

# Medium-term Business Plan

(April 1, 2025 to March 31, 2028)

“Creating the future with AI and digital”

Transforming needs into solutions

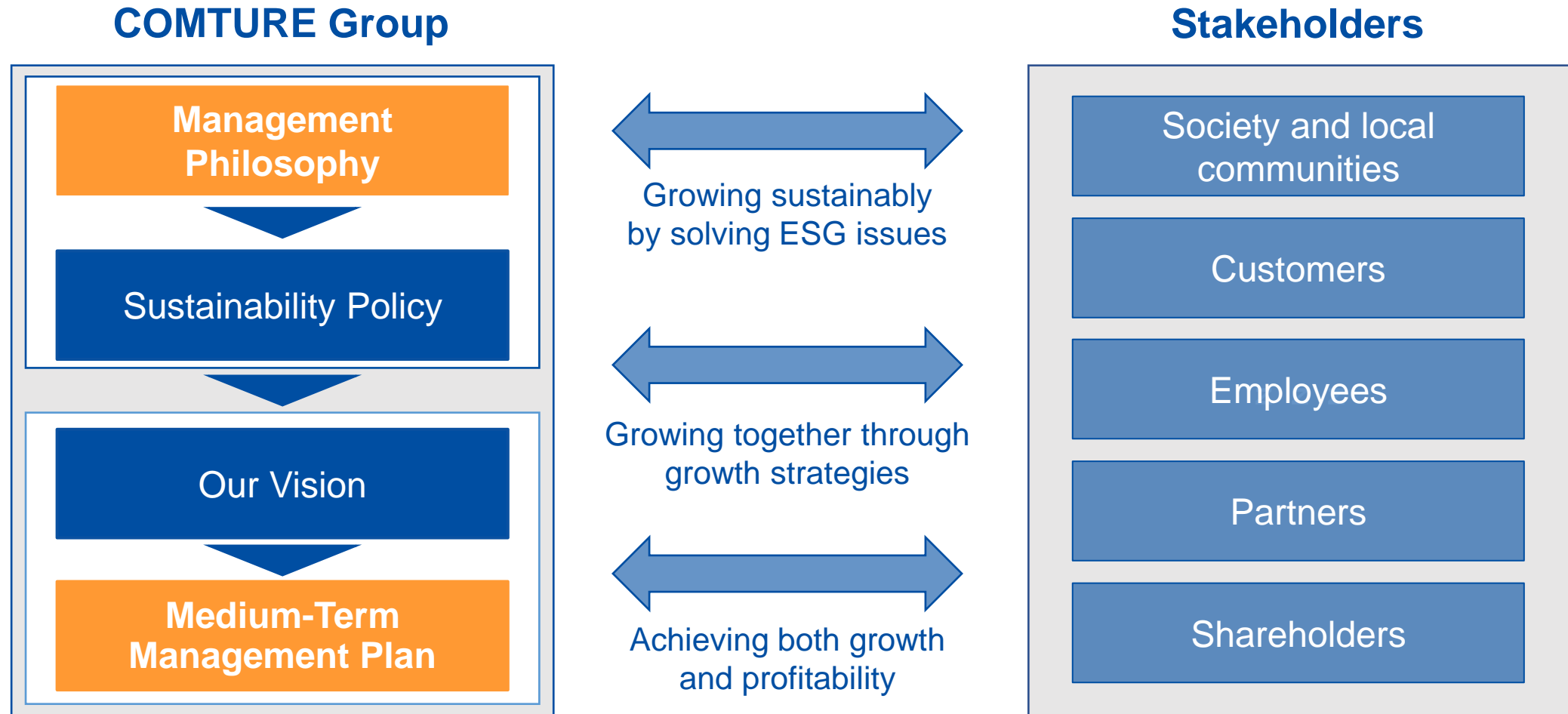


May 15, 2025

COMTURE CORPORATION

# Overall Picture of High Value-Added Management

Fulfilling stakeholders' expectations by realizing high value-added management



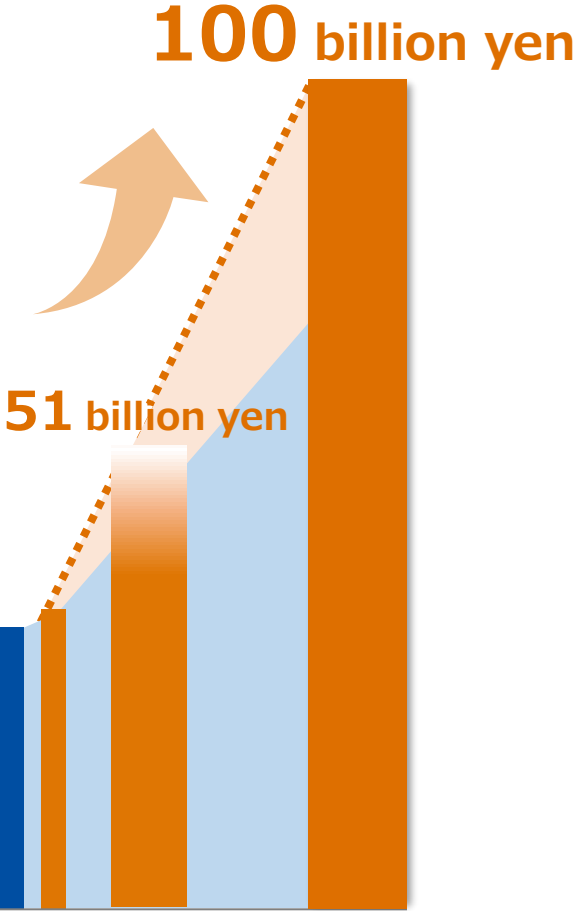
# Our Vision for the Future

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

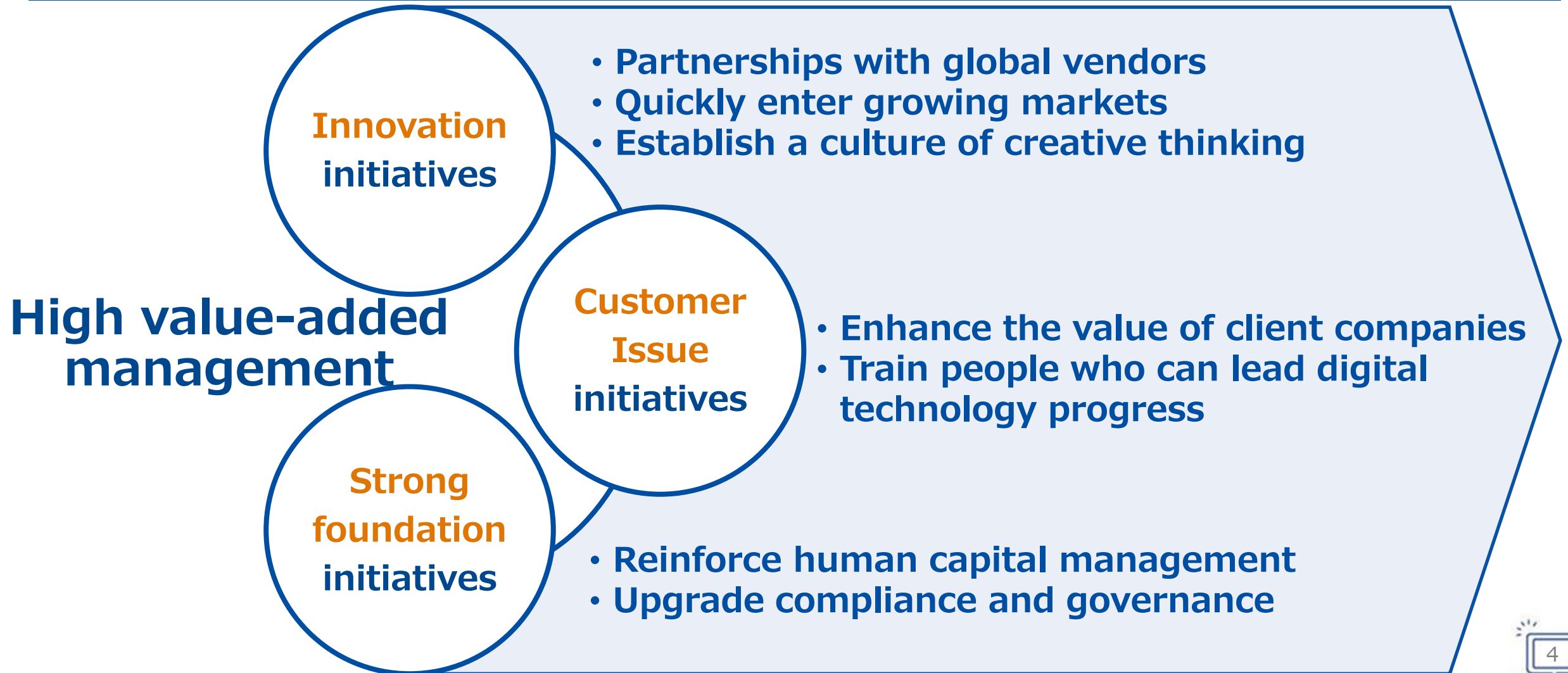
Providing high value-added services  
by driving customers' digitalization  
and solving their issues  
×  
Creating the foundations  
as a top-drawer company where  
employees find it comfortable to work

Organic growth

Use M&A for  
faster growth



## Three strategies for achieving high value-added management



# Medium-term Business Plan Financial Target

**The goal is to raise sales to 100 billion yen in 2032**

**The plan's goals are average annual sales growth of more than 10% and more dividend increases.**

	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

Our envisioned corporate identity: We aim achieve over the next three year

## The Business Climate for the COMTURE Group

1. Constant growth of **digital technology investments**
2. Increasing **internalization of business processes** by client companies
3. Fundamental alteration of the IT services industry due to **generative AI**



