An Introduction to COMTURE
for Institutional Investors

May 15, 2026
COMTURE CORPORATION

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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 2026)
Net sales	38,109 million yen (FY3/26) **42,000 million yen** (Forecast for FY3/27)
Ordinary profit	4,711 million yen (FY3/26) **4,730 million yen** (Forecast for FY3/27)
Employees	2,129 (as of April 1, 2026, including directors and temporary employees)

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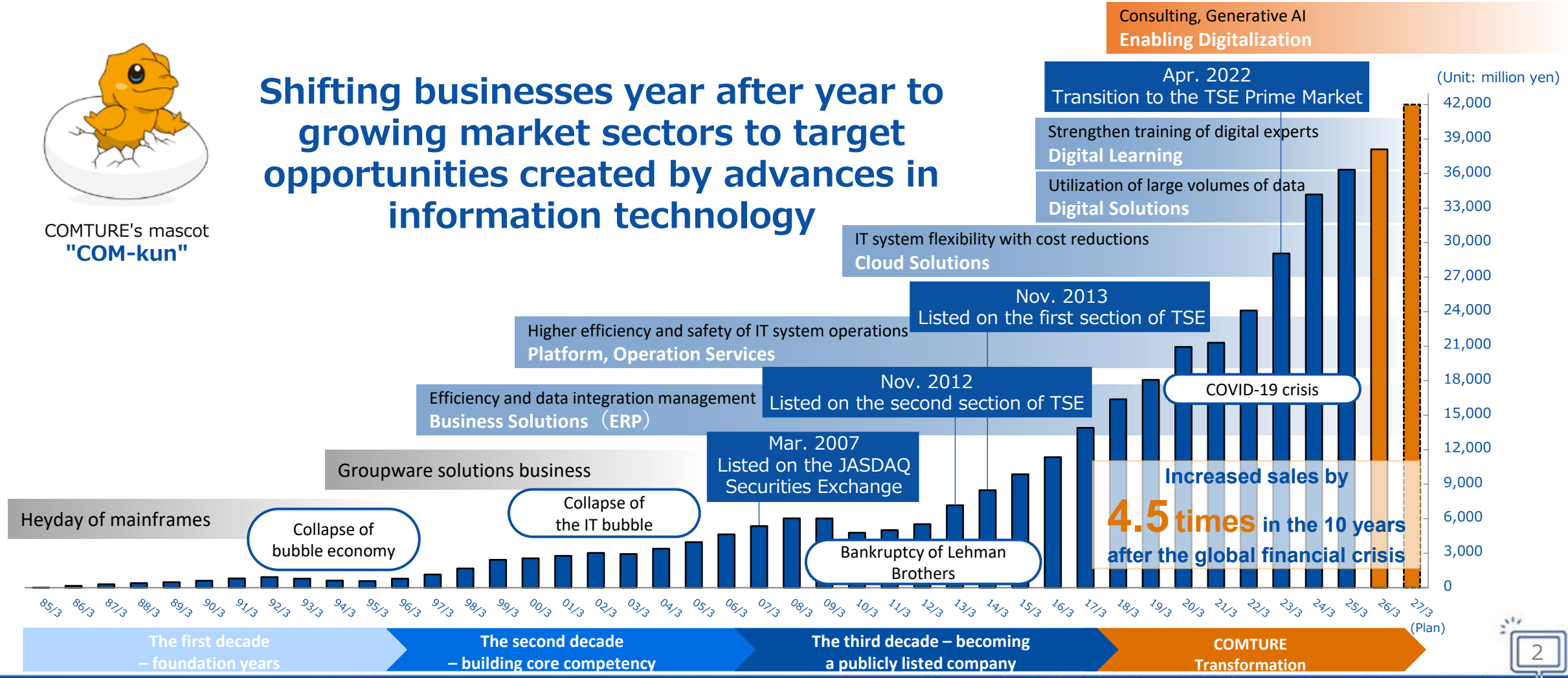
Our History

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



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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

Human Interactive Technology inc.

COMTURE LEAD THE FUTURE コムチュア株式会社 COMTURE CORPORATION

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

Edifist

Microsoft Solutions Partner

salesforce PARTNER

SAP Partner

aws partner network Advanced Consulting Partner Solution Provider

Google Cloud

cybozu

Informatica

servicenow

databricks

ORACLE | Partner

sas

snowflake

SAP SuccessFactors

Red Hat Business Partner

DELL Technologies

Hewlett Packard Enterprise

cisco Partner Select Integrator

kubernetes

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COMTURE's Strengths

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

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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

Net sales → **Volume of projects** × **Resources**

Volume of projects: Three times

○: **Preferred orders (low risk, high profitability)**

×: Business rejected by COMTURE (high risk, low profitability)

×: Business rejected by customers (competitive bids)

