Note: This document has been translated from a part of 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.

August 14, 2026

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Representative:	Takahiro Kamei, Representative Director, President
Stock code:	3844
Listing:	Tokyo Stock Exchange, Prime Market
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Announcement of the COMTURE Group Medium-term Business Plan (FY3/2027 - FY3/2029)

A second founding for the AI era for faster progress to become a
business innovation support company centered on Data & AI

COMTURE CORPORATION has established a medium-term business plan for the three-year period ending in March 2029.

1. Background and positioning of the medium-term business plan

Since its inception, the COMTURE Group has advanced to a new business domain about every 10 years by using major information technology shifts as opportunities for growth. Over the years, activities have encompassed groupware, ERP, cloud services, SaaS, big data and other categories of IT. As a result, COMTURE has effectively achieved 16 consecutive years of sales growth and 15 consecutive years of higher earnings.

Today, advances involving AI are taking technological innovation in an entirely new direction. The increasing use of AI is creating structural changes that are altering business processes and the IT investments of companies.

The COMTURE Group views these events as a new opportunity for growth. The company is currently increasing the pace of moving away from the previous business model that primarily involved the development of applications and IT system operations. The goal is to become a Data & AI business innovation partner that uses AI to enable companies to utilize data and strengthen business operations.

This new business plan is positioned as the second founding of the COMTURE Group. Actions during the plan will be an important first step toward accomplishing the goal of raising sales to 100 billion yen by the fiscal year ending in March 2032.

2. Business model innovation for the AI age

The growing use of AI is dramatically altering the IT investments of companies. Instead of focusing on the development and installation of individual applications, companies are now stepping up investments in these categories:

・ Establishment of data platforms that can use AI
・ Assistance for data integration and use
・ Reexamination of business processes for the use of AI
・ integral use of AI in business activities, along with constant improvements

The COMTURE Group is replacing its previous business model that focused on the development of applications by enlarging the breadth of operations to include business process innovation support that uses AI. All activities originate with customers' problems and needs involving business processes. COMTURE plans to be a continuous source of benefits for customers by providing fully integrated support extending from the establishment of data platforms to business process innovations, the use of AI and the operation of IT systems.

3. COMTURE's competitive advantage

Simply using AI technologies is not enough to succeed as the world enters the age of AI. To benefit from AI, companies must integrate data currently dispersed among many departments and incorporate data in business activities.

The COMTURE Group has many years of experience in the global SaaS domain that includes working with Microsoft, Salesforce, ServiceNow, SAP, kintone and other partners. The group has a large team of technicians and a long list of accomplishments concerning the installation and use of software and other systems. There are also many specialists with considerable experience involving data and AI platforms, which include Databricks, Snowflake, SAS, AWS and other companies.

Many companies are using SaaS, data platforms and AI individually. The COMTURE Group is one of only a very few organizations capable of linking these elements while providing support for business process innovations. The group has engineers specializing in SaaS, data and AI and uses multiple vendors to avoid an excessive reliance on a single vendor. These strengths give the COMTURE Group a decisive competitive advantage.

4. Shifting to an FDE model for stronger customer ties

Customer relationships are another way in which the COMTURE Group is changing. In the past, most IT companies used the system engineering service business model, in which companies handled part of a development process, or the outsourced development model. Today, the Group is transitioning to the forward deployed engineer model for fully integrated support extending from determining customers' requirements to activities for process innovations and IT system installation, operation and maintenance.

FDEs are more than engineers. They work side-by-side with customers based on a thorough understanding of the customer's business operations. An FDE discovers problems, creates concepts for solutions, assists with Data & AI use, installs IT systems, ensures their widespread and effective use, and helps with continuous improvements.

The COMTURE Group has a powerful framework with FDEs at the center for working closely with customers in this manner. Using this approach makes it possible to do more than handle an individual project. The result is long-term partnerships with customers with the goal of the constant joint creation of value.

5. FY3/2029 targets

The addition of value and productivity improvements made possible by business model innovation provides a sound base for the COMTURE Group to aim for consistent growth and higher earnings. The medium-term plan has the following targets for the fiscal year ending in March 2029.

