

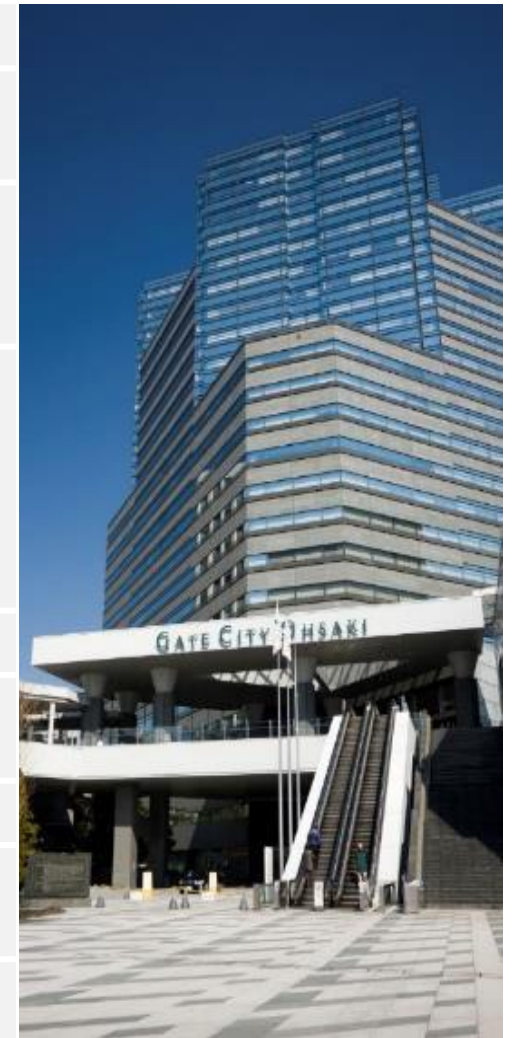
# An Introduction to COMTURE for Institutional Investors



February 4, 2025  
COMTURE CORPORATION

# Company Overview

Name	COMTURE CORPORATION
Representative director	Chihiro Sawada, President Osamu Noma, Senior Executive Vice Presiden
Head office address	9F/15F East Tower, Gate City Osaki, 1-11-2, Osaki, Shinagawa-ku, Tokyo Japan Offices: Nagoya / Osaka / Fukuoka
Group companies (locations)	COMTURE NETWORK CORPORATION (Ariake) EDIFIST LEARNING INC. (Yaesu) TAKT SYSTEMS, INC. (Gotanda / Nagaoka) COMTURE MARKETING CORPORATION (Osaki) COMTURE DATA SCIENCE CORPORATION (Osaki)
Established	January 18, 1985
Businesses	IT consulting, system designs/construction and operation/maintenance, total education services
Capital	1,022 million yen (as of the end of March 2024)
Net sales	34,185 million yen (FY3/24) <b>37,700 million yen</b> (Forecast for FY3/25)
Ordinary profit	4,597 million yen (FY3/24) <b>4,900 million yen</b> (Forecast for FY3/25)
Employees	1,912 (as of April 1, 2024, including directors and temporary employees)

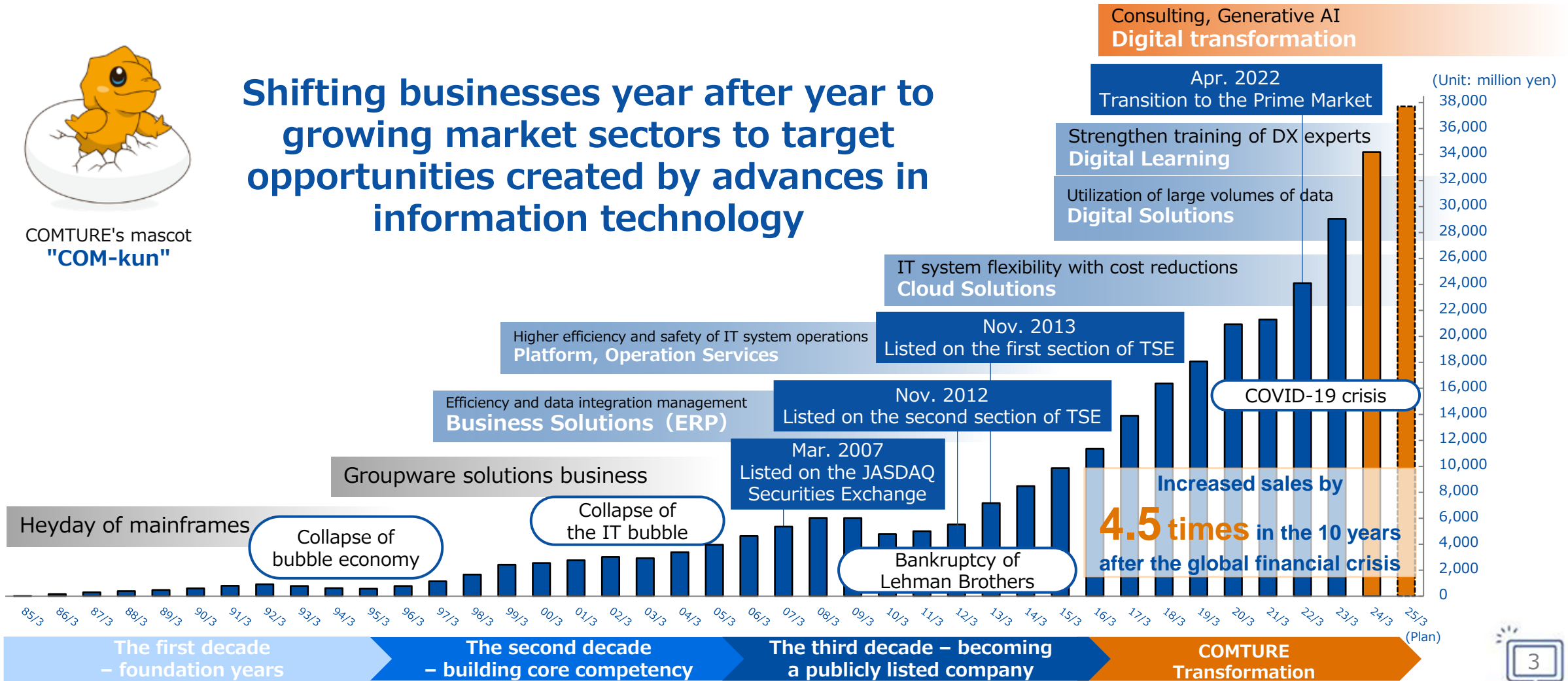


High average annual growth of 15% driven by constant innovation



COMTURE's mascot "COM-kun"

Shifting businesses year after year to growing market sectors to target opportunities created by advances in information technology



# Business (Strategy for Collaboration with Vendors)

## Collaboration with global platformers and tool vendors

### Cloud Solutions

- Collaboration using alliances with global SaaS vendors, consulting and integration services for the installation and use of CRM and other cloud services, and other activities

### Digital Solutions

- Construction of data infrastructures by working with global AI vendors, provision of data analysis solutions by working with global data analysis vendors, and other activities

### Business Solutions

- Construction, operation and modernization concerning accounting, personnel, fintech and other core IT systems using collaboration with global ERP package vendors