Sales activities to add new users

- Proposals created by collaboration with global vendors
- Contact from potential new users using the website

Sales activities for current users

- Proposals created by the account system engineers
- Strengthen ties between senior executives

Resources

Recruiting

- Hiring new graduates
- Hiring people with experience

Training

- Training new graduates
- Reskilling

Salary/hours

- Salary increase
- Career advance
- Engagement

■ KPI concerning achievement of earnings plans

Gross profit → **Gross profit per employee** × Number of employees

Sales per employee × **Employees: Partner ratio**

More added value

- Shift to the Digital domain
- Support for the acquisition of certifications
- Expansion of upstream processes
- Price negotiations
- Higher productivity
- ▲Increase in new employees

Stronger Relationships

- Selection of core partners
- Training to create partner employees
- Addition of new partners

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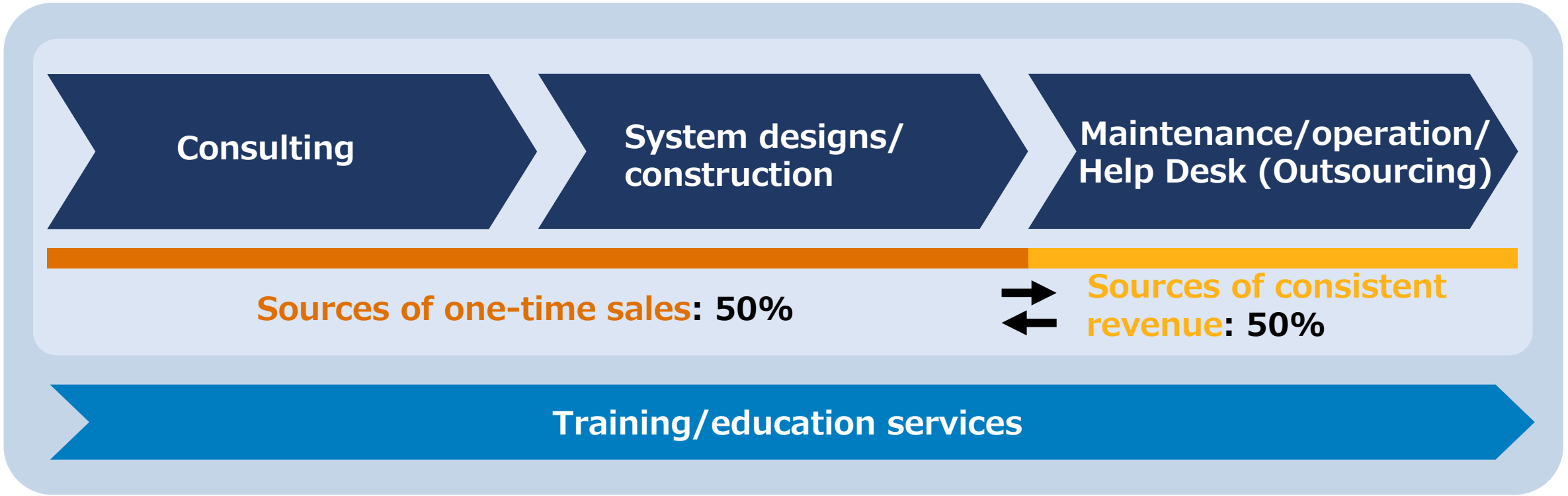
Business Foundation

Business balance between growth and stability

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



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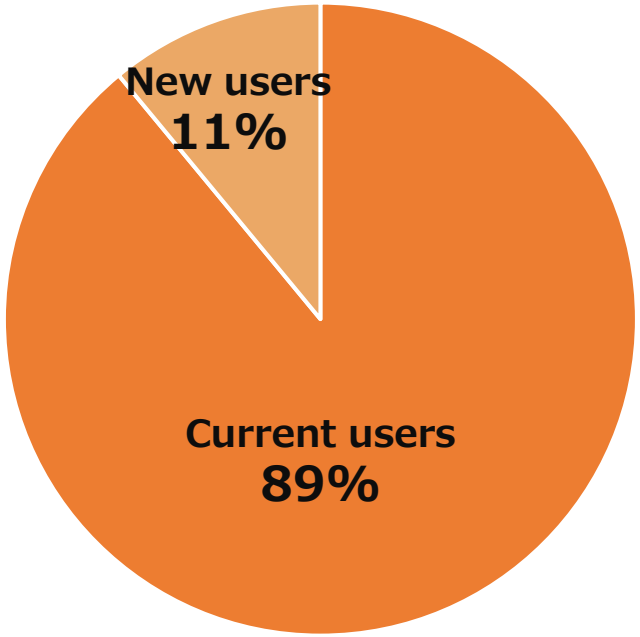
User Base