Medium-term Business Plan Financial Target (FY3/27～FY3/29)

Investments for consistent growth and measures for high profitability
Higher productivity per employee by creating substantial added value

(Millions of yen)	FY3/26 Result	FY3/29 Forecast	Average annual growth rate (FY3/26-FY3/29)
Net sales	38,109	53,000	11.6%
Gross profit	8,135	10,900	10.2%
Gross profit margin	21.3%	20.6%	-
Operating profit	4,660	6,300	10.6%
Operating profit margin	12.2%	11.9%	-
EBITDA	5,313	7,600	12.7%
EBITDA margin	13.9%	14.5%	-
ROE	17.0%	18.0% or more	-
		Gross profit per employee	6.6%
		Personnel expense per employee	4.2%

The medium-term plan has the goal of average annual sales and profit growth of more than 10%.

Upfront investments for using AI, training programs, M&A, office environment improvements and other actions may weigh on profitability at times over the medium term. These are strategic investments for making the COMTURE Group more competitive and increasing corporate value. Group companies will use numerous initiatives for business model innovations primarily involving Data & AI and for higher productivity by using AI. By taking these actions, COMTURE expects the EBITDA margin to be higher in the final year of the medium-term plan.

6. Remarks by Takahiro Kamei, Representative Director and President

This medium-term plan is not a mere extension of our existing businesses, but a plan to advance the COMTURE Group's business model to its next stage of growth. Sales growth is not our only goal. We want to once again be a highly profitable organization that is a source of significant added value for customers. I believe this will result in consistent growth and more corporate value.

To accomplish these goals, we will shift our resources to AI, human resources, M&A and other categories that underpin our ability to compete and win. We will rigorously examine from the standpoint of contributions to our profitability, growth and ability to compete every investment, whether an ongoing project or a new one. Every activity of ours will undergo this process. Any investment that will not contribute to the growth of corporate value will be terminated.

I believe that the success or failure of the changes we make will be determined by our ability to take actions rather than by a plan. Senior executives will lead from the front as we transform our business portfolio, deliver even more added value and improve profitability. We aim to ensure that “Second Founding” goes beyond being merely a slogan and translates into tangible results: restoring profitability and achieving sustainable growth.

*For more information, please refer to COMTURE Group Medium-term Business Plan (FY3/2027 - FY3/2029).

Note: Statements regarding future performance are based on information available to the management of COMTURE at the time this document was prepared. Actual results may differ from these forecasts due to changes in market conditions or many other reasons.

COMTURE Group
Medium-term Business Plan
(FY3/2027 - FY3/2029)

August 14, 2026
COMTURE CORPORATION

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FY3/26 Summary

Achieved 16 consecutive years of sales growth on an effective sales basis and 15 consecutive years of earnings growth

Although sales and earnings continue to increase, COMTURE’s model for growth has reached a point where the establishment of new drivers of growth is needed. Moving forward with strategic investments for growth in the future.

(Millions of yen)	FY3/25 Result	FY3/26 Result	Growth rate vs. FY3/25
Net sales	36,341	**38,109**	+4.9%
Operating profit	4,630	**4,660**	+0.6%
Operating profit margin	12.7%	**12.2%**	-
EBITDA	5,137	**5,313**	+3.4%
EBITDA margin	14.1%	**13.9%**	-
ROE	17.9%	**17.0%**	-
Payout ratio	48.4%	**48.5%**	-

*EBITDA = Operating profit + Depreciation + Goodwill amortization

First Year Progress Report of the Previous Plan

Made reasonable progress with measures for management with substantial added value

FY3/26 Business policies for high value-added management

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

Summary

(See the following slides for more information)

Summary (1) Collaborations with vendors

Summary (2) Vendor certifications

Summary (3) Project Managers

Summary (4) Recruiting・Training・Business Partners

Summary (5) Strategic Investments

Summary (1) Collaborations with vendors

Strong performance involving Data science, Microsoft and AWS partnerships

Growth of **more than 10%** with all three partners from one year earlier

Vendor portfolio	Growth rate (FY3/26)
Microsoft	+15%
Salesforce	+5%
Data science	+15%
Amazon Web Services(AWS)	+39%
ERP	+9%

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Summary (2) Vendor certifications

More vendor certifications for a highly skilled human resources

Many activities during FY3/26, primarily vendor certifications, to upgrade the skills and technological knowhow of engineers

(Number of people as of March 31, 2026)

Global platform vendors	Certification partner ranking	Certifications**	Increase vs. FY3/25
Microsoft	Solution Partner Training Service Partner	1,382	+248
Salesforce	Consulting Partner Training Partner	1,094	+222
Amazon Web Services	AWS Consulting Partner (Advanced)	766	+72
ServiceNow	Consulting & Implementation Partner (Premier) Training Partner	228	+11
SAP*	Sell/Service/Build Partner	210	+17
Databricks	Consulting & SI Partner (Bronze)	49	+33

* Individuals receiving an SAP certification include SuccessFactors.

