



COMTURE CORPORATION

Third Quarter of the Fiscal Year Ending March 31, 2025

February 7, 2025

Event Summary

[Company Name]	COMTURE CORPORATION	
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[Event Language]	JPN	
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[Event Name]	Third Quarter of the Fiscal Year Ending March 31, 2025	
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[Venue]	Webcast	
[Venue Size]		
[Participants]		
[Number of Speakers]	2	
	Chihiro Sawada	Representative Director, President
	Takahiro Kamei	Senior Executive Officer and Corporate Functional Officer, IR • PR Unit

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Presentation

Kamei: Thank you for taking time out of your busy schedule to join us today. We will hold a briefing on the financial results for Q3 of the fiscal year ending March 31, 2025, which was recently announced on February 4, 2025.

First, I would like to introduce today's speakers from our company. Chihiro Sawada, Representative Director and President. And I am Kamei. I will be the moderator. Thank you.

Now, President Sawada will explain the financial results. Thank you.

COMTURE Group celebrates its 40th anniversary



Celebration Ceremony Welcoming Approximately 800 Guests

**We would like to express our gratitude to our shareholders
and investors for their continued warm support.
We look forward to your ongoing support in the future.**



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Sawada: Hello, everyone. I am Sawada, Representative Director and Executive President of COMTURE.

First, the COMTURE Group celebrates its 40th anniversary on January 18, 2025. Since our founding in 1985, we have always strived to take on new challenges and develop together with society through continuous innovation. We would like to express our deepest gratitude to all of you for your support and patronage, which have enabled us to celebrate our 40th anniversary while overcoming many difficulties in this era of rapid change.

At our recent 40th anniversary concert held on February 5, we had a valuable chance to further deepen our connection with our nearly 800 guests and stakeholders. We will continue to work together with you and aim to make further progress in the future. Thank you.

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Financial Highlights - 3Q(Total) of the FY3/25

Achieved 15 consecutive years of sales growth and sales climbing to record

(Millions of yen)	3Q(Total) FY3/24		3Q(Total) FY3/25		YoY change	Progress ratio vs. plan (Average of the past three years)
	Amount	% to net sales	Amount	% to net sales		
Net sales	25,310	-	26,863	-	+6.1%	71.3% (74.1%)
Operating profit	3,262	13.5%	3,237	12.1%	-0.8%	66.1% (73.7%)
Ordinary profit	3,260	13.4%	3,240	12.1%	-0.6%	66.1% (73.6%)
Interim profit attributable to owners of parent	2,113	9.1%	2,105	7.8%	-0.4%	64.8% (74.0%)
Interim net income per share (yen)	66.30	-	66.02	-	-0.4%	-
EBITDA	3,633	14.4%	3,625	13.5%	-0.2%	-

*EBITDA = Operating profit + Depreciation + Goodwill amortization

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Next, I will explain the financial results for Q3 of the fiscal year ending March 31, 2025, which we recently announced on February 4.

First, a summary of the financial results. During Q3 of the fiscal year ending March 31, 2025, the Group's sales increased for the 15th consecutive year, reaching a new record high.

Net sales were JPY26,863 million, up 6.1% from the previous year, and operating income was JPY3,237 million, down 0.8%. Net income for the quarter was JPY2,105 million, down 0.4% from the previous year. EBITDA, which indicates a company's profitability in its core business, was JPY3,625 million, down 0.2% from the previous year.

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Financial Highlights - 3Q of the FY3/25

Profitability improved QoQ

(Millions of yen)	3Q FY3/24		2Q FY3/25		3Q FY3/25		YoY change	QoQ change
	Amount	% to net sales	Amount	% to net sales	Amount	% to net sales		
Net sales	8,548	-	9,041	-	9,068	-	+6.1%	+0.3%
Operating profit	1,312	15.3%	1,188	13.1%	1,253	13.8%	-4.4%	+5.5%
Ordinary profit	1,313	15.4%	1,190	13.2%	1,256	13.9%	-4.4%	+5.6%
Profit attributable to owners of parent	862	10.1%	775	8.6%	826	9.1%	-4.1%	+6.6%
EBITDA	1,436	16.8%	1,318	14.6%	1,386	15.3%	-3.5%	+5.1%

*EBITDA = Operating profit + Depreciation + Goodwill amortization



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The three-month results for Q3 of the fiscal year are shown in the slide you see.

Profitability also improved, with both sales and profits increasing QoQ, though not as much as in the same period last year.

Contributing Factors

Net sales

Up 6.1% YoY

- + Higher DX business sales involving Microsoft, Cybozu, AWS and SAP peripheral development projects
- + Increased demand at financial institutions for the development of front office systems and the improvement of operational efficiency
- + Workforce growth due to more recruiting and improvement in employee attrition rate and progress with utilizing the resources of partner companies

Operating profit

Down 0.8% YoY

- + Higher gross profit due to an increase in the number of productive employees at partner companies
- An increase in personnel expenses due to larger number of employees and higher salaries
- Extension of technical skills training period (from two months to three months) to give new graduates even higher skills
- An increase in costs associated with the consolidation of offices to strengthen ties with Group companies



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Next, I will explain the key points of the financial results.

