonomous driving algorithm development
- Simultaneous localization and mapping (SLAM) technology
- Hardware control and safety technologies
- Digital twins (simulation and optimization technologies)
- Integrated warehouse and plant control (WCS/WMS integration)
- Manipulator control/elevator integration
- Societal deployment of TAKUMI robots and support for scaling (technology, sales, and operation management)

Robotics (strategic investment and capital participation in TAKUMI)

JPY **1.99** billion

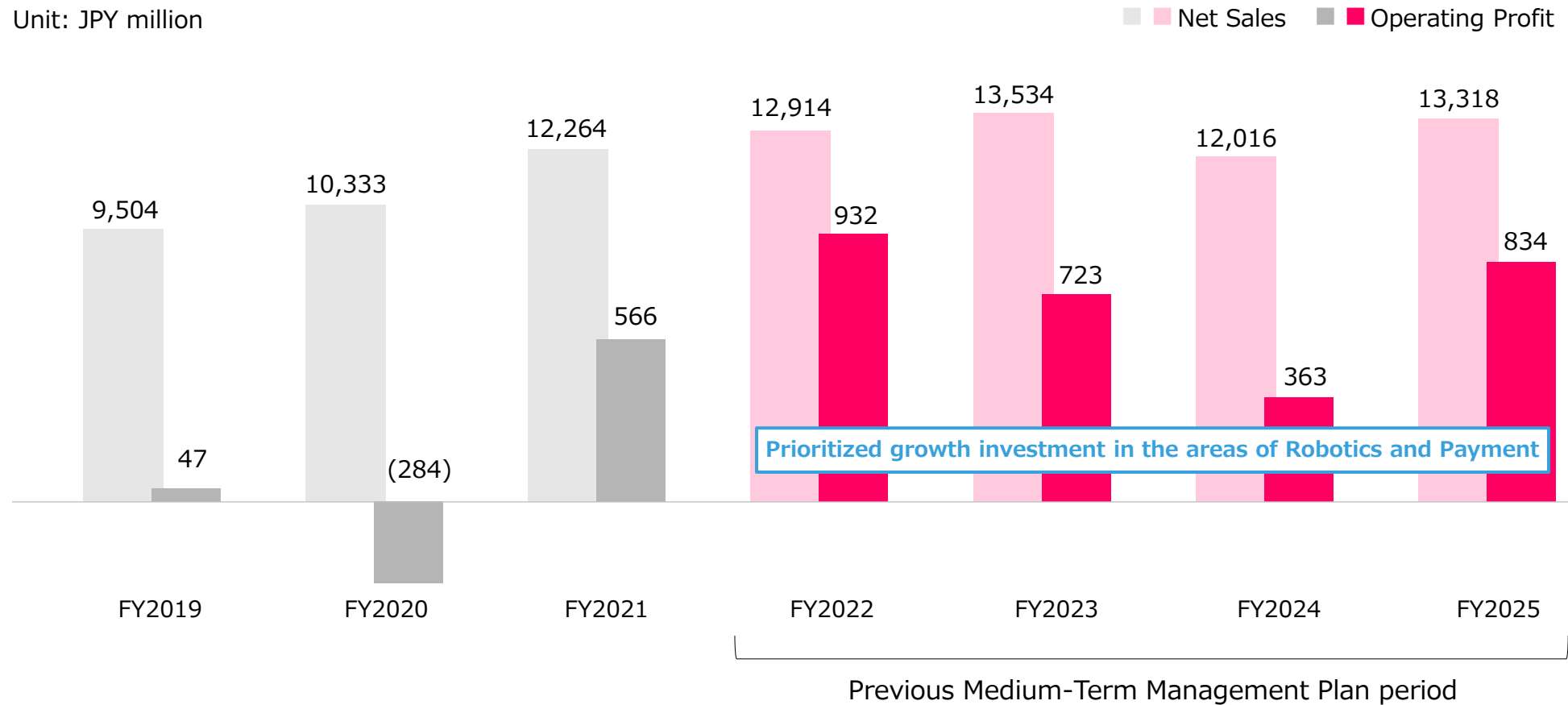
(Acquisition of TAKUMI investment securities)

Recorded entire amount as loss on valuation of investment securities (reducing future financial burden)

*We took a conservative approach to estimating valuation of investment securities and recorded extraordinary losses until 2024

Improved Revenue and Profit Levels with Continued Growth Investment vs. Pre-Plan Period

Unit: JPY million



- The previous Medium-Term Management Plan was positioned as a phase of establishing a new foundation for growth, in which future growth was prioritized. Although operating profit targets were not met, we made advances in establishing a customer base for our robotics business and verifying robotics technologies, making steady progress in establishing a foundation for growth.
- During the process of optimizing our business portfolio, we sold some of our businesses, which caused a temporary decline in subscription revenue. However, by compressing our invested capital, we implemented management focused on capital efficiency.

	Previous MTMP Targets	FY2025 Actual	Variance
Subscription revenue (JPY billion)	4.80 or more	4.47	(0.33)
Operating profit (JPY billion)	1.10 or more	0.83	(0.27)
EPS (JPY)	24.00 or more	25.83 [16.30] <small>Figures in parentheses represent EPS excluding the impact of extraordinary gains (net of tax).</small>	+ 1.83
ROE (%)	8.0 or more	9.3 [5.9]	+ 1.3
ROIC (%)	4.5 or more	4.9	+ 0.4

*The subscription revenue target is the target after revision from the initial target of JPY 5.0 billion set when the plan was formulated

ROE: Net income attributable to owners of the parent ÷ shareholders' equity ROIC: Operating profit after tax ÷ invested capital

Active Investment in Growth Businesses



Establishment of a foundation for growth

Due to up-front investment, revenue contributions have been limited, but together with our capital and business alliance partner, TAKUMI, we have established a certain market position as a made-in-Japan AGV/AMR manufacturer.

