



## 2024 Full-Year Financial Results Presentation

Future Innovation Group, Inc.

February 19, 2025

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.



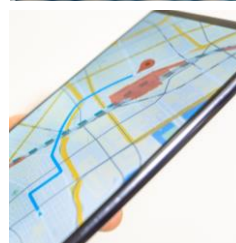
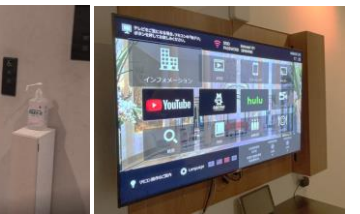
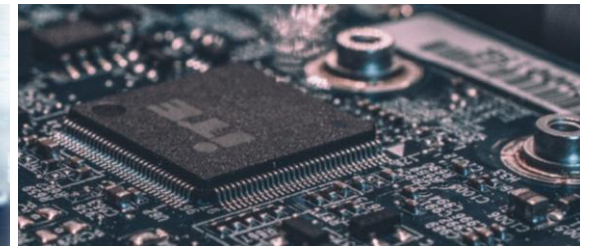
- 01 | **Company Profile**
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# 01 | Company Profile



Future Innovation Group

Company Name	Future Innovation Group, Inc.
Established	July 2, 2018 (Mobile Create, predecessor of the Group, was established in 2002)
Representative	MURAI Yuji, President and CEO
Headquarters	2-5-60 Higashiomichi, Oita City, Oita Prefecture
Share Capital	2 Billion Yen
Employees	771 (As of December 2024, Consolidated)



 **Mobile Create Co., Ltd.**

## IoT & Payment

- ✓ IP Radio System
- ✓ Fleet Management System
- ✓ Vehicle Dispatch & Operation Management
- ✓ Payment Service



  
Future Innovation Group

 **Realize Inc.**

## Equipment Manufacturing and Robotics

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



 **KTS Co., Ltd.**

## IoT & Smart Hotel

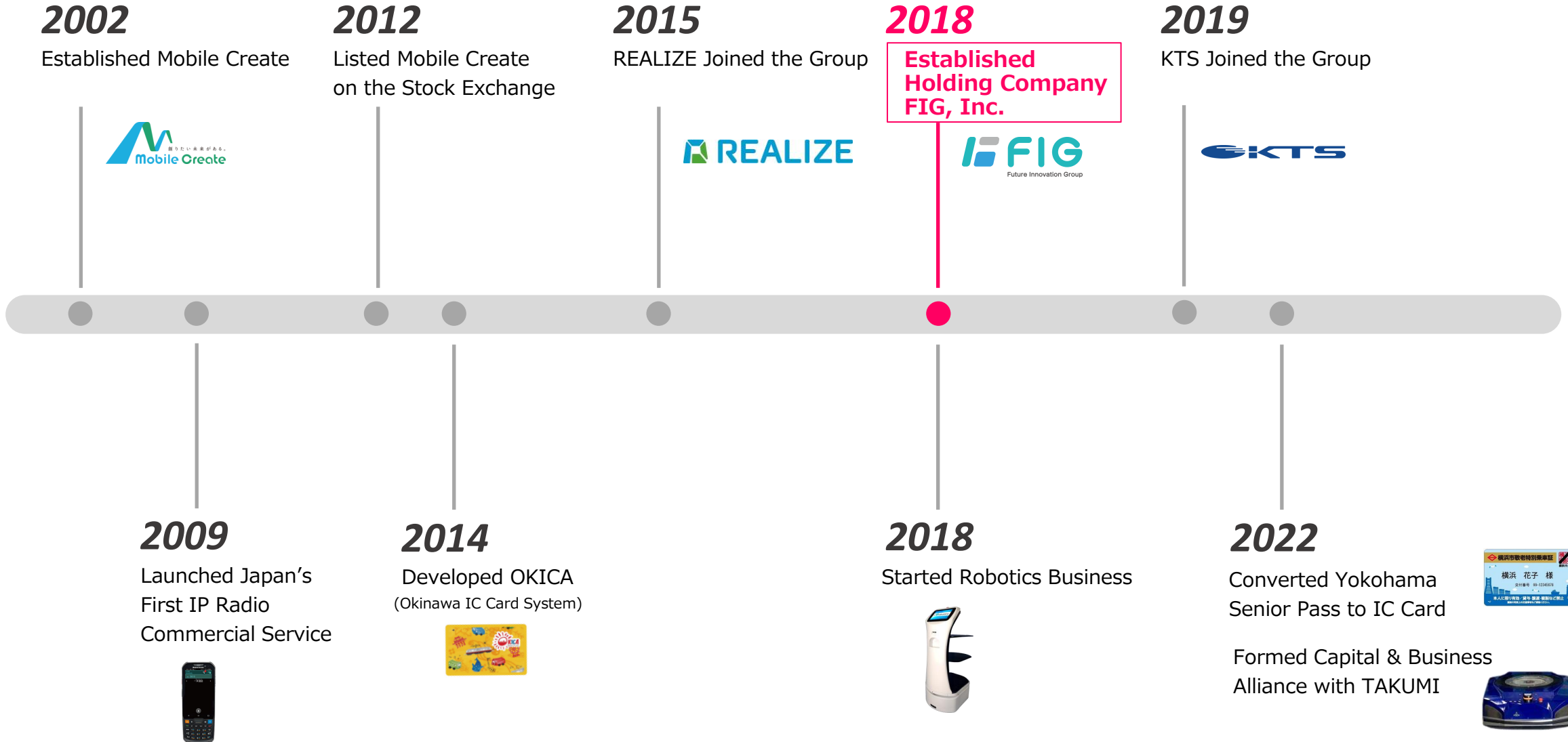
- ✓ Multimedia System
- ✓ IoT Circuit Board Manufacturing



## Other Group Companies

- ✓ Drones
- ✓ Voice Solutions
- ✓ Logistics Systems



# 02 | Financial Results for FY2024

## Aiming for Record-High Performance, but Significantly Missed Targets

- **Mobile Create** achieved **record-high performance** due to **strong IoT business**.
- **REALIZE struggled** as semiconductor inventory issues persisted longer than expected, while investment delays due to auto production cuts impacted its equipment manufacturing business.
- **KTS faced challenges** in hotel multimedia system upgrades (delayed new model replacements) and IoT circuit boards (impacted by semiconductor inventory adjustments).
- **The transport robotics business is progressing with new projects** but **remains in the investment phase** (while it will take more time for full-scale contribution to earnings, we are confident in its growth potential).

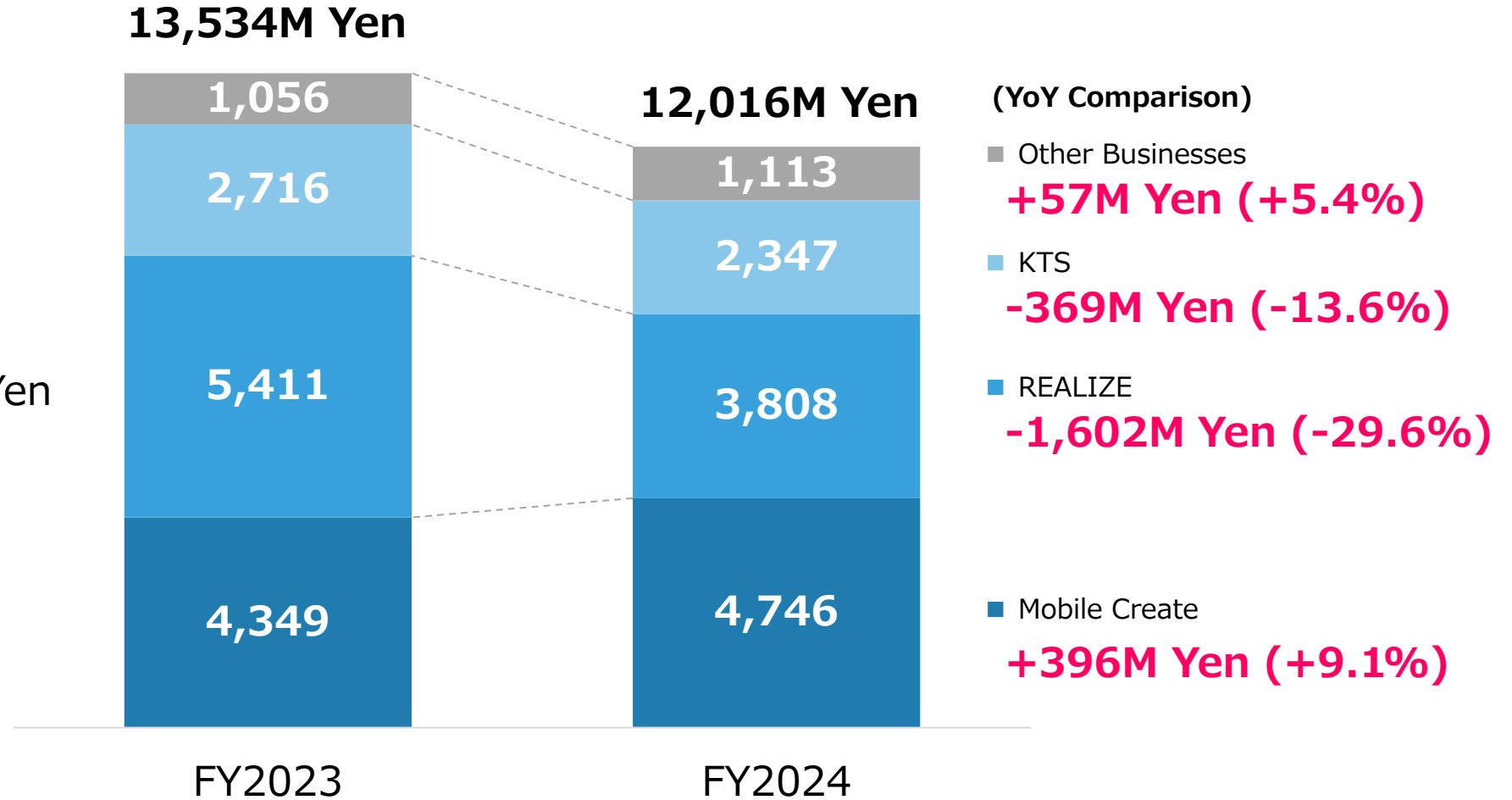


# Full-Year YoY Net Sales Comparison

FY2024 Net Sales

**12** Billion Yen

YoY Change:  
-1,518M Yen (-11.2%)