Net sales increased 6.1%. I will explain the factors behind this. The first positive factor was due to the growth of DX-related business in collaboration with global vendors such as Microsoft Corporation. The second is due

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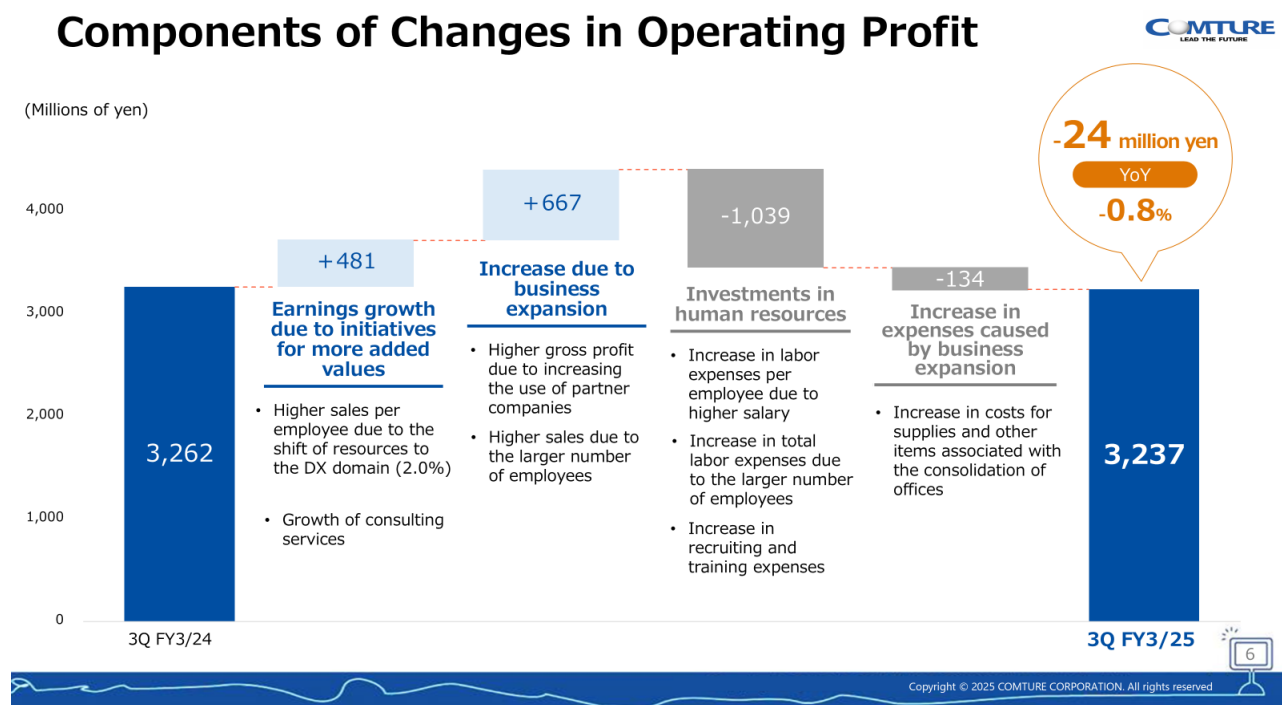
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to an increase in demand for financial-related front-end system development and business efficiency improvement. The third is due to an increase in the number of employees through stronger hiring and improved turnover rates, as well as progress in securing resources from partner companies.

Operating income decreased by 0.8%. I will explain the factors behind this. The positive factor was an increase in gross profit due to an increase in the number of people in operation at partner companies. The first negative factor is the increase in labor costs associated with salary increases and the increase in the number of employees. The second is an increase in non-working labor hours worked due to the strategic extension of post-employment technical skills training to enhance the development of new graduates. In addition, for existing employees, the training system has been enhanced in line with the revision of the personnel system, and training hours for management training, rank-specific training, and technical training have been greatly increased. The third is the increase in costs associated with the consolidation of offices to strengthen the Group's business collaboration.

Components of Changes in Operating Profit



Details are illustrated in the figure.

Operating income for Q3 of the fiscal year ending March 2024 was JPY3,262 million. The increase of JPY481 million was mainly due to a 2.0% increase in net sales per worker as a result of the high value-added strategy. The increase in the number of partner companies in operation and the expansion of the business due to an increase in the number of employees resulted in an increase of JPY667 million.

On the other hand, negative factors included a combined increase of JPY1,039 million in investment in human capital, including labor, recruitment, and training expenses. In addition, costs associated with business expansion, such as office consolidation, increased by JPY134 million.

When subtracted, operating income for Q3 of the fiscal year ending March 31, 2025, was JPY3,237 million, down 0.8% from the previous year.

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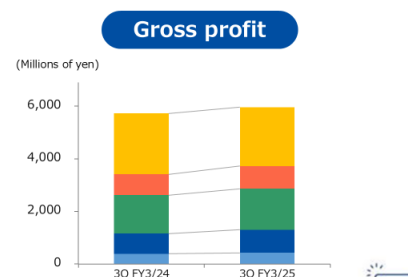
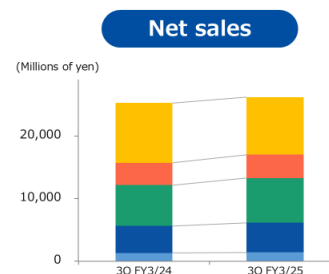
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Business Segment Performance

(Millions of yen)	3Q FY3/24	3Q FY3/25	YoY change
Net sales	25,310	26,863	+6.1%
Cloud Solutions	9,587	9,815	+2.4%
Digital Solutions	3,544	3,751	+5.8%
Business Solutions	6,537	7,154	+9.4%
Platform, Operation Services	4,332	4,739	+9.4%
Digital Learning	1,308	1,402	+7.2%
Gross profit	5,726	5,964	+4.2%
Cloud Solutions	2,311	2,236	-3.2%
Digital Solutions	794	863	+8.7%
Business Solutions	1,462	1,558	+6.6%
Platform, Operation Services	772	876	+13.5%
Digital Learning	386	428	+10.9%