We have built a technology, customer, and product base and prepared a business platform for producing future results.



Expansion of our business areas

With the transportation sector as our starting point, we expanded our business areas to include the local government sector.

We shifted from a business model that was reliant on a single sector to one that could be extended to multiple fields. We also clearly indicated our potential to supply services in a greater range of fields and our room for growth.

We strengthened our relationships with alliance partners in order to further expand our business areas.

Expansion of Our Foundational Business : IoT



Stable revenue base and room for creation of additional value

The logistics market is a large one, and our business results in this segment remained strong, establishing it as a stable revenue base.

Future challenges will include creating new value-added services such as IP radio and logistics services.



Producing results and expanding across multiple fields

The switch of Yokohama City Senior Citizens Pass to IC-card was a tremendous business success, and the revenue base grew significantly during the previous Medium-Term Management Plan period.

Going forward, the next challenge will be expanding the payment business within the bus sector.



Structural transformation period and future evolution

Both vehicle dispatching and payment business have gone well, and this sector has been contributing significantly to recent revenue.

There are many critical issues in this sector, such as the widespread use of ride sharing and vehicle dispatching apps, so one challenge going forward will be the evolution of services given the future of transportation infrastructure.



Strategic review and preparation for regrowth

Our sales strategies have proven ineffective and the customer base has shrunk.

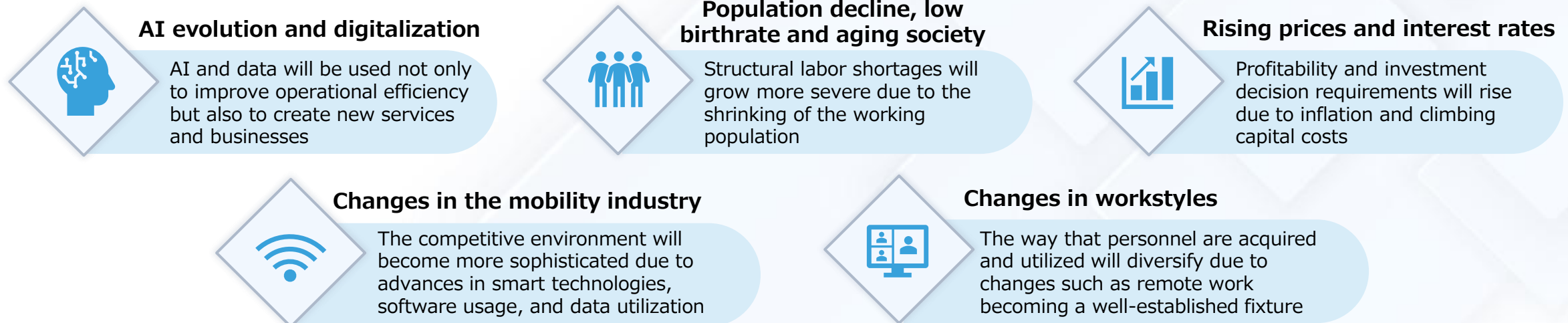
We are currently reviewing the contents of our services and sales structure to rebuild this business.

03 | Long-Term Vision

Identified Challenges



Environmental Changes (Major Impacts)



01 Employees

Constantly taking on new growth challenges with a bright, energetic spirit

Led by the conviction that “where there is a will, there is a way,” our employees will use the joy of creating innovative and unprecedented value with their own hands as the driving force for growth.

Management targets for FY2030

02 Society & Customers

Creating solutions with sustainable value

By linking the expertise and field capabilities of every business company across the entire Group, we will heighten our ability to solve the problems faced by society and our customers.

**Operating profit: JPY 2 billion
ROE: 11% or more**

03 Earning Power

(Value Creation and Allocation)

Building a foundation for sustainable profitability and capital efficiency improvement

We will appropriately allocate funds to shareholder returns and growth investment while also strategically investing in human capital by raising wages for personnel who contribute to growth, thereby reinforcing our human capital base.

