

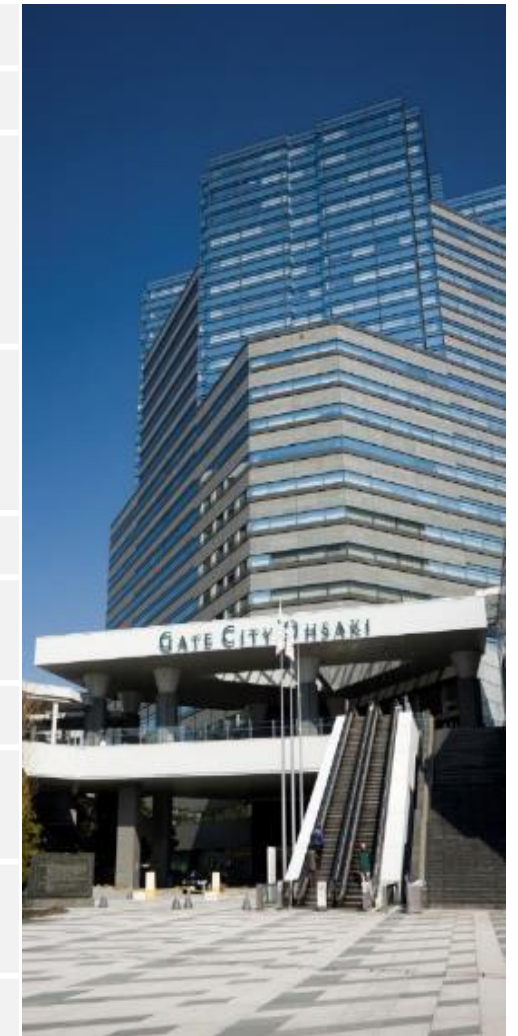
# An Introduction to COMTURE for Institutional Investors



February 6, 2026  
COMTURE CORPORATION

# Company Overview

Name	COMTURE CORPORATION
Representative director	Chihiro Sawada, President
Location	9F/15F East Tower, Gate City Osaki, 1-11-2, Osaki, Shinagawa-ku, Tokyo Japan Business sites: Nagoya / Osaka / Fukuoka / Nagaoka Offices: Ariake / Gotanda
Group companies (locations)	COMTURE NETWORK CORPORATION (Ariake) EDIFIST LEARNING INC. (Yaesu) Human Interactive Technology inc. (Iidabashi)
Established	January 18, 1985
Businesses	consulting, system designs/construction and operation/maintenance, total education services
Capital	1,022 million yen (as of the end of March 2025)
Net sales	36,341 million yen (FY3/25) <b>40,000 million yen</b> (Forecast for FY3/26)
Ordinary profit	4,660 million yen (FY3/25) <b>5,000 million yen</b> (Forecast for FY3/26)
Employees	2,050 (as of April 1, 2025, including directors and temporary employees)