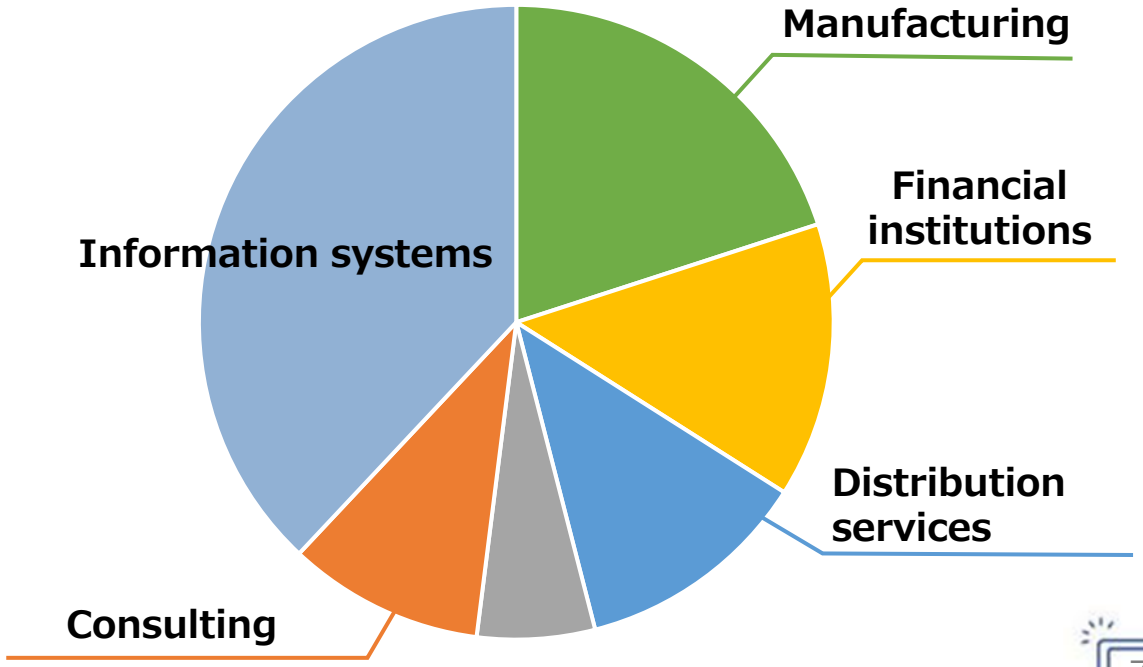
A stable user base centered on large companies with no excessive reliance on a single industry

Business relationships: 1,390 *As of end of March 2026

New and current users



Industries of users (top 100 users based on sales)



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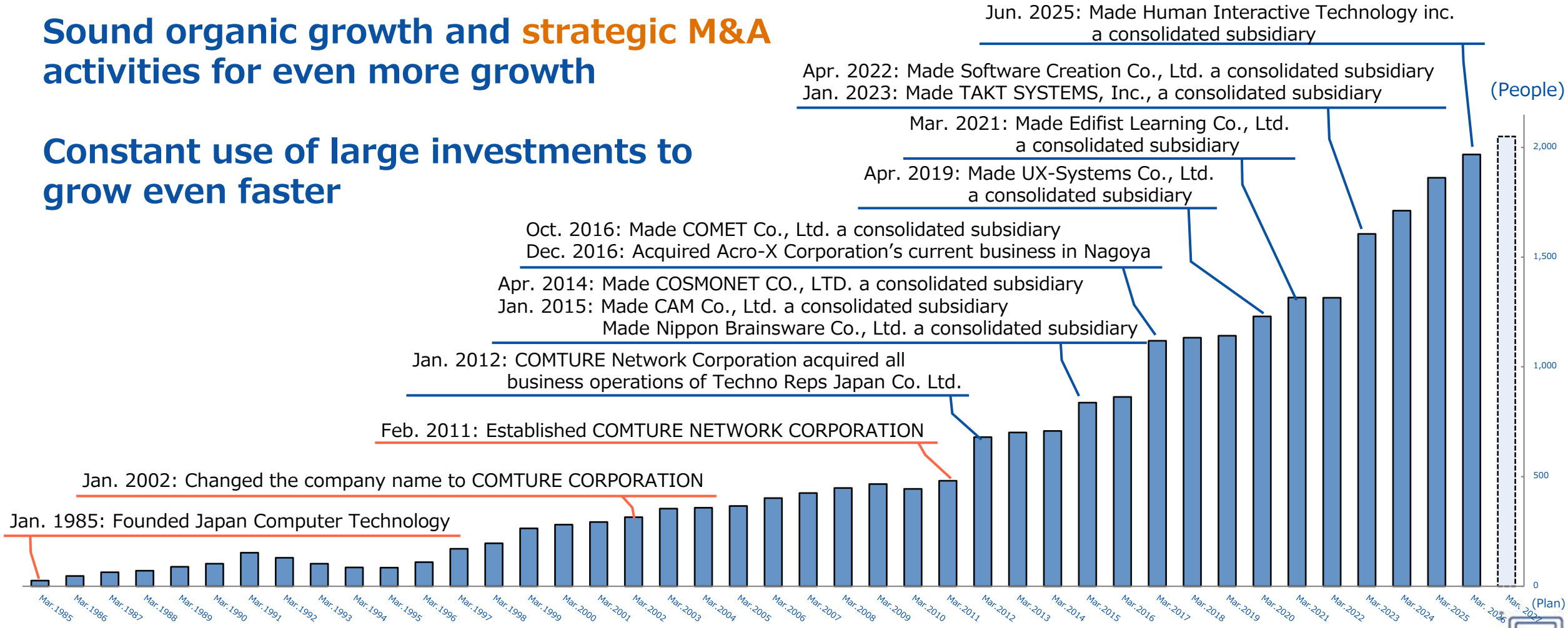
M&A Activity