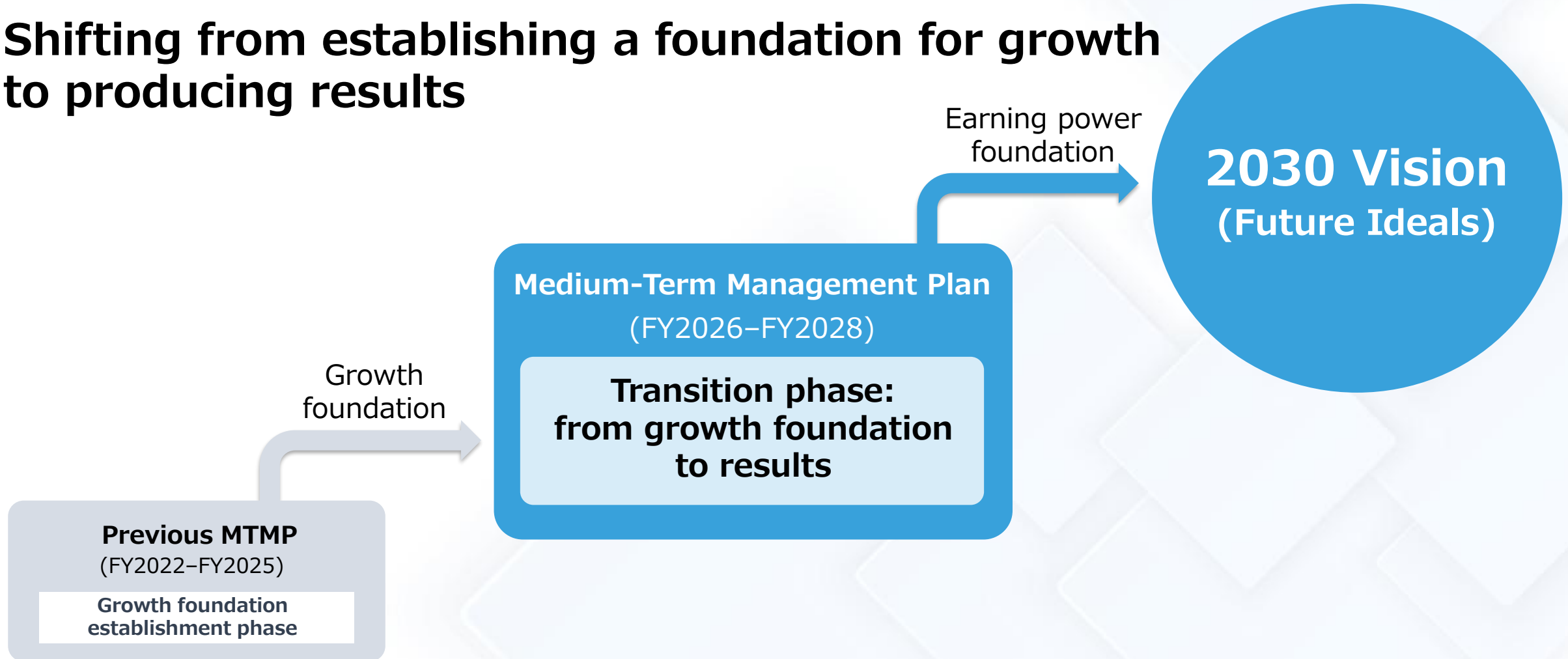
VISION

Corporate group that makes you smile

04 | New Medium-Term Management Plan (FY2026–FY2028)

Transitioning from the previous MTMP to our 2030 Vision

Shifting from establishing a foundation for growth to producing results



Reinforce our sustainable earning power (achieve ROE of 10% in FY2028)

through solutions which combine multiple technologies to address social issues such as the decline in working-age population



Robotics & Automation

Social value

Increase the productivity of manufacturing worksites and logistics warehouses by automating manual labor, achieving labor-savings, and implementing unmanned operation

Economic value

Expand the automation field, primarily focusing on robotics, and use the growth foundation to generate profits

Payment

Social value

Automate payments and settlements to reduce operation workloads and supply payment infrastructure that enhances user convenience

Economic value

Accelerate expansion into the local government sector, hotels, and other businesses, starting with the transportation sector, and expand both cashless transaction volume and revenue opportunities

IoT

Social value

Leverage data to visualize operations, optimize operations, improve safety, and provide users with more comfortable transportation, lodging experiences, etc.

Economic value

Strengthen development of value-added services that directly link to the creation of customer results, and expand subscription revenue

Set gross profit, operating profit, and ROE as primary KPIs for earning power, and strive for both business growth and capital efficiency.

Review the previous Medium-Term Management Plan and set new management targets for the next stage of growth.

	FY2025 Actual	MTMP KPIs	
		FY2026 (Forecast)	FY2028
Net sales (JPY billion)	13.31	14.00	17.00
Gross profit (JPY billion)	4.11	4.30	5.30
Operating profit (JPY billion)	0.83	1.00	1.50
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).

—Business Expansion in the Automation Field, Primarily Focusing on Robotics—

Physical AI and autonomous mobile robots (AMRs)
that use spatial understanding to make decisions and take actions in response to environmental changes

FY2028 Target
Robot-related sales JPY **3 billion**



Market Environment and Growth Opportunities

Market expansion

Global shipments of AGVs and AMRs will rise to **1.38 million units by 2030*** (roughly **4.8 times as many as 2025**)
Automation and unmanned operation needs will grow in Japan, driven by the shrinking of the working-age population.

Technological capabilities

We provide one-stop services that encompass everything from the development of autonomous control technologies that respond to changes in the physical environment using SLAM technology-based spatial understanding (physical AI) to integration with higher level systems.

Sales base

We leverage our customer base of major manufacturers, primarily automobile and semiconductor manufacturers, to supply advanced automation solutions.

Products (made-in-Japan robots)

Demand for robots that are made in Japan expand due to geopolitical risks, in addition to the flexibility of customization and the quality of post-sales service.

M&A

We will grow even faster through **our coordination or M&A, etc. with TAKUMI, our capital and business alliance partner.**
(*Details on the following page)

*Source: Yano Research Institute, "Global AGV and AMR Market 2025"

We will strive to accelerate our robotics business in the years leading up to FY2028, including considering an M&A with capital and business alliance partner TAKUMI as one medium-term option.

We will make optimal business decisions regarding methods for implementing our growth strategy without major additional investment, including deciding whether to convert our convertible TAKUMI bonds.