** Individuals who received multiple certifications are included more than once (cumulative total).

Summary (3) Project Managers

Completed measures to broaden PM skills. Next steps are for advanced skills and practical skills.

PM Training Progress

(People)	Plan (March 31, 2026)	Result (March 31, 2026)	Eval-uation	Plan (March 31, 2028)
Beginner PM	271	437	◎	270
Intermediate PM	140	87	△	220
Advanced PM	46	14	△	110
Total	457	538	○	600

Benefits More beginner PMs than planned and a sound base for training

Next step Need to give intermediate/advanced PMs more hands-on experience

Advanced skills

Faster advancement to intermediate/advanced PM status

Practical skills

Use experience acquired at projects to upgrade the ability to complete projects as planned

Summary (4) Recruitment･Training･Business Partners

Reinforcing the structure by recruiting and developing excellent human resources

Recruitment

Use high standards and increase hiring of experienced people

People hired

Plan (to FY3/28) is 800 → FY3/26 **208**

- 158 new graduates (below plan due to high selection standards)
- 50 experienced people (continuing to add people with a variety of skills)
  ＊Includes 10 universal talent

Plan to increase experienced people as a pct. of total recruitment

Development

Higher quality of education for digital technology skills

Digital technology certifications

Plan (to FY3/28) is 1,500 every year → FY3/26 **1,400**

- **Uses the training materials of Edifist Learning**
  - 38 courses, including classes for new employees and PM basics and other subjects
  - Many employees also take courses open to the public

Better treatment

Implementing a remuneration and benefit improvement plan

Remuneration per employee

Plan is 5%+ every year → FY3/26 increase **5.1%**

Up **6.3%** for management positions

Strengthening collaborations with business partners

Increasing number of core partners

Growth of monetary volume of business with core partners

Growth rate (FY3/25→FY3/26) **+5.4%**

Adjusting orders placed with partners based on progress with completing orders for the purpose of ensuring suitable profitability

Summary (5) Strategic Investments

Investments for consistent growth and a stronger foundation

(FY3/26)

People

Investments in people ¥1.1 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

Medium-term plan:
¥3.0-¥5.0 bn

Business/ Innovations

Upgrade IT systems for business process reforms ¥0.8 billion

- Purchase of new core business system
- Stronger personnel and labor platform

More pleasant workplace environment ¥1.6 billion

- Office environments that support strong lines of communication

Medium-term plan:
At least ¥1.0 bn

M&A

M&A investments ¥1.6 billion

- Create synergies with Human Interactive Technology
  - Plan to integrate this company with COMTURE's operations in Oct. 2026 to build a stronger framework for AI services

Medium-term plan:
¥5.0-¥12.0 bn

Issues at the COMTURE Group

Three requirements for switching to a high value-added model and returning to faster growth

(1) Customer strategy

Deeper customer ties for maximum LTV and consistent growth

Issues

Most business is one-time projects; progress is needed for increasing customer LTV by using continuous contracts and more cross-selling

Goal

Build long-term partnerships with key customers and use cross-selling and assistance based on working closely with customers to maximize the LTV of every customer relationship

(2) Service strategy

Switch to a highly profitable model by accumulating assets and using AI

Issues

Project accomplishments do not raise productivity and profitability because this knowhow is not accumulated as organizational assets

Goal

Use AI-driven development and the accumulation of knowledge and accomplishments as assets for higher earnings backed by improvements in productivity and profitability

(3) Human resources strategy

A stronger team of core people for implementing the customer and service strategies

Issues

Progress with training beginning PMs, but more intermediate and advanced PMs are needed and more people with AI skills are needed

Goal

Upgrade the ability to implement strategies by using training and reskilling programs to increase the number of intermediate/advanced PMs and FDEs

＊LTV (Life Time Value: Cumulative value per customer

＊Forward deployed engineers work with customers to assist with the creation of solutions that utilize AI and SaaS.