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



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COMTURE's View of M&A

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

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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.	• **Strengthen IT education business**	**56**	¥1,350 million	¥1,100 million 10.9%	**¥1,190 million 19.4%**	• More powerful education business • Training of Digital experts
SoftwareCreation Co., Ltd. *Integration into COMTURE CORPORATION in April 2024	• **Addition of resources (for reskilling)**	**120**	¥500 million	¥1,760 million 4.7%	**¥1,970 million 12.0%**	• Expansion of businesses to growing market sectors by reskilling SAP engineers • More cross-selling to major clients
TAKT SYSTEMS, INC. TAKT BUSINESS SOFT, INC. *These companies were combined in October 2023 *Integration into COMTURE CORPORATION in April 2025	• **Addition of resources (people with PM and other advanced skills)**	**121**	¥2,370 million	¥2,670 million 6.5% (converted to 12-month period)	**¥2,840 million 18.2%**	• Addition of PM professionals, more business opportunities due to better quality for project management and other activities • A stronger framework for business operations in Kansai area • A stronger framework in the BPM business sector

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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

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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

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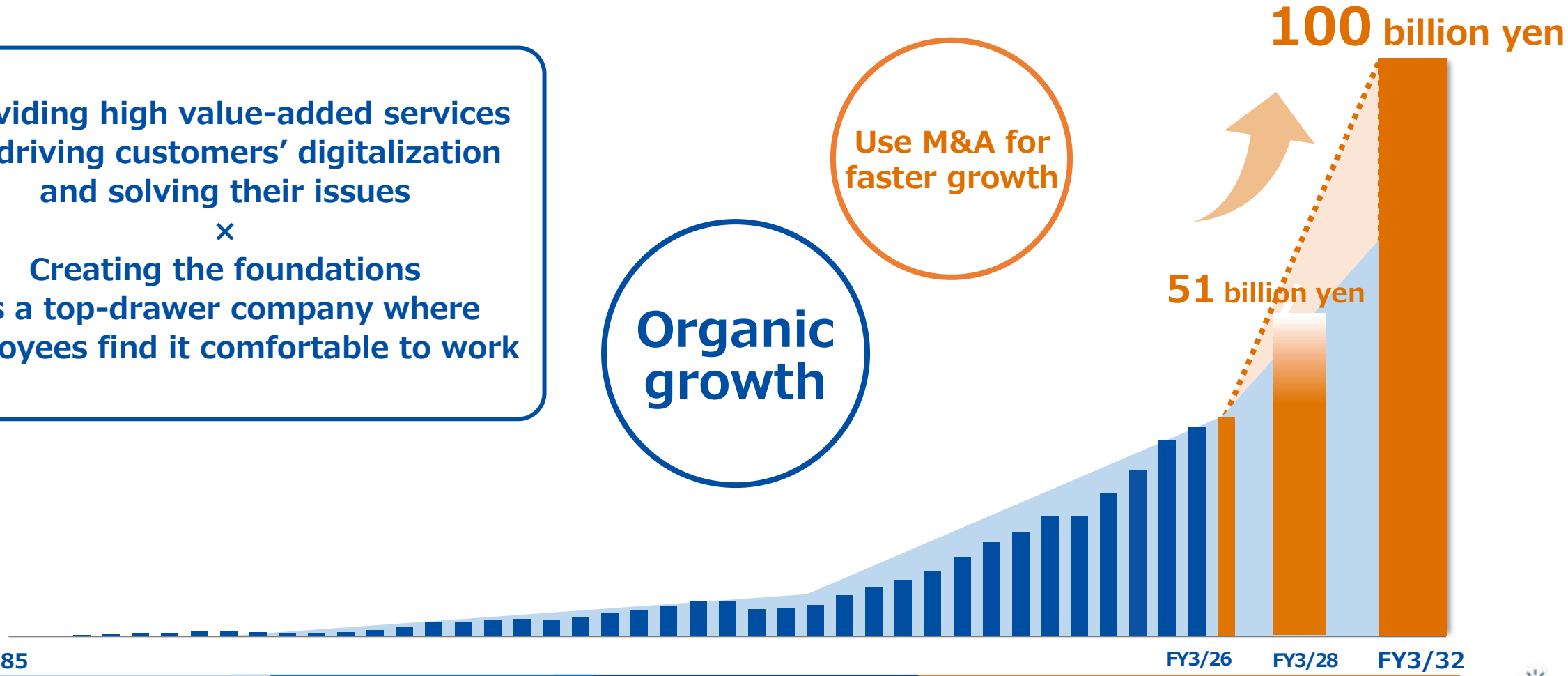
Our Vision for the Future