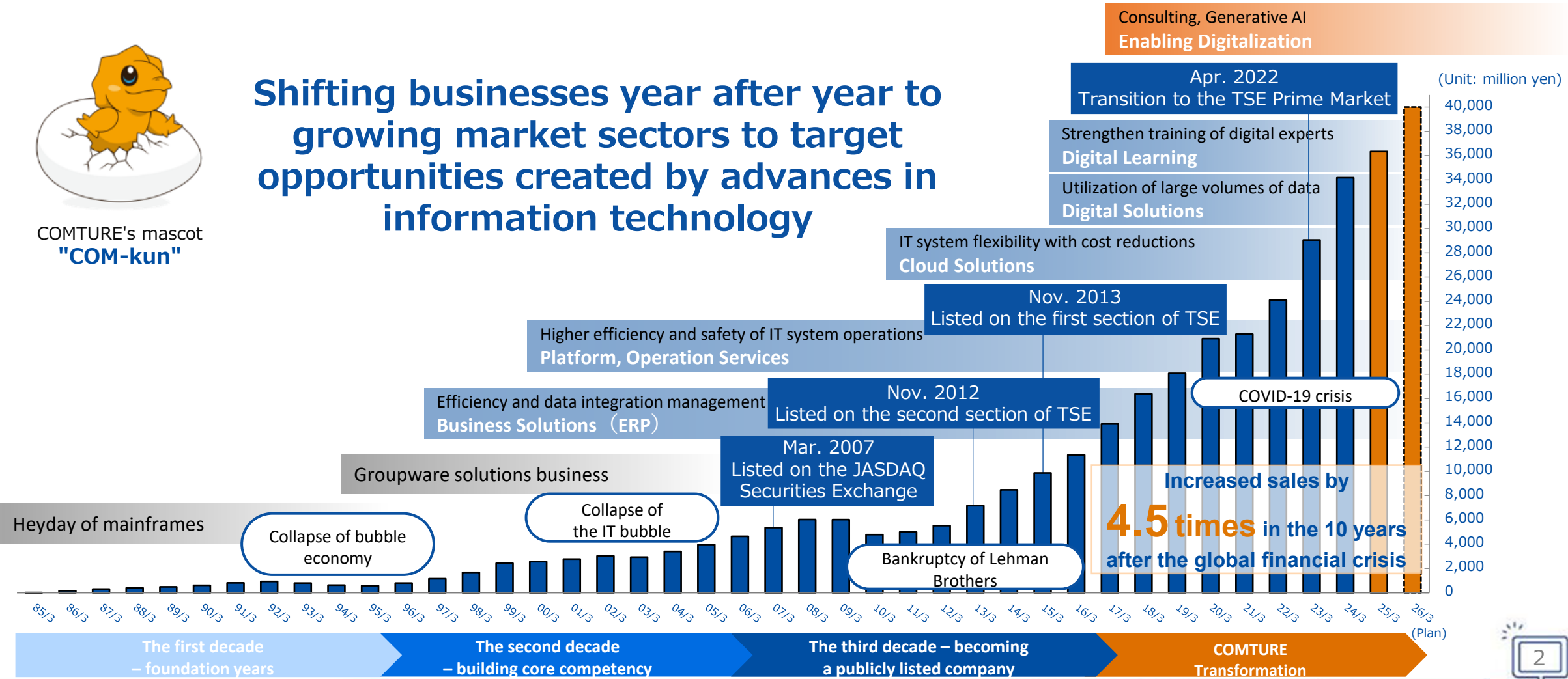


High average annual growth of 10% or more driven by constant innovation



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

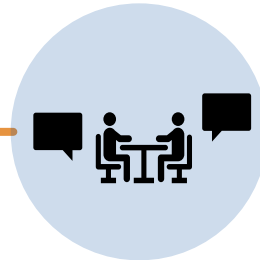
- Training services in collaboration with global vendors for acquiring vendor certifications and IT training services to develop digital talent



All logos and service names in this document are brand names or registered trademarks of their respective companies.

## 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**
- Acquisition of digital skills through **reskilling**
- Use of **education resources of group companies**

### Quality skills

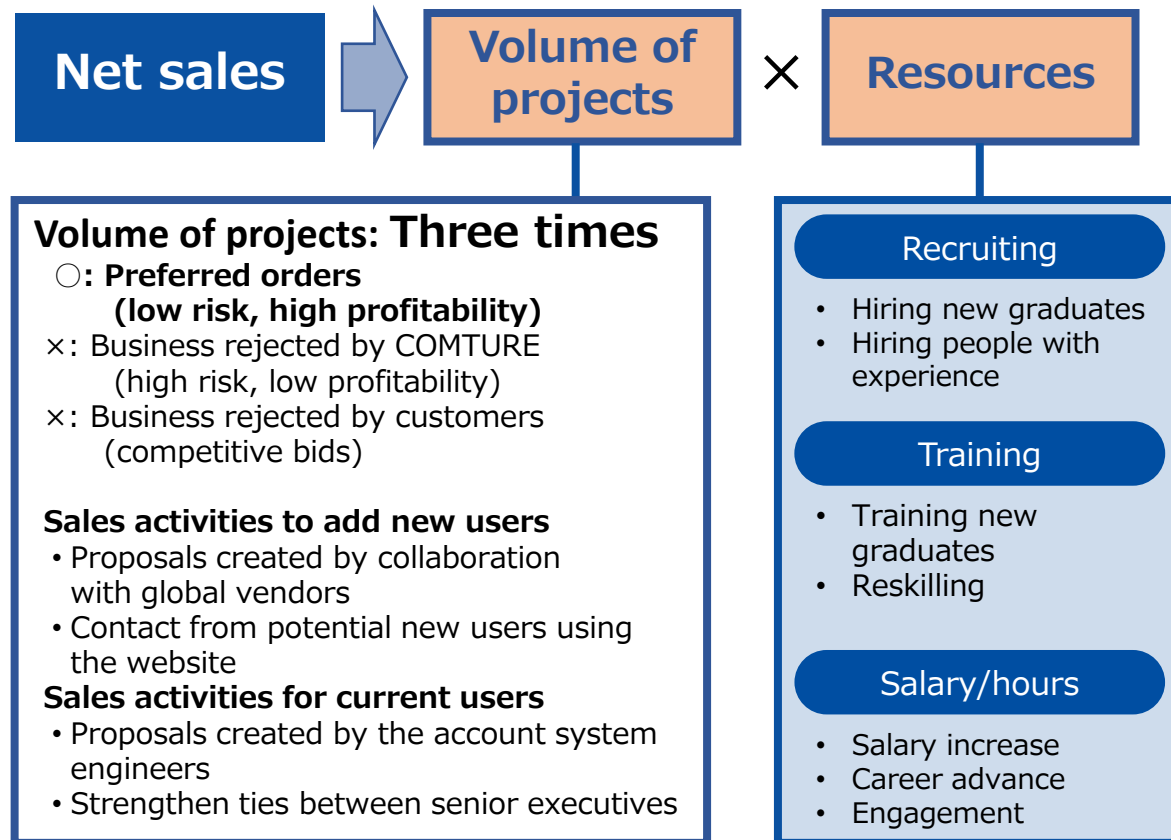
- **Project management** training for a stronger infrastructure
- **Standardization** of development methods
- Proposals that **Cross-selling proposals across the COMTURE Group** and proposal quality reviews