Basic Management Policy

Delivering high-value-added management as a trusted business partner that works closely with customers to solve their important challenges

Solve important challenges of customers

Reinforce human capital management	Business model reform	Use of M&As
• Recruitment strategy for the AI Era • Cultivating talent to lead AI transformation • Creating a workplace that empowers challenge and growth	• Building competitive advantage by quickly entering growing markets • Elevating customer value through AI and digital innovation • Accelerating customers' business growth through AI-driven solutions	• Accelerating growth of core businesses • Business model reform • Shift to AI and other new business domains

Work with customers to transform change created by AI into opportunities for growth

The AI Era: New Market Opportunities and COMTURE's Vision for Change

AI use is making data preparation even more important, making AI the premise for all business processes

Growth potential of the domestic market (CAGR)

More use of generative AI	Growing demand for data platform development	
Domestic AI services market *1	Domestic data platform market *2	Domestic IT services market *3
30% or more	**7.7%**	**6.2%**
(2025→2029)	(2024→2029)	(2025→2030)

Sources *1: IDC "Worldwide AI and Generative AI Spending Guide 2026 V1" (March 2026) *Based on Japanese market data
*2: IDC Japan "Domestic Data Platform Market Forecast" (June 17, 2025)
*3: IDC Japan "Domestic IT Services Market Forecast" (March 9, 2026)

Use of AI in business activities
Use AI in business processes to promote automation and autonomy

Redesign business processes
Reexamine business activities, roles and controls based on AI use

Build an AI-ready platform
Must include data integration, quality assurance and IT system linkage

Constant use and improvements
After starting to use AI, continue measuring benefits, making improvements and expanding horizontally

Success in the AI era requires **operating as a trusted business partner that understands customers' problems and needs**

Growth Opportunities for COMTURE as the Age of AI Alters Markets

Use SaaS accomplishments as the base for assisting with business process reforms needed in today's age of Data & AI

Shift in technology domains provided

SaaS value as the age of AI advances is derived from data integration, AI use and process innovations

Salesforce | Microsoft | ServiceNow | SAP | kintone

Data and business processes stored in individual SaaS

AI agent (decision support, automation, autonomous operations) [Individual development]

AI (Search, Learning, Analysis)) [Use of the optimal model]

Data platform for AI use Databricks/Snowflake/SAS/AWS [Build and integrate]

Change in how services are provided

Work side-by-side with customers, including involvement in customers' business operations, activities from issue determination to data platform establishment, assistance for using AI, business process reforms, and making new systems an integral part of customers' operations

System engineering service/
Outsourced development
Support for individual projects

Close partnerships with customers using FDEs
[Continuous value creation]

The Goals of COMTURE

Use technology utilization skills to be a business partner that understands customers' problems and needs

01
Discovery/insight for customers' issues

In today's age when technologies can be used easily, the critical component of value provided is the ability to understand and identify the true nature of customers' problems and needs and transform that information into business value.

02
Partnerships closely linked to core activities

As IT investments shift to core sectors, success demands the ability to complete reforms and innovations based on a thorough understanding of the core business activities of each customer.

03
Co-creation for mutual benefits of accomplishments

Rather than simply supplying IT systems, business now involves aiming for targets shared with customers. The constant creation of value produces relationships based on trust for joint progress over many years.