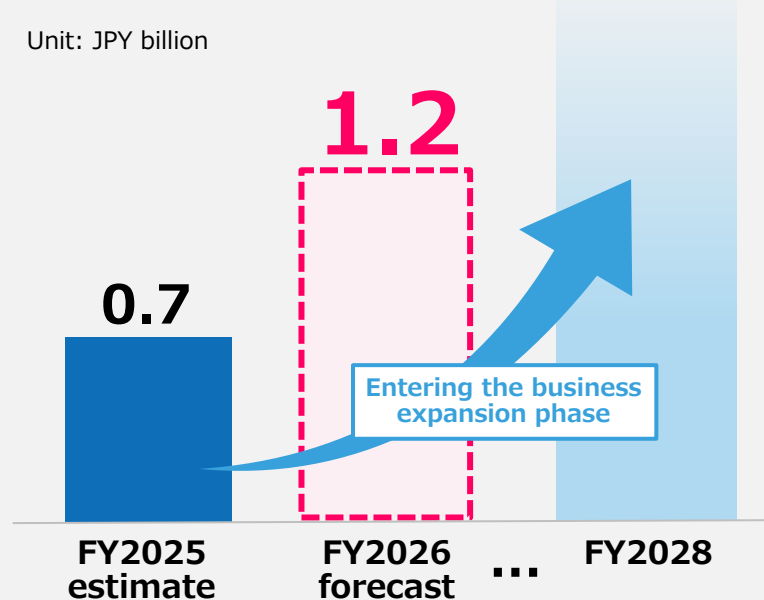
*We have not at present initiated any negotiations with TAKUMI other than capital and business alliance negotiations.



Company name: TAKUMI Co., Ltd.
Established: March 2015
Headquarters: Onojo City, Fukuoka
Business details: Robotic business (AGV-type GTPs)

TAKUMI estimated net sales

Unit: JPY billion



Development and order status

The preliminary development phase has ended, and TAKUMI is currently bringing in a good number of orders. Going forward, it will enter the business expansion phase.

Customer base

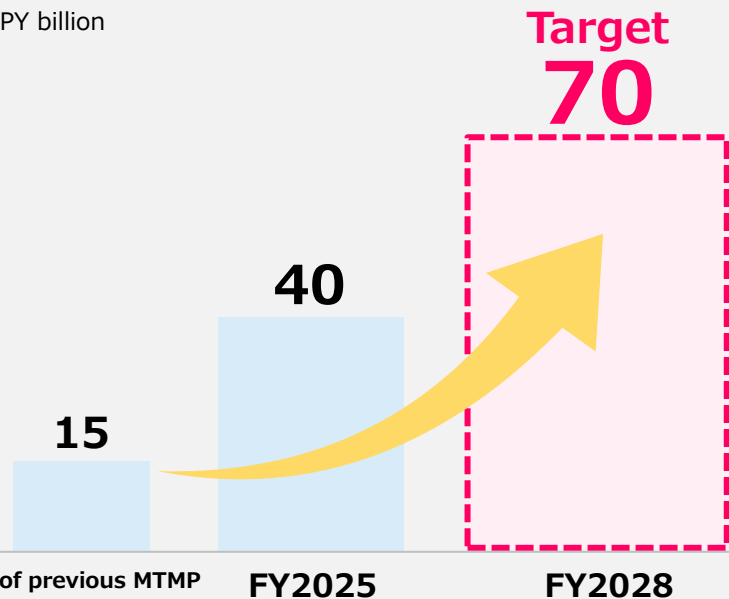
It has built a customer base consisting primarily of major manufacturers of automobiles, semiconductors, batteries, housing equipment.

—Expansion of the Payment Business Area—

Using the payment platform we have developed through our public transportation experience, we will expand our service areas to local governments, hotels, and other businesses.

Target: Cashless transaction volume

Unit: JPY billion



*Cashless transaction volume includes not only payments but also fare settlements using IC cards.

Market environment

The government has set an ultimate target of 80% of transactions being cashless (65% by 2030), so the market will grow over the medium and long term. The ratio was 51.7% as of 2024 (new domestic indicator)

Growth axes

- #### Revenue models

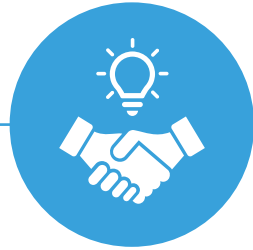
 - Strive to steadily expand revenue through diverse sources, such as hardware sales, payment center usage fees, payment processing fees, and maintenance.
- #### Scaling up payment services in public transportation

 - Promote new services for taxis
 - Reinforce expansion of services in bus-centric areas (main island of Okinawa, Yokohama City)
- #### New fields (local governments, hotels, other businesses)

 - Enhance functions essential for developing new fields
 - Strengthen alliances with regional banks, hotel PMS businesses, etc., and accelerate business expansion across multiple fields

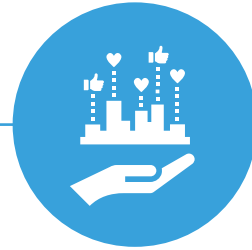
—Creating New Services in Our Core IoT Business (Leveraging Data and AI)—

We will contribute to our customers' business results, primarily in the fields of public transportation, logistics, and lodging, and grow together with our customers.