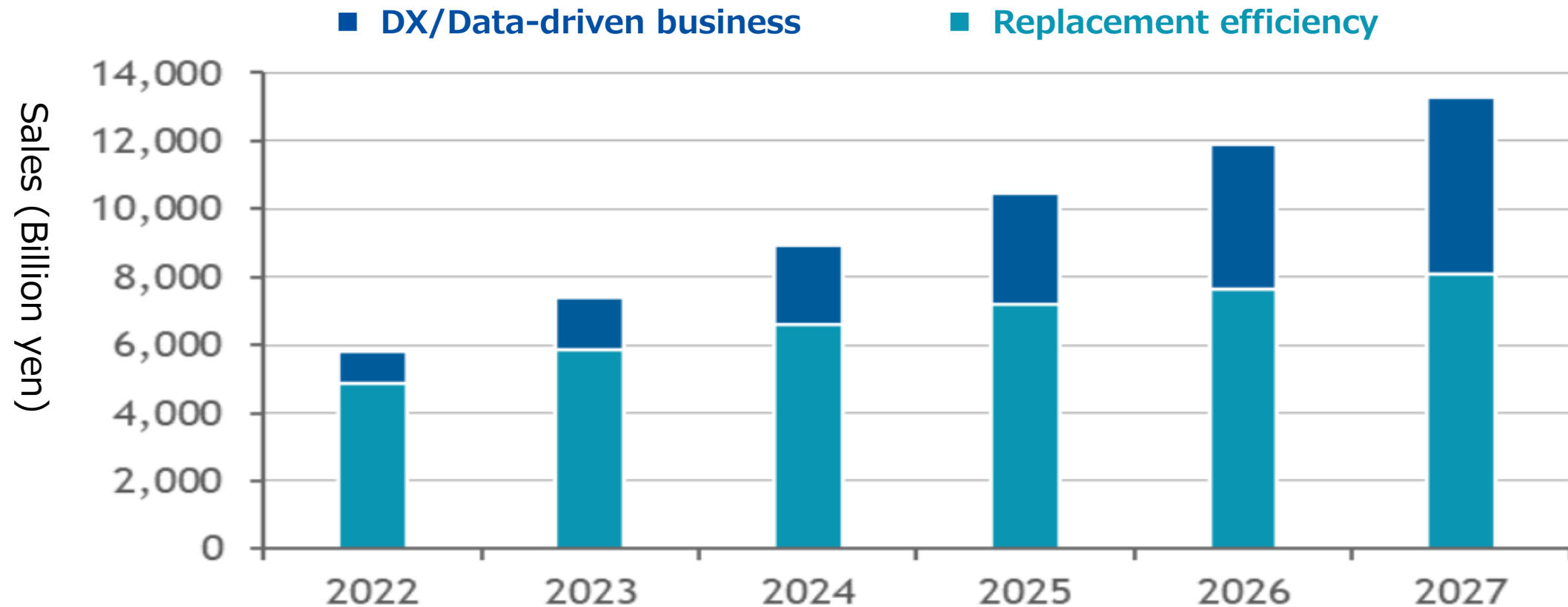
## Our Vision

Dedicated to becoming a company with close ties to customers based on a thorough understanding of **their business operations** and providing **new services and experiences** for customers

# Market Conditions: The Digital Cloud Market

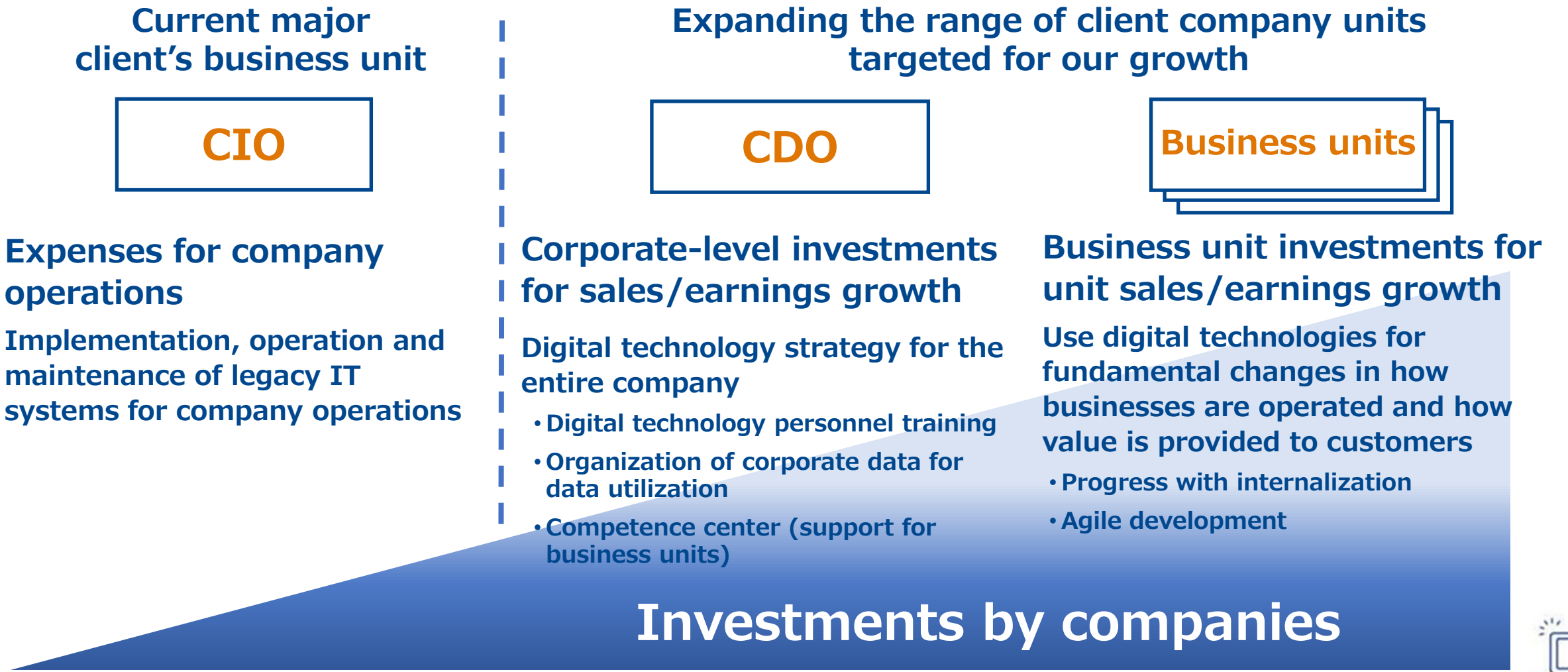
18% avg. annual growth projected for Japan's digital cloud market