Target for Growth

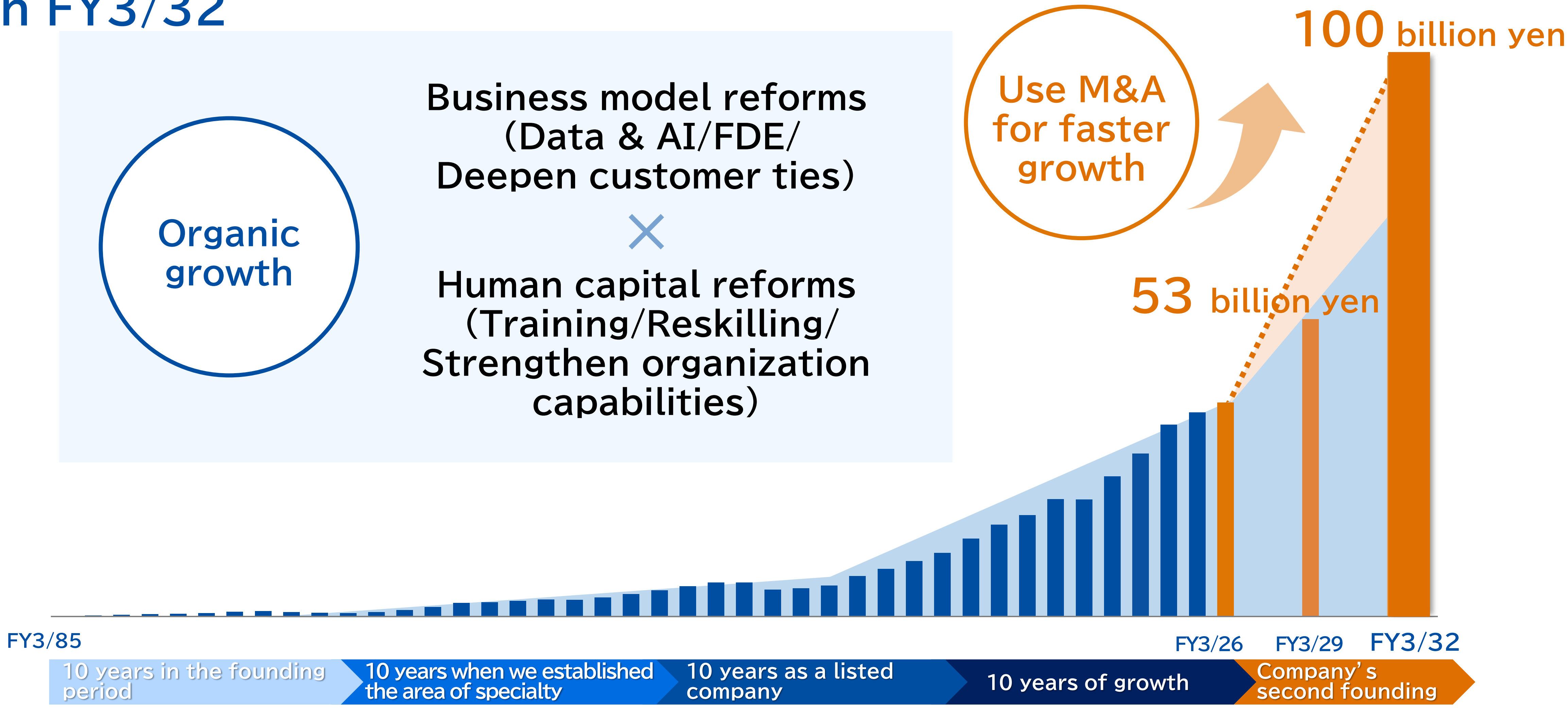
Use business model reforms to aim for sales of 100 billion yen in FY3/32

Organic growth

Business model reforms (Data & AI/FDE/ Deepen customer ties)

×

Human capital reforms (Training/Reskilling/ Strengthen organization capabilities)



*Note: Fiscal years (FY) end on March 31 of the respective year. E.g., FY1985 refers to the fiscal year ended March 31, 1985.

Medium-term Business Plan Financial Target (FY3/27～FY3/29)

Investments for consistent growth and measures for high profitability
Higher productivity per employee by creating substantial added value

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Personnel expense per employee	4.2%

＊ COMTURE uses rolling medium-term plans. Reexamining the plan every year makes it possible to adapt to changes in the business climate with speed and flexibility.

Service offerings and customer relationships are undergoing fundamental transformation

	Current	Future
Service Offerings	Develop apps based on specific requirements (Front end: mainly UI/UX domain)	**Develop solutions that solve customers' problems (Back end: Expand to cover the Data & AI/SaaS domain)**
Value Drivers	Excellence in custom design and development based on requirements and specifications (Mainly design/development stages, monthly basis)	**Consulting and management services combining business knowhow and AI technologies (Integrated from upstream to downstream, value basis)**
Customer Relationships	Project-based engagements (Sources of one-time sales)	**Transitioning to a customer success model through hands-on support in operations, maintenance, and data utilization**