### Platform, Operation Services

- Hybrid cloud environments using virtualization software, design, construction and operation of virtual networks, IT system remote surveillance at COMTURE Group's service centers using global tools, help desk operations, and other activities

### Digital Learning

- Training services in collaboration with global vendors for acquiring vendor certifications and IT training services to give people skills needed to perform DX jobs



コムチュア株式会社  
COMTURE CORPORATION



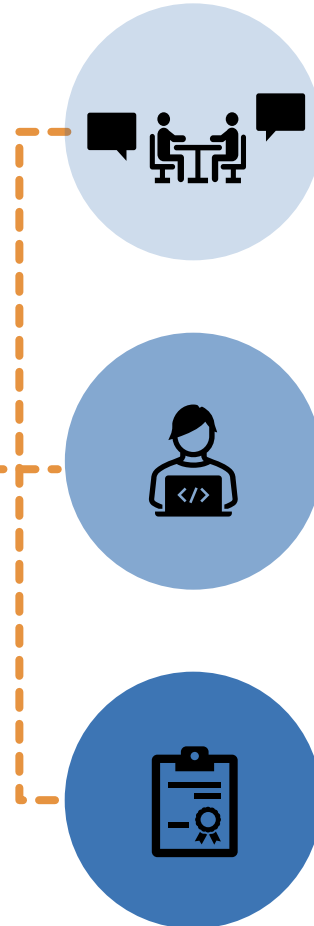
コムチュアネットワーク株式会社  
COMTURE NETWORK CORPORATION



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## Three key points that differentiate COMTURE from competitors

The best possible solutions backed by collaboration with global vendors and the effective use of COMTURE's strengths



### Proposal capabilities

- A **menu** of successful projects using **vendor solutions** and associated knowhow
- Support begins with the **consulting** stage
- Able to create **multi-faceted solutions** that match users' needs

### Technical skills

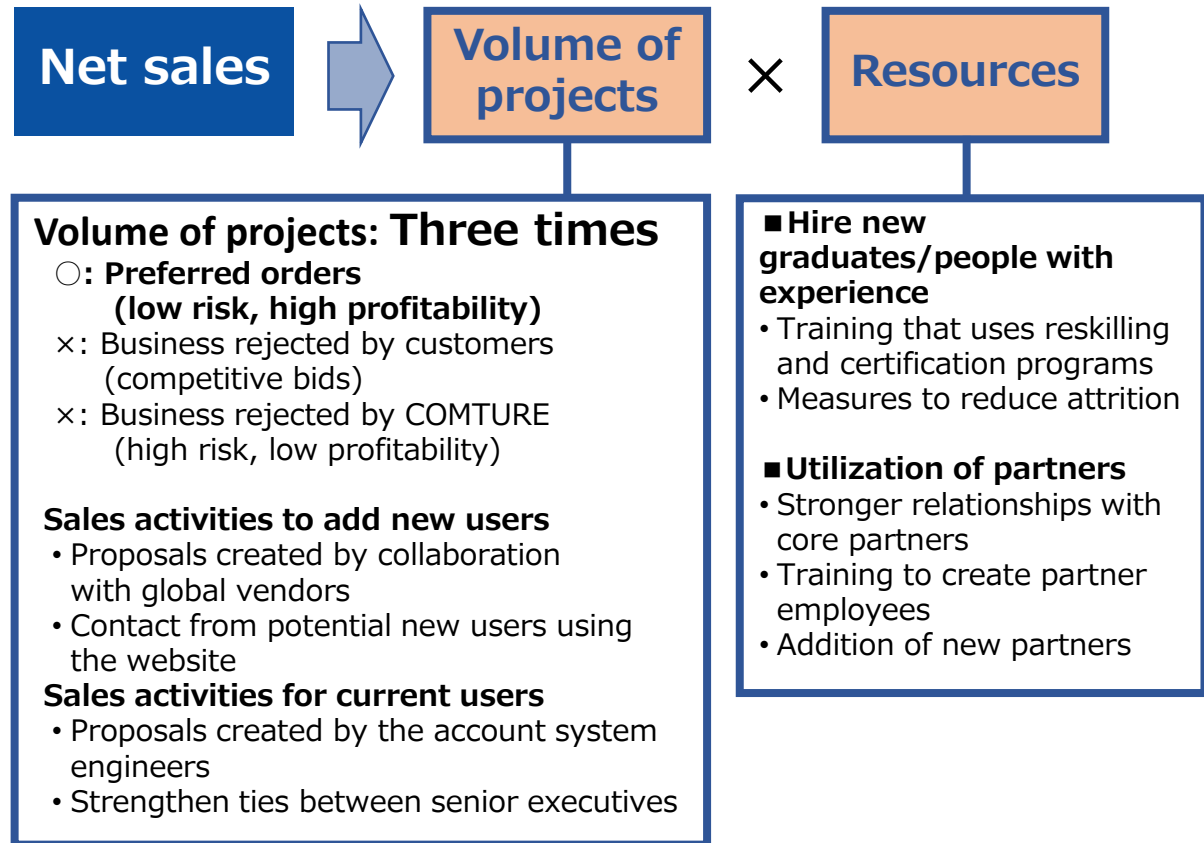
- Upgrading skills of the engineering team mainly with support for **receiving vendor certifications**
- Use of **reskilling** to give people digital transformation skills
- Use of **education resources of group companies**

### Quality skills

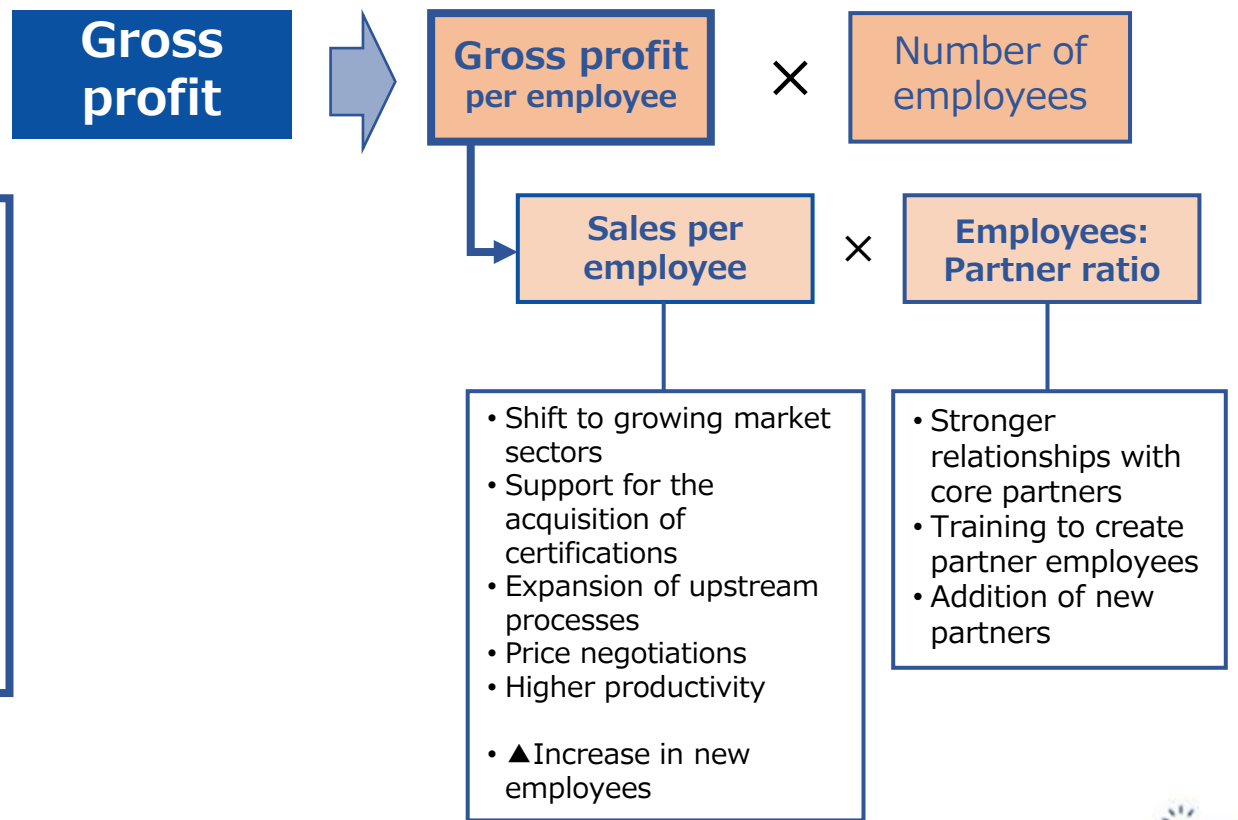
- **Project management** training for a stronger infrastructure
- **Standardization** of development methods
- Proposals that **Cross-selling proposals across the COMTURE Group** and proposal quality reviews