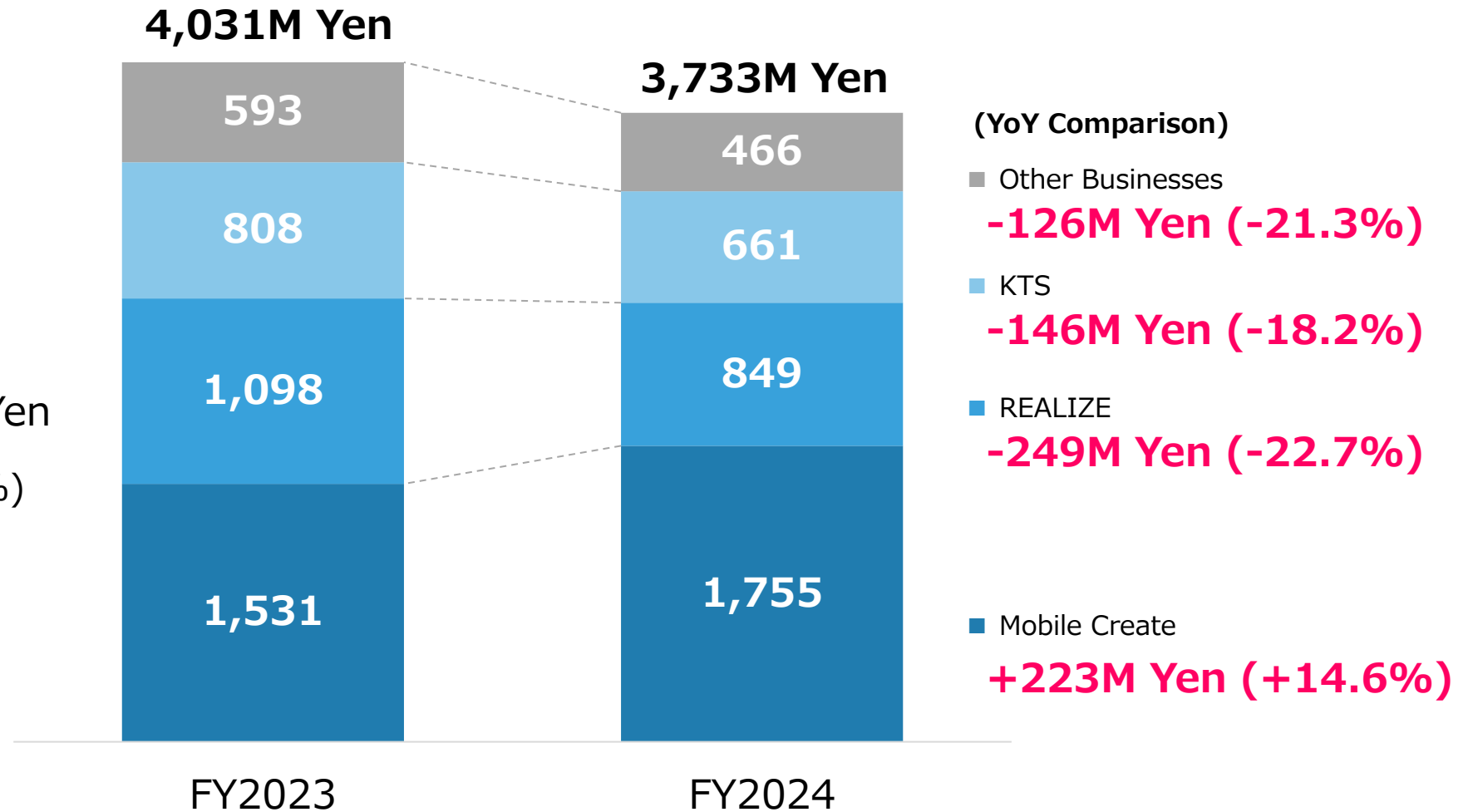


# Full-Year YoY Gross Profit Comparison

FY2024 Gross Profit

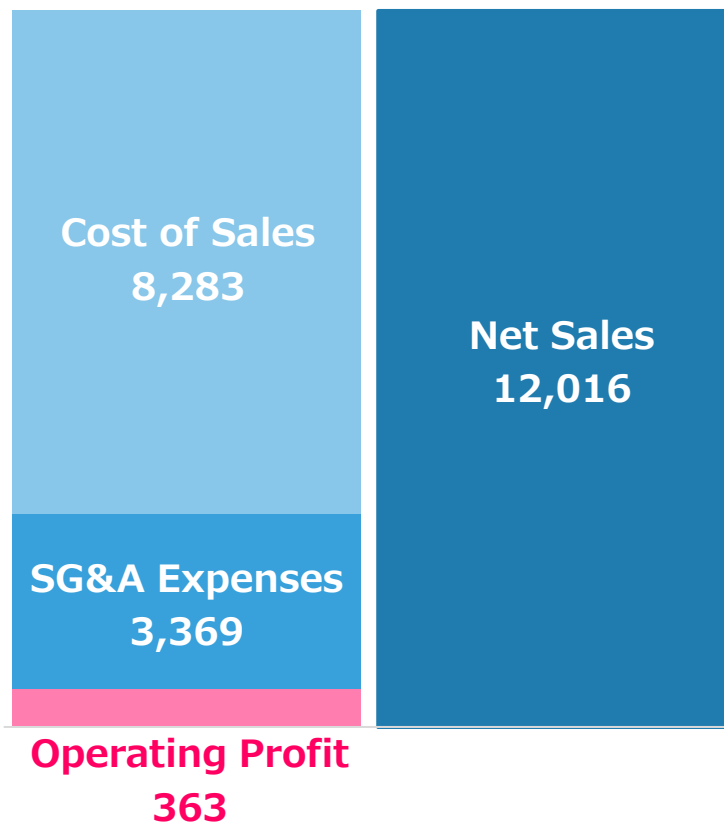
**3.7** Billion Yen

YoY Change: -298M Yen (-7.4%)



## Profit Structure

Unit: Million Yen

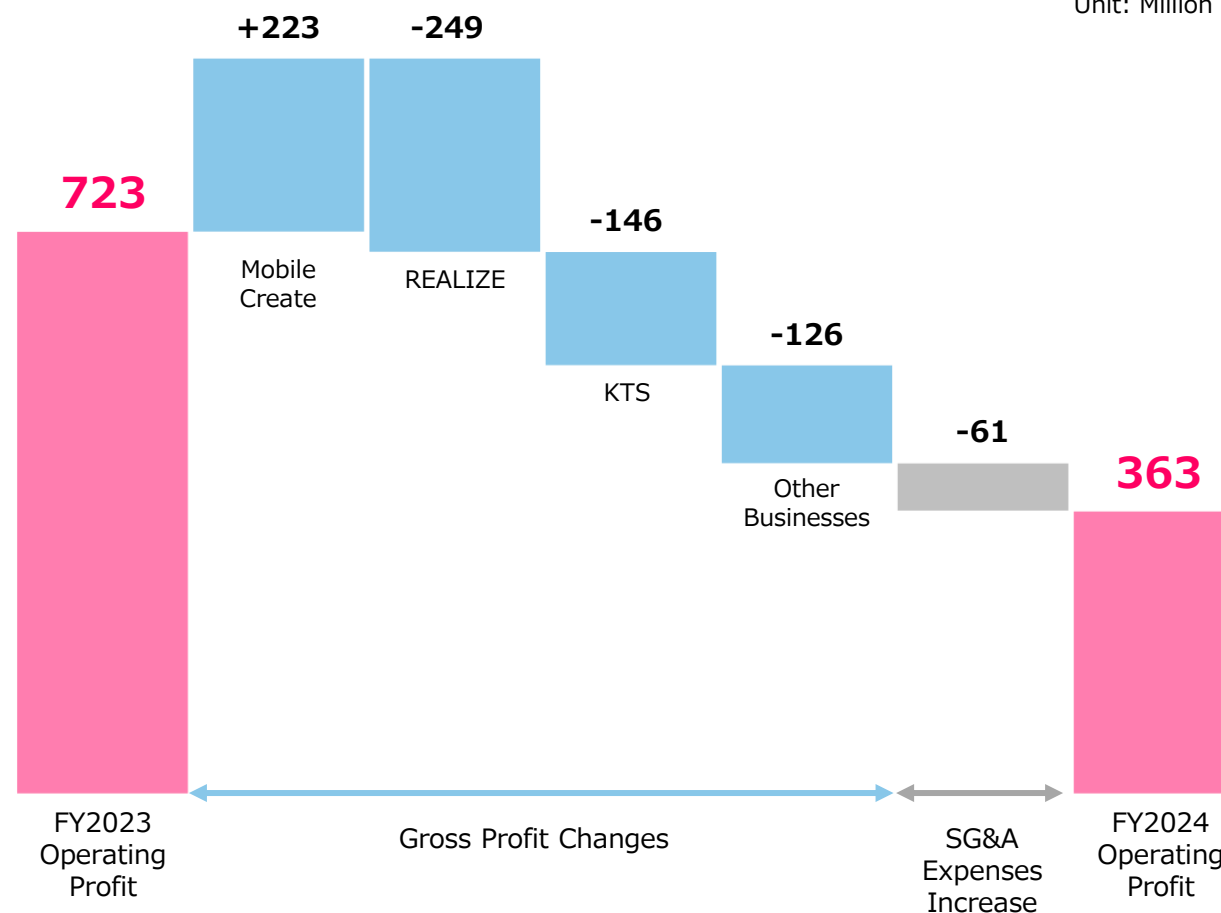


## FY2024 Operating Profit

# 360

Million Yen

Unit: Million Yen



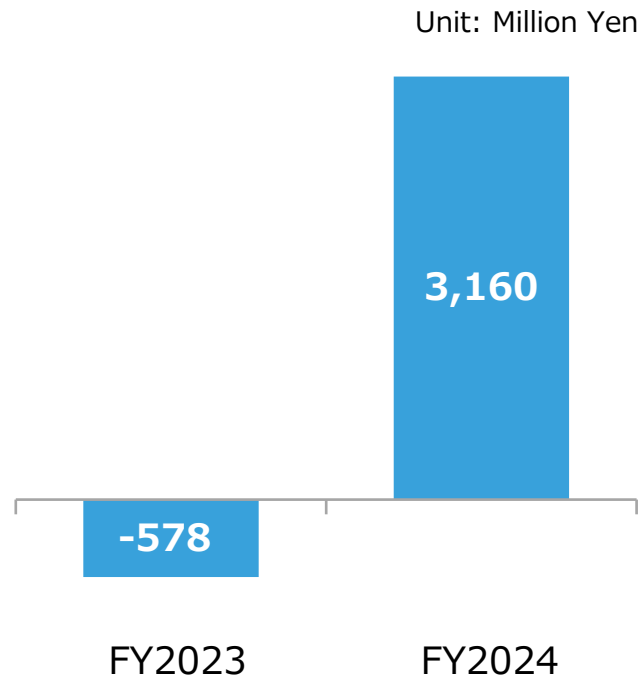
## Recognized **approximately 1.7 Billion Yen in Extraordinary Losses** due to conservative valuation of investment securities