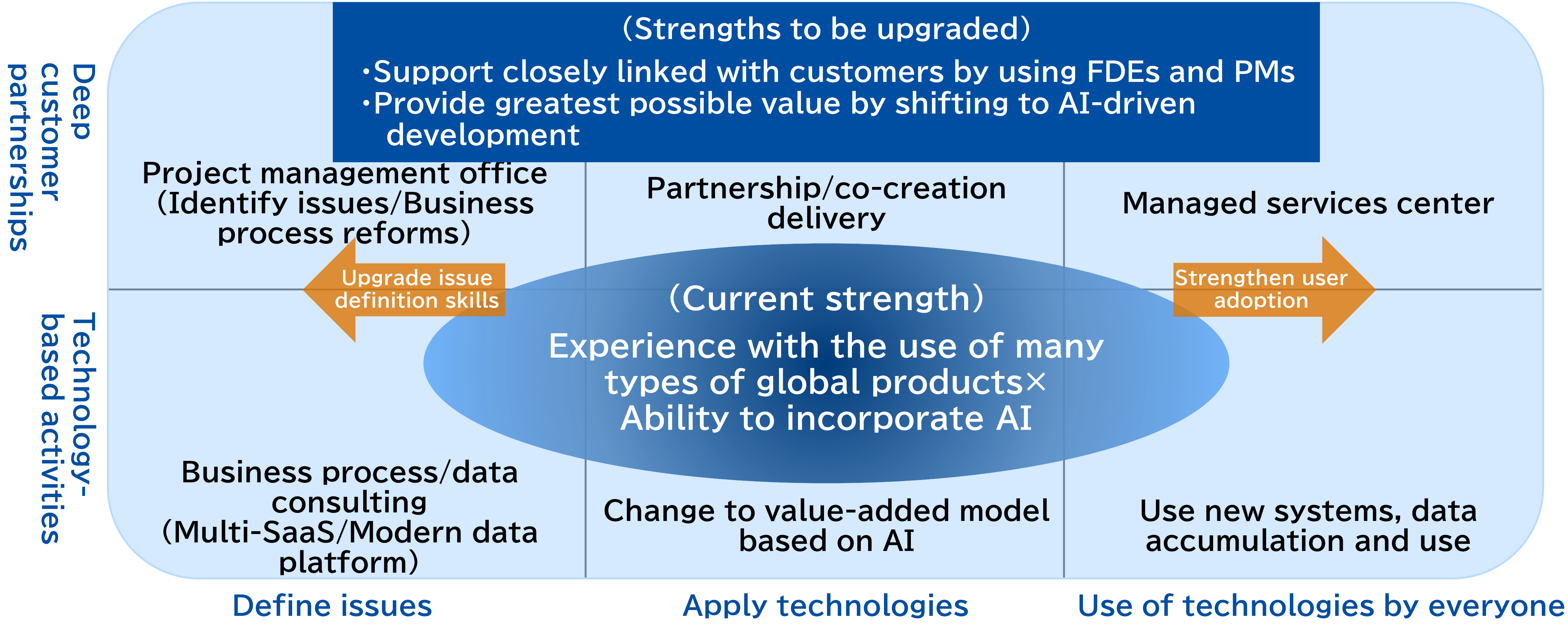
Growth is no longer driven by headcount and utilization, but by AI-powered value creation and deep customer partnership

Transforming from a technology-led service model to a high-value, AI-driven business model

* Customer success: A service model for support that enables customers to create value and receive benefits continuously

Business Model Reforms for Maximizing Added Value

Expand to all operations the strengths of working closely with customers and providing AI-driven multivendor support



Widespread AI use and a stronger project management framework

Priority of the Medium-term Business Plan

A complete shift to a new business model for the AI age

Adapt to changes in today’s AI business climate

Process reforms x Data & AI = Customer success

Data & AI FIRST

Based on the premise of Data & AI use, redesign businesses and services to support customers’ business process reforms and provide customers with value at a higher level

Change in services

Development of apps

Support for organizing/using data

Customer Success

Do more than supply IT systems by using **Business process knowhow x Data & AI** for continuous support concerning business process reforms and producing results

The customer success support model

Major customers	Midsize customers
Support for in-house development (mainly)	Outsourcing (mainly)

Goals of Business Model Reforms

Shift to a customer success support model for the AI age with substantial added value

Linkage of three major strategies – customers, services, HR – for a faster transition to a value-added business using close customer partnerships

(1) Customer strategy

Upgrades of customer base and customer success

- More points of contact with current customers, expand support to cover issue definitions and regular usage of solutions
- Reinforce customer value creation and earnings by using cross-selling and customer partnership support

(2) Service strategy

Advanced Data & AI service platform and maximum value provided

- Standardize and transform into an asset AI-driven development activity and data platform SaaS linkage
- Shift to a model that uses reusable services

(3) Human resources strategy

Strategically expand the workforce of Data & AI specialists and intermediate/advanced PMs

- Training for consulting, Data & AI and FDE skills and more hiring of people with prior work experience
- More people with specialized skills for steps from concept creation to installation and use of systems and technologies

↗

Goal for faster growth

Use group company collaboration and alliances/M&A to become more competitive and build a stronger platform for services

Use a combination of organic growth and many business/equity alliances, M&A and group partnerships. Also more people, services and customers in the Data & AI domain to speed up growth.