## Key performance indicator management for consistent growth

### ■ KPI concerning achievement of sales plans

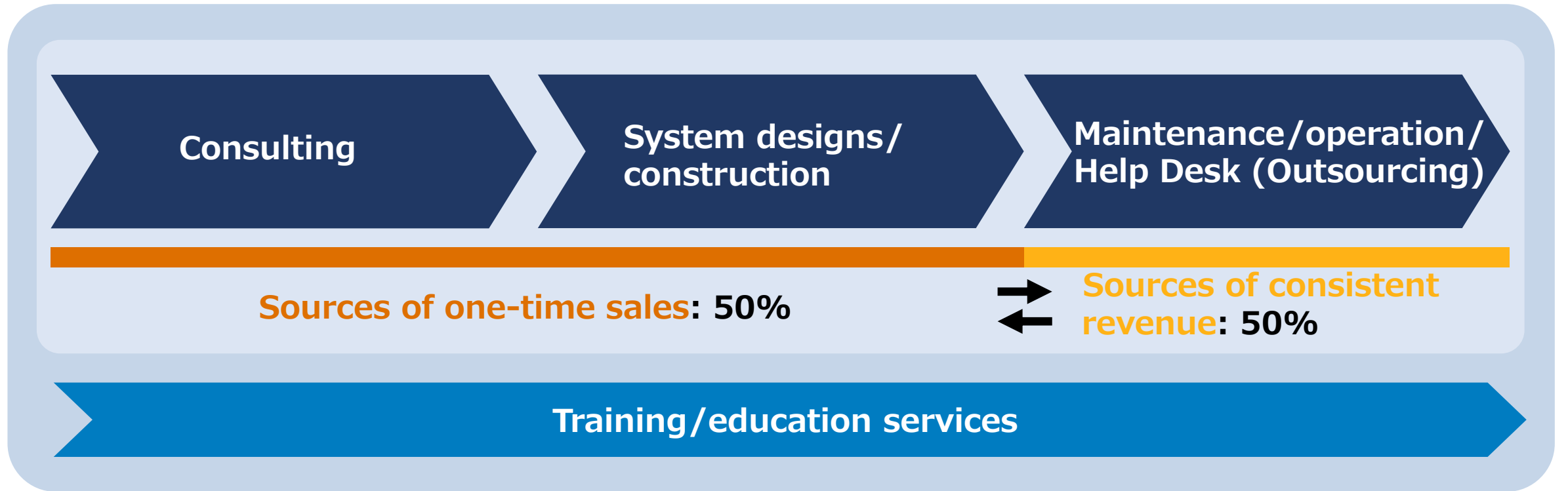


### ■ KPI concerning achievement of earnings plans



## Business balance between growth and stability

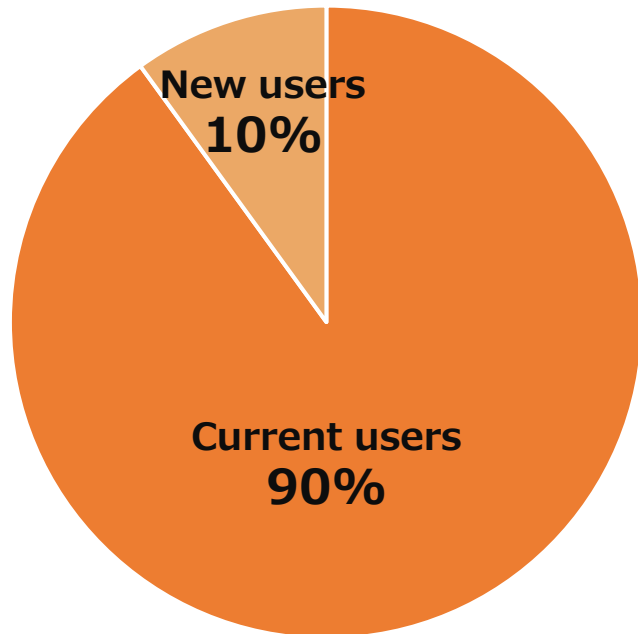
Use support for customers' DX, from consulting to use of systems, to broaden business activities



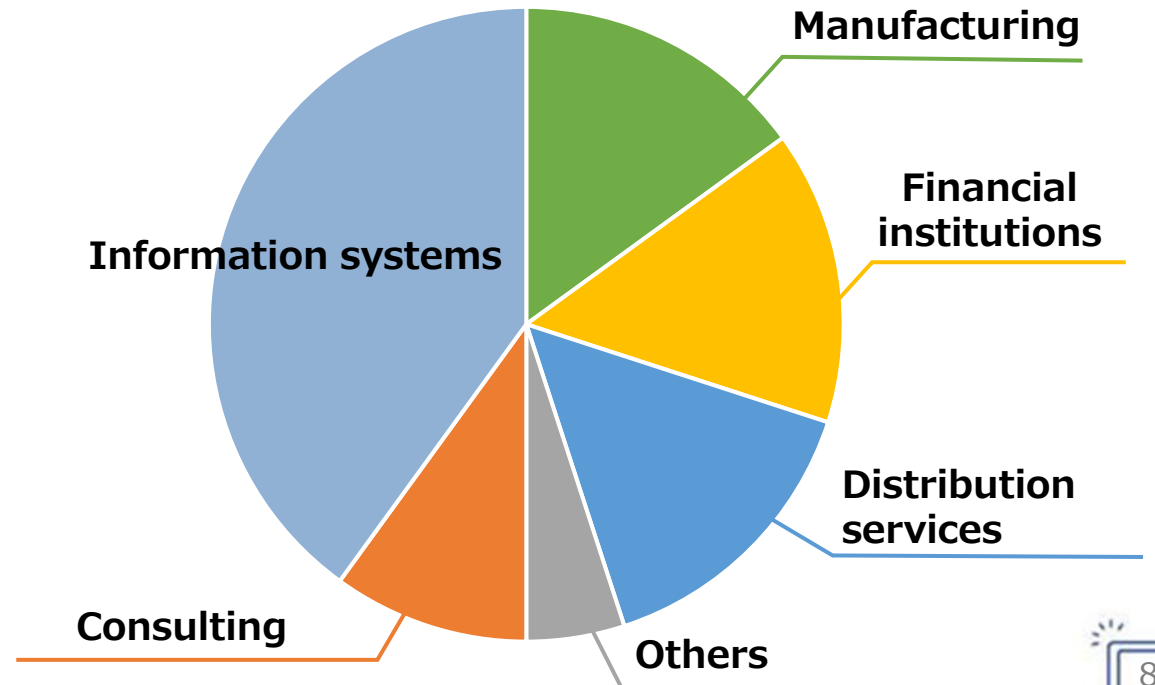
A stable user base centered on large companies with no excessive reliance on a single industry