- Revised valuation of convertible bonds issued by **TAKUMI** Robotics Venture, recognizing **full impairment loss on CB investments**.
- Despite accounting losses, TAKUMI's robots continue to gain adoption in major manufacturing sites, including those of the Toyota Group, while **the business value of CB holdings remains unchanged**.
- Expanding into the automation market for factories and logistics warehouses, aiming to become **Japan's No.1 manufacturer of fully domestic GTP-type AGVs**.  
(Initiating upgrades for existing models and developing new models.)
- This is a one-time loss, and from **a mid-to-long-term perspective, it will reduce future financial burdens**, leading to improved capital efficiency. At the same time, we will **strengthen our partnership with TAKUMI** and continue our capital and business alliance, which has been in place since 2022, to establish a solid growth foundation.



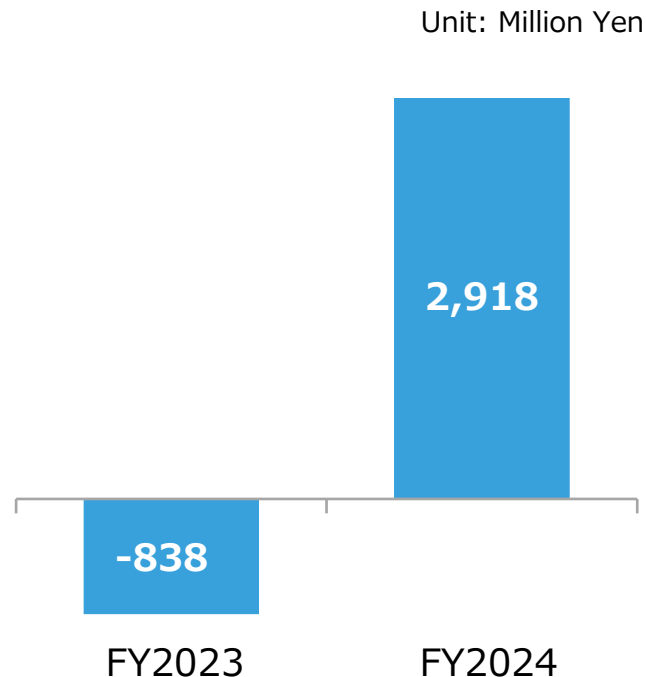
FY2024  
Operating Cash Flow

**3.16** Billion Yen



FY2024  
Investing Cash Flow

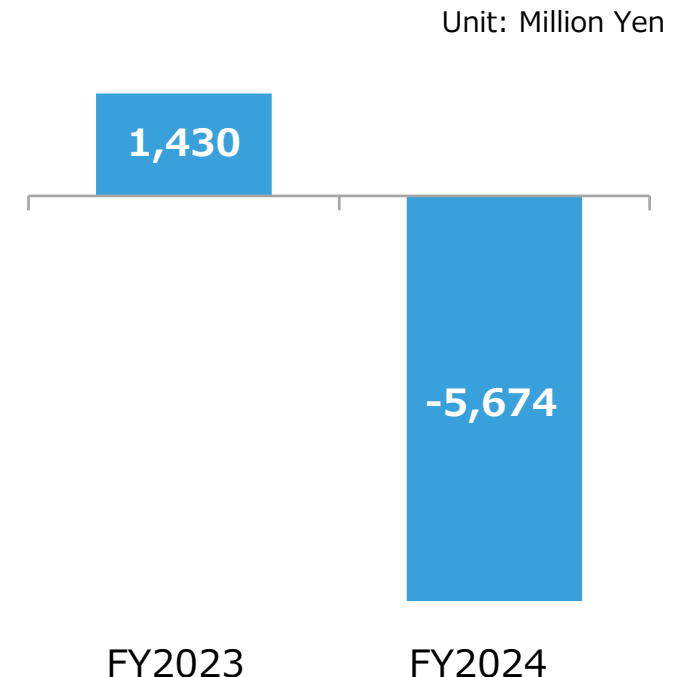
**2.91** Billion Yen



FY2024  
Financing Cash Flow

**-5.67** Billion Yen

**Borrowings Decreased  
by 6.0 Billion Yen YoY**



- ✓ Despite the final deficit reducing net assets, asset off-balance initiatives have **significantly reduced interest-bearing debt, increased cash reserves, and improved the equity ratio.**
- ✓ The balance sheet has been streamlined and strengthened, focusing on **reducing invested capital to enhance capital efficiency (ROE · ROIC).**

## Consolidated Income Statement

Unit: Million Yen

	FY2023	FY2024	YoY Change
Net Sales	13,534	12,016	-11.2%
Gross Profit	4,031	3,733	-7.4%
SG&A Expenses	3,308	3,369	+1.8%
Operating Profit	723	363	-49.7%
Ordinary Profit	715	393	-45.0%
Final Profit	210	-1,412	-
Dividend per Share	5 Yen	5 Yen	

Final Profit = Profit Attributable to Owners of Parent

## Consolidated Balance Sheet

Unit: Million Yen

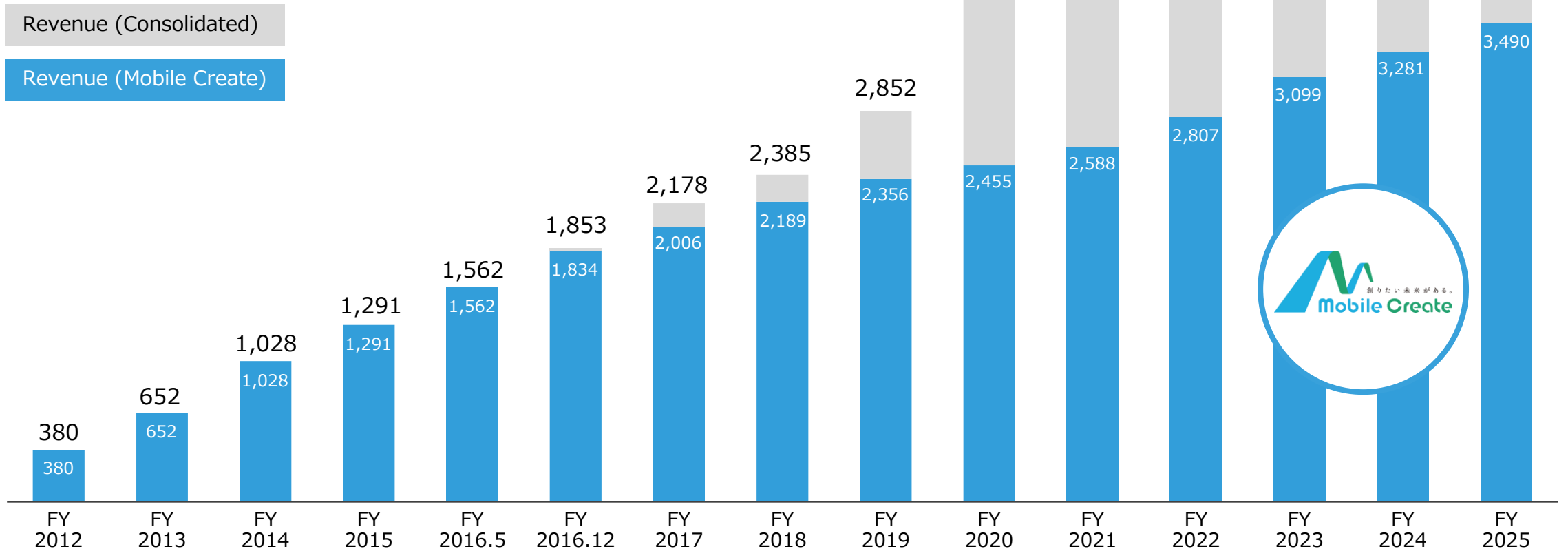
	FY2023	FY2024	Change
Cash & Deposits	2,203	2,614	+410
Other Current Assets	13,012	8,096	-4,916
Fixed Assets	7,620	5,184	-2,435
<b>Total Assets</b>	<b>22,835</b>	<b>15,895</b>	<b>-6,940</b>
Interest-Bearing Debt	10,287	4,264	-6,023
Other Liabilities	2,953	3,457	+504
<b>Total Liabilities</b>	<b>13,240</b>	<b>7,722</b>	<b>-5,518</b>
<b>Net Assets</b>	<b>9,595</b>	<b>8,172</b>	<b>-1,422</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>22,835</b>	<b>15,895</b>	<b>-6,940</b>
Equity Ratio	41.4%	50.6%	+9.2%

Unit: Million Yen

## Subscription Revenue from the IoT × SaaS Revenue Base

Mobile Create is steadily expanding, focusing on mobility solutions.

Reviewing some subscription services to assess profitability and alignment with growth strategies.