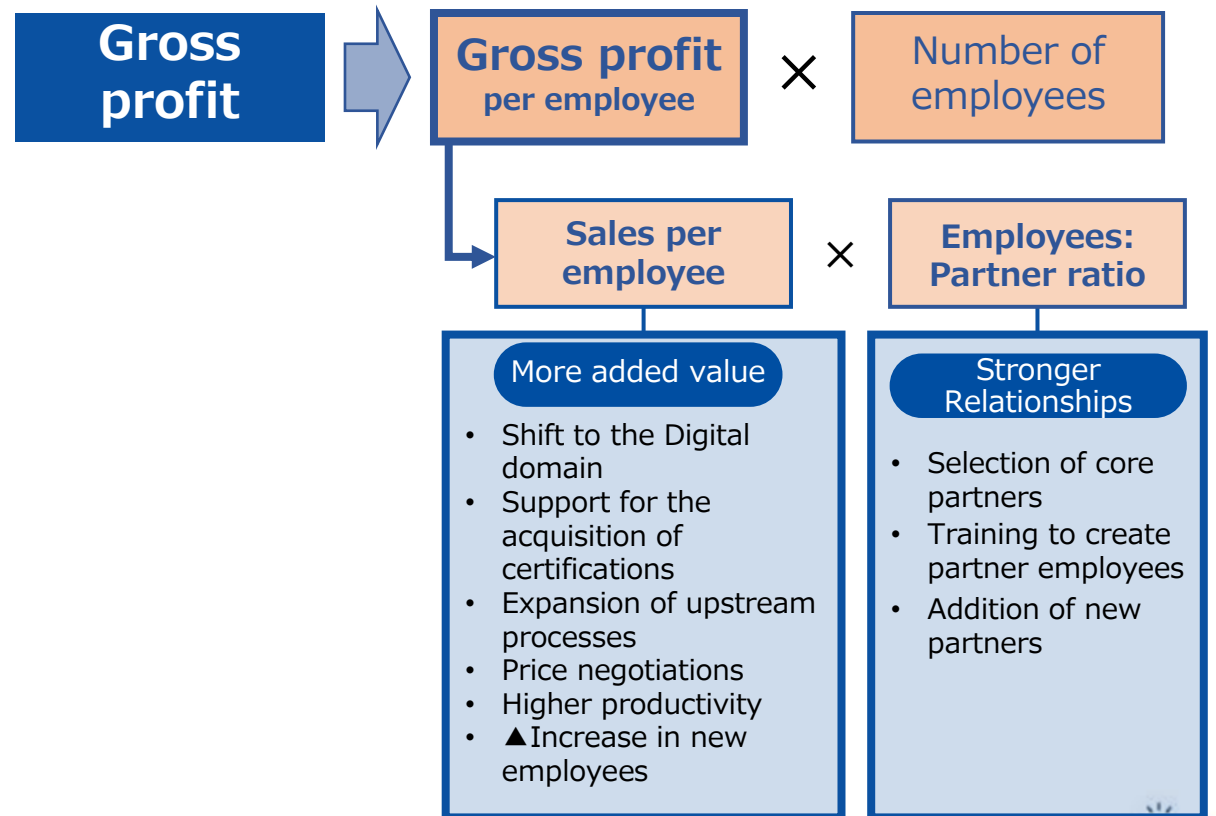
# Investments in People Linked with the Growth of Corporate Value

## Key performance indicator management for high value-added business and consistent growth

### ■ KPI concerning achievement of sales plans

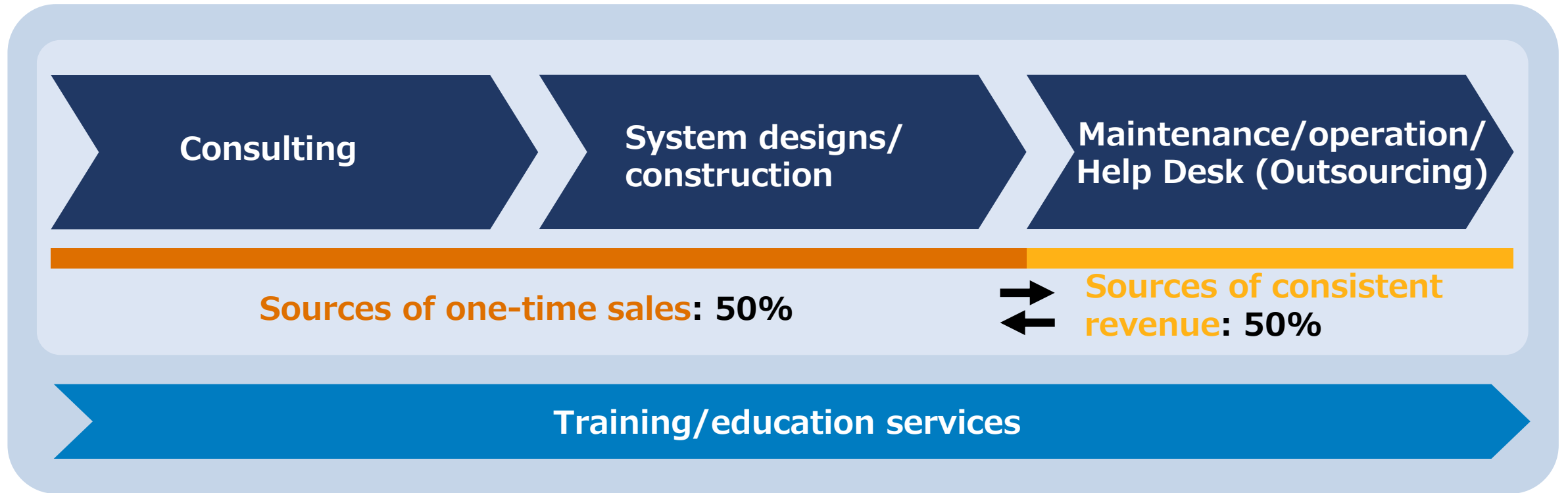


### ■ KPI concerning achievement of earnings plans



## Business balance between growth and stability

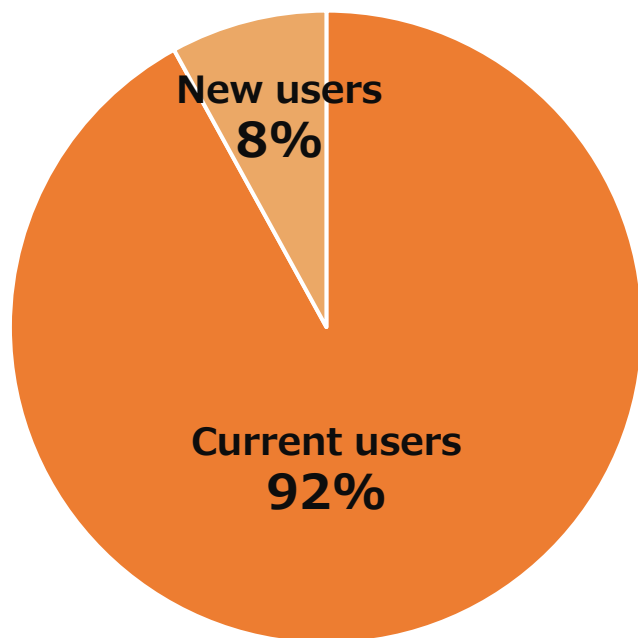
Use support for customers' digitalization, from consulting to use of systems, to broaden business activities



