

May 15, 2025

Company name: COMTURE CORPORATION
1-11-2, Osaki, Shinagawa-ku, Tokyo, Japan
Representative: Chihiro Sawada,
Representative Director, President
Stock code: 3844
Listing: Tokyo Stock Exchange, Prime Market
Contact: Yasuhiko Kawachi, Senior Executive Officer,
Corporate Planning
Tel: +81-(0)3-5745-9700

Notice of Announcement of Medium-term Business Plan (April 1, 2025 to March 31, 2028)

COMTURE CORPORATION has established a medium-term business plan for the three-year period ending in March 2028.

1. Positioning of the medium-term business plan

With the goal of raising sales to 100 billion yen in 2032, the COMTURE Group has been formulating and announcing three-year management goals and growth scenarios annually since 2022. We have been updating these plans each year, continuously presenting them as part of our medium-term management strategy. Since its inception, COMTURE has maintained double-digit average annual growth driven by constant innovation. The goal is more growth fueled by innovative ideas and management that places priority on businesses with substantial added value.

In recent years, as generative AI becomes more advanced and widely used, the speed at which companies become more efficient and start new businesses is continuing to significantly accelerate. Japan's generative AI market is expected to further grow to more than 800 billion yen in 2028.

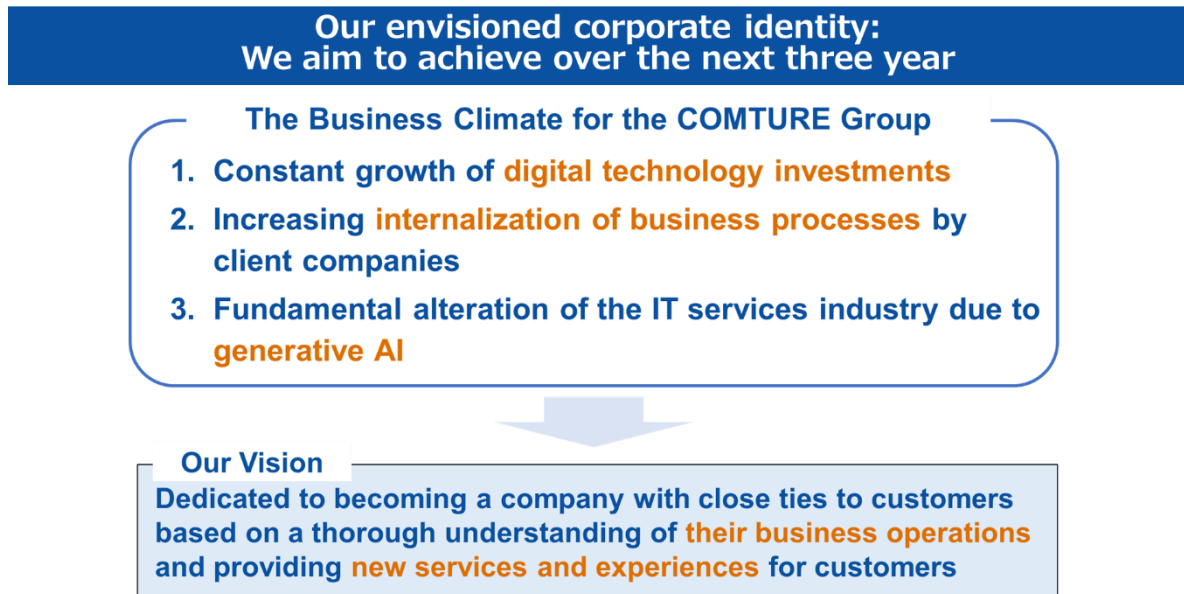
Guided by the theme of "creating the future with AI and digital," we are determined to use the initiatives in this three-year business plan for rapid progress toward the goal of sales of 100 billion yen while building even stronger ties based on mutual prosperity with all stakeholders.