**Business relationships: 1,338** \*As of end of March 2024

New and current users



Industries of users (top 100 users based on sales)

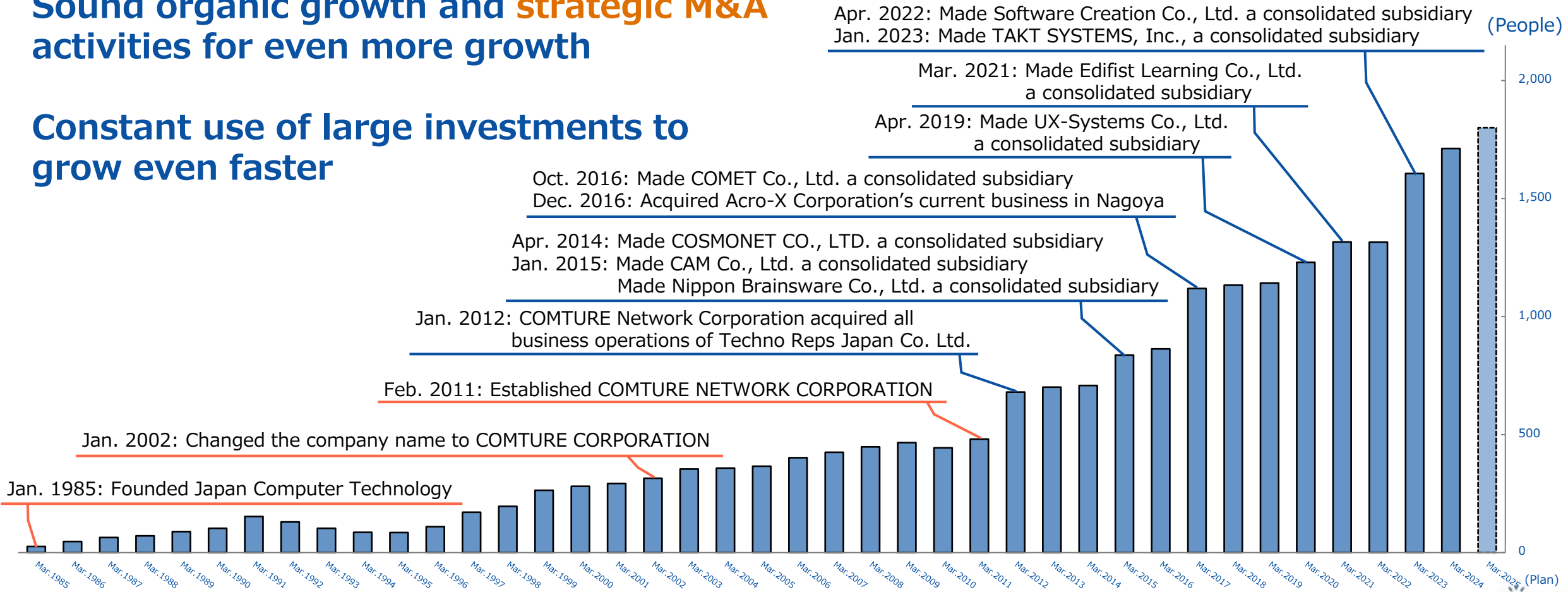




## COMTURE's M&A strategy has increased the size of the workforce and group

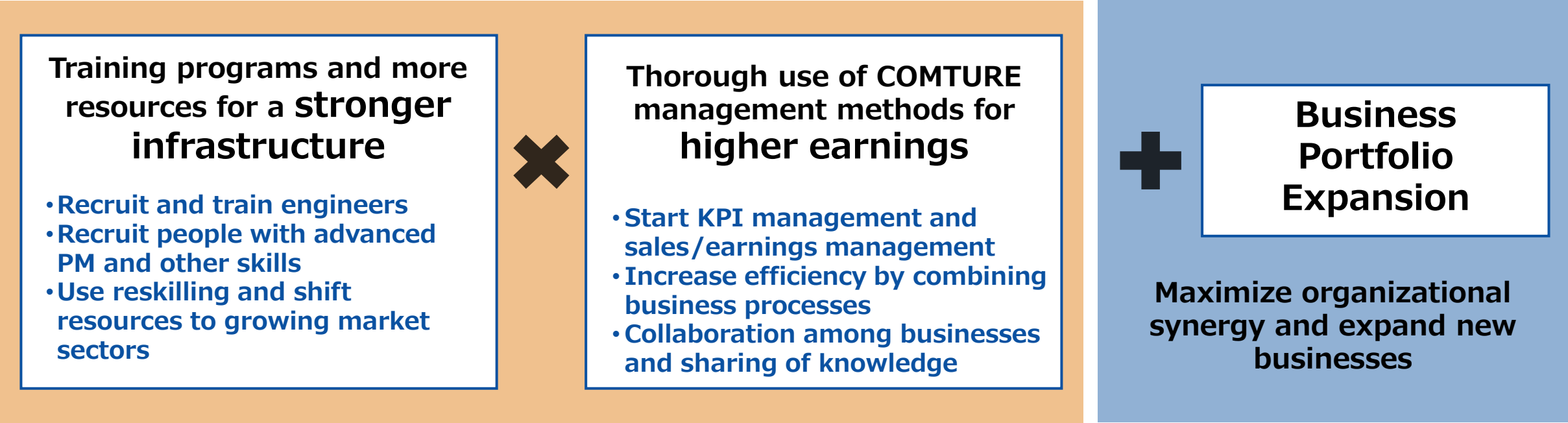
Sound organic growth and **strategic M&A** activities for even more growth