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



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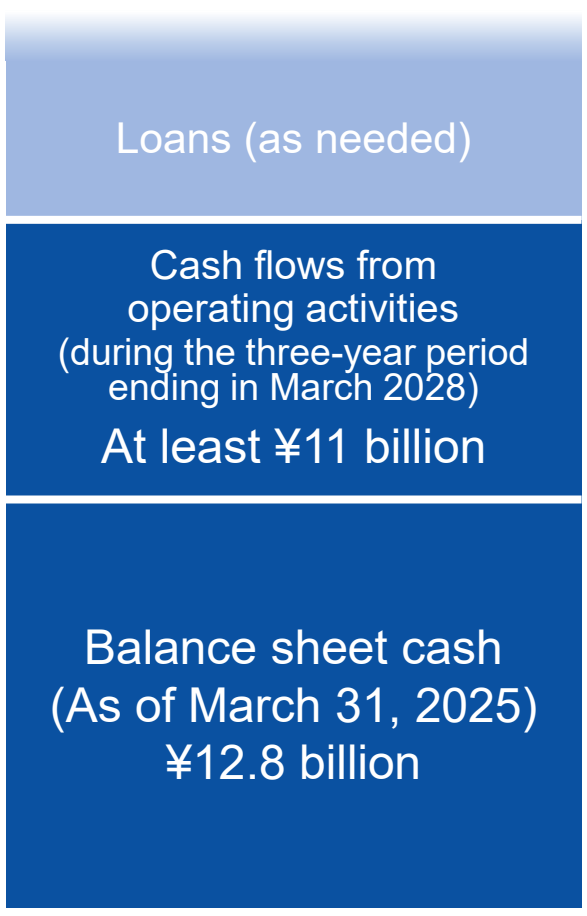
Allocation of Cash

Investments for consistent growth and substantial shareholder distributions



* All figures are based expected investments during the three-year period ending in March 2028

Investments for growth

[M&A: **¥5 to ¥12 billion**]

- **Investments with emphasis on capital efficiency with the goal of building a stronger business infrastructure**

[People: **¥3 to ¥5 billion**]

- **More hiring of new graduates and people with prior work experience**
- **More and upgraded education/training programs**
- **Constantly increase remuneration and upgrade other benefits**
- **Provide a pleasant and productive workplace environments**

[Business/Innovations: **At least ¥1 billion**]

- **Promoting internal business process reform through digitalization**
- **Upgrade the core IT systems to improve efficiency and strengthen governance**

Shareholder return

[Dividend payout ratio: **At least 45%**]