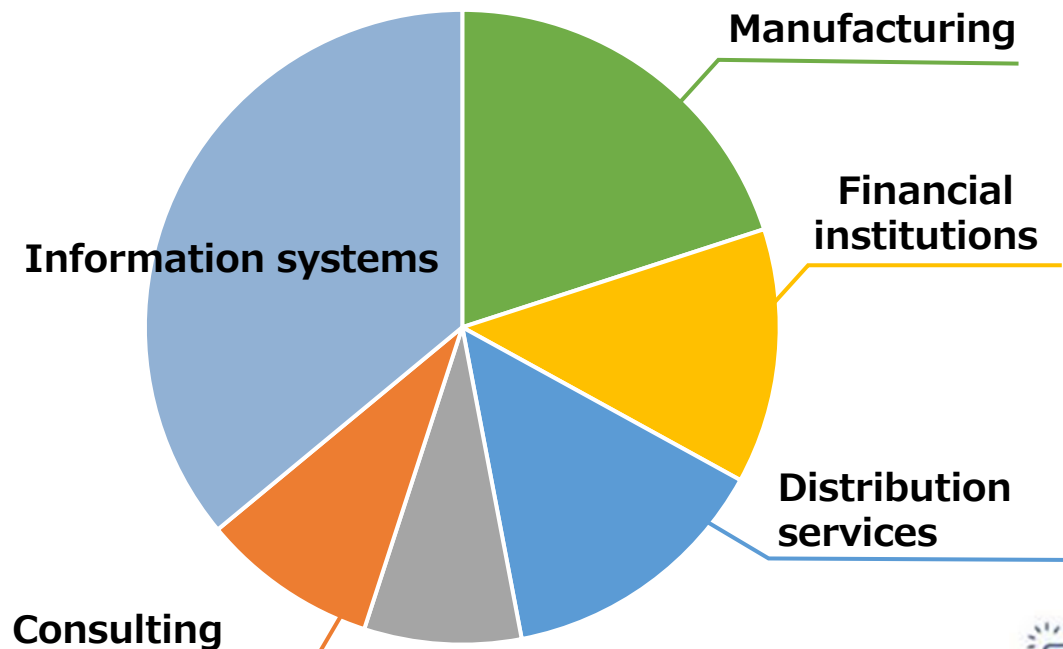
A stable user base centered on large companies  
with no excessive reliance on a single industry

**Business relationships: 1,372** \*As of end of March 2025

New and current users



Industries of users  
(top 100 users based on sales)

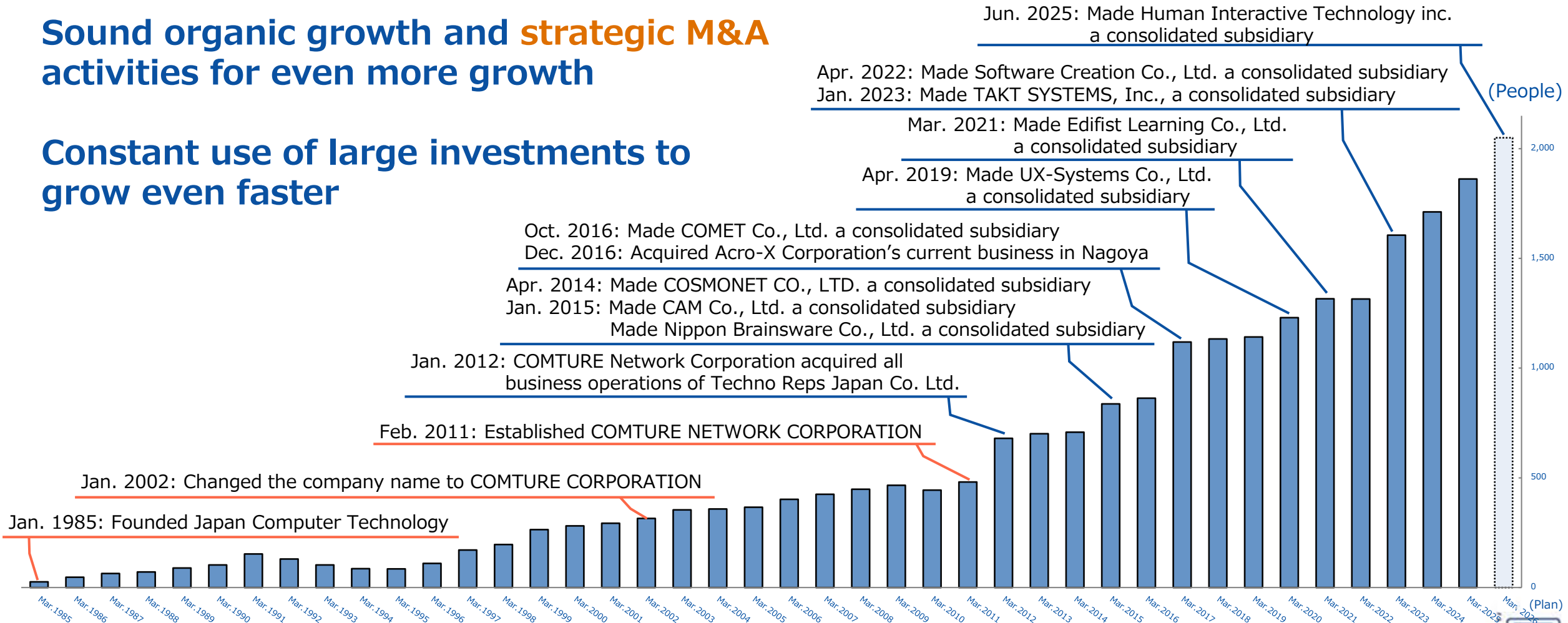




## COMTURE's M&A strategy has increased the size of the workforce and group

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 5-12 billion yen** in three years from FY3/26 to FY3/28