The market is expected to grow to **13 trillion yen** by 2027



# Market Conditions: Digital Technology Investments by Client Companies

## Shift in personnel and purposes (from CIO to CDO and business units)

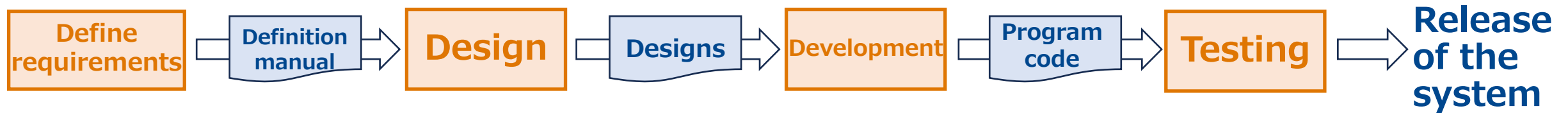




## Use of generative AI for automation of IT system development

Advancing from studies to applications for methods to use generative AI for development tasks

### Waterfall model for IT system development



- Clear input/output for each step ⇒ **Generative AI automation** of all steps
- Especially valuable for generating screen displays  
⇒ Dramatically shortens time between the design and development steps; same for agile development
- The **AI agent** can be used to perform a large volume of the work of project managers too.

# Outline of Business Strategies

Promote high added value in the digital domain and achieve sustainable growth

## 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

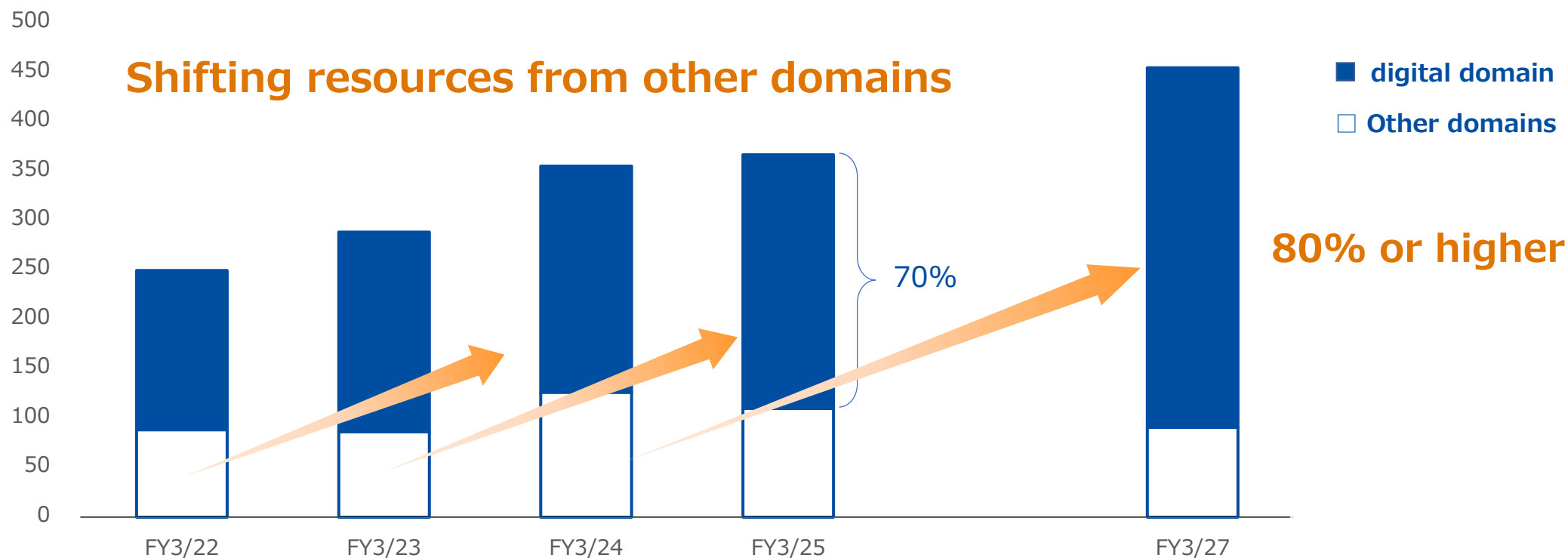
### Investment in human resources

### Business and management innovations

## Accelerating the shift to digital domain, which is a growth engine

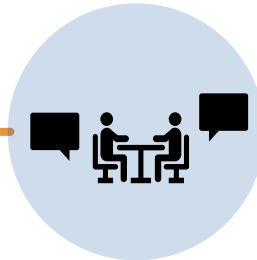
- Expanding business in the digital domain backed by the growing digital solution market
- Execute proactive resources shifts and achieve accelerated growth
- Increasing the ratio of businesses in the digital domain to net sales to 80% or higher (FY3/27)