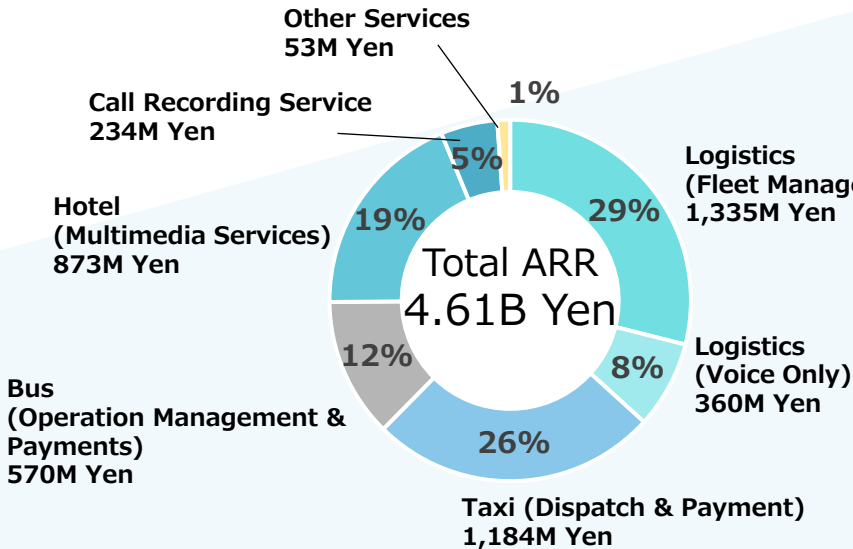
Note: FY2016 figures are adjusted for a 7-month fiscal period to reflect a 12-month equivalent.



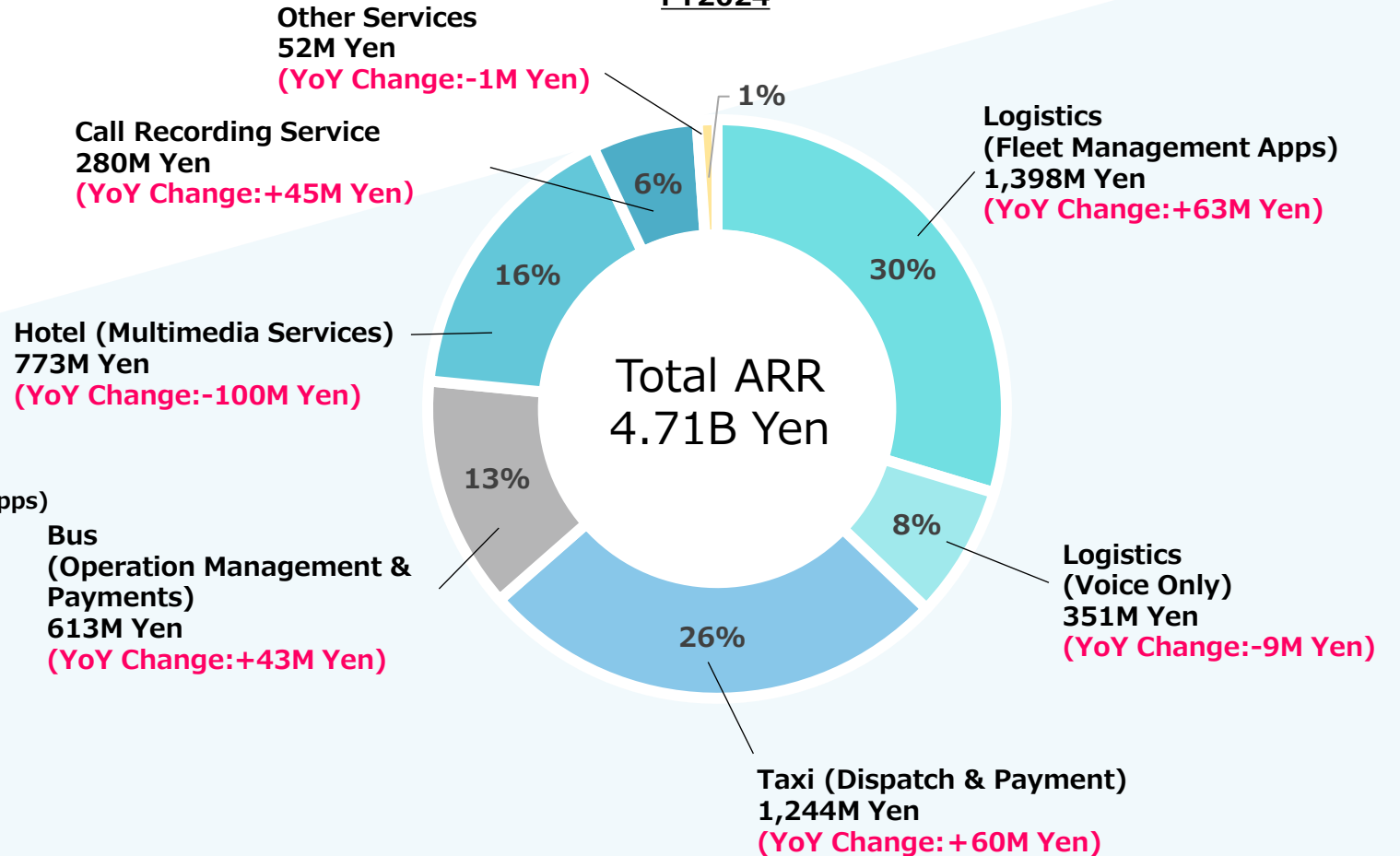
FY2024 saw strong performance in mobility-related segments, while the hotel sector faced challenges.

**ARR increased by 100 Million Yen YoY.**

**FY2023**



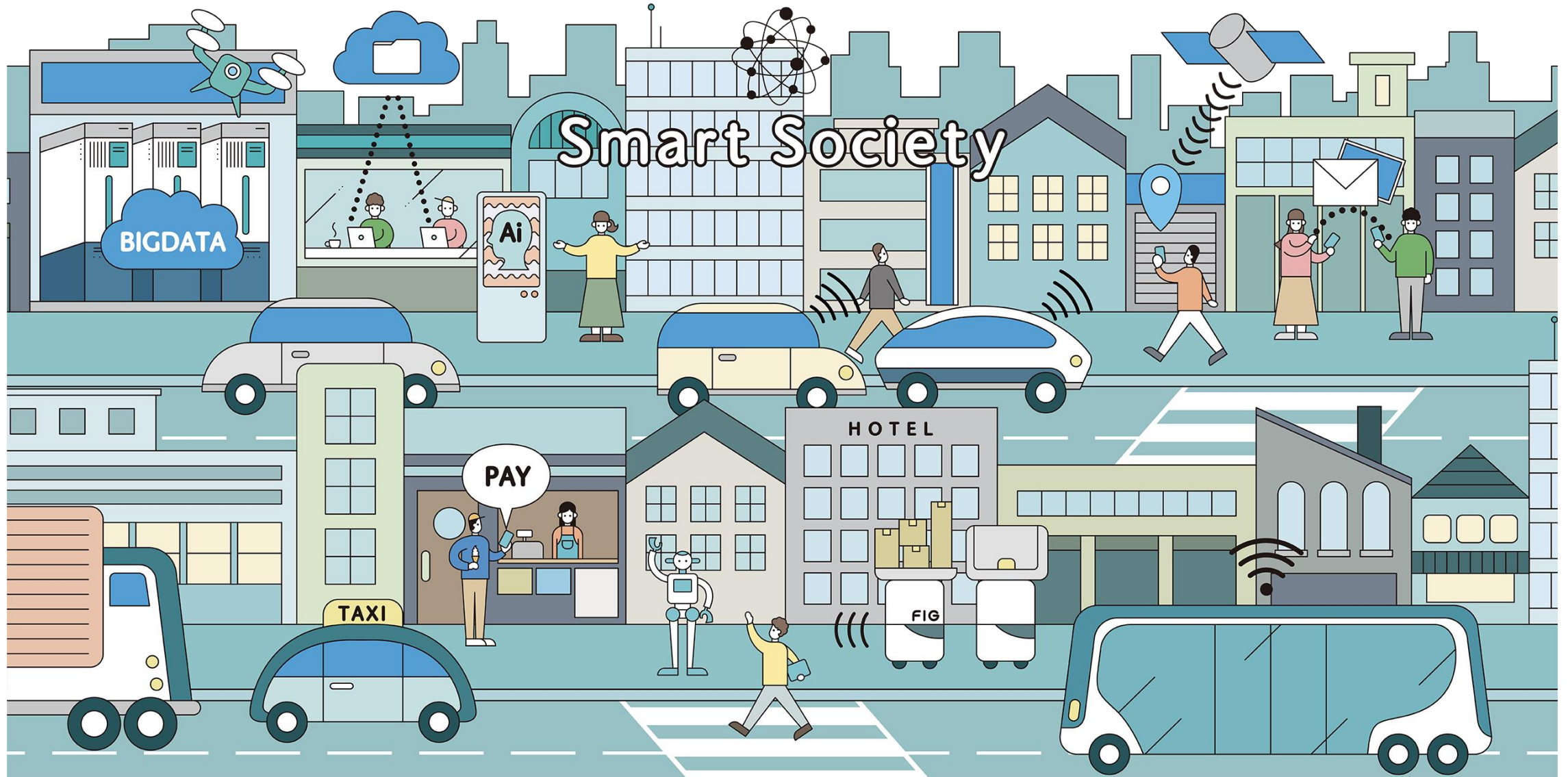
**FY2024**



ARR (Annual Recurring Revenue) is calculated by multiplying MRR (Monthly Recurring Revenue) by 12.



# 03 | FY2025 Business Plan



**IoT + Manufacturing technology enhances safety, efficiency, and comfort in the movement of people and goods. Additionally, FIG strengthens automation initiatives to address labor shortages.**

Taxi Dispatch   Drones  
Truck Fleet Management   Bus Location Tracking

**Mobility**

Telecommunications:  
IP Radio

**Mobile  
Communication**

**Smart  
Mobility**

Public Transportation  
Fare Systems

**Payment**

**Future Focus Areas  
(Factories & Warehouses)**  
**+ Automation**

Equipment, Robotics, and System Integration

**Accommodation**

Multimedia Systems

**Material Handling**

Transport Robots (AGV · AMR)

FIG excels in a combination of

**Software × Hardware × Telecommunications technologies.**

- ✓ **IP Radio:** A pioneer in IP radio technology, with **No.1 market share in in-vehicle deployment**, primarily used in **logistics**.
- ✓ **Strong in the Transportation Sector:**  
Taxi dispatch, bus operation management, and **payment solutions**.