Constant use of large investments to grow even faster



A means of growing faster by adding resources and broadening business activities

## Planning on large M&A expenditures of 5-10 billion yen in three years from FY3/25 to FY3/27



# Recent M&A Activity

## Big increase in profitability due to post-merger integration and training programs

Companies	Purpose of acquisition	Employees when acquired	Acquisition cost	Net sales Operating profit margin		Benefits of joining COMTURE Group
				Before (last year)	After (first year)	
Edifist Learning Inc.	• <b>Strengthen IT education business</b>	<b>56</b>	¥1,350 million	¥1,100 million 10.9%	<b>¥1,190 million 19.4%</b>	<ul style="list-style-type: none"> <li>• More powerful education business</li> <li>• Training of DX experts</li> </ul>
SoftwareCreation Co., Ltd. *Integration into COMTURE CORPORATION in April 2024	• <b>Addition of resources (for reskilling)</b>	<b>120</b>	¥500 million	¥1,760 million 4.7%	<b>¥1,970 million 12.0%</b>	<ul style="list-style-type: none"> <li>• Expansion of businesses to growing market sectors by reskilling SAP engineers</li> <li>• More cross-selling to major clients</li> </ul>
TAKT SYSTEMS, INC. TAKT BUSINESS SOFT, INC. *These companies were combined in October 2023	• <b>Addition of resources (people with PM and other advanced skills)</b>	<b>121</b>	¥2,370 million	¥2,670 million 6.5% (converted to 12-month period)	<b>¥2,840 million 18.2%</b>	<ul style="list-style-type: none"> <li>• A stronger framework for business operations in Kansai area</li> <li>• A stronger framework in the BPM business sector</li> <li>• Addition of PM professionals, more business opportunities due to better quality for project management and other activities</li> </ul>

# FY3/25 Medium-term Business Plan

Further expansion and sustained growth of the DX domain

Business policies for high value-added management

## Three business strategies

### Collaboration with vendors

- Strengthening sales process
- Upgrade quality/technical skills

### Improving proposal capabilities

- Multi-faceted solutions
- Improvement of project management skills

### Expanding resources

- Developing high-skilled human resources
- Partner training and cooperation

## Strengthening the management base that supports business

Digital transformation

Human resources

Sustainability

## Investment strategies that accelerate business growth

M&A

Investment in human resources

Business and management innovations

Details of the FY3/25 Medium-term Business Plan are available on our website (<https://www.comture.com/ir/management/>)

# FY3/25 Medium-term Management Plan Performance Indicators

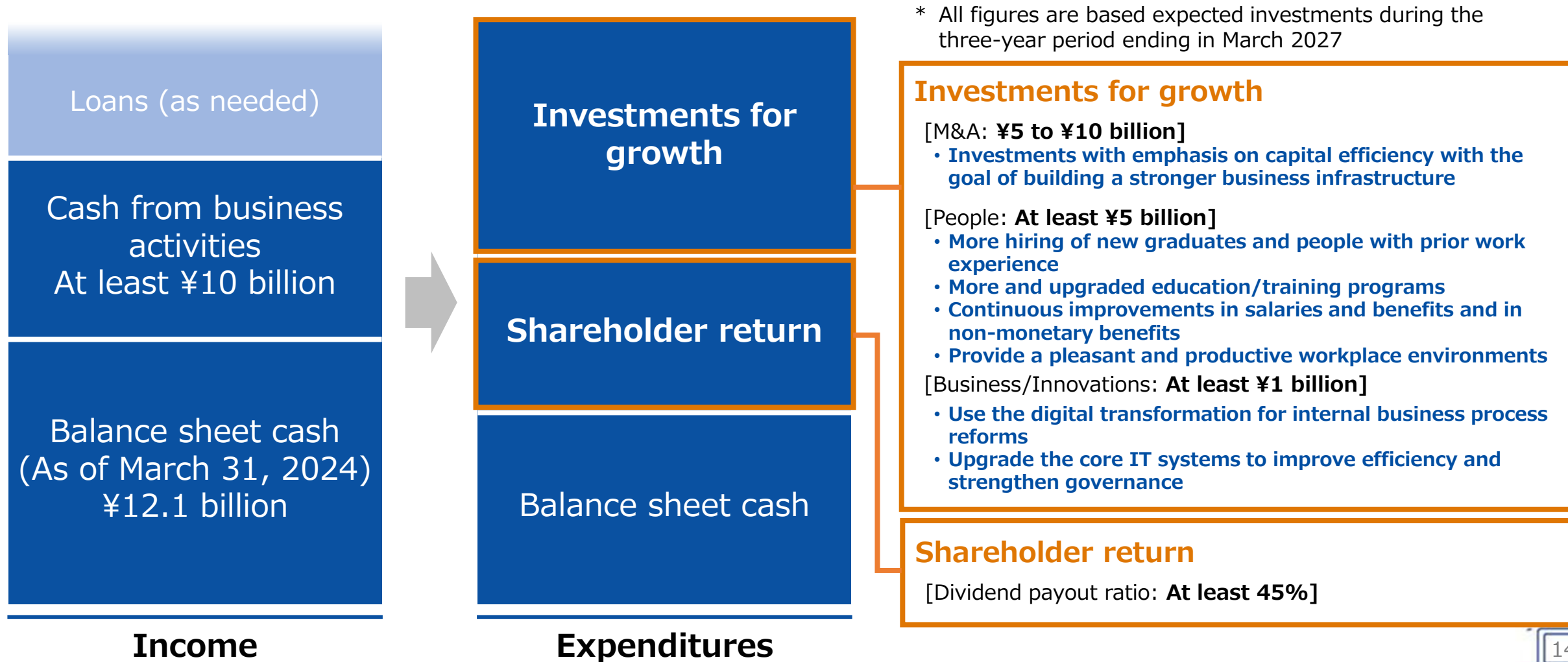
Long-term goal is sales of 100 billion yen

Aiming for 17 consecutive years of sales growth and  
16 consecutive years of earnings growth

Maintain strong organic growth of **10% or more**

(Millions of yen)	FY3/24 Results	FY3/27 Forecast	Average annual growth rate (FY3/24~FY3/27)
Net sales	34,185	<b>50,000</b>	<b>+10.0% or more</b>
Operating profit	4,600	<b>6,500</b>	<b>+10.0% or more</b>
Operating profit margin	13.5%	<b>13.0%</b>	-
ROE	19.7%	<b>20.0% or more</b>	-
Payout ratio	46.8%	<b>45.0% or more</b>	-

## Investments for consistent growth and substantial shareholder distributions



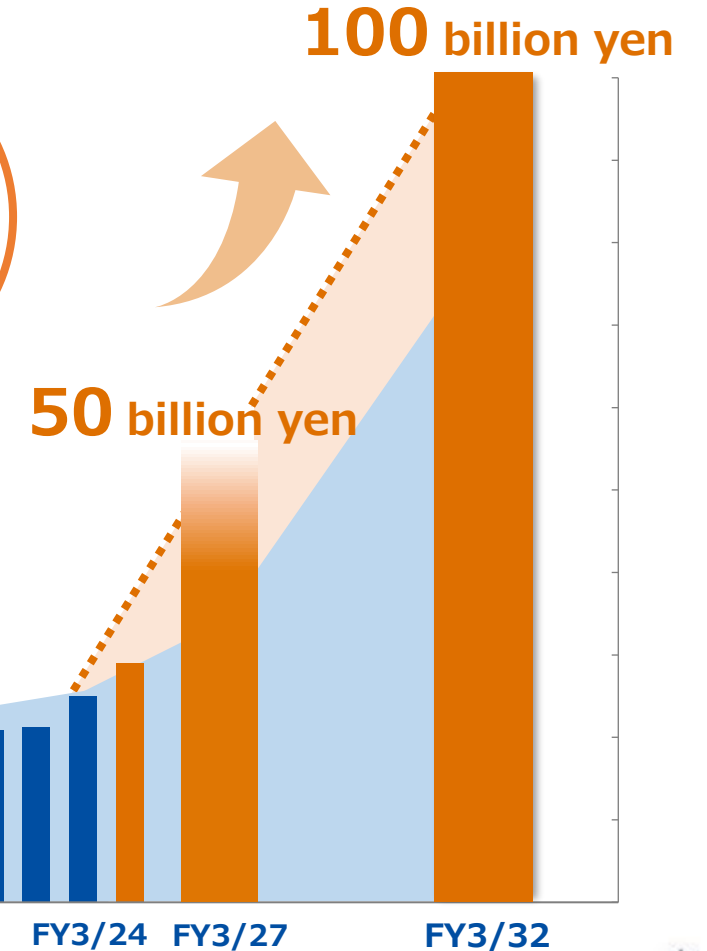
# Our Vision for the Future

The goal is sales of 100 billion yen in FY3/32

Providing high value-added services  
by driving customers' DX  
and solving their issues  
×  
Creating the foundations  
as a top-drawer company where  
employees find it comfortable to work