Training programs and more resources for a **stronger infrastructure**

- Recruit and train engineers
- Recruit people with advanced PM and other skills
- Use reskilling and shift resources to growing market sectors



Thorough use of COMTURE management methods for **higher earnings**

- Start KPI management and sales/earnings management
- Increase efficiency by combining business processes
- Collaboration among businesses and sharing of knowledge



**Business Portfolio Expansion**

Maximize organizational synergy and expand new businesses

# 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 Digital 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 *Integration into COMTURE CORPORATION in April 2025	• <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>• Addition of PM professionals, more business opportunities due to better quality for project management and other activities</li> <li>• A stronger framework for business operations in Kansai area</li> <li>• A stronger framework in the BPM business sector</li> </ul>

# FY3/26 Medium-term: Our Vision

Our envisioned corporate identity: We aim achieve over the next three year

## The Business Climate for the COMTURE Group

1. Constant growth of **digital technology investments**
2. Increasing **internalization of business processes** by client companies
3. Fundamental alteration of the IT services industry due to **generative AI**



## Our Vision

Dedicated to becoming a company with close ties to customers based on a thorough understanding of **their business operations** and providing **new services and experiences** for customers

# FY3/26 Medium-term: Outline of Business Strategies

Promote high added value in the digital domain and achieve sustainable growth

## Three business strategies

### Collaborations with vendors

- Strengthening sales process
- Upgrade quality/technical skills

### User base

- Establish a stable user base
- Business model reform

### Resources

- PM professional trainings
- Recruitment/resources shifts

## Strengthening the management base that supports business

### Promotion of digitalization

### Human resources

### Sustainability

## Investment strategies that accelerate business growth

### M&A

### Investment in human resources

### Business and management innovations

# FY3/26 Medium-term: Business Plan Financial Target

The goal is to raise sales to 100 billion yen in 2032

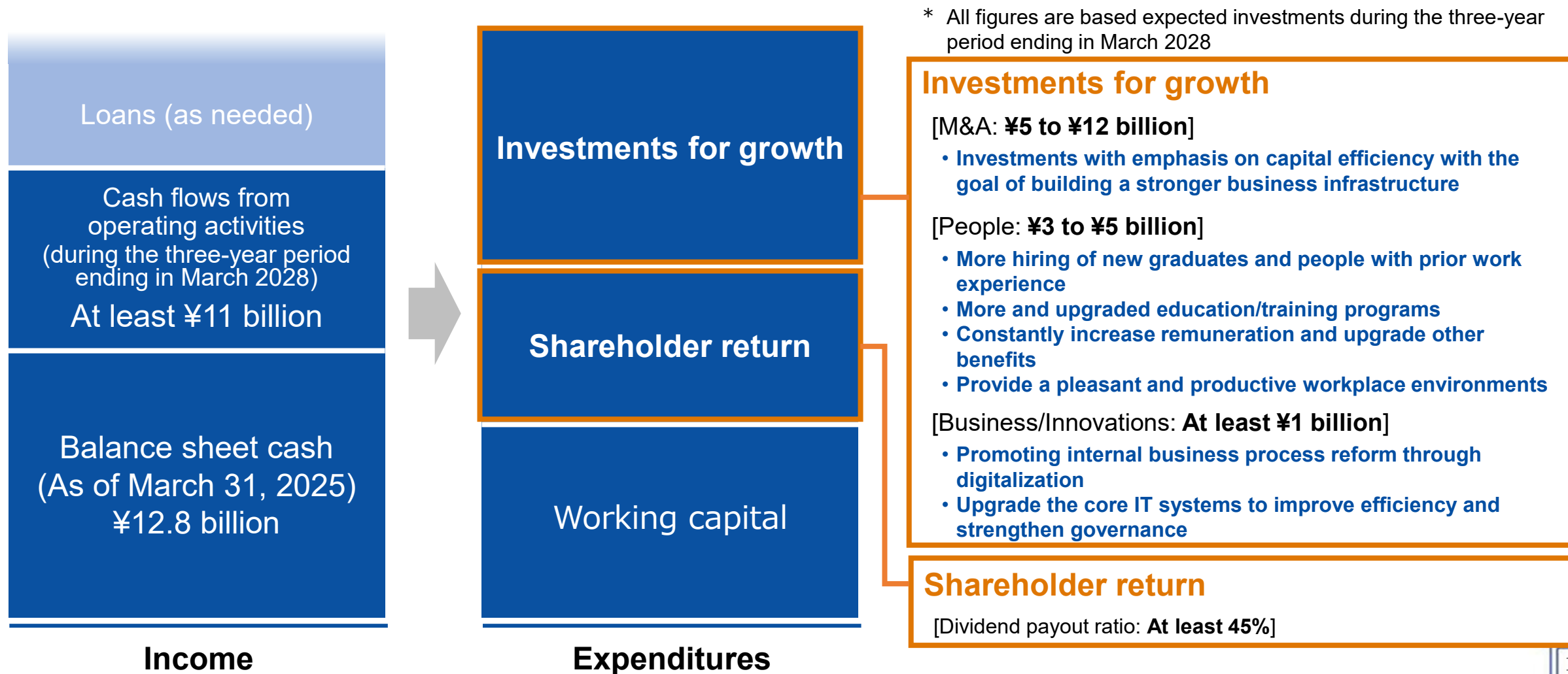
The plan's goals are average annual sales growth of more than 10% and more dividend increases.

(Millions of yen)	FY3/25 Results	FY3/28 Plan	Average annual growth rate (FY3/25-FY3/28)
Net sales	36,341	<b>51,000</b>	<b>10.0% or more</b>
Operating profit	4,630	<b>6,600</b>	<b>10.0% or more</b>
Operating profit margin	12.7%	<b>12.9%</b>	-
EBITDA	5,137	<b>7,538</b>	<b>10.0% or more</b>
EBITDA margin	14.1%	<b>14.8%</b>	-
ROE	17.9%	<b>20.0% or more</b>	-
Payout ratio	48.4%	<b>45.0% or more<sup>※</sup></b>	-

\*Maintain a dividend payout ratio of at least 45.0% while continuing to raise the dividend.