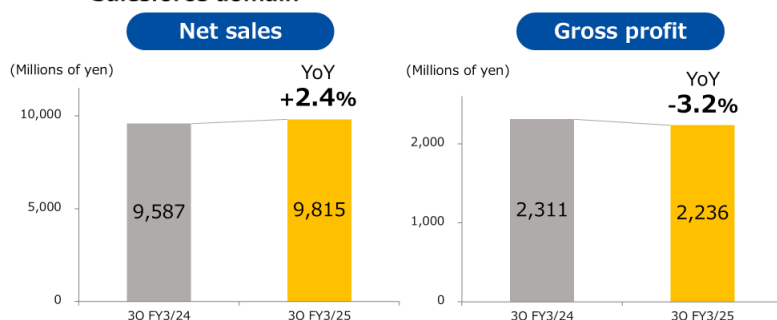
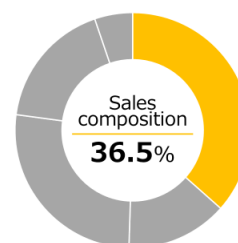
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The next slide shows results by business segment.

Cloud Solutions

Major components

- + Growth of the consulting business backed by collaboration with Microsoft and Cybozu and increasing low-code development demand
- Higher expenses for strengthening training programs for new graduates and hiring people with prior work experience, and the incurrence of costs during reskilling period
- Shortage of resources, particularly PM professionals, in the Salesforce domain



Main Activities

Collaboration using alliances with global SaaS vendors (Microsoft, Salesforce, ServiceNow and others), consulting and integration services for the installation and use of CRM and other cloud services, and other activities

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Sales in the cloud solutions business were JPY9,815 million, up 2.4% from the previous year, and gross profit was JPY2,236 million, down 3.2% from the previous year. While demand for consulting and low-code development increased due to partnerships with vendors such as Microsoft and Cybozu, Inc., the increase in costs related to strengthening the training of new graduates and career recruiting, costs incurred during the reskilling period, as well as the shortage of PM personnel resulted in higher revenue and lower profit.

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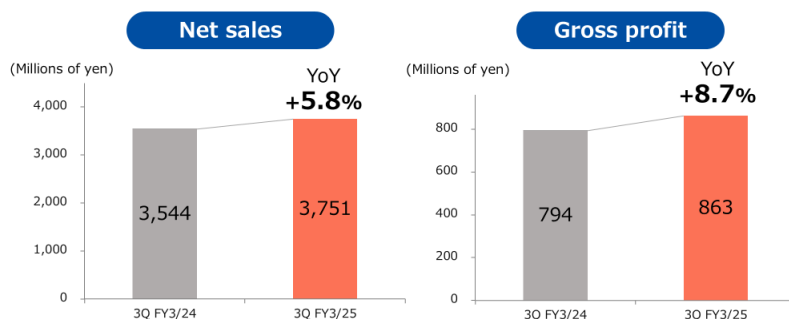
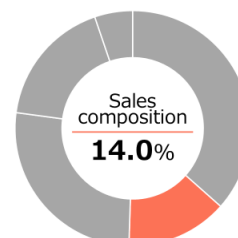
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Digital Solutions

Major components

- + Growth of the data analysis business and acquisitions of large projects in the data management domain
- + More orders for building cloud infrastructures (AWS)
- Decrease in demand for physical server construction



Main Activities

Construction of data infrastructures by working with global AI vendors (Google Cloud, Amazon Web Services and others), provision of data analysis solutions by working with global data analysis vendors (SAS, Informatica, Databricks and others), and other activities



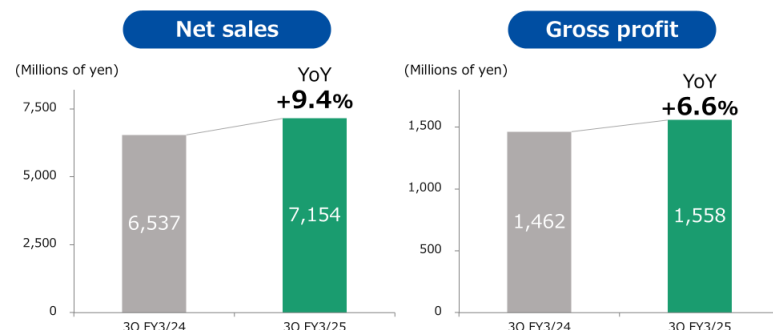
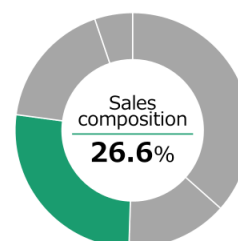
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Net sales in the digital solutions business were JPY3,751 million, up 5.8% from the previous year, and gross profit was JPY863 million, up 8.7% from the previous year. While the on-premise server construction business declined, the expansion of the data management business, including the data analysis business and the construction of environments for storing data, and the increase in AWS and other cloud infrastructure construction projects resulted in higher sales and profits.