Net sales (100 million yen)



## Focusing on upgrading skills in three areas

The best possible solutions backed by collaboration with global vendors and the effective use of COMTURE's strengths



### Proposal capabilities

- A **menu** of successful projects using **vendor solutions** and associated knowhow
- Support begins with the **consulting** stage
- Able to create **multi-faceted solutions** that match users' needs



### Technical skills

- Upgrading skills of the engineering team mainly with support for **receiving vendor certifications**
- Acquisition of digital skills through **reskilling**
- Use of **education resources of group companies**



### Quality skills

- **Project management** training for a stronger infrastructure
- **Standardization** of development methods
- Proposals that **Cross-selling proposals across the COMTURE Group** and proposal quality reviews

# Business Strategies: Vendor Collaboration Map

## Collaboration with global platformers and tool vendors

### 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 collaboration 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 in collaboration with global vendors for acquiring vendor certifications and IT training services to develop digital talent



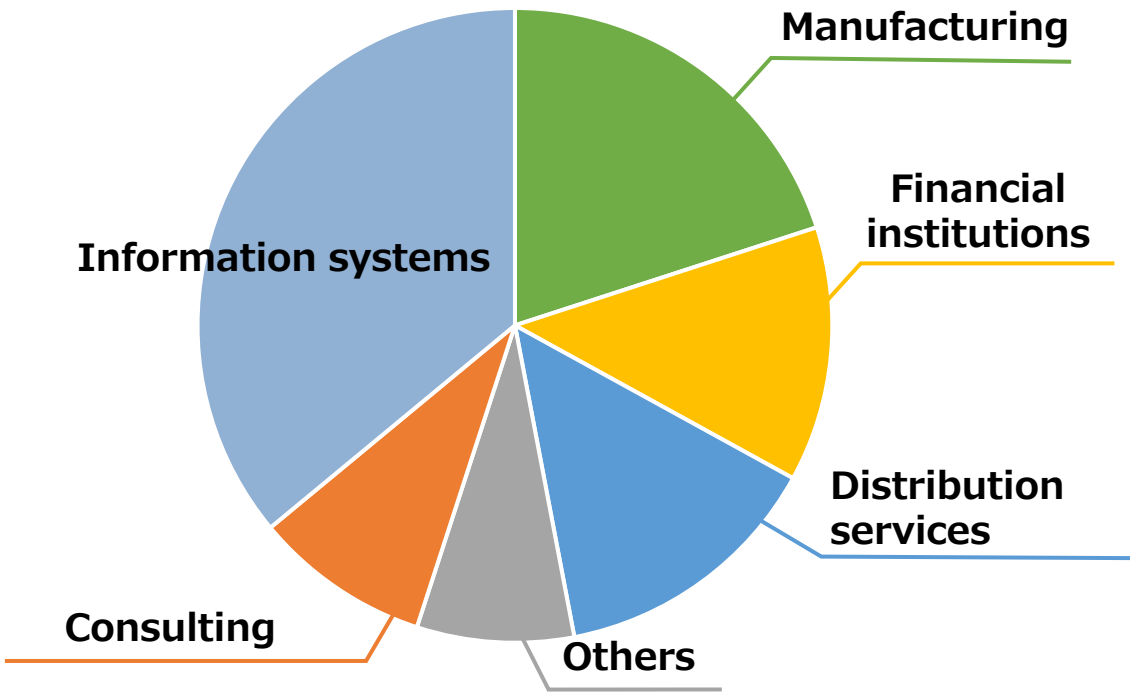
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# Business Strategies: Larger Number of High Quality Customers

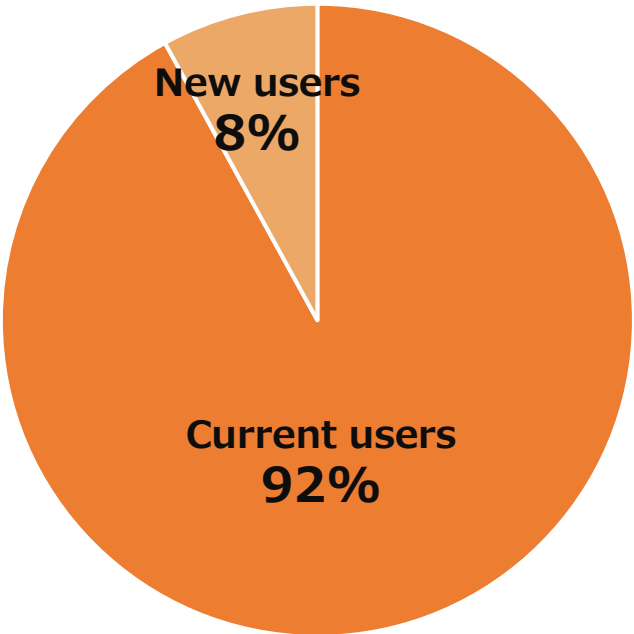
A stable user base centered on large companies with no excessive reliance on a single industry