Services

Promote value-added services that contribute to our customers' business results, primarily in the fields of transportation, logistics, and lodging, and enable us to grow together with our customers



Social Issues

Expand our range of solutions to social issues such as labor shortages and the lack of sustainable local transportation



FY2028 Targets

Promote the expansion of subscription revenue

- **Aim to surpass JPY 5.2 billion in subscription revenue**
- **Develop new public transportation and logistics services**
- **Recover hotel subscription revenue**

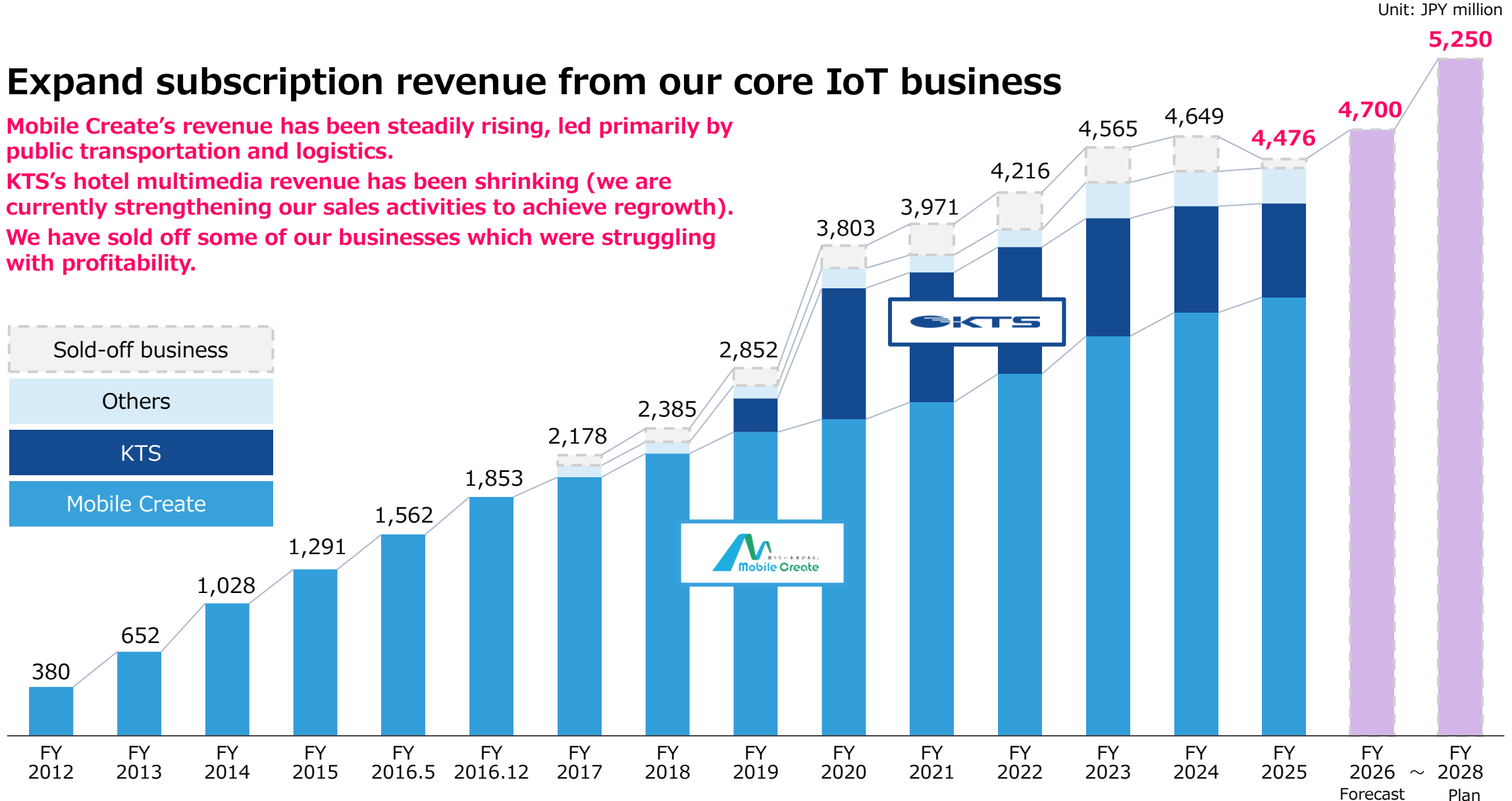
Unit: JPY million

Expand subscription revenue from our core IoT business

Mobile Create's revenue has been steadily rising, led primarily by public transportation and logistics.

KTS's hotel multimedia revenue has been shrinking (we are currently strengthening our sales activities to achieve regrowth).

We have sold off some of our businesses which were struggling with profitability.



*Our company was established in July 2018. Figures for June 2018 and earlier are consolidated business results for Mobile Create Co., Ltd. (FY2016 was seven months long, so the figures for FY2016 have been converted to a 12-month equivalent)








<h3>Value Sharing</h3> <p>VALUE</p> <ul style="list-style-type: none"> ✓ Sharing of the Group's management philosophy, vision, and values. 	<h3>Internal Talent Mobility Program</h3>  <ul style="list-style-type: none"> ✓ Promotion of talent exchange within the Group. ✓ Encouragement of a spirit of challenge and independence. 	<h3>Self-Development Support Program</h3>  <ul style="list-style-type: none"> ✓ Support for non-work-related learning. ✓ Promoting continuous learning and diverse perspectives. ✓ Subsidies for textbooks and training exam fees. 	<h3>Enhanced Employee Benefits</h3>  <ul style="list-style-type: none"> ✓ Work-from-home allowance. ✓ Membership in external employee benefits programs. ✓ In-house development of office convenience store systems. ✓ Acquisition of the Yufuin employee retreat and training facility.
<h3>HR System Overhaul</h3>  <ul style="list-style-type: none"> ✓ Optimizing compensation systems based on diverse work styles and contributions. 	<h3>Mindset Transformation</h3>  <ul style="list-style-type: none"> ✓ Promoting reskilling and active learning. 	<h3>1-on-1 Lunch Meeting Program</h3>  <ul style="list-style-type: none"> ✓ Strengthening communication between supervisors and subordinates. 	<h3>Qualification Support Program</h3>  <ul style="list-style-type: none"> ✓ A one-time bonus is awarded upon obtaining company-recognized qualifications.