Business Solutions

Major components

- + Growth of the SAP-related development business continued
- + Expansion of SAP peripheral development projects related to government agencies
- + Increased demand at financial institutions for the development of front office systems and the automation of business processes



Main Activities

Construction, operation and modernization concerning accounting, personnel, fintech and other core IT systems using collaborations with SAP, SuccessFactors and other global ERP package vendors



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Sales in the business solutions segment were JPY7,154 million, up 9.4% from the previous year, and gross profit was JPY1,558 million, up 6.6% from the previous year. Both sales and income increased due to continued growth in SAP-related development business, expansion of development projects for government

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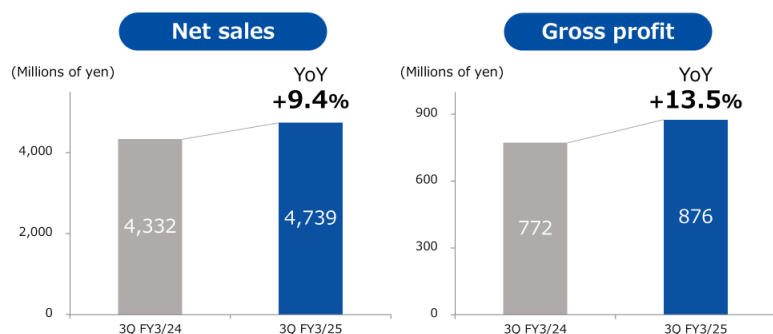
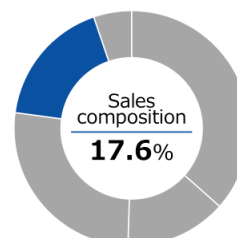
agencies, as well as increased demand for front system development and automation of operations for the financial industry.

Platform, Operation Services

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Major components

- + Higher demand for the outsourcing and security support of IT system operations
- + Expansion of network construction projects for government agencies
- + Price negotiations contributed to sales growth



Main Activities

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



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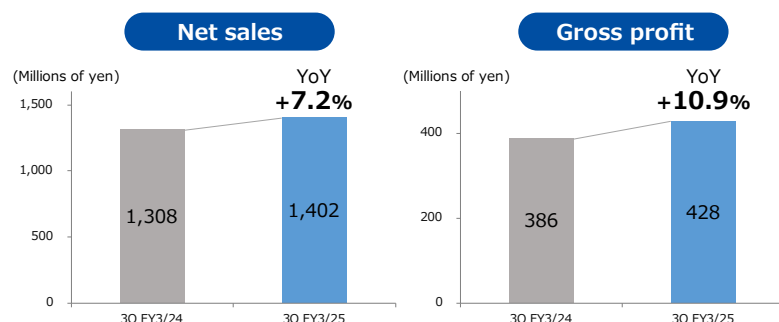
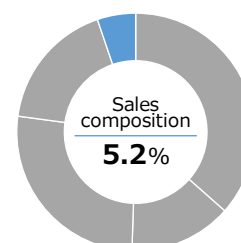
Net sales in the platform operation services business were JPY4,739 million, up 9.4% from the previous year, and gross profit was JPY876 million, up 13.5% from the previous year. Both sales and income increased due to increased demand for outsourcing of system operations and security support, expansion of network construction projects for government agencies, and improved earnings through price negotiations.

Digital Learning

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Major components

- + Higher demand for Microsoft(AI, etc.) training programs
- + Growth of training programs outsourced by other companies
- + Improved sales and earnings due to higher instructor utilization rate and price negotiations
- Priority on training within the COMTURE Group (new graduates and reskilling)



Main Activities

Training services with cooperation of global vendors (Microsoft, Salesforce, ServiceNow and others) for acquiring vendor certifications and IT training services to give people skills needed to perform DX jobs



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In the digital learning business, net sales were JPY1,402 million, up 7.2% from the previous year, and gross profit was JPY428 million, up 10.9% from the previous year. Both sales and income increased due to increased

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demand for training related to Microsoft's generative AI and growth in the training operation outsourcing business, as well as improved earnings from higher instructor utilization rates and price negotiations.

Key Initiatives of FY3/25

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Major investments To accelerate growth

Market conditions

- Faster pace of business innovation activities as companies switch to digital technologies and make DX investments
- More specialized support services by system integrators as the number of DX experts at companies increases
- Increasing demand for the development of apps for business activities as the use of generative AI grows



Investments in people

Recruiting

New graduate: **180** (hired in April 2025), Experienced people: **70** (FY3/25)

Training

Reskilling: **30-40 per six months**, larger and upgraded training system, New online learning platform, goal is **1,000** certifications

Salary/hours

Salary increase: **5.0% or more**
Working time: Down from 7hr 50min to **7hr 30min**



Innovations

Generative AI

Use of the Microsoft Copilot generative AI tool for improvements and innovations of all business processes; new/revised core IT system and human resource system



Others

Market profile

Renewal the corporate website, a brand and other

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Next, I would like to discuss the priority measures to achieve the plan for this fiscal year.

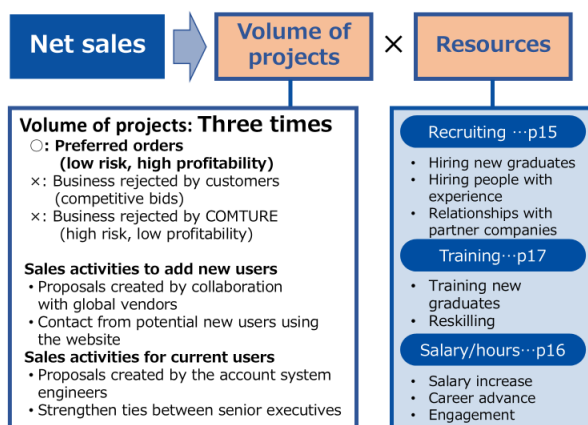
As described here, we have been executing mainly on human capital investments. Regarding compensation, in addition to a 5.0% wage increase, we worked to improve the working environment for employees by reducing working hours as part of the revision of the personnel system.