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Appendix

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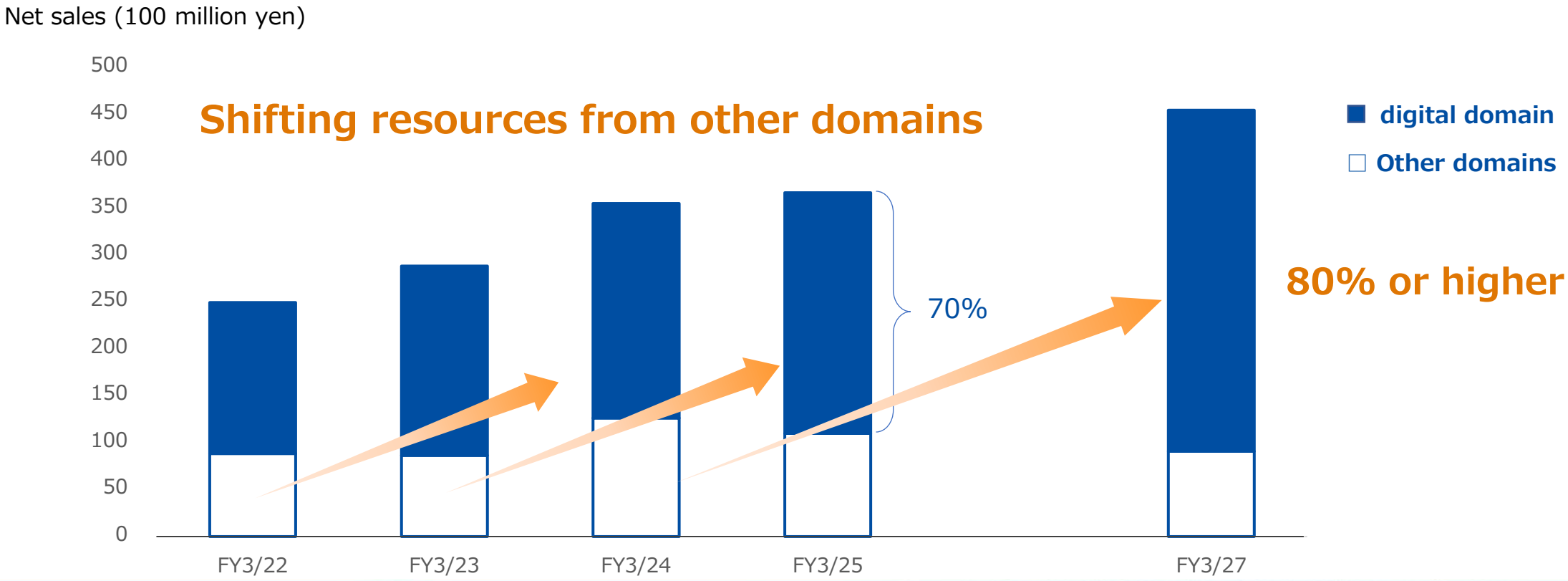
FY3/26 Medium-term: Growth of Digital Domain Businesses

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)



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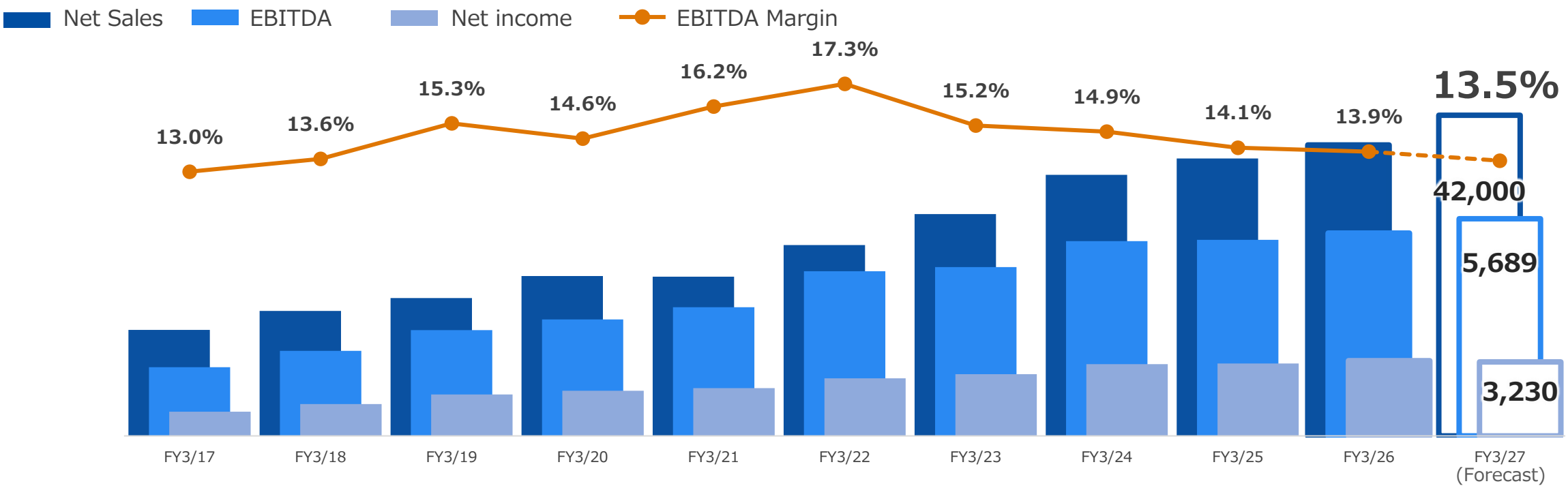
Performance Trends

FY3/17 to FY3/27 (Net sales/EBITDA/Net income)



	FY3/17	FY3/18	FY3/19	FY3/20	FY3/21	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26	FY3/27 (Forecast)
ROE	29.7%	31.9%	26.0%	19.5%	17.7%	19.2%	18.6%	19.7%	17.9%	17.0%	-
Payout ratio	35.2%	33.9%	39.5%	46.6%	47.4%	46.9%	52.0%	46.8%	48.4%	48.5%	51.3%