Business relationships: **1,372** \*As of end of March 2025

Industries of users  
(top 100 users based on sales)



New and current users



## Digital domain business growth backed by stronger ties with customers

More business with CDOs and business units responsible for the digital strategy of entire companies

More internalization of client company business processes

Business activities that is close to customers involving AI and other technologies

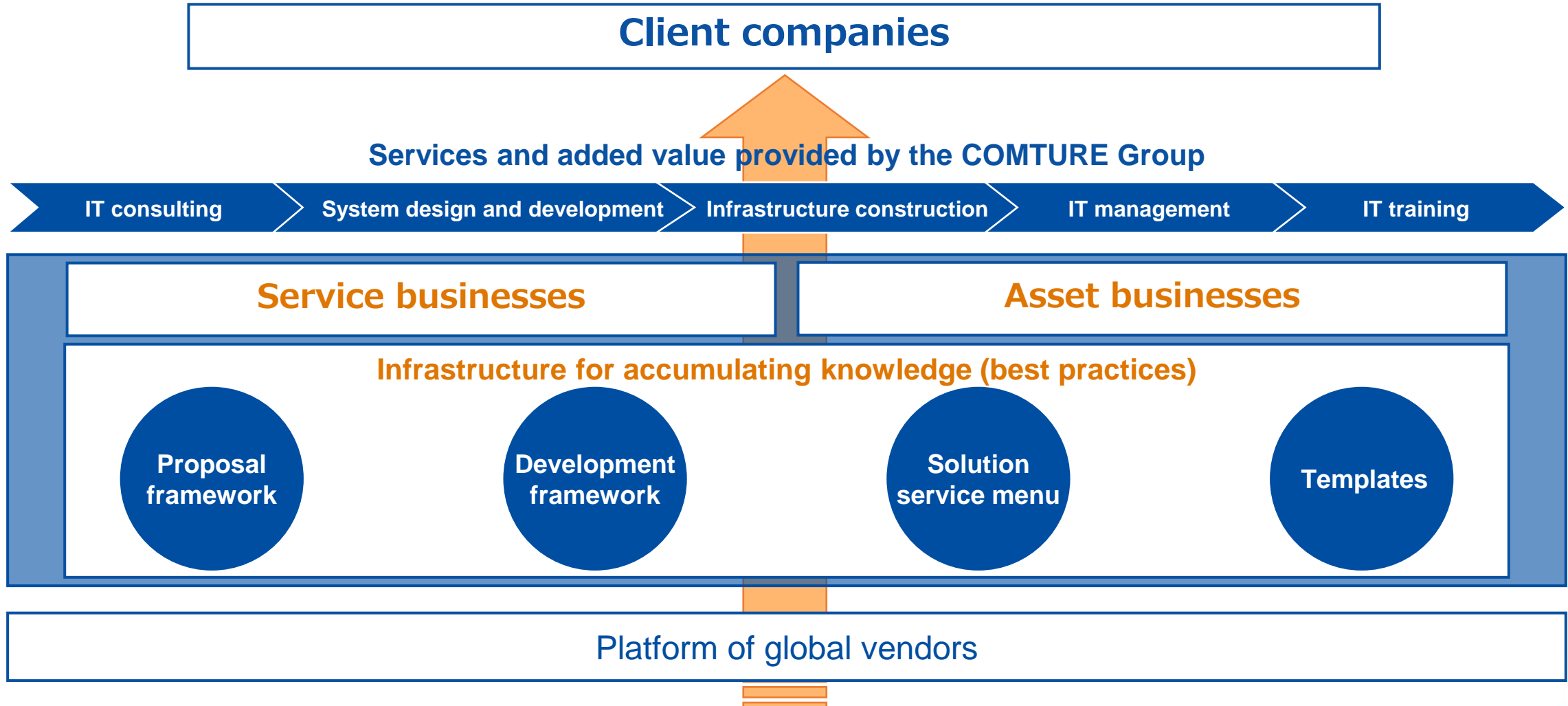
### Stronger relationships with client companies

## A more powerful framework for sales activities

Our goals: Establish unified sales operations for the entire company, increase points of contact with client companies and more business activities in the digital domain