Investments in People Linked with the Growth of Corporate Value

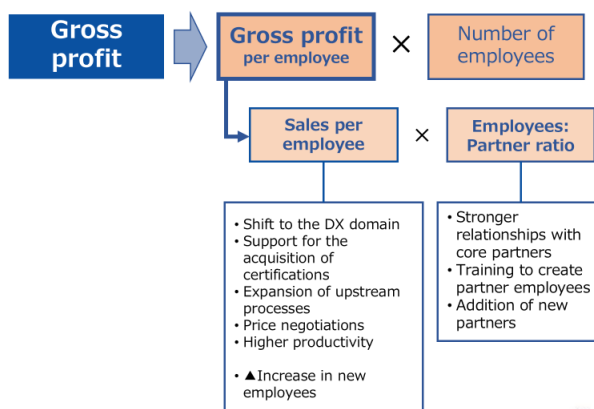
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Key performance indicator management for consistent growth

■ KPI concerning achievement of sales plans



■ KPI concerning achievement of earnings plans



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While these human capital investments may appear to be linked to lower profitability based on current

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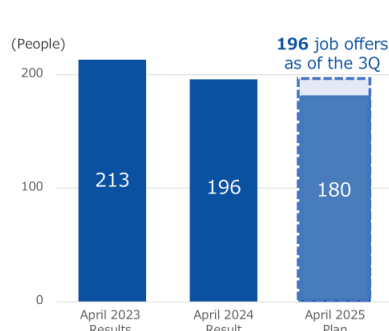
performance alone, they are strategic investments linked to KPIs that will enable us to achieve sustainable growth. The progress of our efforts will be explained later in this presentation.

Progress with Key Initiatives – Corporate Resources

Recruiting activities for faster growth

Recruiting talented new graduates

- Expect to hire more than the initially planned 180 new graduates



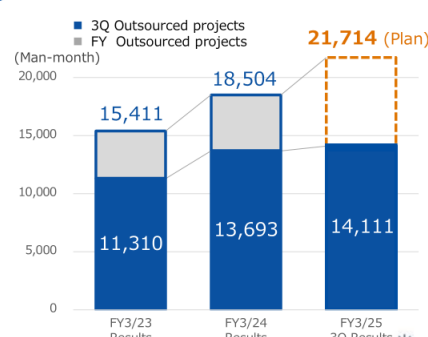
More hiring of experienced people

- Hired 55 people with prior work experience as of the end of December 2024
- Using referrals and other measures to recruit experienced people



Stronger relationships with partner companies

- Outsourced projects were 3.1% more than one year earlier
- Using the core partner program



* In prior years, hiring of people with prior work experience included people who accepted a job offers. Starting in FY3/25, only the number of people who have started working at COMTURE is shown.

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We are working to secure human resources in three main ways: hiring new graduates, recruiting career workers, and utilizing partner companies.

In new graduate hiring, the number of job offers accepted far exceeded our hiring plan of 180, and we expect to bring in more talented people than anticipated. Career recruiting has been strong, significantly exceeding the previous year's results, due to referral hiring through employee referrals and strengthened cooperation with placement agencies.

To make up for the shortfall in employees, strategic collaboration with partner companies, especially core partners, contributed to a 3.1% increase in the number of consignments, which also contributed to the increase in sales.

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Progress with Key Initiatives – Improvements in Salaries and Benefits

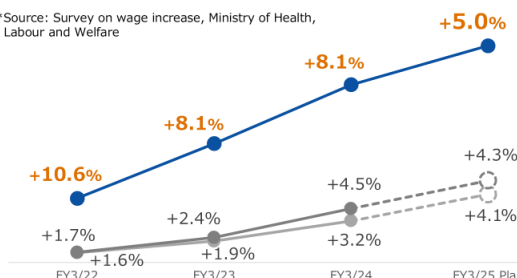
Improvement of employee satisfaction and retention

Higher labor expenses

- Continuing to raise salaries while remaining far ahead of peer companies

■ Comture (current employees/personnel expense increase per employee)
■ Information and telecommunications industry average (*)
■ Average of other companies (*)

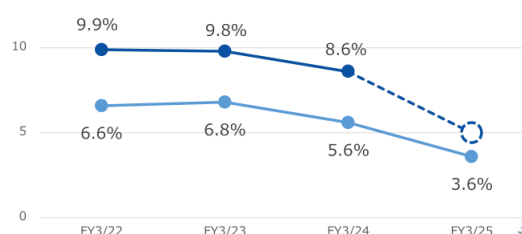
*Source: Survey on wage increase, Ministry of Health, Labour and Welfare



Improvement in employee attrition rate

- Turnover was down 2.0 pt. point due to measures involving human resources

● Attrition rate as of 4Q (cumulative)
● Attrition rate as of 3Q (cumulative)



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We are also continually working to improve the treatment of our employees. We have been ahead of our competitors in implementing aggressive pay raises for the past three years.

As a result of these personnel-related efforts, the turnover rate has decreased by nearly half compared to the same period two years ago. We will continue to invest in improving the treatment of our employees and focus on retaining the best talent.