**Taxi: 27,700** systems installed  
(**14%** of approx. 200,000 taxis nationwide) (Corporate and Individual Taxis)

**Bus: 17,400** systems installed  
(**31%** of approx. 55,000 buses nationwide) (Public Transport Bus)

- ✓ **Subscription Revenue Growth:**  
Mobile Create has expanded its subscription business to **over 150,000 contracts**.
- ✓ **Advanced Robotics Deployment:** FIG is expanding **fully domestic transport robots** through the information and communications industry (virtual) and the manufacturing industry (real).



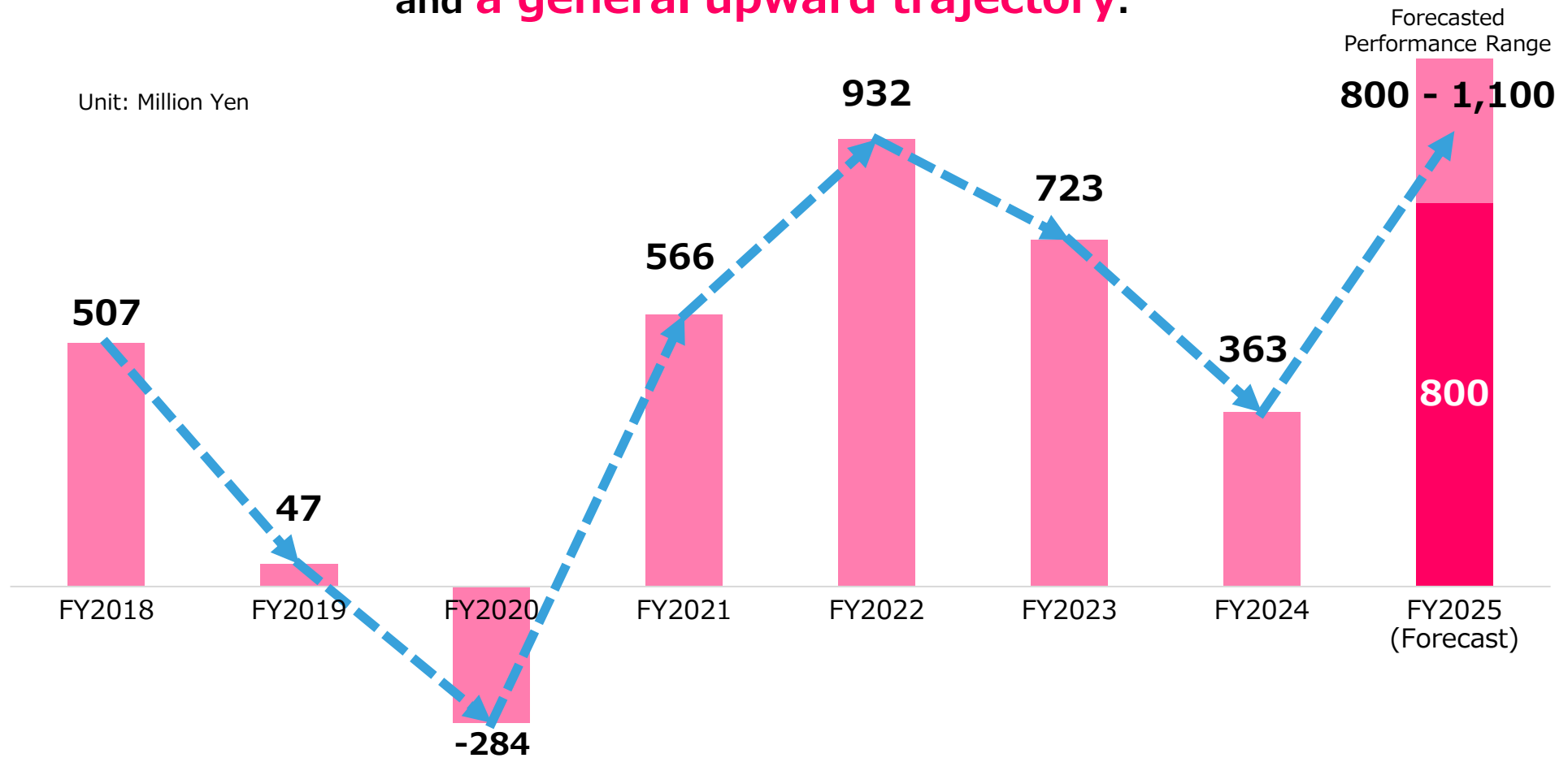
- ✓ **Mobile Create is expected to surpass its past best performance** to strengthen its subscription business.
- ✓ **FY2025 performance forecast is set as a range, fluctuating based on the timing of improvements in external conditions**, including semiconductor inventory adjustments and automotive production trends.
- ✓ **REALIZE's growth is key to group expansion**, as it is actively developing the robotics and automation markets, among other key focus areas.

Unit: Million Yen

	Group Companies	FY2024	FY2025 Forecast	YoY Change
<b>Net Sales</b>	<b>Total</b>	<b>12,016</b>	<b>13,600 - 14,500</b>	<b>+13.2% - +20.7%</b>
	Mobile Create	4,746	5,000+	-
	REALIZE	3,808	4,800+	-
	KTS	2,347	2,700+	-
	Other	1,113	1,100	-
<b>Gross Profit</b>		<b>3,733</b>	<b>4,174 - 4,580</b>	<b>+11.8% - +22.7%</b>
<b>Operating Profit</b>		<b>363</b>	<b>800 - 1,100</b>	<b>+119.9% - +202.4%</b>
<b>Final Profit</b>		<b>-1,412</b>	<b>552 - 750</b>	-

Final Profit = Profit Attributable to Owners of Parent

FY2020 saw the first operating loss due to COVID-19. While upfront investments for growth are still ongoing, causing **operating profit to be uneven**, the overall trend is expected to improve **alongside the expansion of the subscription-based business model and a general upward trajectory.**



## Ensuring the Growth of the Three Core Companies

Continuously reviewing the business portfolio, considering selection, focus, and potential group restructuring.

### Mobile Create

Driving the group through organic growth and AI utilization

IP Radio  
Special Demand  
Opportunity &  
Subscription  
Expansion

Expanding  
Payment  
Services in  
Public  
Transport &  
New Markets

IoT & AI  
New Service  
Development

### REALIZE

Expansion through  
Change & Challenge

Strengthening  
Robot  
Development &  
Entering the  
Automated  
Equipment  
Market

Initiatives for  
Overseas  
Markets

Engagement  
in Advanced  
Semiconduct  
or Processing

Enhancing  
New  
Products,  
Molds, and  
Processed  
Components

### KTS

Strengthening Alliances  
through Cooperation,  
Partnerships, and OEM/ODM

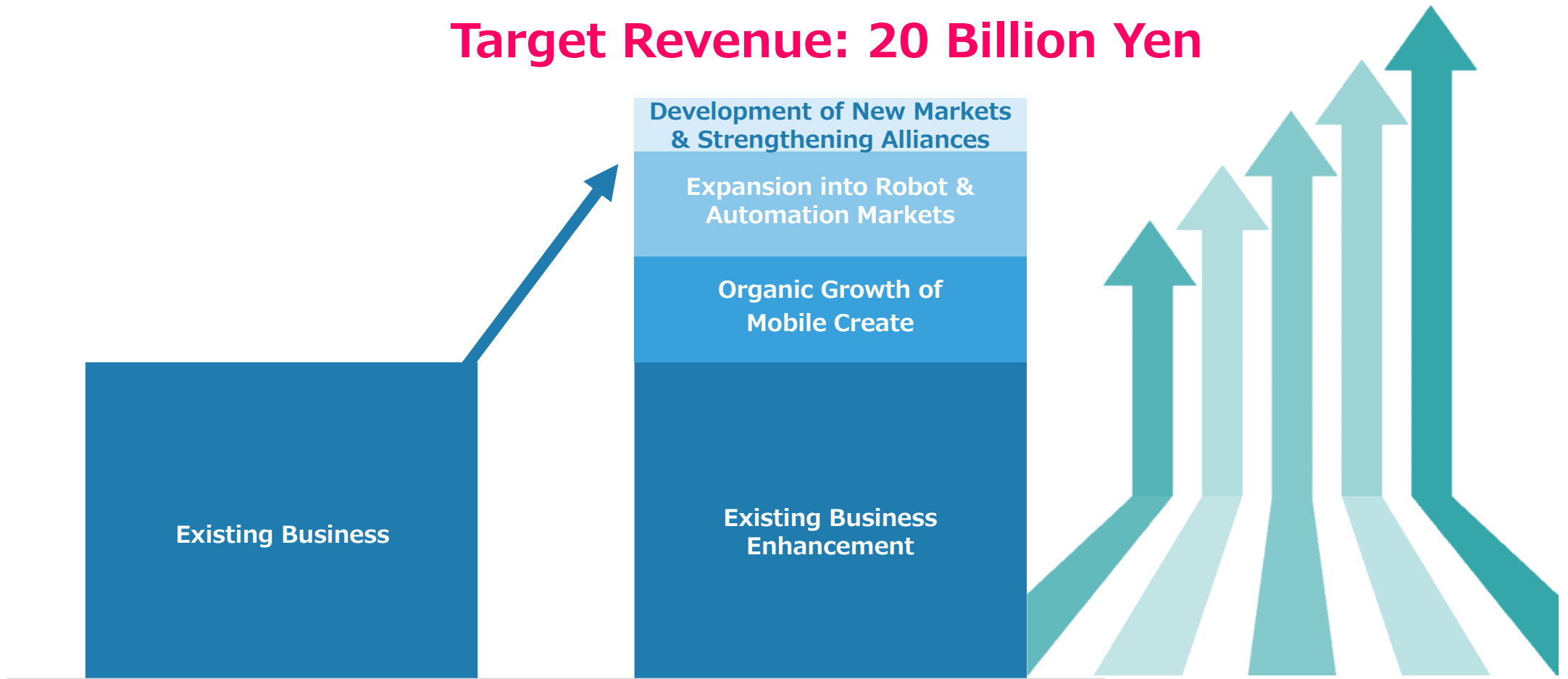
Enhancing SiTV  
Implementation,  
Expanding Chain  
Hotels & New  
Market Entry  
(Strengthening  
Alliances)

Expanding  
Payment  
Services in the  
Hotel Sector  
(Strengthening  
Alliances)

Expanding  
OEM/ODM for  
IoT Circuit  
Boards  
(Strengthening  
Alliances)

## Mid-Term Management Plan (FY2022–FY2025) - Establishing a New Growth Foundation Growth Image for the Next Stage

**Target Revenue: 20 Billion Yen**





Mobile Creates' **core business** is expanding with **subscription-based services**.