Use Data & AI for contact with customers and maximize LTV with cross-selling and customer partnership support

New customers

Use Data & AI for new points of contact

More ways to contact potential new customers

Higher ratio of transactions with Prime Market companies

- More direct relationships with middle market end users and more upstream activities

Digital marketing

- More ways to contact potential new customers by using digital channels and stronger direct sales

Solution perspective

- Use Data & AI, SaaS and education services to add new projects

More key customers

Deeper customer ties by providing support in more categories

Use cross-selling to enlarge business relationships

Customer partnerships

- Use a unified FDE/sales/SE team to help customers devise solutions that meet their needs

Cross-selling

- Expansion of proposals for solutions by all COMTURE Group companies

Multi-SaaS

- Support for all of customers' operations by combining several services

Stronger ties/Continuous projects

Stronger presence in core domains

Maximum LTV by using long-term close customer partnerships

Customer accounts

- Constant provision of value by assigning people responsible for only a single customer account

Contact with senior executives

- Participate in strategic projects of customers by establishing ties with senior executives

Use operational ties for deeper relationships

- Use system operation and maintenance services to create continuous projects and large projects

Use Data & AI for achieving sustained growth backed by long-term partnerships

＊MSP (Managed Service Provider): A provider that handles system operations, monitoring and related services.

(2) Service Strategy | Advanced Data & AI service platform and maximum value provided

Use projects as base for standardization and asset creation. Advance to a model with high productivity and added value.

	Current operations	Medium-term plan initiatives	Goals
01 Increase AI skills	AI-driven development expertise by participating in actual AI projects	• Standardization of AI-driven development (uniform platform, composite AI, quality control) • Use a multi-AI platform to upgrade application capabilities (AI-ready data environment, release efficiency, AI agents)	**Standardization of AI-driven measures for all development processes; establishment of fully integrated capabilities**
02 Partnerships using FDE	Many application SEs with multi-vendor knowhow	• Use FDE+Specialists+PMO customer partnerships to enhance proposal skills • Identify and meet customers' needs by using co-creation starting with working prototypes	**Standard use of teams for integrated customer partnerships extending from issue definitions to solution implementation**
03 Upgrade maintenance/ operations	Hands-on maintenance/operations, ideas for spot improvements	• Use business process knowhow and AI for more advanced, efficient and centralized maintenance and operations • Ideas starting with system operations for continuous improvements and expansion of support to more categories	**A high-tech managed service with self-reliant operations by an AI agent supervised by people**
04 Assets/Horizontal expansion	Project knowhow not used beyond a single project	• Combine project knowhow with other strengths to build up assets for specific business processes and industries • Horizontal expansion of SaaS-linked AI services, support for installation and use	**Make a reuseable service model the core of recurring income sources**

Understanding of current systems x multi-SaaS linkage x Advanced AI

Advanced Data & AI services not possible with only ordinary AI, a customer partnership model that only COMTURE can offer

(3) Human Resources Strategy | Strategically expand the workforce of Data & AI specialists and intermediate/advanced PMs

Shift to a workforce centered on FDEs based on AI use in all operations

Train people in stages to give them skills extending from defining issues to the installation and application of solutions. Speed up on the HR side the shift to a customer partnership business with substantial added value.

01 More people with AI skills

Switch to an organization that uses AI

- Establish AI skill requirements for specific job categories and ranks
- Use the group's education infrastructure to speed up AI reskilling
- Create a playbook for using AI and standardize the use of the playbook for business processes
- Establish a framework for AI utilization in every department to make AI an integral part of business activities

02 Training for FDE skills

Skills to assist customers innovate and change

- Form an FDE core team consisting of suitable people chosen from throughout the COMTURE Group
- Give people practical skills for both Data & AI and business process reform
- Establish an FDE Center and a certification system to create an FDE skill development framework
- Use evaluations/remuneration based on results for a stronger core FDE team in the most suitable assignments

03 Project managers with practical skills

Shift from conventional education to training for practical skills and results

- Use PM training as the starting point for upgrading skills of intermediate and advanced project managers
- Faster pace of upgrading skills by using practical education and challenging assignments
- Transform PMO support and knowledge gained from actual projects into assets
- Use personnel data for the strategic placements of employees

More people with AI knowhow and FDE/intermediate-advanced PM education to convert to an HR portfolio able to support businesses with substantial added value

The goal is an improvement in productivity (profit per employee) by shifting emphasis to the Data & AI domain and deepening relationships with key customers