Progress with Key Initiatives – Training Programs

Education and training programs for more added value

Fast training of new graduate employees

- Almost 95% of 189 new hires assigned to business units are productive
- Goal is to make all new graduate employees productive by the 4Q

FY3/24	Apr.	213 new graduates hired/training started
	May	Department training
FY3/25	June	Pct. of productive new graduates: About 30%
	Sep.	Pct. of productive new graduates: About 90%
FY3/25	Apr.	196 new graduates hired/training started
	May-June	Department training after job assignments
FY3/25	Sep.	Pct. of productive new graduates: About 80%
	Dec.	Pct. of productive new graduates: About 95%

Reskilling current employees

- Reskilling started in the 2Q due to placing priority on quickly training new graduates

FY3/24	Resource shift in 4 major domains*: 140 employees (cumulative)	
	*Microsoft, Salesforce, SAP, data science	
FY3/25	*Includes people still in reskilling programs	
	*Since January 2023	
FY3/25	1Q	Priority on training new graduates
	2Q	Reskill/shift 30 employees (cumulative)
FY3/25	Full year	Plan to reskill/shift 60 to 80 employees (cumulative)

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In human resource development, to strengthen the training of new graduates who joined the Company in April, we strategically extended the technical skills training period and began assigning them to job sites in Q2.

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As of the end of Q3, we had approximately 95% of new graduates making a profit. In conjunction with the training of new graduates, the reskilling of existing employees began in Q2. In Q4 and beyond, we will continue to make investments related to training, including the use of Edifist Learning Inc.'s instructors, and shift resources to growth areas through reskilling.

Generative AI Activities



AI-based Business Innovation and Business Transformation Initiatives

① Internal Operation Efficiency	<ul style="list-style-type: none"> Reducing post-meeting workload by automatically creating minutes from web meetings Interactive search of large amounts of data, such as internal rules and manuals, using a chatbot to quickly obtain necessary information Improving email processing efficiency by summarizing large volumes of received emails and automatically creating outgoing emails
② Development Efficiency	<ul style="list-style-type: none"> Enhancing productivity and quality by automating the creation and review of documents such as requirement definitions and design documents Applying generative AI to coding and testing tasks to streamline the entire development process Shortening the development cycle by automating bug detection and code reviews
③ Business Development	<ul style="list-style-type: none"> Starting seminars to support the use of generative AI (Copilot) for end-users in collaboration with Microsoft Japan Supporting Proof of Concept (PoC) to demonstrate the business effects of AI introduction and assisting in the full-scale introduction in the future Improving customer satisfaction by using chatbots to interactively search for courses that meet customer needs from hundreds of training courses (currently under internal verification)



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Here are some recent topics. We would like to introduce our approach to the use of generative AI.

First, let us talk about streamlining internal operations. We are automating the creation of web conference minutes, which greatly reduces the post-conference workload. In addition, a large amount of data, such as company regulations and manuals, can be searched as interactive chatbots to quickly retrieve necessary information. In addition, the system provides for more efficient daily mail processing by summarizing large volumes of incoming mail and automatically creating outgoing mail.

Next, I would like to discuss the efficiency of development operations. We automate the creation and checking of documents such as requirements and design documents to improve productivity and quality. Generative AI is also applied to coding and testing tasks to improve the efficiency of the entire development process. In addition, the development cycle is shortened by automating bug detection and code review.

Finally, I would like to discuss development as a business. In collaboration with Microsoft Japan Co., Ltd., we have begun offering seminars to support end users in the use of generative AI. We also support POC to demonstrate operational efficiency through AI implementation and support full-scale implementation in the future. We are also working to improve our ability to make proposals and increase customer satisfaction by, for example, enabling customers to use chatbots to conduct interactive searches for courses that meet their needs from among hundreds of training courses.

Through these efforts, we are aiming for significant benefits by promoting operational efficiency and business development through the use of generative AI in all aspects of our business.

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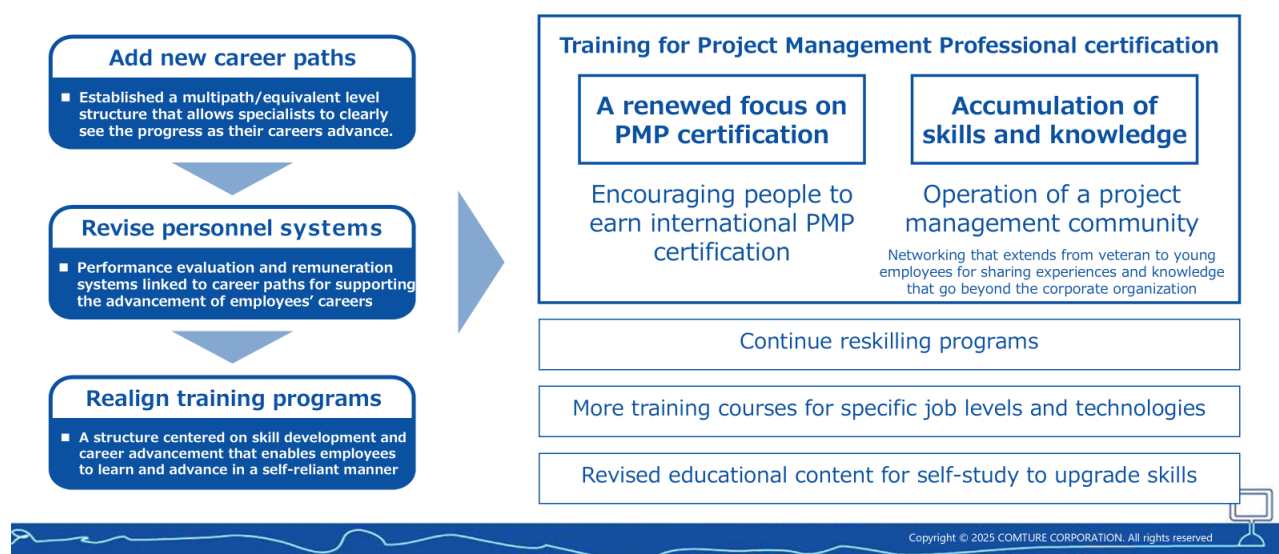
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Activities for Higher Quality and Productivity – Project Management Training

A growth strategy based on upgrading project management skills



Next, I would like to discuss the development of PM personnel.

