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Announcement of Medium-term Business Plan
(April 1, 2023 to March 31, 2026)

COMTURE CORPORATION has established a medium-term business plan for the three-year period ending in March 2026.

Digital technologies are bringing about dramatic changes in society and at companies. In the IT services market, where demand is expected to grow steadily, companies will continue to revise business models, create new businesses, use many types of working styles and take other actions that reflect these changes. Digital transformation (DX) investments, which is the core business sector of the COMTURE Group, are forecast to climb at an average annual rate of more than 15%.

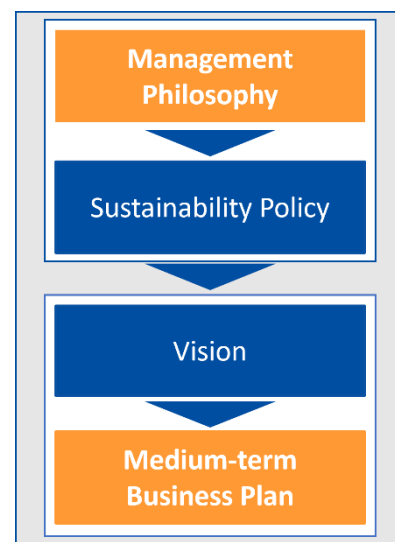
COMTURE views these trends as an opportunity to continue to grow and has established the goal of raising sales to 100 billion yen by the fiscal year ending in March 2032. This medium-term business plan is positioned as the first step for accomplishing this goal.

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.

This new medium-term business plan has been established as one step toward achieving the 100 billion yen sales goal for March 2032. Activities during this plan will be guided by COMTURE’s management philosophy of “being a source of excitement for customers and dreams for employees” and based on a commitment to sustainability. COMTURE will achieve the plan by continuing to focus on creating a substantial added value and further accelerating our focus on the DX domain.



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. For sustained growth, we plan to raise our management and business activities to even higher levels. For continuing to be a source of services that help solve social issues, we plan to manage business operations in accordance with our sustainability policy and materiality.

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

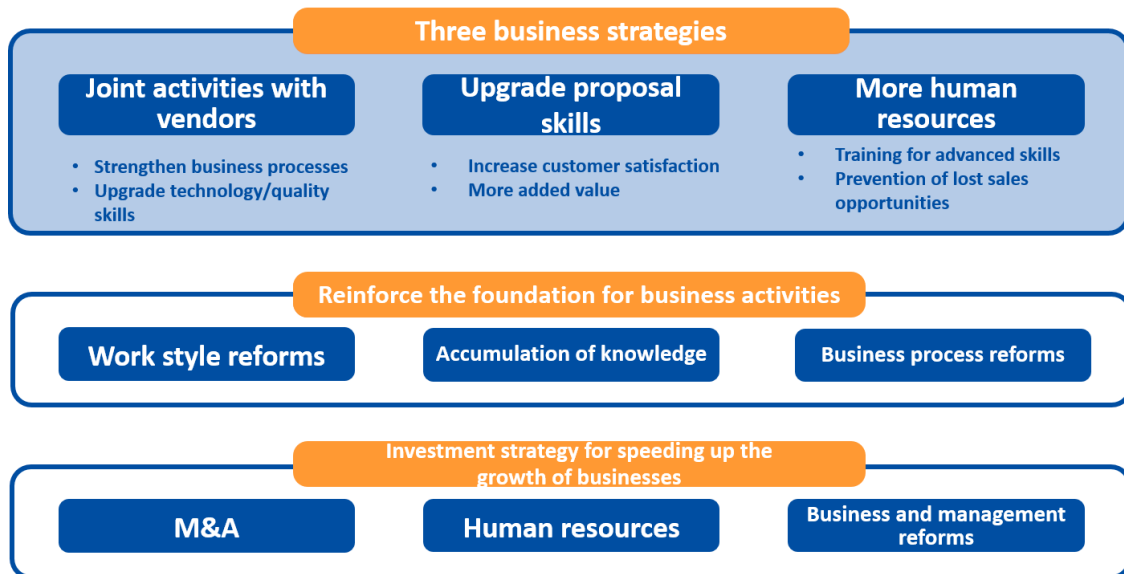
- Business activities for using the DX to help solve social issues**
- Use upgraded proposal skills to maximize customer value**
- Partnerships to support innovation; development of advanced technologies**
- IT training and career management to support the DX of society**
- Well-chosen investments and 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 the future

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 by the fiscal year ending in March 2032.

4. Medium-term Business Plan (April 2023 to March 2026)

To raise sales to 100 billion yen, COMTURE has established a three-year business plan beginning with the fiscal year ending in March 2024 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 engineers to earn platform-based qualifications and developing a solution menu.
- Create solutions that use two or more vendors to meet the increasingly complex needs of our customers.

- 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.

- Growth for resources needed

- Hire people with outstanding skills by using SPI* aptitude tests and use relationships with business partners to enlarge engineering resources. In addition, speed up the hiring and training of people with the required skills by using the education expertise of Edifist Learning, Inc., a member of the COMTURE Group, at other group companies.
- In the DX domain, use reskilling in legacy business domains for expansion mainly by reallocating human resources and focus on measures to prevent the loss of sales opportunities.
- Continue to make significant improvements in salaries and other benefits, establish personnel systems where each individual’s growth is clearly visible, provide rewarding career paths and further upgrade training programs in order to increase employee satisfaction.

*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

- Increase productivity by using hybrid working styles 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

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

- Human resources

- Hire talented people needed for sustained growth, provide training that includes reskilling for shifting resources to other sectors, and aim to raise salaries to increase employee satisfaction.

- Business and management reforms

- Strengthen internal controls by reviewing business processes and establishing systems for these processes and by using rigorous project management for risk management.

KPI

Plan for 16 consecutive years of sales growth, 15 consecutive years of earnings growth and 21 consecutive years of higher dividends.

	FY3/23 Results	FY3/24 Forecast	FY3/26 Forecast	Average annual growth rate (FY3/23-FY3/26)
Net sales	29,056 million yen	35,000 million yen	46,300 million yen	16.8%
Operating profit	4,065 million yen	4,750 million yen	6,300 million yen	15.7%
Operating margin	14.0%	13.6%	13.6%	-
ROE	18.6%	19.8%	At least 20%	-
Payout ratio	52.0%	46.5%	At least 45%	-

*For more information, please refer to “Medium-term Business Plan (April 2023 to March 2026)”

<https://www.comture.com/ir/management/pdf/202305.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.