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

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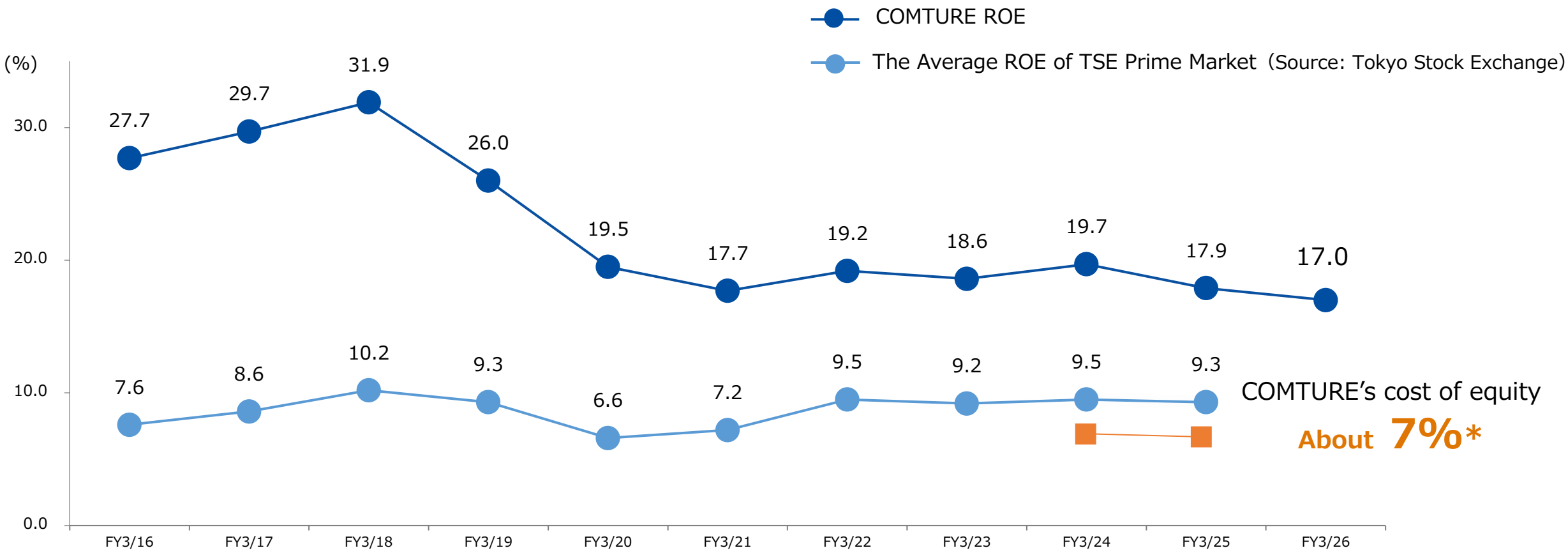
Efficient Use of Capital and Cost of Equity

Capital efficiency is consistently far above the cost of equity



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

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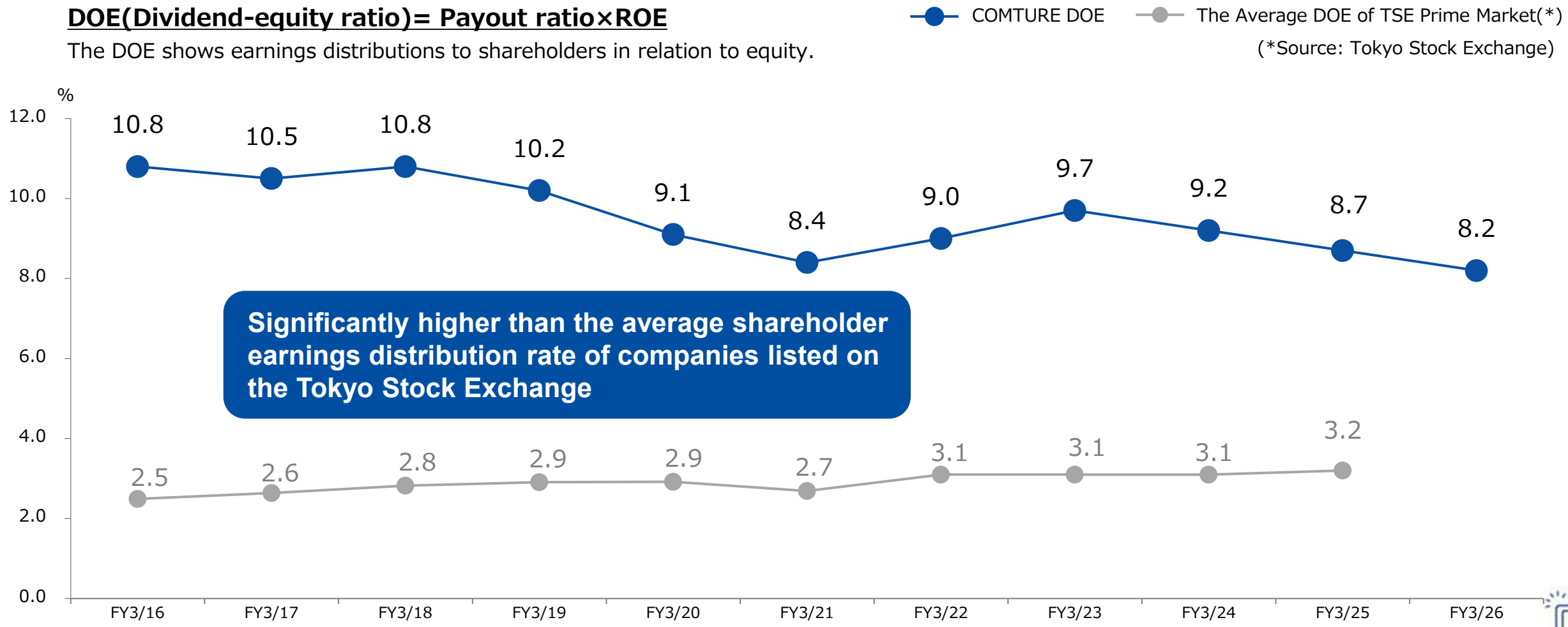
Balancing Capital Efficiency and Shareholder Returns