As we have explained repeatedly, our group is committed to the development of human resources. In conjunction with the revision of the personnel system conducted in April of this year, we established a new career path to realize growth and overhauled the education and training system.

Among these, we are particularly focusing on the development of PMP certified professionals, an international certification in project management. We have begun operating a PM community as a place to share know-how and knowledge effective for PMP certification and are building a network beyond generations and organizations and across the Group. By strengthening our PM structure, we aim to further improve project quality and productivity and will continue to improve customer satisfaction and profitability.

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Investments in People

Activities for investments in people for sustainable growth

Realign training programs

- Help employees grow in a self-reliant manner through both skill development and career advancement

Training program revisions

New education structure due to start of a new system for human resources

Training opportunity fairness

Start of online lessons centered on IT skills

New education info website

Website with all information about education programs simplifies access to these programs

Health management

- An environment that supports good health for everyone to enable all employees to do their best continuously and achieve their goals

Health consultation service

Quickly identifies issues of employees and provides support

Increase use of vacation time

Encourage combining vacation time with weekends and holidays for more consecutive days off

Maintain suitable working hours

Every Wednesday, everyone is urged to leave at the designated time for the end of the work day

Engagement survey (November 2024)

Satisfaction with training programs ...

Up 0.5pt YoY *5-step assessment

December 2024

Obtained the **Silver Certification** as an Excellent Health Company

健康優良企業

*The Tokyo Federation of the National Federation of Health Insurance Societies grants Silver Certification to recognize companies with a strong commitment to the health of employees.

Excellent Health Company
Silver Certification No. 3346

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Next, I would like to introduce two topics related to human capital investment.

First, as a result of renewing our training system and expanding our education program, we were able to significantly improve our score on the engagement survey training system compared to the previous year.

Second, as a result of our efforts to create an environment in which each employee can work in good health and maximize performance, we were able to obtain silver certification as an Excellent Health Company. We will continue to invest in human capital linked to sustainable company growth, as well as to maintain employee health and improve productivity.

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FY3/25 Earnings Forecast (No revisions to the May 10, 2024 forecast)



Aiming for 15 consecutive years of sales growth and 14 consecutive years of earnings growth, reaching new record highs

(Millions of yen)	FY3/24 Results		FY3/25 Forecast		YoY change (%)
	Amount	% to net sales	Amount	% to net sales	
Net sales	34,185	-	37,700	-	+10.3%
Operating profit	4,600	13.5%	4,900	13.0%	+6.5%
Ordinary profit	4,597	13.4%	4,900	13.0%	+6.6%
Profit attributable to owners of parent	3,135	9.2%	3,250	8.6%	+3.7%
Net income per share	98.35 yen	-	101.93 yen	-	+3.6%
Dividend per share	46.00 yen	-	48.00 yen	-	-
Payout ratio	46.8%	-	47.1%	-	-
ROE	19.7%	-	18.4%	-	-

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Next, I will explain our earnings forecast for the current fiscal year ending March 31, 2025. As you can see, there is no change from the previously announced values.

Business Category Themes for More Growth



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 collaborations 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 with cooperation of global vendors for acquiring vendor certifications and IT training services to give people skills needed to perform DX jobs



Takt
Technology and Knowledge for Tomorrow



Edifist

- Continue to increase low-code application development projects by using collaboration with Microsoft and Cybozu
- Build core IT systems on the Salesforce platform and increase business activities in data integration, agent AI and other new fields
- Joint activities with SAS for more data analysis projects and upgraded proposal capability involving data management for growth
- In the cloud infrastructure construction sector, more projects for modernizing and building AI platforms with AWS and more multi-cloud projects
- Growth of the application development business using the SAP Business Technology Platform (BTP), a platform for the development of peripheral applications, and business for the use of this platform by midsize companies
- More development projects for government agencies
- Increase projects for development of front office systems for financial institutions
- Continue the business of network construction projects for government agencies.
- Expansion of the support for visualization and automation of system operations by using Splunk, an integrated log management tool
- Upgrade Microsoft AI training activities and hold more classes
- Use joint activities with software resellers and distributors to start a Microsoft training course resale business
- Business growth by offering more courses for employees of IT subsidiaries of large corporations

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I will then explain our full-year plan and business expansion themes for each business for the next fiscal year.

In the market environment surrounding our company, corporate investment is booming, especially in the areas of DX, AI, and cloud computing, and we have seized this trend to continue to grow in our five businesses. In the cloud solutions and digital solutions businesses, we continue to invest human resources in cutting-edge technologies, including Microsoft and Salesforce, Inc., low-code development, data analysis, and AI platform

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construction, to strongly promote our clients' business transformation. Collaborations with major vendors have been strong, and we are looking forward to further growth.

The business solutions business has built a stable revenue base, supported by solid demand for SAP-related services and system development for government agencies and financial institutions.

In the platform operation service business, we have built an ongoing relationship of trust by supporting the stable operation of our clients' systems through advanced automation of operations using advanced tools.

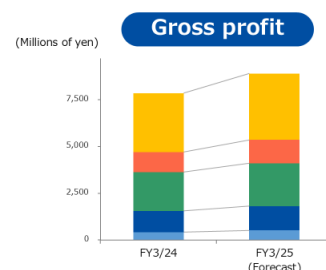
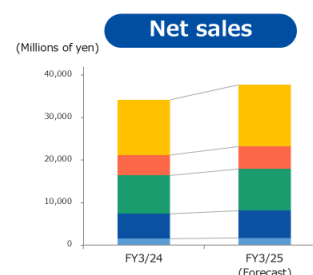
Furthermore, in our digital learning business, we provide high-quality training services such as generative AI in collaboration with Microsoft Japan to meet the social need for IT human resource development.