## 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' digitalization  
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

100 billion yen

51 billion yen

FY3/85

10 years in the founding period

10 years when we established  
the area of specialty

10 years as a listed company

FY3/25

FY3/28

FY3/32

COMTURE Transformation

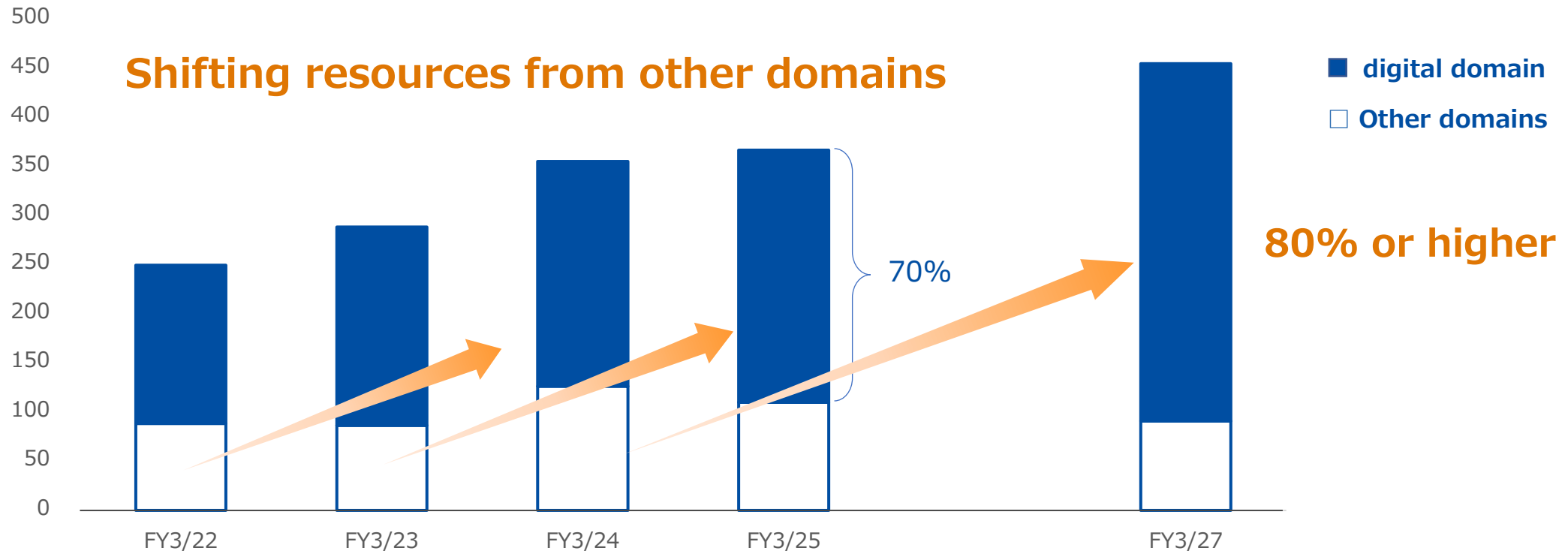
# Appendix

# FY3/26 Medium-term: Growth of Digital Domain Businesses

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

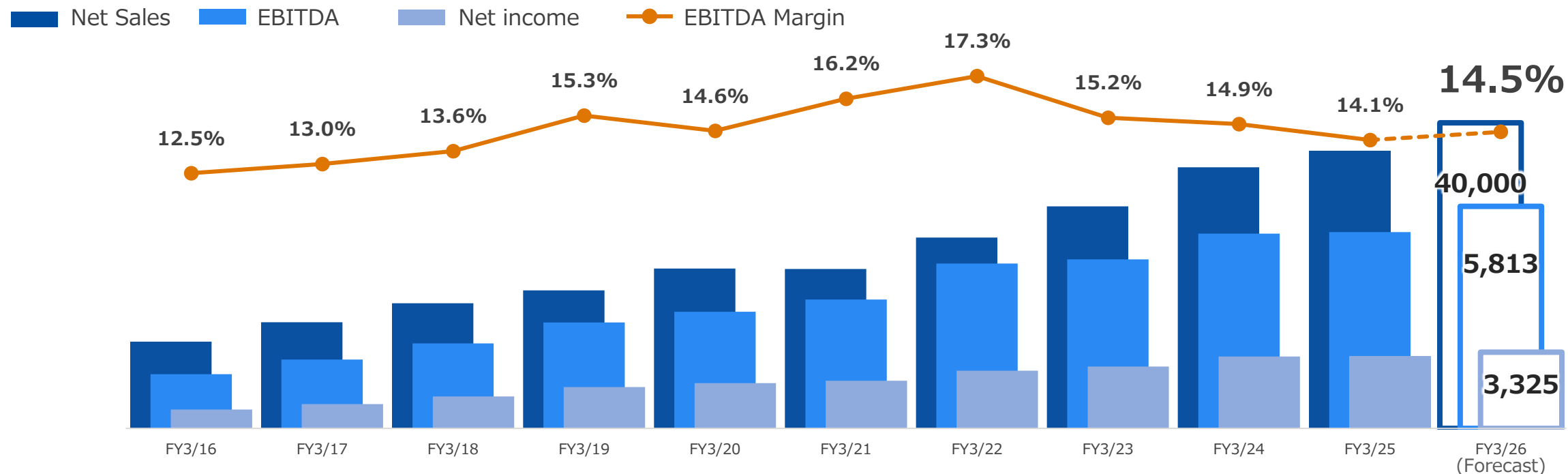
- Expanding business in the digital domain backed by the growing digital solution market
- Execute proactive resources shifts and achieve accelerated growth
- Increasing the ratio of businesses in the digital domain to net sales to 80% or higher (FY3/27)

