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Announcement of Medium-term Business Plan (April 2022 to March 2025)

COMTURE CORPORATION has established a medium-term business plan for the three-year period ending in March 2025.

Digital technologies are bringing about dramatic changes in society and at companies. In the IT services market, where demand is expected to grow steadily, investments involving the digital transformation (DX), which is the core business sector of the COMTURE Group, are growing as companies change their business models, create new business models and take other actions. These DX investments are forecast to climb at an average annual rate of more than 20%.

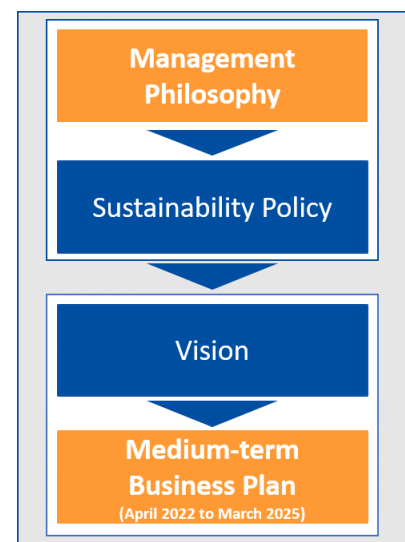
COMTURE views these trends as an opportunity to continue to grow and has established the goal of raising sales to 100 billion yen within the next 10 years. This medium-term business plan is positioned as the first step for accomplishing this goal.

1. A framework for businesses with substantial added value

By constantly creating innovative ideas, the COMTURE Group has established a foundation for businesses with substantial added value while growing at an average annual rate of 15% since its inception and keeping profitability high.

As the DX increases the speed of changes in society and makes our lives even more fulfilling, the COMTURE Group is committed to taking its value-added business operations to an even higher level. Accomplishing this goal will require operating as a company that has close ties to all stakeholders and continues to prosper with these stakeholders.

To realize this goal, COMTURE has established a new medium-term business plan by clearly defining our commitment to sustainability and our vision for the COMTURE Group ten years from now. All elements of this plan are based on our management philosophy of “being a source of excitement for customers and dreams for employees.”



2. A sustainability policy for actions based on our management philosophy

The COMTURE Group places priority on contributing to society and growing consistently. These two themes are expressed by the management philosophy (the company’s slogan) and policies that have guided business activities since our inception. To reaffirm our commitment to sustained growth, we have established a sustainability policy and determined materiality with the goals of upgrading our management and business activities and continuing to be a source of services that help solve social issues.

Our Slogan

Be a source of excitement for customers and dreams for employees

Policies for business operations

- 1. Aim for mutual prosperity with society.**
- 2. Be a provider of services that earn the trust of users.**
- 3. Be a company with energetic people dedicated to a mission.**
- 4. Constantly acquire and accumulate new technologies to be a company that can meet the needs of society.**
- 5. Be a company recognized for the soundness of its corporate culture and growth in order to be an outstanding organization in every way.**

Management foundation

Outstanding people, organizations and business frameworks

Sustainability Policy

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

Materiality

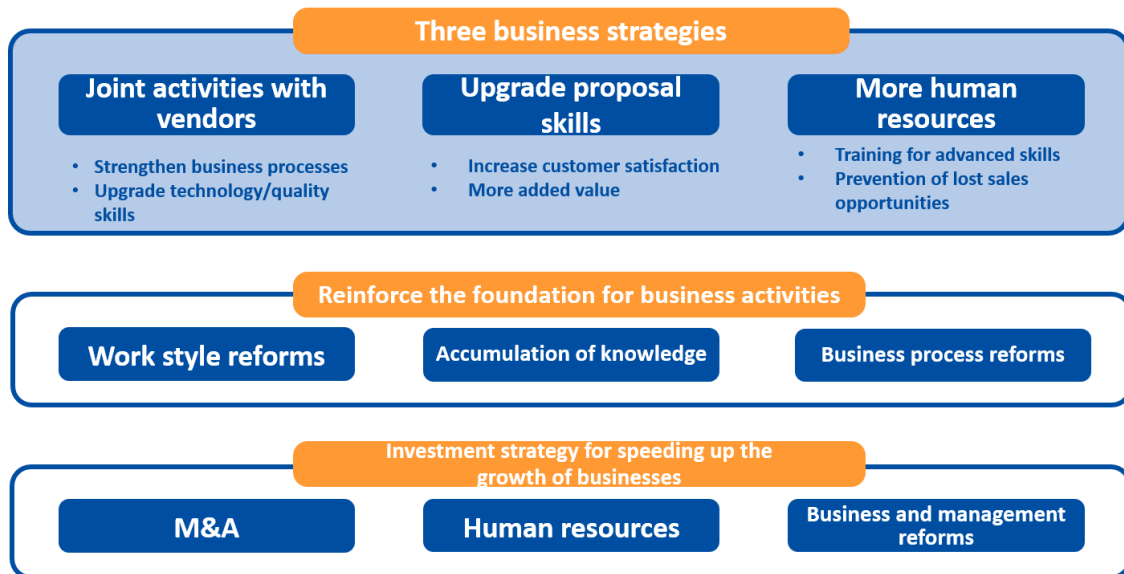
- Business activities for using the DX to help solve social issues**
- Use upgraded proposal skills to maximize customer value**
- Partnerships to support innovation; development of advanced technologies**
- IT training and career management to support the DX of society**
- Well-chosen investments and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