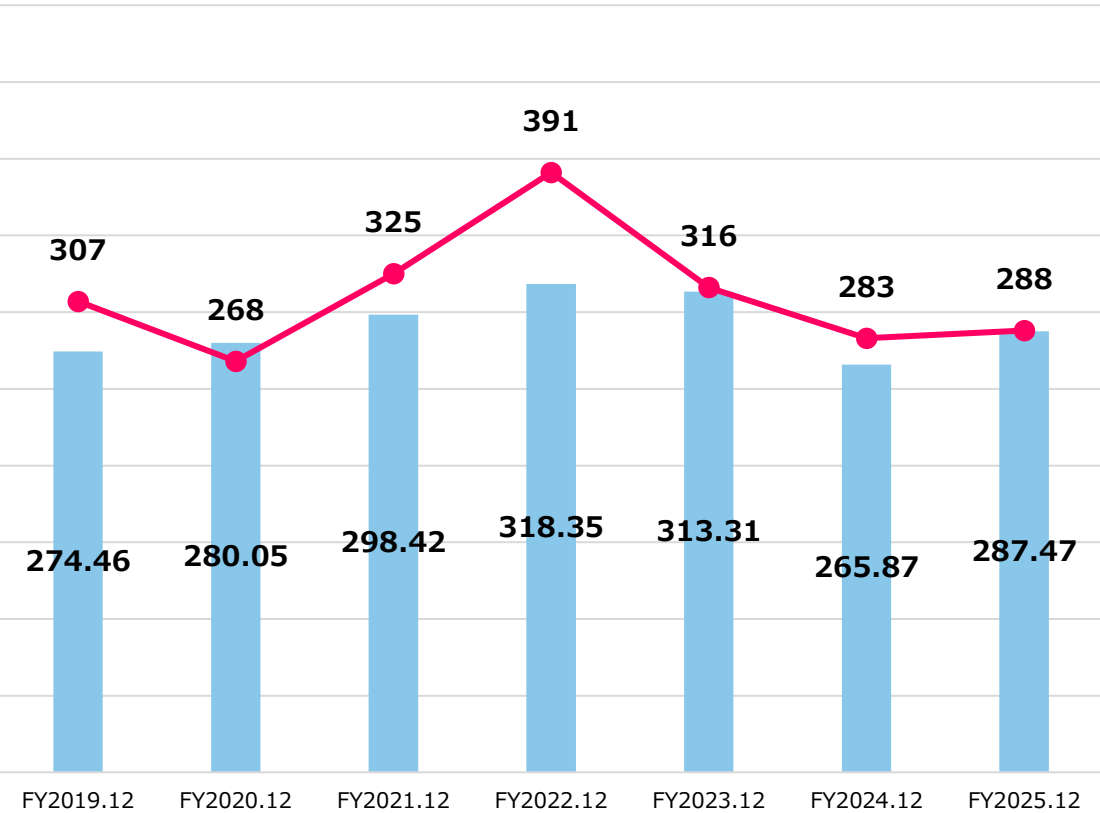
FIG Group's Values

- Never forget the entrepreneurial spirit and never be satisfied with the status quo.
- There are no opportunities without risk. Continue to take on challenges with passion.
- Never forget the spirit of compassion and always consider others.
- Actions must be just and ethical.
- Both intelligence and good judgment matter, and they are developed through action and experience.
- Take a broad perspective. A change in viewpoint can change what you see.
- Effective communication is difficult, but it is an invaluable asset.
- Foster open communication and ensure that group companies and their organizations are cross-functional.
- Speed itself is a significant value.
- Always think about how it can be done. Giving up should be the last resort.

05 | Action to Implement Management That Is Conscious of Cost of Capital and Stock Price