**Over 100,000 stations** of private wireless services have been discontinued, creating a **special demand opportunity** for replacement services.

The company is promoting compatibility with public safety mobile systems endorsed by the government (**expanding local government adoption** in the disaster prevention market).

A Leading Service with **150,000+** Contracts in iMESH Series  
**iMESH Device Lineup**

Handheld Devices



IM-530

IM-560

In-Vehicle Devices



IM-870

IM-861

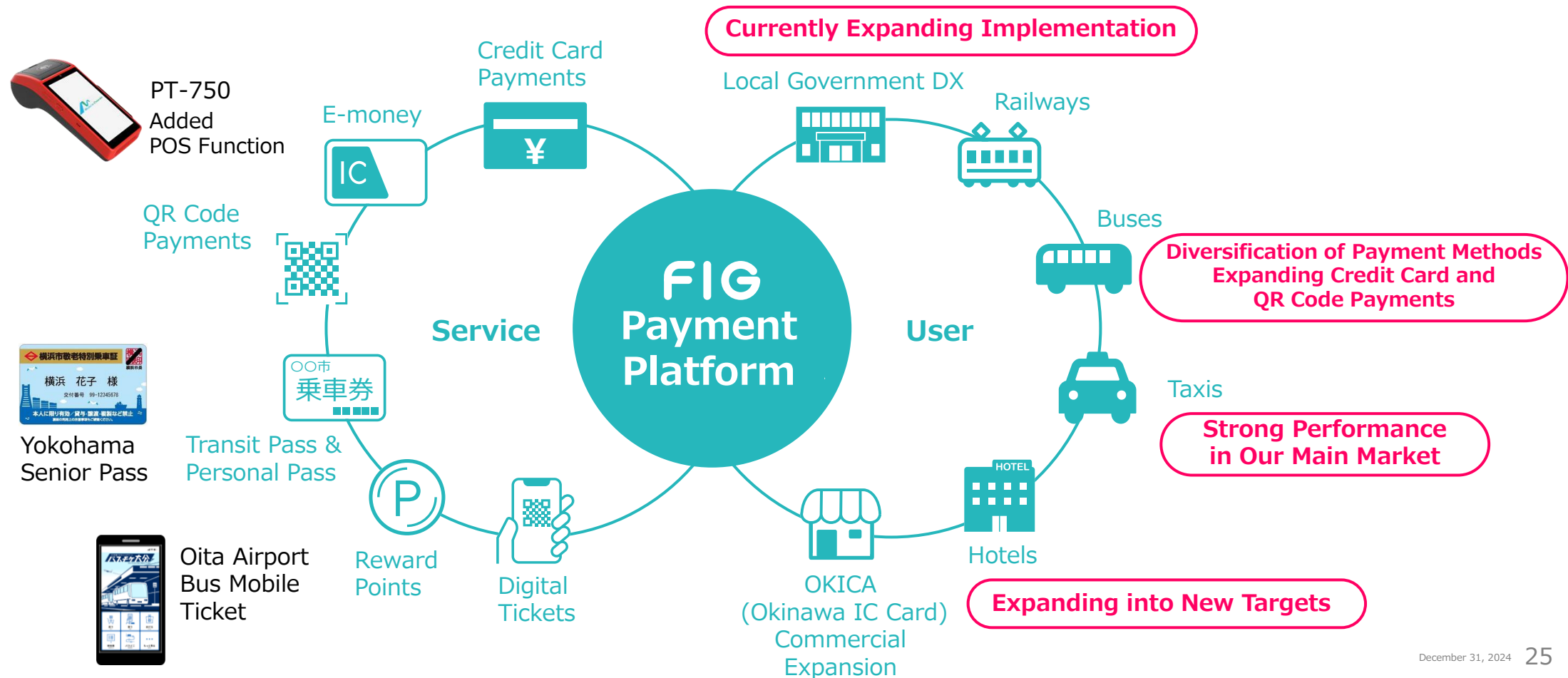
Smartphone App



iMESH App Version

Payment is **steadily expanding**,  
pioneering **new markets** from its expertise in the **public transportation sector**.

In taxis and buses, it plays an active role in payment processing for  
**120 million annual passengers**, contributing to **seamless mobility**.



## Software, Hardware, IoT, AI, and Wireless Communication Technologies within the Group - A Key Strength

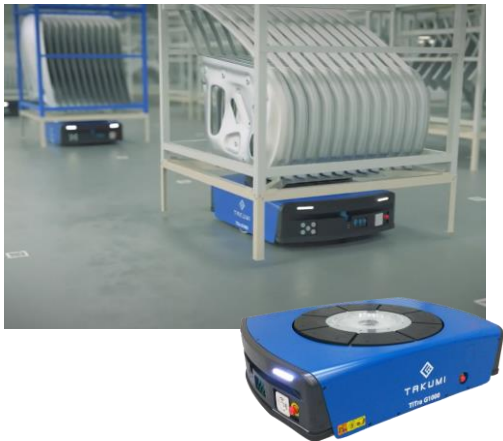
- ✓ Factories and logistics facilities are experiencing labor shortages everywhere. (In logistics, the expansion of e-commerce and regulations on overtime work for drivers are contributing factors.)
- ✓ The wave of automation is expanding in factories and warehouses. Demand for handling materials (MATEHAN) without human intervention is increasing.



- ✓ One-stop solutions integrating system proposals. (Seamless integration with upper-level systems and peripheral equipment.)
- ✓ Strong customization and after-sales follow-up. (Addressing customer challenges with creative solutions that generate value.)

## Expanding the automation market With fully domestic transport robots and integrated equipment

Collaboration with TAKUMI  
Introduced in **Toyota Group**



**Rapidus**  
Implemented in  
pilot production lines



**SUMCO**  
Implemented in  
manipulator control systems



**Nagasaki Stadium City**  
Conducting service robot trials



Although the business has struggled since COVID-19, **strengthening alliances** has led to the **expansion of SiTV implementation.**



**SiTV**  
Multimedia  
System

1. Casting Function
2. Mirroring Function
3. Online Video Streaming Function
4. News Function
5. BGM (Background Music) Function
6. Internet Search & Browsing Function
7. Information Function
8. VOD (Video On Demand) Function
9. Linen System
10. Congestion Guidance System

Implemented in **approx. 62,000** hotel rooms.



Aiming to expand into **nursing care** and **medical facilities.**  
Already implemented in two **hospitals in Tokyo.**

**Strengthening partnership with PERSJAPAN,**  
**the domestic market leader**  
**in hospital stay environment development.**

# 04 | Initiatives for Capital Cost and Stock Price-Oriented Management

## Current Situation Awareness

- ✓ The company's PBR (Price-to-Book Ratio) has been around 1x, and improving PBR is a critical management issue.
- ✓ The average daily trading value of the company's stock has increased approximately 3.8 times since the transition reference date (IR and PR activities have had some impact, but further increases are needed).
- ✓ The most essential factors for the company's group are business performance and future growth expectations.

## Policy

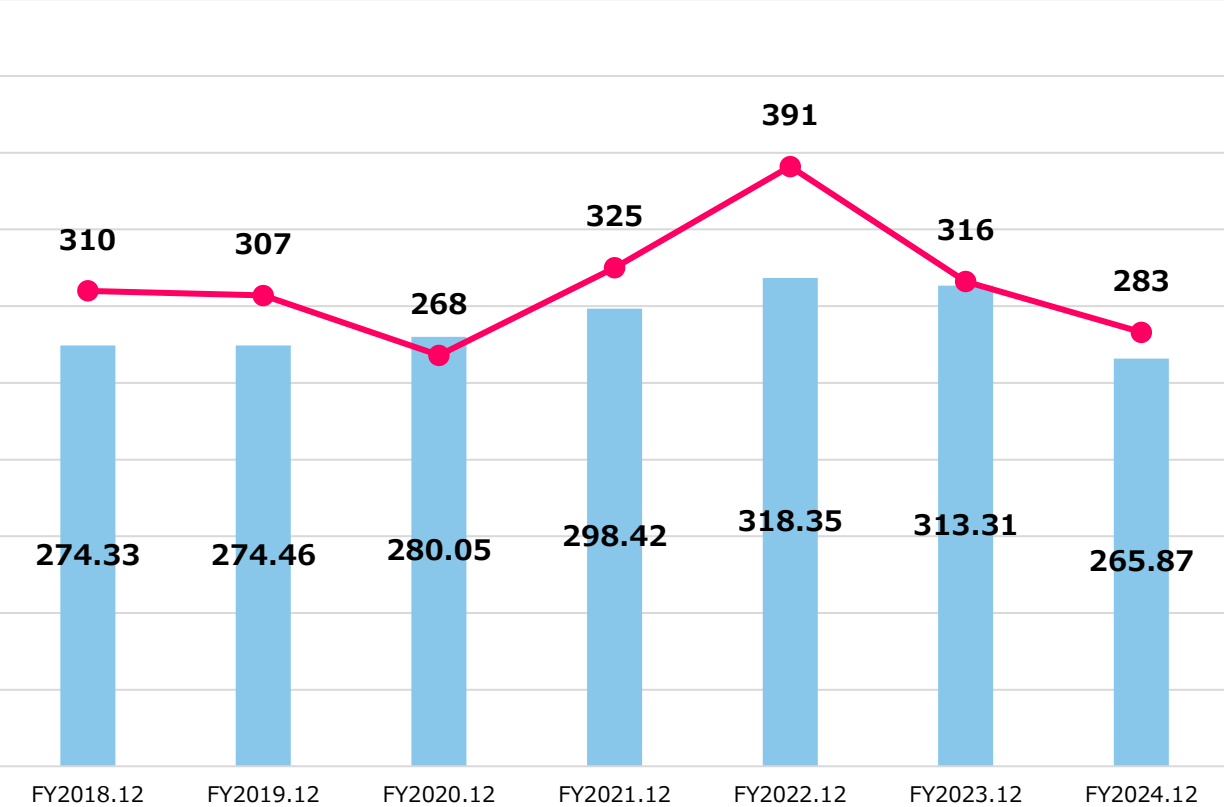
- ✓ Executing the Mid-Term Management Plan (FY2022–FY2025)  
(The most critical goal is achieving an operating profit of 1.1 billion yen or more.)
- ✓ Enhancing Capital Efficiency  
(Targeting ROE of 8% or higher and ROIC of 4.5% or higher.)
- ✓ Expanding the transport robotics business, positioned as a key growth driver (enhancing future growth expectations).