Organic  
growth

Use M&A for  
faster growth



FY3/85

10 years in the founding period

10 years when we established  
the area of specialty

10 years as a listed company

COMTURE Transformation

FY3/24

FY3/27

FY3/32

# Appendix

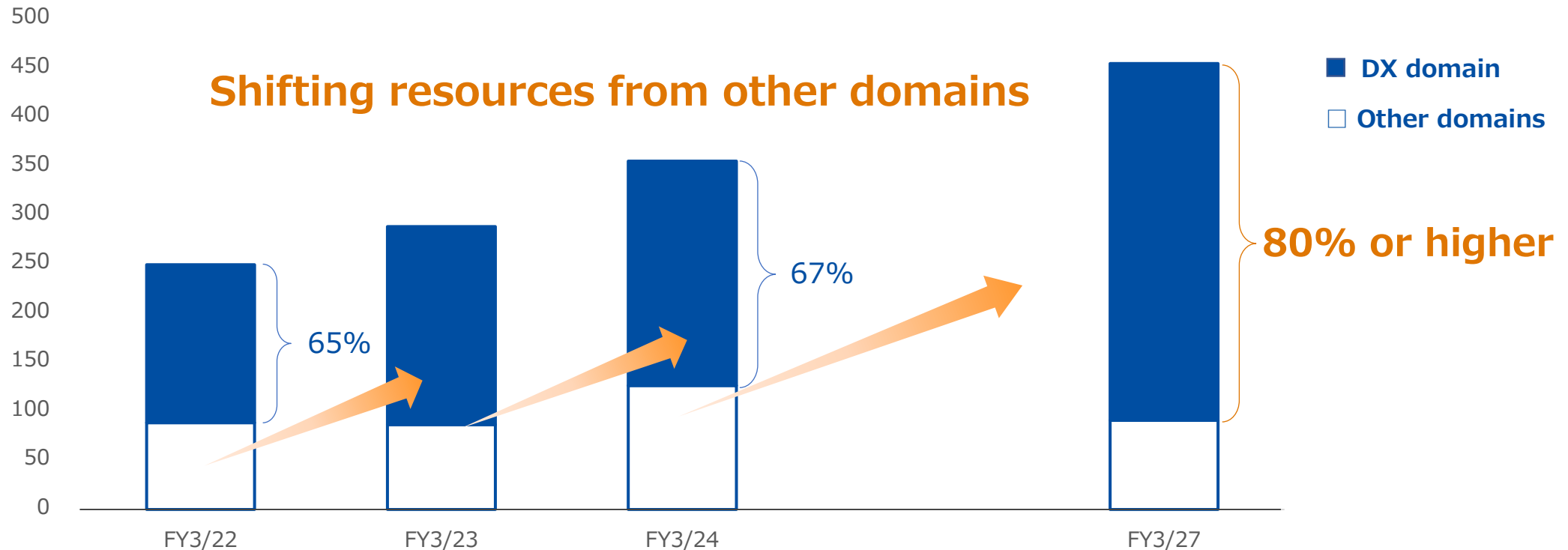


# Medium-term Management Plan: Expansion in the DX domain

Accelerating the shift to DX domain, which is a growth engine

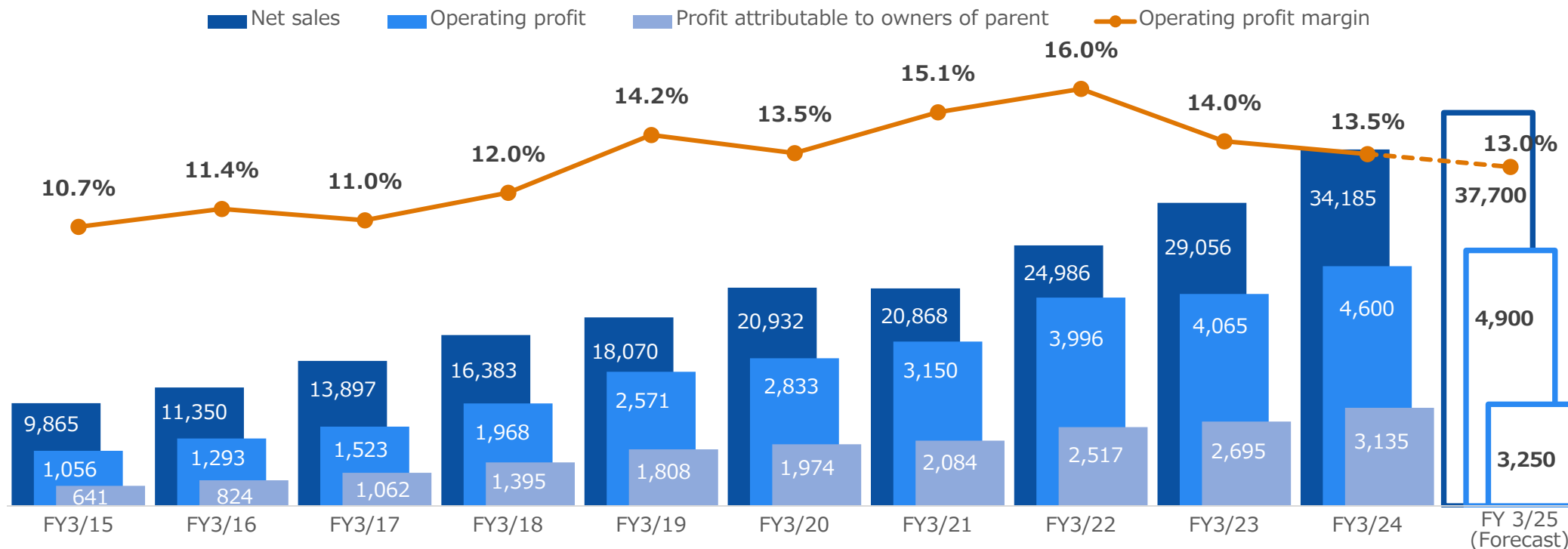
- Expanding business in the DX domain backed by the growing DX market
- Execute proactive resources shifts and achieve accelerated growth
- Increasing the ratio of businesses in the DX domain to net sales to **80% or higher (FY3/27)**

Net sales (100 million yen)