Net sales (100 million yen)



# Performance Trends

## FY3/16 to FY3/26 (Net sales/EBITDA/Net income)

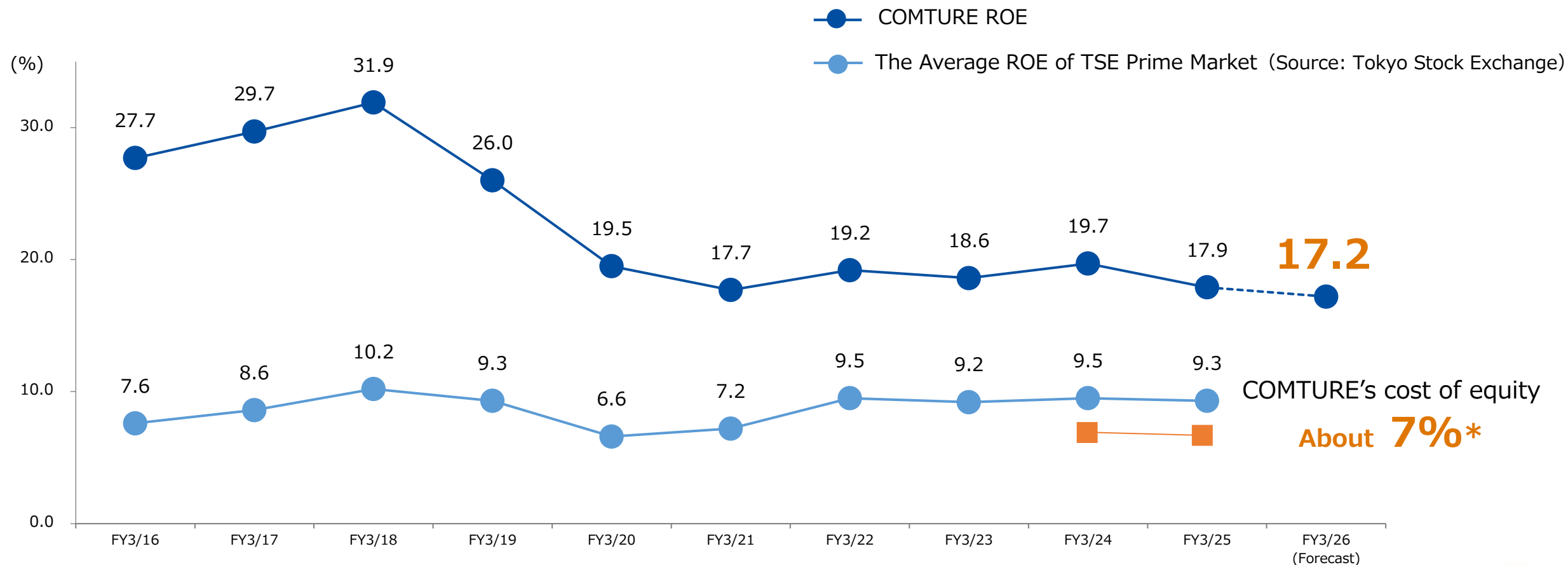


ROE	27.7%	29.7%	31.9%	26.0%	19.5%	17.7%	19.2%	18.6%	19.7%	17.9%	17.2%
Payout ratio	38.9%	35.2%	33.9%	39.5%	46.6%	47.4%	46.9%	52.0%	46.8%	48.4%	48.0%

\*COMTURE started applying Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020) in FY3/21.

# 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

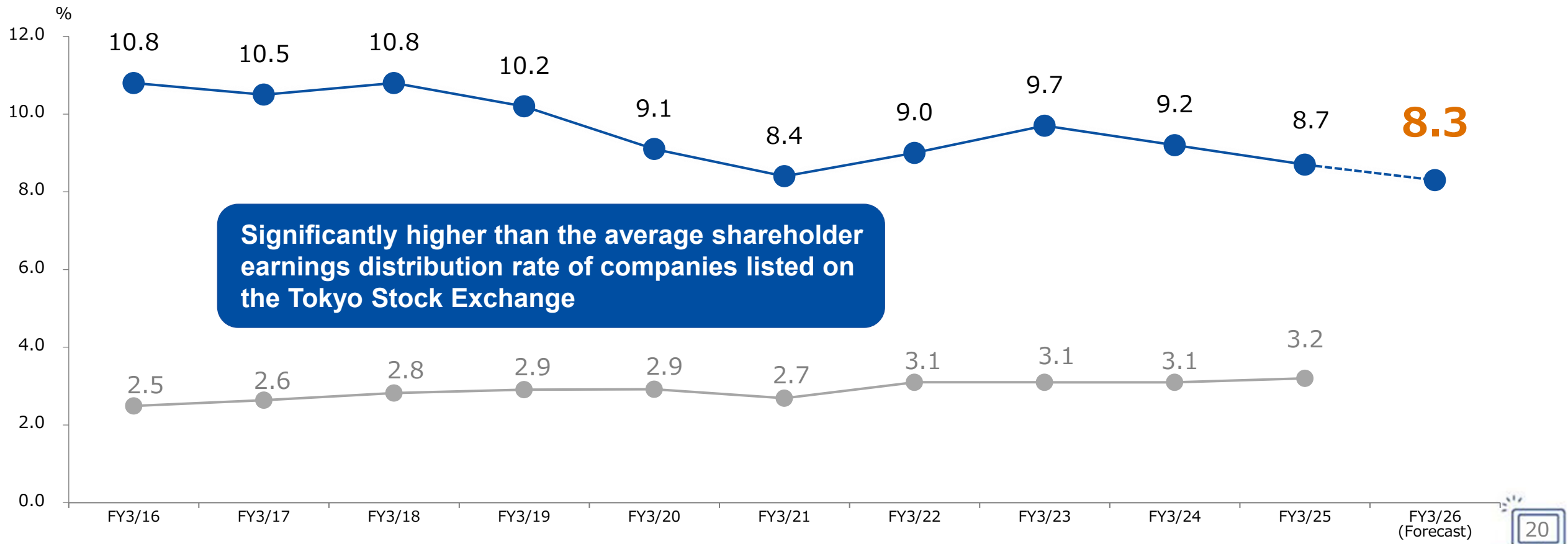
Goal is consistently high shareholder distributions and dividend stability