2. Sustainability policy and materiality

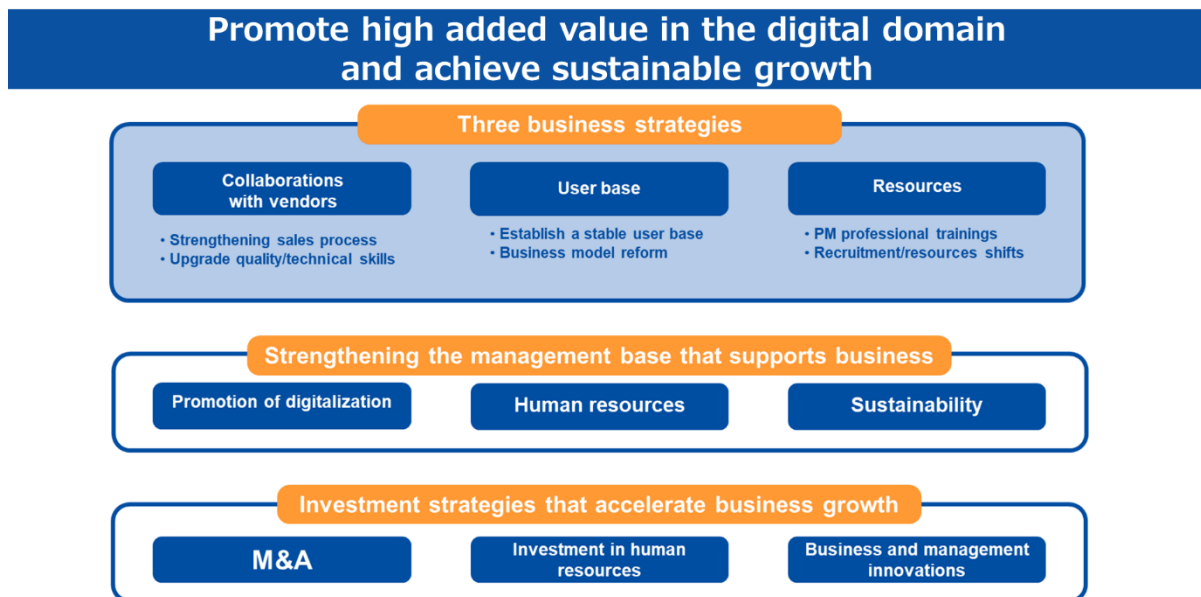
The COMTURE Group places priority on contributing to society and growing consistently. These two themes are expressed by the management philosophy (Our Slogan) of "being a source of excitement for customers and dreams for employees" and policies that have guided business activities since our inception. Progress regarding these themes will require raising our management and business activities to even higher levels while continuing to be a source of services that help solve social issues. This is why our sustainability policy and materiality are key guidelines for how we manage business operations.

3. Our vision and business strategies for the next three years

Based on our understanding of the future market environment, we have redefined our envisioned corporate identity as follows.



To realize the above corporate identity, we have also restructured our business strategy.



For the first pillar, the "Vendor Collaboration" strategy, we aim to enhance our proposal capabilities, technical skills, and quality assurance to effectively meet our customers' investment demands and internalization needs.

For the second pillar, we have decided to clarify our strategy towards customers who form the foundation for sustainable growth, thereby strengthening our "Customer Base."

For the third pillar, the "Resource" strategy, we will not only focus on expansion but also on improving quality and engagement, highlighting the connection with human capital management.

4. Performance indicators for the next three years

During the three years of the new business plan, we are planning on extending our continuous record of consecutive years of higher sales, earnings and dividends while making substantial investments for strengthening the management foundation to support sustained growth and actions for even faster growth. The overall objective is to build a solid infrastructure for raising sales to 100 billion yen in 2032.

Plan for 18 consecutive years of sales growth, 17 consecutive years of earnings growth and 23 consecutive years of higher dividends.

| | FY3/25 Results | FY3/26 Forecast | FY3/28 Forecast | Average annual growth rate (FY3/25-FY3/28) |
|-------------------------|--------------------|--------------------|--------------------|--|
| Net sales | 36,341 million yen | 40,000 million yen | 51,000 million yen | 10.0% or more |
| Operating profit | 4,630 million yen | 5,000 million yen | 6,600 million yen | 10.0% or more |
| Operating profit margin | 12.7% | 12.5% | 12.9% | - |
| EBITDA | 5,137 million yen | 5,813 million yen | 7,538 million yen | 10.0% or more |
| EBITDA margin | 14.1% | 14.5% | 14.8% | - |
| ROE | 17.9% | 17.2% | 20.0% or more | - |
| Payout ratio | 48.4% | 48.0% | 45.0% or more * | - |

*While maintaining the trend of increasing dividends, ensure that the dividend payout ratio remains 45% or more

*For more information, please refer to “Medium-term Business Plan (April 2025 to March 2028).”

<https://www.comture.com/en/ir/management/index.html>

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.