## Specific Measures

- ✓ Continuous review and optimization of the business portfolio.
- ✓ Developing the automation market through the integration of transport robots and equipment and strengthening collaboration with TAKUMI, a strategic capital and business partner.
- ✓ Regular financial results briefings, actively utilizing video content distribution.
- ✓ Expanding PR efforts to increase awareness beyond IR activities (leveraging websites and social media to improve recognition).

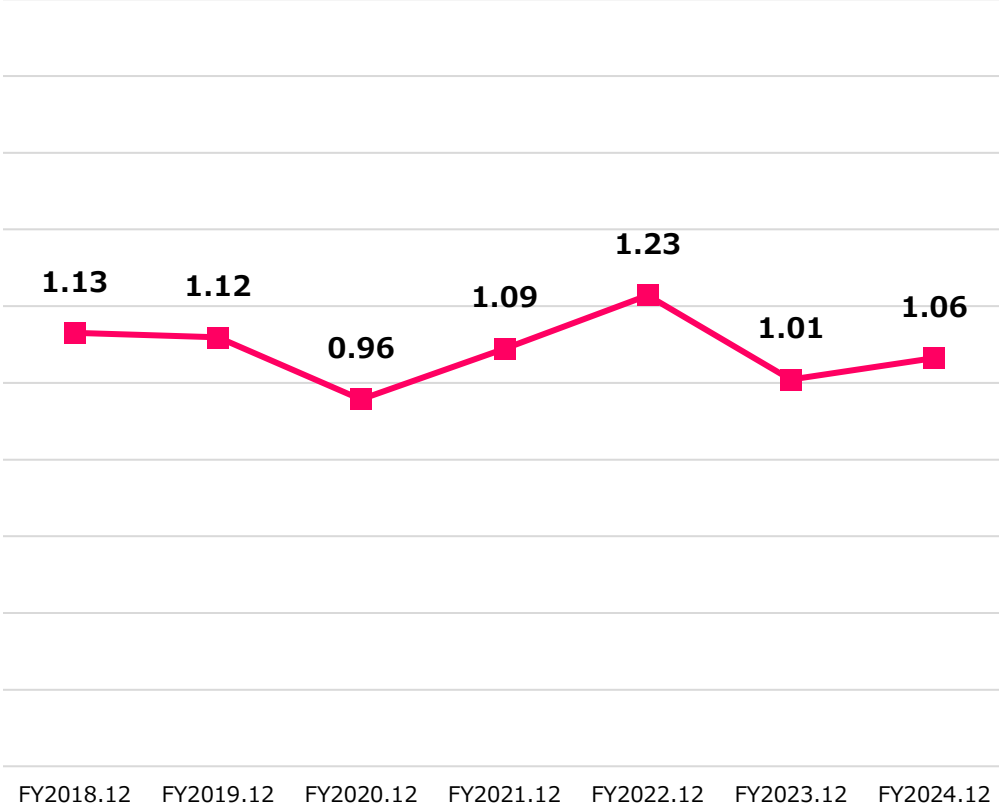
## ■ Stock Price and BPS Trends

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

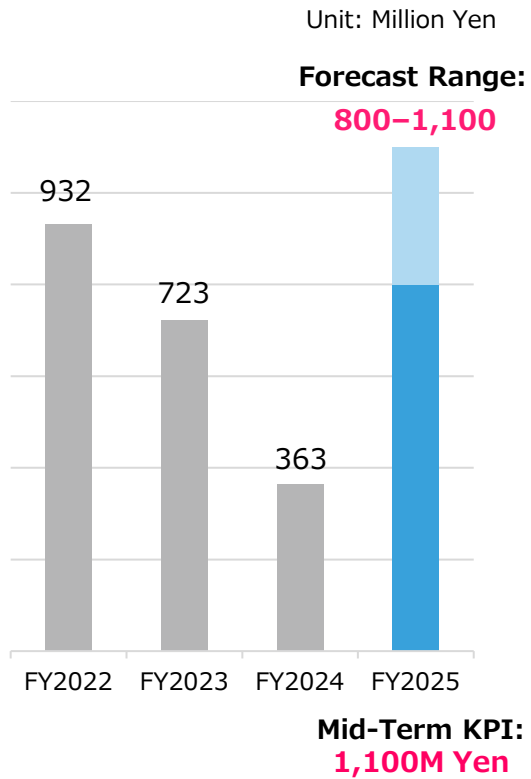


## ■ PBR Trends

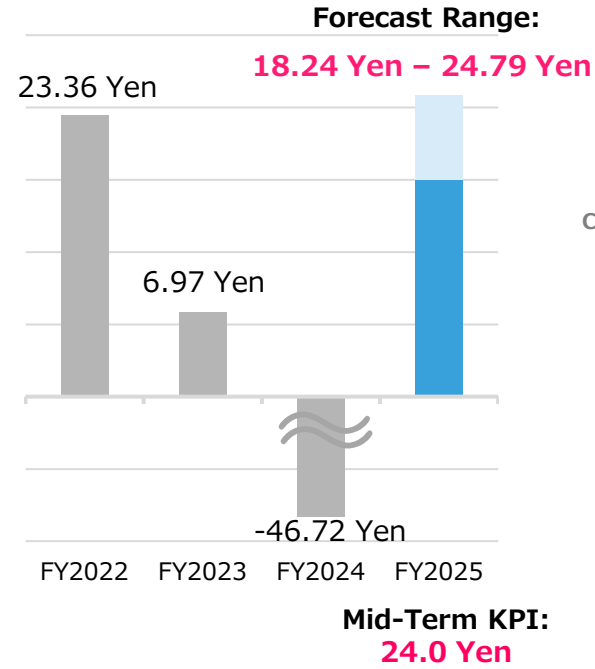
Unit: Times



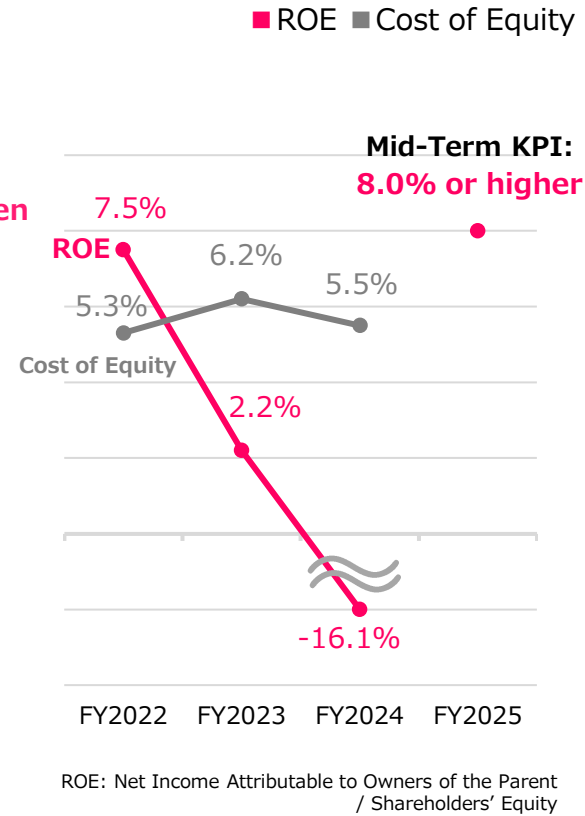
## Operating Profit



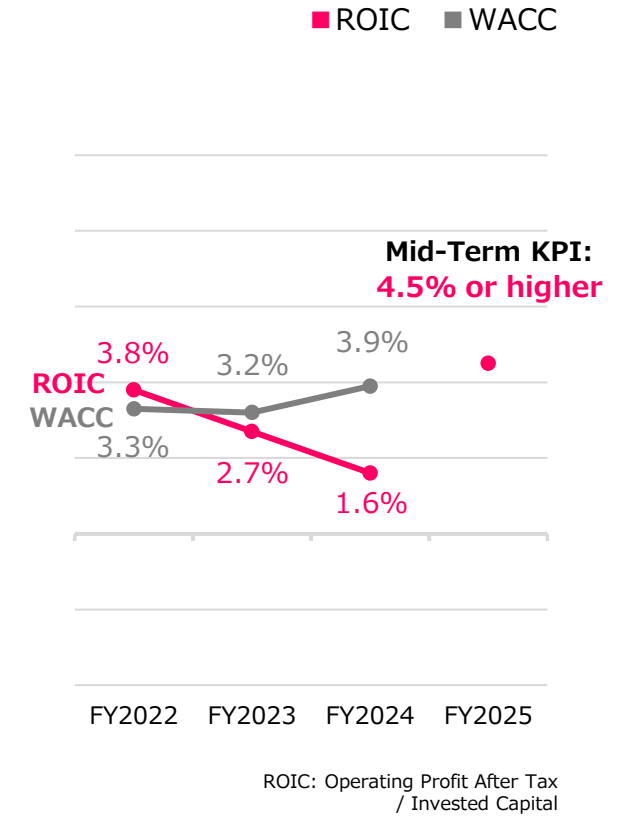
## EPS (Earnings Per Share)



## ROE & Cost of Equity



## ROIC & WACC





# 05 | Appendixes

# Segment Performance (Quarterly Trends)

Unit: Million Yen

Net Sales	2023 Fiscal Year					2024 Fiscal Year				
	1Q	2Q	3Q	4Q	Full-Year Total	1Q	2Q	3Q	4Q	Full-Year Total
<b>Total</b>	<b>3,471</b>	<b>3,532</b>	<b>3,269</b>	<b>3,260</b>	<b>13,534</b>	<b>3,058</b>	<b>2,803</b>	<b>2,943</b>	<b>3,210</b>	<b>12,016</b>
IoT	2,217	2,120	1,939	2,083	8,361	2,168	1,920	1,984	2,333	8,407
Machine	1,191	1,350	1,268	1,114	4,925	832	879	959	876	3,546
Adjustments	62	61	61	62	247	58	4	0	0	62

Operating Profit	2023 Fiscal Year					2024 Fiscal Year				
	1Q	2Q	3Q	4Q	Full-Year Total	1Q	2Q	3Q	4Q	Full-Year Total
<b>Total</b>	<b>257</b>	<b>212</b>	<b>116</b>	<b>136</b>	<b>723</b>	<b>171</b>	<b>98</b>	<b>47</b>	<b>45</b>	<b>363</b>
IoT	445	217	226	291	1,181	324	216	220	309	1,070
Machine	60	225	124	123	534	75	119	77	49	322
Adjustments	-248	-229	-235	-278	-992	-228	-237	-250	-313	-1,029

Note: Smart City figures have been reclassified as adjustments due to the transfer.