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.



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

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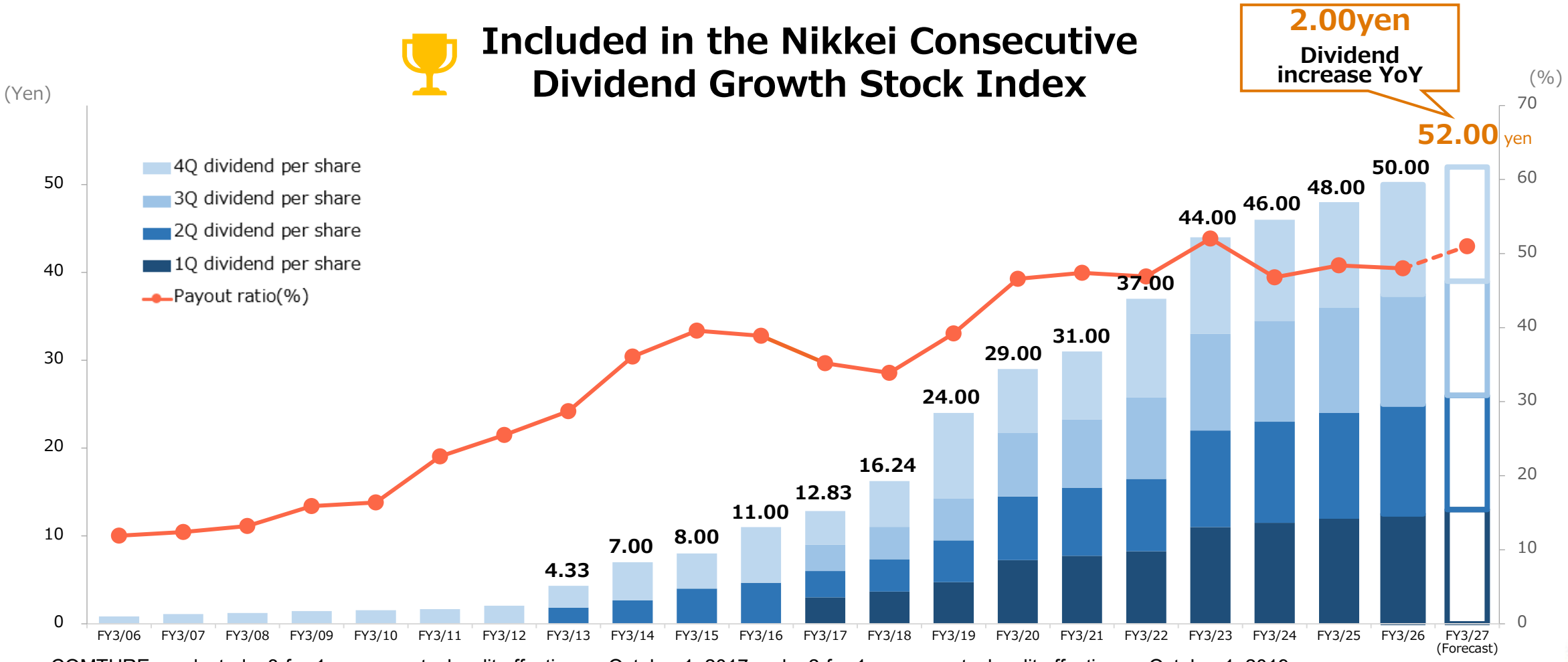
Dividend Policy and Dividend Growth

Planning on the 22nd 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.

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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.

Consecutive 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

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Closing “Our Slogan”

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

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