3. Our vision for 10 years from now

Based on the sustainability policy, we will use solutions that enable customers to fully benefit from the DX in order to provide value-added services. In addition, we will build a base for becoming a company that ranks among the very best in every way, including pleasant and productive workplace environments. Our goal is to grow even faster as we aim to become a group with annual sales of 100 billion yen within the next 10 years.

4. Medium-term Business Plan (April 2022 to March 2025)

To raise sales to 100 billion yen, COMTURE has established a three-year business plan beginning with the fiscal year ending in March 2023 that is centered on three business strategies. The plan will be backed by measures to build a stronger foundation for business operations and a large volume of investments. Operating businesses with even more added value and achieving sustained growth are the objectives.



Business strategies

- Joint activities with vendors (Global platform vendors)

- Increase the volume of projects by using joint activities beginning with the proposal phase for strengthening the entire sales process
- Upgrade technological skills and the quality of services by training people to earn platform-based qualifications and developing a solution menu

- Upgrade proposal skills

- Further increase customer satisfaction by becoming a team that “transforms customers’ needs into solutions” through the constant creation of innovative proposals
- Add more value to services for customers by using a standardized proposal process that utilizes a powerful framework for creating proposals

- Secure the resources needed for growth

- Use SPI* aptitude tests to recruit talented people and the education skills of Edifist Learning Inc., a member of the COMTURE Group, to speed up the hiring and training of people with the required skills.
- In the DX domain, prevent the loss of sales opportunities by using the COMTURE Group’s human resources and by using and training the engineers of business partners.

*SPI (synthetic personality inventory) is a comprehensive aptitude test that covers academic and other knowledge as well as an individual’s personality and other characteristics concerning suitability for a job.

A stronger foundation for business operations

- Work style reforms

- Higher productivity by using remote work and improving workplace environments

- Accumulation of knowledge

- Upgrade knowledge throughout the organization by establishing knowledge frameworks and solution menus

- Business process reforms

- Reinforce project management capabilities to eliminate unprofitable projects and strengthen internal controls to ensure that proper business processes are used

Investment strategies

- M&A

- Investments with emphasis on the efficient use of capital for the growth of business activities in the DX domain

- Human resources

- Recruit and train the talented people needed for sustained growth and increase remuneration for greater employee satisfaction

- Business and management reforms

- Develop a solution menu with even more added value and implement business process reforms

KPI

Planning on 15 consecutive years of sales growth, 14 consecutive years of earnings growth and 20 consecutive years of higher dividends

	FY3/22 Results	FY3/23 Forecast	FY3/25 Forecast	Average annual growth rate (FY3/22-FY3/25)
Net sales	24,985 million yen	28,800 million yen	At least 38,000 million yen	At least 15%
Operating profit	3,996 million yen	4,660 million yen	At least 6,100 million yen	At least 15%
Operating margin	16.0%	16.2%	At least 16%	-
ROE	19.2%	21.0%	At least 20%	-
Payout ratio	49.1%	45.5%	At least 45%	-

*For more information, please refer to “Medium-term Business Plan (April 2022 to March 2025)”

<https://www.comture.com/ir/management/pdf/202205.pdf>

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.