## Shift to businesses linked with services and assets





# Business Strategies: Resource Strategy

## Reinforcing the structure by recruiting and developing excellent human resources

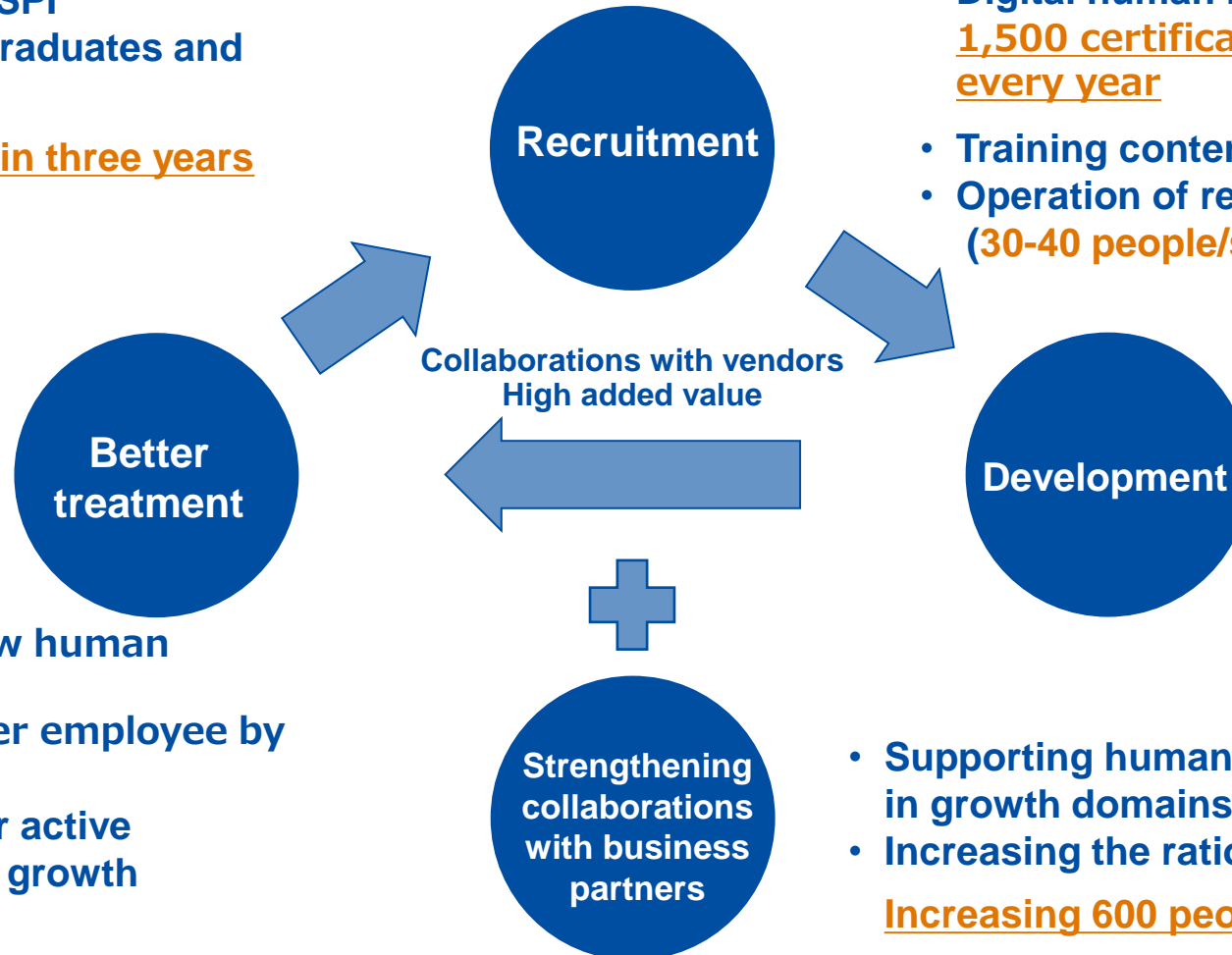
- Aptitude evaluation using SPI
- Recruiting excellent new graduates and mid-career employees

Recruiting 800 employees in three years

- Digital human resource development model  
1,500 certifications earned by employees every year

- Training content from Edifist Learning Inc.
- Operation of reskilling programs  
(30-40 people/six months)

- Constantly reexamine new human resource systems
- Increase remuneration per employee by at least 5%
- Providing opportunities for active participation by shifting to growth domains



- Supporting human resource development in growth domains
- Increasing the ratio of partners