Thus, in addition to the growth of existing businesses, we are actively working on new themes in growth areas. We will continue to adapt to changes in IT technology ahead of our competitors and provide optimal solutions to our customers' needs to achieve sustainable growth and achieve our full-year plan.

Business Segment Forecast (Revised on November 5)



(Millions of yen)	FY3/24 Results	FY3/25 Forecast	YoY change (%)
Net Sales	34,185	37,700	+10.3%
Cloud Solutions	12,997	14,500	+11.6%
Digital Solutions	4,736	5,260	+11.0%
Business Solutions	9,049	9,800	+8.3%
Platform, Operation Services	5,855	6,440	+10.0%
Digital Learning	1,545	1,700	+10.0%
Gross profit	7,852	8,900	+13.3%
Cloud Solutions	3,146	3,550	+12.8%
Digital Solutions	1,069	1,250	+16.8%
Business Solutions	2,076	2,290	+10.3%
Platform, Operation Services	1,138	1,300	+14.2%
Digital Learning	420	510	+21.3%



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Based on the foregoing, the forecast by business segment is as shown in the slide you see.

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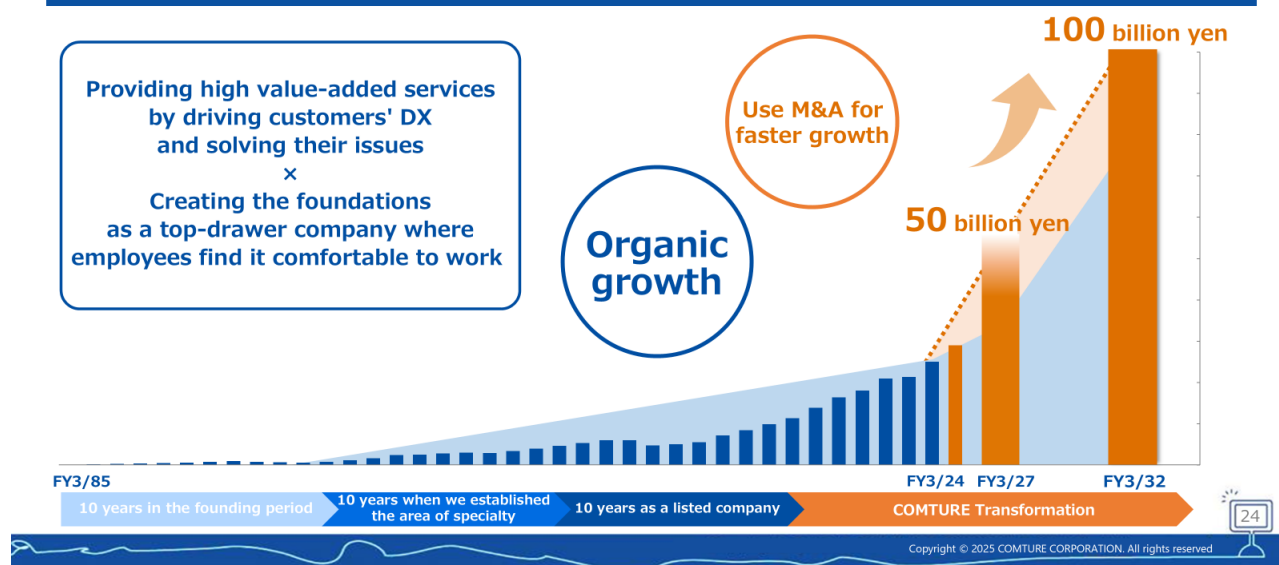
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Our Vision for the Future

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



Finally, as our long-term vision, we will provide high value-added services to our customers through DX promotion and problem solving, while building a foundation as a top-notch company by creating a comfortable working environment for our employees.

Furthermore, by strategically executing M&A and other measures to accelerate growth, we aim to become a company with net sales of JPY100 billion by the fiscal year ending March 31, 2032.

That concludes my briefing. Thank you for your continued support. Thank you for your attention.

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Kamei: Thank you. Finally, President Sawada, if you have a message for the investors attending the meeting, please go ahead.

Sawada: Yes. Thank you very much for your participation today.

Our Q3 results were not necessarily satisfactory. The problem is that, in terms of setting up a solid structure as a project, there were some areas where the system had not been set up.

We have been aware of this since the last fiscal year or so, and we have been taking steps in this area, but we have not yet caught up to the speed at which we have been making moves. Conversely, the number of engineer resources, the overall number, is increasing. We believe that by developing PMs who can take on projects in this context, we will be able to improve our performance if we can further solidify our structure.

The trend toward DX, digitalization will not stop in the future. As for what we are doing as a company itself, Salesforce and Microsoft are both supporting our customers in promoting digitalization, and I believe that we are doing just what we need to do to keep up with the times.

As we celebrate our 40th anniversary, we would like to continue to take on various new challenges to move to a higher stage, and we believe that the times will support us in this endeavor.

We hope that you will support our growth with your guidance and encouragement, and we look forward to your continued support. Thank you very much for your time today.

Kamei: Yes. Thank you, President Sawada. This concludes the financial results briefing. Thank you all for joining us today.

[END]

Document Notes

1. *This document has been translated by SCRIPTS Asia.*

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