## Management Philosophy

# Creating a Comfortable Future with Imagination, Technology, and Passion

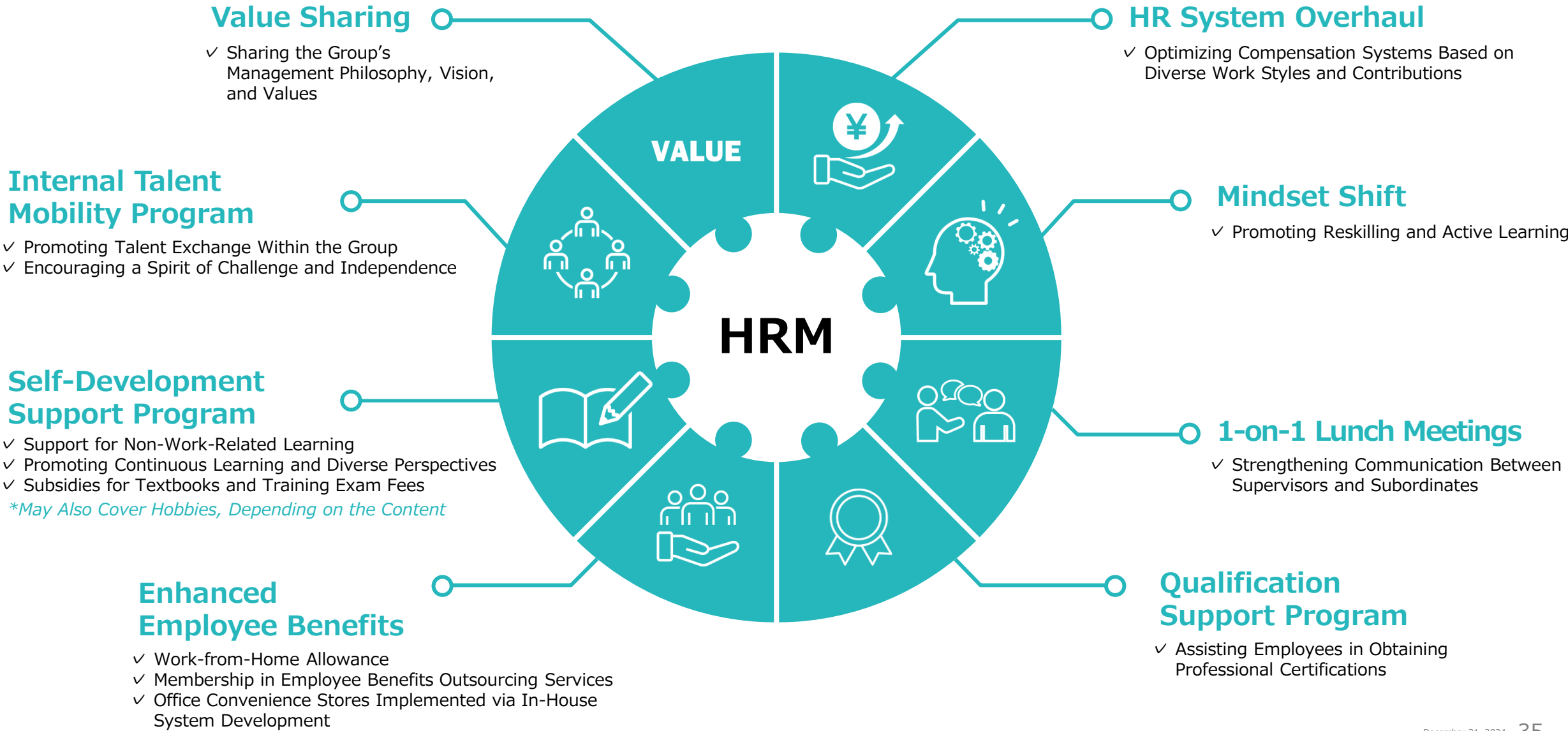
### Vision

## Corporate Group That Brings Smiles

- 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.

### 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.



We strive for sustainable management through business strategies that integrate ESG and SDGs perspectives.

# FIG ESG

## Environmental

### Leveraging IT to Reduce Global Environmental Impact

- Reducing environmental impact through our products and services
- Minimizing waste from business activities, increasing resource recycling rates, and utilizing renewable energy
- Reducing the use of hazardous substances
- Preserving the local environment

## Social

### Creating a Comfortable Future with Our Group's Technology

- Providing technologies and services to support Society 5.0 (drones, robots)
- Advancing sustainable regional transportation (buses, taxis)
- Promoting a cashless society
- Expanding the adoption of MaaS
- Enhancing disaster preparedness, mitigation, and safety
- Developing technologies for smart hotels
- Supporting a comfortable and inclusive work environment (health promotion, diversity, and inclusion)

## Governance

### Strengthening Governance to Build a Solid Management Foundation

- Ensuring strong corporate governance
- Appointing independent outside directors
- Establishing transparent methods for determining executive compensation
- Enforcing compliance through policies and training
- Eliminating antisocial influences
- Strengthening information security



## Customer Base (Monthly Subscription Contracts)

Total: **210,000**

As of December 2024

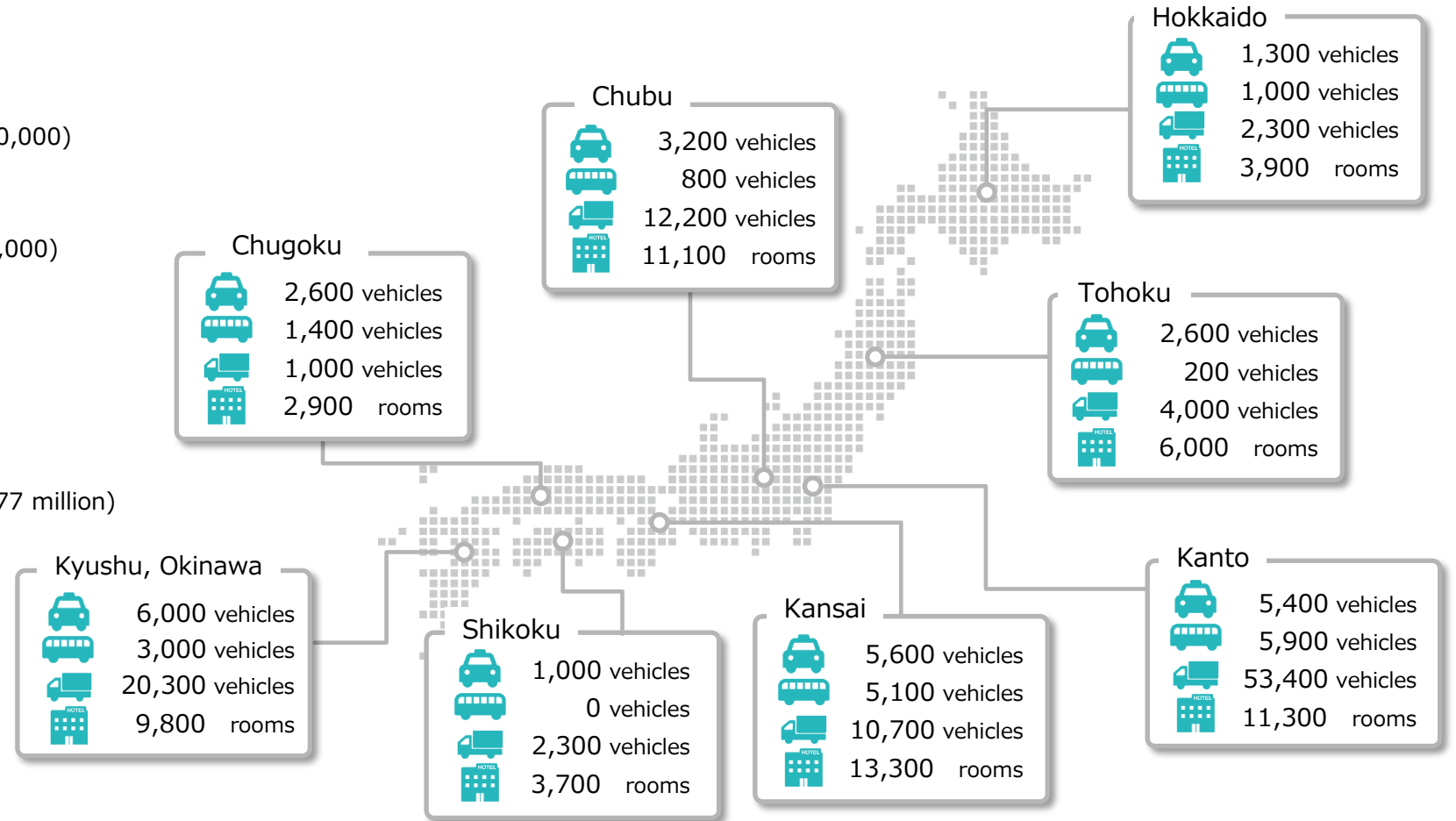
**Taxis**  
Approx. 27,700 vehicles  
(14% market share, total taxi vehicles: approx. 200,000)

**Buses**  
Approx. 17,400 vehicles  
(31% market share, total public buses: approx. 55,000)

**Logistics & Others**  
Approx. 106,200 vehicles  
(No.1 market share in in-vehicle IP radio,  
main truck fleet: approx. 7.7 million vehicles)

**Hotels**  
Approx. 62,000 rooms  
(3.5% market share, total hotel rooms: approx. 1.77 million)

Note: Includes rooms in ryokan and hotels.





Future Innovation Group

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