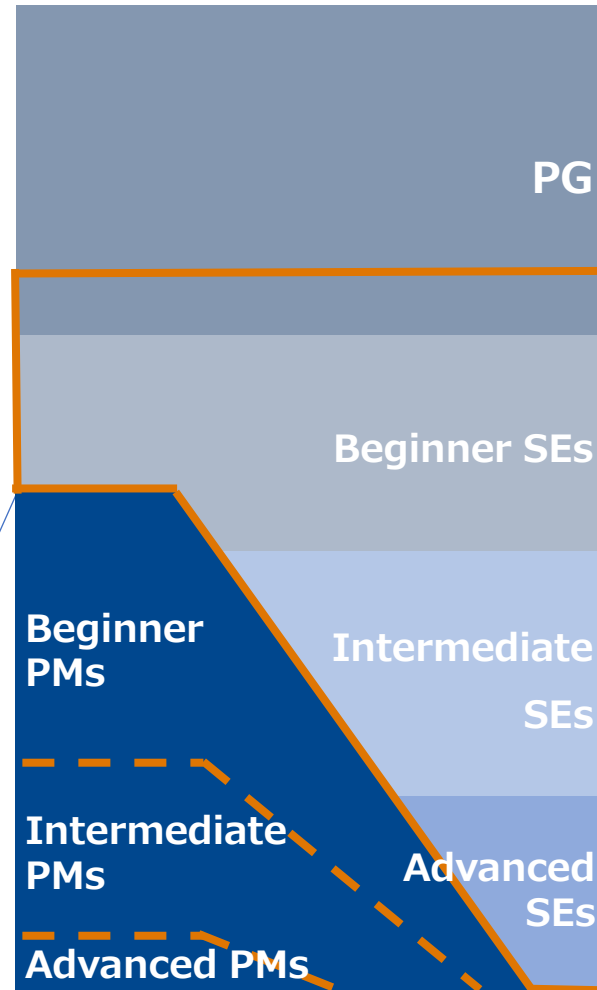
Increasing 600 people in three years

## PM professional trainings

Aiming for **600**  
project managers  
three years from  
now

600 PMs will  
be needed  
three years  
from now

Shortage  
(161)  
Current PMs  
(439)



### Primary PM Training Activities

- Review of the PM certification system and training program
- Established a specialist career plan with increased linkage with the HR system
- Self-study by using a project manager community
- Established the Project Manager Office for hands-on training of young PMs

## Build a management platform for more growth as a digital promotion partner

### Strengthen management foundation

#### Promotion of digitalization

- More efficient and competitive by using generative AI and other advanced technologies
- The transition of all business processes from “using functions” to “skillfully using AI”
- Reinforce the group infrastructure; progress with the data and innovation strategies

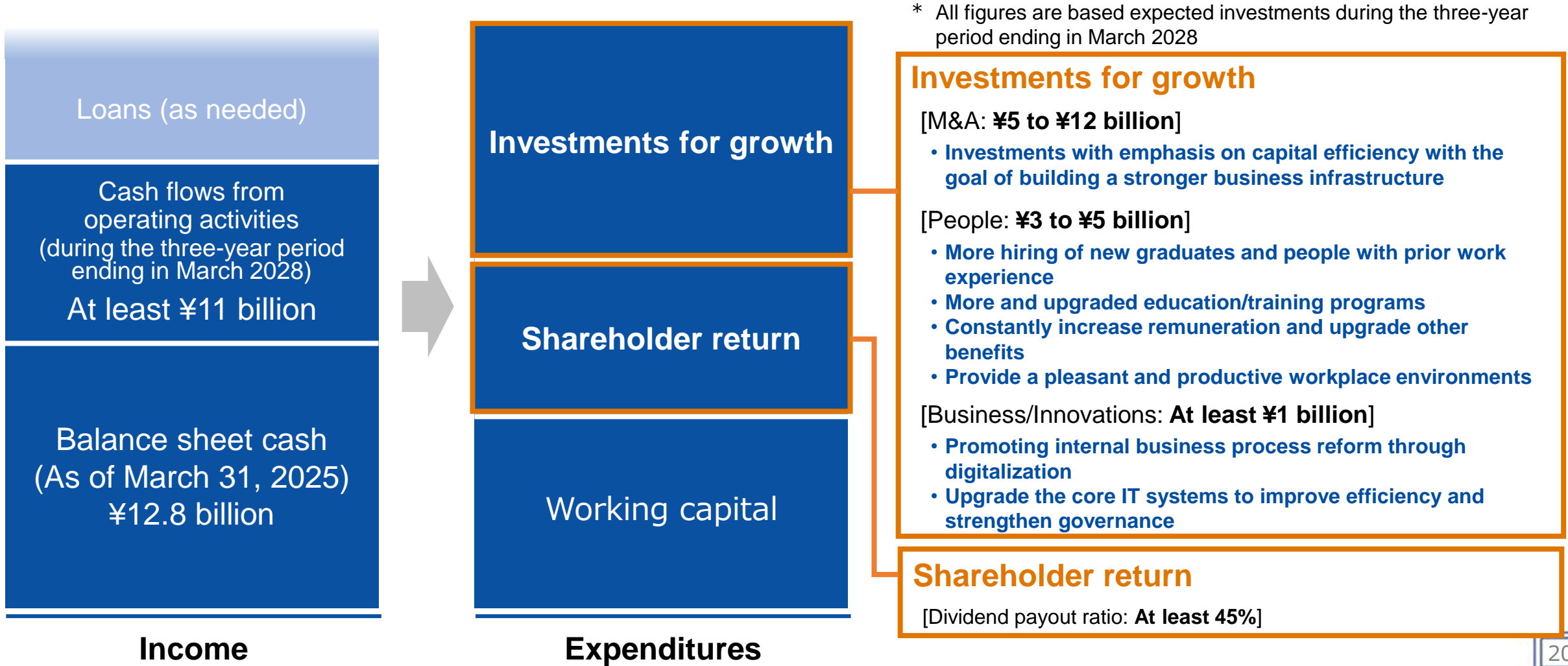
#### Human resources

- Constantly solve issues involving the new HR system that started in FY3/25
- Use many actions for the health and job satisfaction/motivation of employees.
- Strengthen data-driven talent management

#### Sustainability

- Rigorous compliance program for laws and regulations
- More cooperation with customers that have the same social values as those of COMTURE

## Investments for consistent growth and substantial shareholder distributions



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

