## The Fiscal Year Ended March 31, 2025 Financial Results Materials





## May 15, 2025 COMTURE CORPORATION

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## The FY Ended March 31, 2025

# **Results of Operations**



# Financial Highlights - The FY3/25



# Achieved 15 consecutive years of sales growth and 14 consecutive years of earnings growth with both sales and earnings climbing to record highs

	FY3/24		FY3/2		
(Millions of yen)	Amount	% to net sales	Amount	% to net sales	YoY change
Net sales	34,185	-	36,341	-	+6.3%
Operating profit	4,600	13.5%	4,630	12.7%	+0.7%
Ordinary profit	4,597	13.4%	4,660	<b>12.8%</b>	+1.4%
Profit attributable to owners of parent	3,135	9.2%	3,160	8.7%	+0.8%
Net income per share (yen)	98.35	-	99.12	-	+0.8%
EBITDA	5,100	14.9%	5,137	14.1%	+0.7%

\*EBITDA = Operating profit + Depreciation + Goodwill amortization

# Financial Highlights - 4Q of the FY3/25



## Profitability improved both YoY and QoQ

	4Q F)	(3/24	3Q FY	/3/25	4Q FY3/25			
(Millions of yen)	Amount	% to net sales	Amount	% to net sales	Amount	% to net sales	YoY change	QoQ change
Net sales	8,874	-	9,068	-	9,478	-	+6.8%	+4.5%
Operating profit	1,337	15.1%	1,253	13.8%	1,393	14.7%	+4.1%	+11.1%
Ordinary profit	1,337	15.1%	1,256	13.9%	1,419	15.0%	+6.2%	+13.0%
Profit attributable to owners of parent	1,021	11.5%	826	9.1%	1,055	11.1%	+3.3%	+27.6%
EBITDA	1,467	16.5%	1,386	15.3%	1,512	16.0%	+3.1%	+9.1%

\*EBITDA = Operating profit + Depreciation + Goodwill amortization



# **Contributing Factors**



#### Net sales

# **Up 6.3%** YoY

Higher Digital 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
  - Shortage of resources, particularly PM professionals

#### **Operating profit**

## **Up 0.7%** 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

## Components of Changes in Operating Profit COMPONENT COMPONENTS OF Changes in Operating Profit





# **Business Segment Performance**



(Millions of yen)	FY3/24	FY3/25	YoY change
Net sales	34,185	36,341	+6.3%
Cloud Solutions	12,997	13,465	+3.6%
Digital Solutions	4,736	5,176	+9.3%
Business Solutions	9,049	9,731	+7.5%
Platform, Operation Services	5,855	6,322	+8.0%
Digital Learning	1,545	1,645	+6.4%
Gross profit	7,852	8,235	+4.9%
Cloud Solutions	3,146	3,269	+3.9%
Digital Solutions	1,069	1,178	+10.2%
Business Solutions	2,076	2,176	+4.8%
Platform, Operation Services	1,138	1,173	+3.1%
Digital Learning	420	437	+3.9%





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# **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



# **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



# **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

# **Platform, Operation Services**



#### **Major components**

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





#### **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



# **Digital Learning**

#### **Major components**

- Bigher demand for Microsoft (AI, etc.) training programs
- B 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)



# Sales composition **4.5**%

#### **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 Digital jobs





# **Key Initiatives of FY3/25**



### Major investments To accelerate growth

 Faster pace of business innovation activities as companies switch to digital technologies and make Digital investments

## Market conditions

- More specialized support services by system integrators as the number of Digital experts at companies increases
  - Increasing demand for the development of apps for business activities as the use of generative AI grows