# Performance Trends

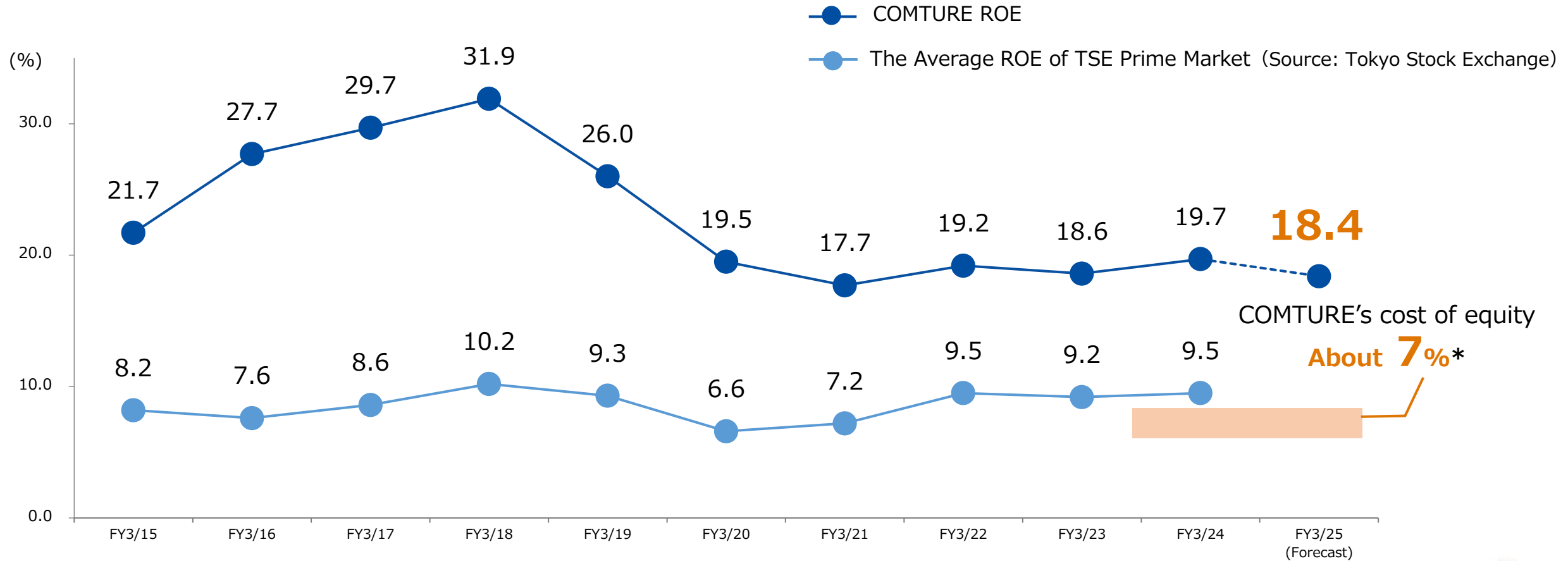
## FY3/15 to FY3/25 (Net sales/Operating profit/Net income)



<b>ROE</b>	21.7%	27.7%	29.7%	31.9%	26.0%	19.5%	17.7%	19.2%	18.6%	19.7%	18.4%
<b>Equity ratio</b>	55.7%	58.4%	53.3%	56.6%	69.4%	75.8%	74.9%	73.0%	69.4%	71.7%	73.6%
<b>Payout ratio</b>	39.6%	38.9%	35.2%	33.9%	39.5%	46.6%	47.4%	46.9%	52.0%	46.8%	47.1%

# Efficient Use of Capital and Cost of Equity

Capital efficiency is consistently far above the cost of equity



\*The cost of equity is calculated by using the capital asset pricing model (CAPM).

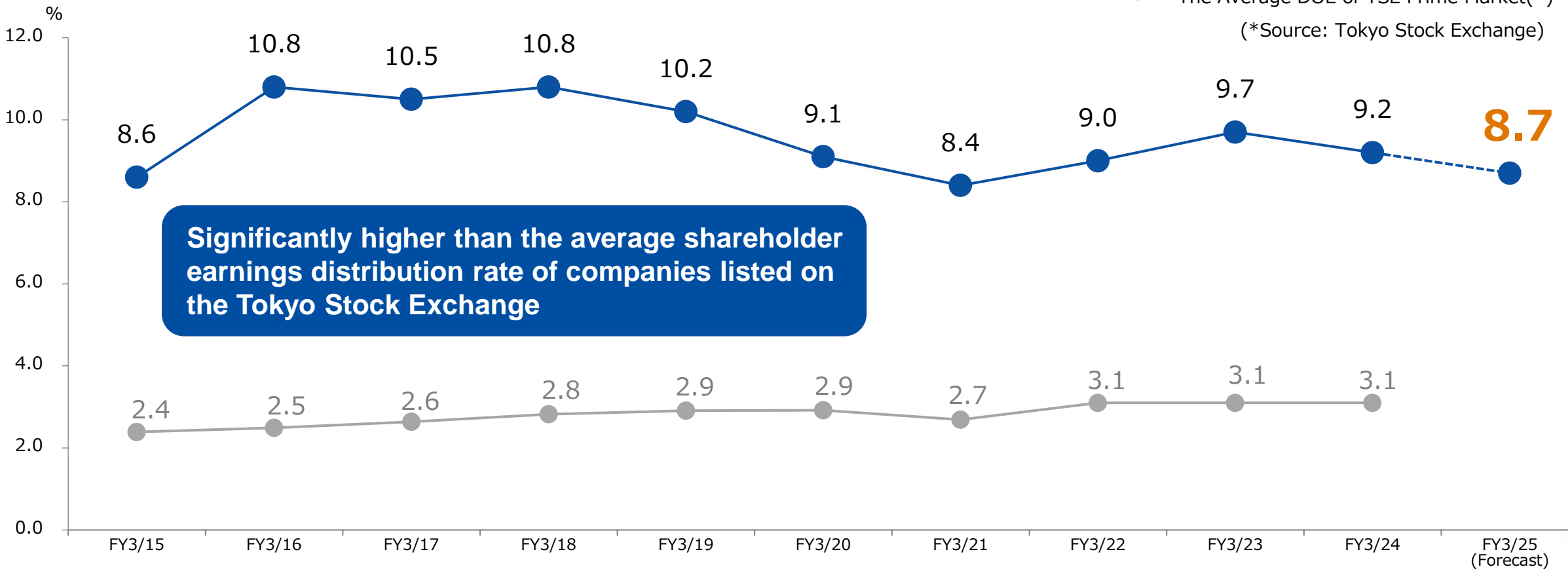
# Balancing Capital Efficiency and Shareholder Returns

Goal is consistently high shareholder distributions and dividend stability

**DOE(Dividend-equity ratio)= Payout ratio×ROE**

The DOE shows earnings distributions to shareholders in relation to equity.