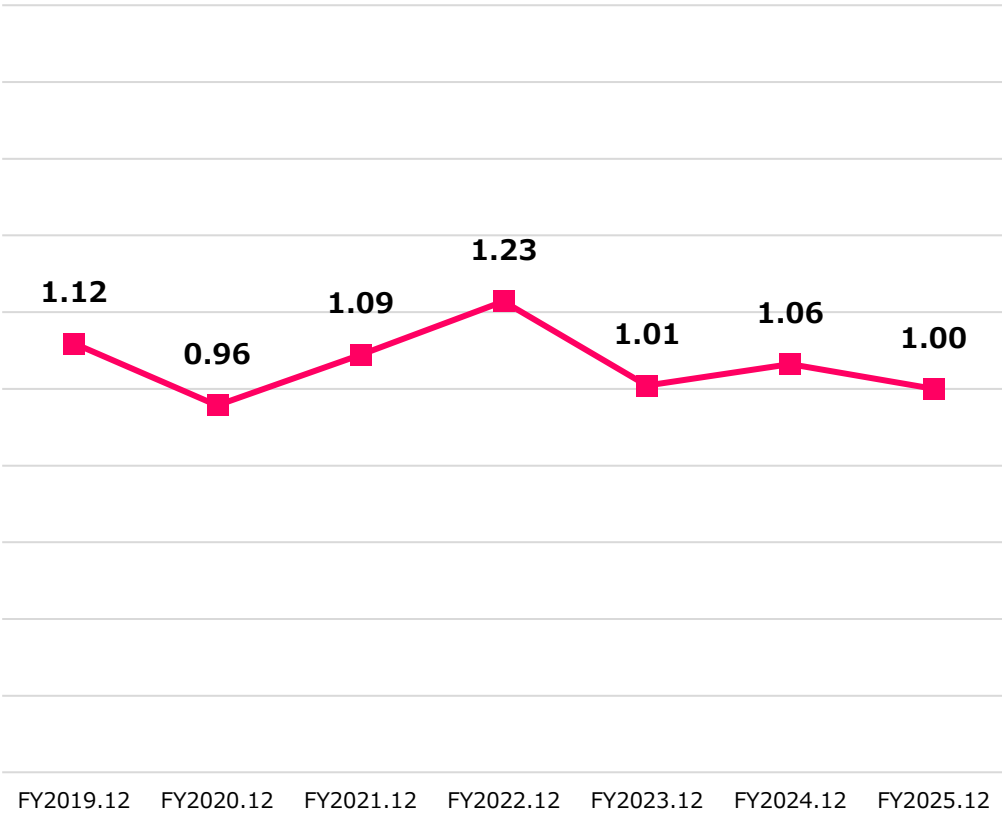
■ Stock Price and BPS Trends

● Stock Price at Period-End
■ BPS: Net Assets per Share
Unit: JPY

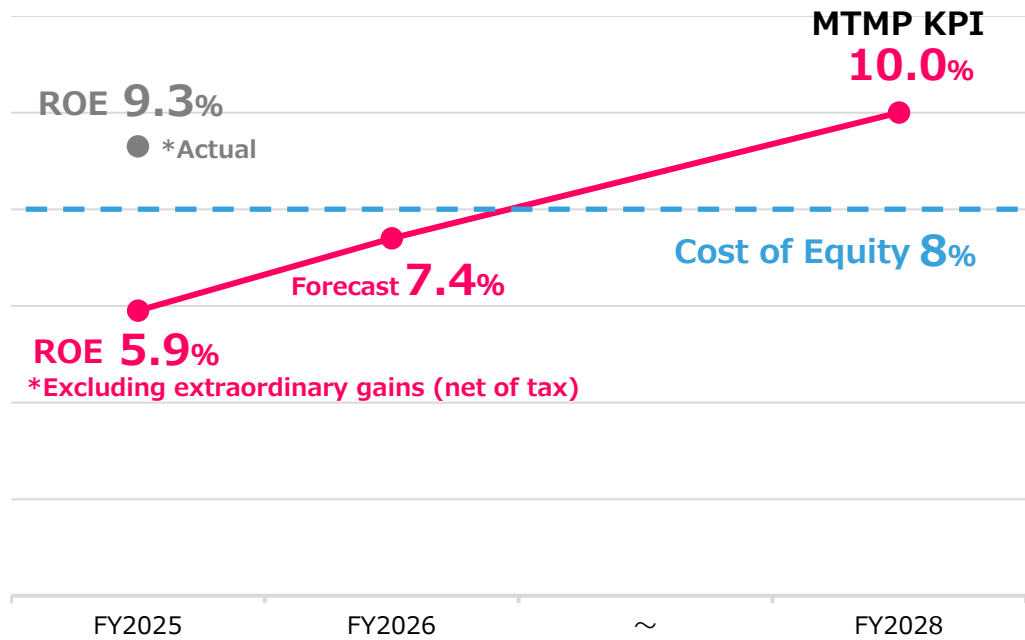


■ PBR Trends

Unit: Times

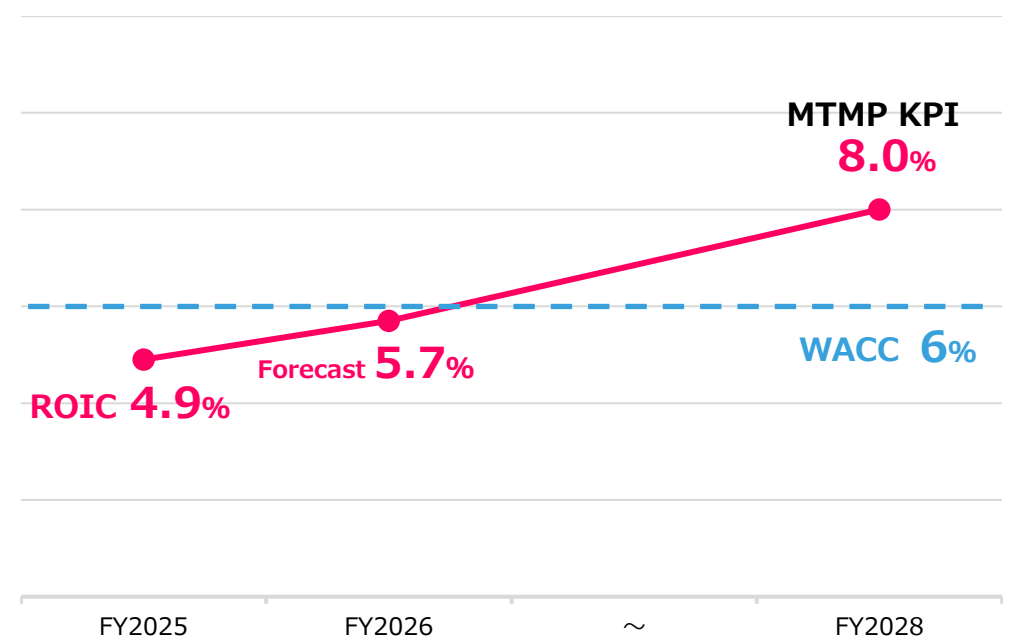


ROE & Cost of Equity



ROE: Net income attributable to owners of the parent ÷ shareholders' equity

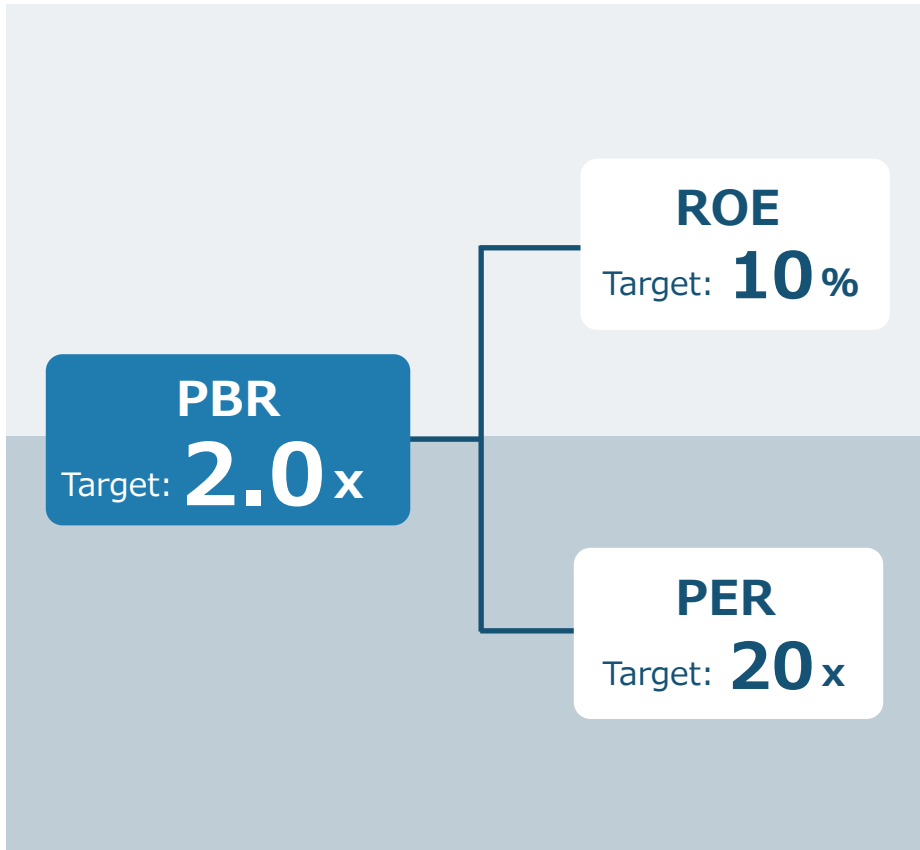
ROIC & WACC



ROIC: Operating profit after tax ÷ invested capital

*The Company's cost of equity is estimated based on the CAPM, taking into account the results of discussions with investors.

Our PBR is hovering around 1.0x, but given the evaluation standards for growth companies in the information and communications industry, we will strive to improve our market valuation and aim for a PBR of 2.0x.



ROE

- We will aim to achieve an ROE that exceeds the cost of shareholder equity by steadily implementing our Medium-Term Management Plan.
- We will continuously review and revise our business portfolio from the perspectives of growth potential, revenue potential, and capital efficiency, and we will make structural changes to our businesses as necessary.

PER

- By expanding our robotics and payment businesses, we will cultivate medium- and long-term growth expectations and aim for a PER of 20x.
- By disclosing information and diversifying our communications channels, we will promote a greater understanding of our company and strive to improve stock liquidity.