01 Growth potential/ Profitability

Pct. of sales to end users

Progress with increasing direct relationships with customers

60% or more: FY3/29

FY3/26: 47.2% → FY3/29: 60.0%

02 Growth potential

Sales per major end user (Growth)

Progress with strengthening/ increasing key customer ties

+18% / Year

03 Profitability

Gross profit per employee (Growth)

Progress with adding value and improving profitability

+6.6% / Year

Acquire new capabilities to accelerate business model reform

01 Accelerating growth of core businesses

- Use M&A to add missing pieces
- Use M&A to acquire AI capabilities

02 Business model reform

- Add upstream and downstream capabilities
- Add AI-driven development and automated operation skills

03 Expanding into new growth areas

- Activities involving leading-edge technologies
- Expand operations into white spaces
- Add new products and assets

Numerical goal (M&A)

Sales (Three-year total)

At least ¥5 billion

Consider minority investments, alliances and other measures too concerning Data & AI and other advanced market sectors

Upgrade M&A activities to be a driver of even faster growth

01 Proactive sourcing activities to locate quality M&A opportunities

- **A stronger framework**
  Hire more M&A specialists and use external resources
- **Targeting**
  Precise targeting that matches the current business climate
- **External networks**
  Reinforce ties with financial institutions and advisers for more M&A transactions

Upgrade examination/assessment skills for a higher success rate

- Close collaboration between the M&A team and business units
- Use investment angles for higher precision

02 Use COMTURE-style PMI to create synergies and more value

- Use the customer base for cross-selling activities
- Develop new services using the strengths of COMTURE and alliance partners and newly acquired companies
- Reallocate group resources to growing market sectors
- Use group company strengths for reskilling (Data & AI, others) programs
- Establish a culture for the retention of highly skilled people
- Integrate indicators and processes for managing sales and earnings

Inorganic growth

Reinforce Human Capital Management

Maximum human capital value for a faster switch to businesses that add value

Consistent corporate value growth backed by data-driven HR and a workplace environment that fosters co-creation by a diverse workforce

(1) Create leaders

Well-planned selections and training for management positions

- An advanced succession plan for a large pool of candidates to become the next generation of leaders (department managers and group leaders)
- Establish a suitable span of management for the constant improvement of management capabilities

(2) Data-driven HR

Establish a human capital data platform and upgrade decisions

- Use an integrated human capital data platform for the visualization and real-time analysis of skills of the entire workforce
- Use high-performance analysis and the identification of issues for the scientific placements of people based on data

(3) Commitment to DEI&B

Enable all types of people to thrive and provide support for self-reliant career advancement

- Give para-athletes IT skills for a second career as IT professionals
- A corporate culture where people can be their best; includes measures for women, seniors, foreigners and others and programs to facilitate work while caring for children, aging parents and others

(4) Co-creation and health

Business sites are dedicated to faster co-creation and to well-being

- The integration of five Tokyo business sites eliminated organizational silos and established a better co-creation environment that can produce new types of business value
- Give people pleasant and fulfilling jobs by providing self-reskilling opportunities (using Udemy) and management that places priority on good health and well-being

Investment Strategies | Cash allocation for consistent growth

Upfront investments for AI use and working closely with customers to boost profitability, enabling both investments for growth and shareholder return

Upfront investments to change to a model with substantial added value
(Plan is included in operating cash flows)
¥8 billion

Investments in people
¥4.8 billion
More Data & AI personnel (FDE, AI, others) and reskilling

AI and development platform investments
¥0.8 billion
Platform for AI-driven development and Data & AI
*Investments in people include personnel and training expenses

Co-creation environment investments
¥2.4 billion
Office consolidation for more employee interaction/ joint activities

Upfront investments for higher earnings

Fund generation and procurement

Loans
(as needed)

Cash flows from operating activities (three-year period)
At least
¥12 billion

Balance sheet cash
(As of March 31, 2026)
¥10.8 billion

Allocation

Investments for growth
At least
¥8 billion

- **M&A and equity alliances** — **¥5 billion**
  Strengthen and enlarge Data & AI category operations
- **Next-generation workplaces** — **¥3 billion**
  Places for value creation from collaboration and co-creation

Shareholder return
At least
¥5 billion

- **Dividend payout ratio** — **At least 45%**
- Will consider share repurchases with the appropriate timing

Extra funds for working capital and future investments

*All figures are the plan for the three-year period ending with the fiscal year ending in March 2029.

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

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