● COMTURE DOE  
● The Average DOE of TSE Prime Market(\*)  
(\*Source: Tokyo Stock Exchange)



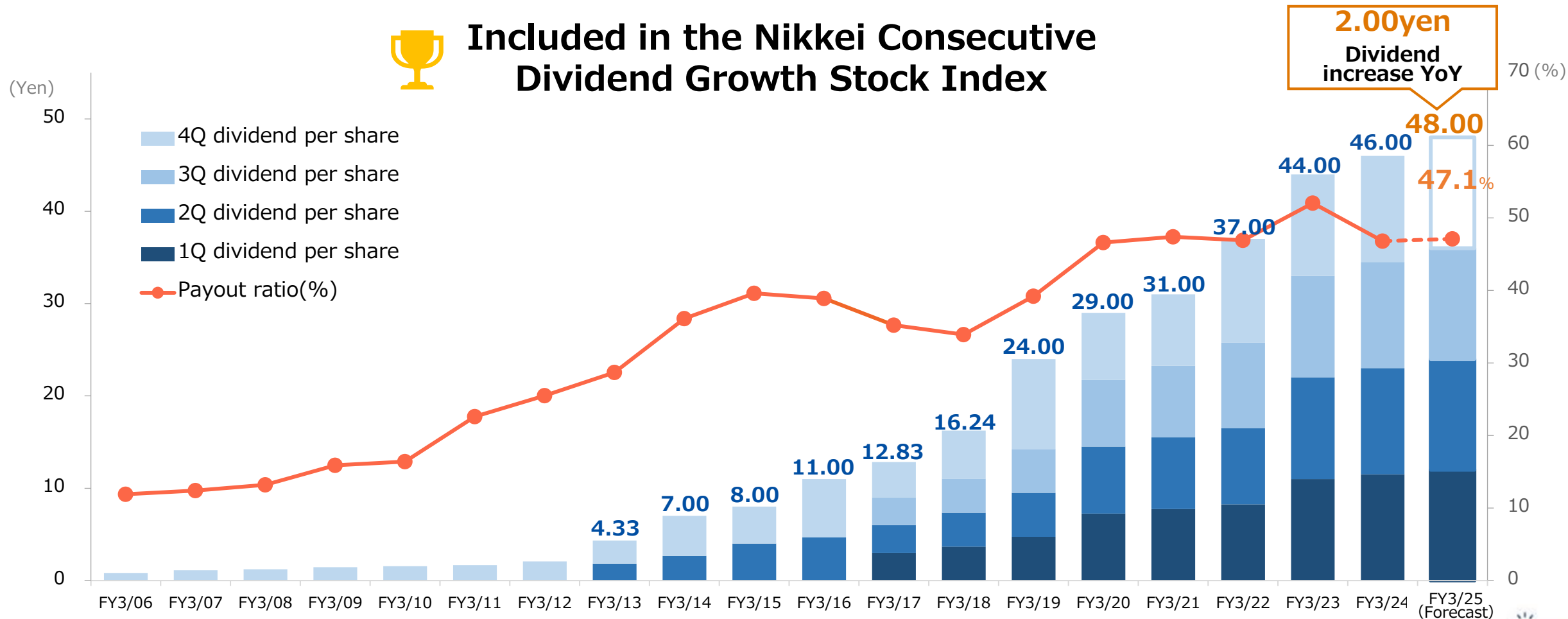
Significantly higher than the average shareholder earnings distribution rate of companies listed on the Tokyo Stock Exchange

# Dividend Policy and Dividend Growth

Planning on the 20th consecutive dividend increase;  
goal is payout ratio of at least 45%



Included in the Nikkei Consecutive Dividend Growth Stock Index



COMTURE conducted a 3-for-1 common stock split effective on October 1, 2017 and a 2-for-1 common stock split effective on October 1, 2019. Dividend per share has been calculated as if these stock splits had taken place at the beginning of FY3/06.

# Sustainability Initiatives

## Sustainability Policy

By assisting with our customers' digital transformation, we will help solve economic and social issues and maximize our social value.

Materiality	Related SDGs
Business activities for using the DX to help solve social issues	  
Use upgraded proposal skills to maximize customer value	  
Partnerships to support innovation; development of advanced technologies	 
IT training and career management to support the DX of society	
Fully utilize and develop the skills of a diverse workforce	 
Well-chosen investments and the higher capital efficiency for sustained growth	  
Sound management of business operations to meet stakeholders' expectations	  
Activities to combat climate change and recycle resources	 

# Key Numbers about COMTURE Group

## Recruiting



New graduates: **196**

(hired in April 2024)

Experienced people: **38**

(Hired during FY3/24)

## Reskilling



Cumulative no. of participants:

**140**

(Since January 2023 incl. people still in program courses)

## The number of certified personnel



Employees with more than one certification counted separately

**1,144**

(FY3/24 results)

## Growth rate of gross profit per employee



**+2.1%**

(FY3/24 results)

## Salary increase rate



**+8.1%**

(FY3/24 results)

## Turnover rate



**8.6%**

(FY3/24 results)

## Average monthly overtime



**13.1 hours**

(FY3/24 results, COMTURE (Non-consolidated))

## Use of child care time off/ Pct. of eligible employees



Male: **8/53%**

Female: **6/100%**

(FY3/24 results, COMTURE (Non-consolidated))

## Female managers/Pct. of all managers



**14/10.7%**

(FY3/24 results, COMTURE (Non-consolidated))

# The Number of Certified Personnel

Development and retain highly skilled people  
by enhancing training /education programs

(As of July 2024)

Type of qualification	Certified employees	Type of qualification	Certified employees
Salesforce	552	SAS	85
ServiceNow	155	Informatica	141
Cybozu	96	SAP	206
AWS	548	Cisco	103
Microsoft (MCP)	909	HPE	31
Google Cloud	56		



# Inclusion in Stock Indexes and Eruboshi Certification

## JPX-Nikkei Mid and Small Cap Index

This index consists of mid and small cap stocks that are highly appealing to investors, which is the same as the concept used for the JPX Nikkei Index 400. Inclusion in the index recognizes companies with management that places emphasis on the consistent growth of corporate value and the interests of shareholders. COMTURE has been selected for this index every year since 2016.

**Constituent companies: 200**



## Nikkei Consecutive Dividend Growth Stock Index

This index, which is weighted by market capitalization, consists of Japanese stocks that have increased their dividends consistently. As a rule, only companies that have raised their dividends for at least 10 consecutive years are eligible. COMTURE has been included in this index in 2023 and 2024.

**Constituent companies: 70**



**19 consecutive  
years of dividend  
increases!**

## FTSE Blossom Japan Sector Relative Index

This index includes Japanese companies that have outstanding activities involving the environment, society and governance (ESG). Companies are selected based on ESG ratings determined by FTSE Russell, a leading global index provider. Based on the June 2024 ratings, COMTURE was selected for this index for the first time.

**Constituent companies: approx. 600**



**FTSE Blossom  
Japan Sector  
Relative Index**

## Eruboshi Certification

Eruboshi certification is given by the Ministry of Health, Labour and Welfare to companies with outstanding programs for the participation and advancement of women in the workplace. COMTURE has received one star certification. In addition, COMTURE plans to earn Kurumin certification, which is based on the Act on Advancement of Measures to Support Raising Next-Generation Children, and Health and Productivity Management Outstanding Organization Certification.



Be a source of **“excitement”**  
for customers and  
**“dreams”**  
for employees



# Precautions

- This presentation was prepared to provide information about COMTURE and is not a solicitation to invest in COMTURE.
- COMTURE exercised care regarding the accuracy of information in this presentation but does not guarantee that this information is complete.
- COMTURE assumes no responsibility whatsoever concerning any losses or damages resulting from the use of information in this presentation.
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