- In addition to shareholder benefits, we will issue shareholder returns with a payout ratio of 30% or more.

Year-end dividend for FY2026

JPY **10** (Forecast)

Shareholder benefits for FY2026

Shareholders listed in the shareholder register as of December 31 of each year are eligible.

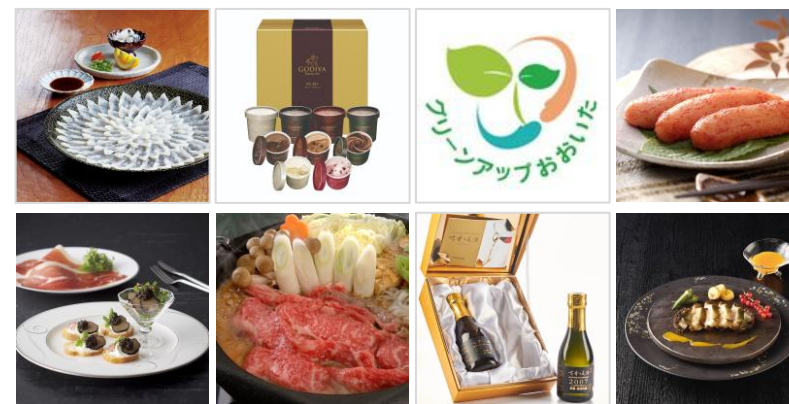
Shareholders holding 15 or more units (1,500 or more shares) **will be granted benefit points based on the number of shares they hold**

FIG Premium Shareholder Benefits Club

Points can be exchanged for shareholder benefit gifts , with over 5,000 to choose from!

Shareholder benefit points table

Number of Shares Held (shares)	Number of Points Granted (points)
1,500–1,999	5,000
2,000–2,999	8,000
3,000–3,999	15,000
4,000–5,999	20,000
6,000 or more	40,000



*Images are provided for illustrative purposes only

*Points can be carried over to the following fiscal year (points are valid for up to two years)

*Points can be carried over only if shareholders are listed in the shareholder register as of December 31 of the following year under the same shareholder number as in the fiscal year the points were granted.

Shareholder Return Policy

- ✓ We maintain internal reserves essential for future business expansion and management improvements while providing stable dividend payments.
- ✓ Consolidated payout ratio : **30% or more**



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