**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)

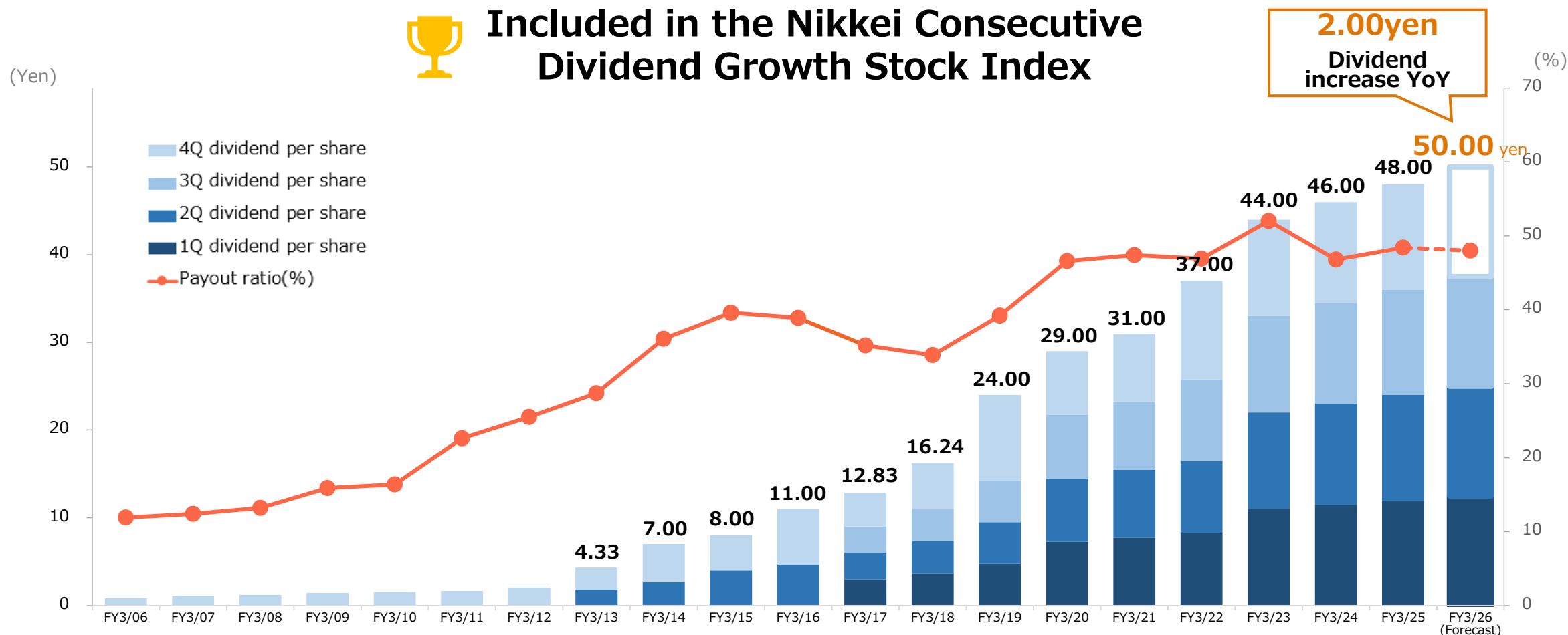


# Dividend Policy and Dividend Growth

Planning on the 21st 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.

# Key Numbers about COMTURE Group

## Recruiting



New graduates: **192**  
(Hired in April 2025)  
Experienced people: **64**  
(Hired during FY3/25)

## Reskilling



Cumulative no. of participants:  
**78**  
(FY3/25 total)

## The number of certified personnel



Employees with more than one  
certification counted separately  
**1,500**  
(FY3/25 results)

## Growth rate of gross profit per employee



**+0.2%**  
(FY3/25 results)

## Salary increase rate



**+5.0%**  
(FY3/25 results)

## Turnover rate



**5.5%**  
(FY3/25 results)

## Average monthly overtime



**8.8 hours**  
(FY3/25 results, COMTURE  
(Non-consolidated))

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



Male: **88%**  
Female: **100%**  
(FY3/25 results, COMTURE  
(Non-consolidated))

## Female managers/Pct. of all managers



**23/10.3%**  
(FY3/25 results, COMTURE  
(Non-consolidated))

# Key Selected Indices

## JPX-Nikkei Mid and Small Cap Index

**Constituent companies: 200**

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.



**JPX-NIKKEI Mid Small**

## Nikkei Consecutive Dividend Growth Stock Index

**Constituent companies: 70**

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 every year since 2023.



**20 consecutive years of dividend increases!**

## FTSE JPX Blossom Japan Sector Relative Index

**Constituent companies: approx. 680**

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 has been continuously selected for this index since 2024.



**FTSE JPX Blossom Japan Sector Relative Index**

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



- 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.
- Forecasts and other forward-looking statements in this presentation are based on the judgments of COMTURE using information that was available when this presentation was prepared and incorporate risks and uncertainties. As a result, actual performance may differ significantly from the forward-looking statements in this presentation due to changes in market conditions or many other reasons.

## Inquiries

Corporate Communication Department,  
Corporate Management Division  
COMTURE CORPORATION

Tel: +81-(0)3-5745-9702

E-mail: [irsr@comture.com](mailto:irsr@comture.com)