Investments       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         Use of the Microsoft Copilot generative AI tool for improvements and innovations of all business processes; new/revised core IT system and			Recruiting	New graduate: $180$ (hired in April 2025), Experienced people: 70 (FY3/25)
Salary/hours       Salary increase: 5.0% or more         Working time: Down from 7hr 50min to 7hr 30min         Use of the Microsoft Copilot generative AI tool for improvements and innovations of all business processes; new/revised core IT system and	Investments in people		Training	
Generative AI innovations of all business processes; new/revised core IT system and			Salary/hours	
human resource system	-`œ	Innovations	Generative AI	
Others         Market profile         Renewal the corporate website, a brand and other	- And	Others		Renewal the corporate website, a brand and other

# Investments in People Linked with the Growth of Corporate Value



Key performance indicator management for high value-added business and consistent growth

#### ■ KPI concerning achievement of sales plans



KPI concerning achievement of earnings plans

### **Progress with Key Initiatives – Corporate Resources**



## **Recruiting activities for faster growth**

## Recruiting talented new graduates

Hired 192 people, which is more than the plan of 180

# More hiring of experienced people

■ Hired 73 people with prior work experience (including people who accepted a COMTURE job offer but are not yet at COMTURE), which is more than the plan of 70

#### Hired



FY3/23

Results

## Stronger relationships with partner companies

Outsourced projects were 2.5% more than one year earlier

FY Outsourced projects



(People) 200 213 196 100 192 20 Ω April 2024 April 2023 April 2025 Result Results Result

### **Progress with Key Initiatives – Improvements in Salaries and Benefits**



## Improvement of employee satisfaction and retention



## 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

#### **Reskilling current employees**

Completed reskilling of 78 people; the plan is 60-80 every year

Apr. 213 new graduates hired/training started May Department training

#### FY3/24

June Pct. of productive new graduates: About 30% Sep. Pct. of productive new graduates: About 90%



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%

#### Resource shift in 4 major domains\*: 140 employees (cumulative)

\*Microsoft, Salesforce, SAP, data science \*Includes people still in reskilling programs \*Since January 2023



FY3/24

FY3/25

Priority on training new graduates

#### Full year

Reskilling: 78 employees (cumulative) Resource shift: 42 employees (cumulative) (included in reskilling)

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## April 1, 2025 to March 31, 2028

# Medium-term Business Plan

COMTURE uses rolling medium-term plans. Reexamining the plan every year makes it possible to adapt to changes in the business climate with speed and flexibility.



# **Our Vision**



### **Our vision for the next three years**

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



## **Outline of Business Strategies**



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





## 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.

(Millions of yen)	FY3/25 Results	FY3/28 Plan	Average annual growth rate (FY3/25-FY3/28)
Net sales	36,341	51,000	10.0% or more
Operating profit	4,630	6,600	10.0% or more
Operating profit margin	12.7%	12.9%	-
EBITDA	5,137	7,538	10.0% or more
EBITDA margin	14.1%	14.8%	_
ROE	17.9%	20.0% or more	_
Payout ratio	48.4%	<b>45.0%</b> or more <sup>*</sup>	-

\*Maintain a dividend payout ratio of at least 45.0% while continuing to raise the dividend.

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## FY3/26

# Earnings Forecast



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## FY3/26 Earnings Forecast



#### Aiming for 16 consecutive years of sales growth and 15 consecutive years of earnings growth, reaching new record highs

	FY3/25 Results		FY3/26 Fore	YoY change	
(Millions of yen)	Amount	% to net sales	Amount	% to net sales	(%)
Net sales	36,341	-	40,000	-	+10.1%
Operating profit	4,630	12.7%	5,000	12.5%	+8.0%
Ordinary profit	4,660	12.8%	5,000	12.5%	+7.3%
Profit attributable to owners of parent	3,160	8.7%	3,325	8.3%	+5.2%
Net income per share	99.12	-	104.27	-	+5.2%
EBITDA	5,137	14.1%	5,813	14.5%	+13.2%
Dividend per share	48.00	-	50.00	-	-
Payout ratio	48.4%	-	48.0%	-	-
ROE	17.9%	-	17.2%	-	-

## **Business Category Themes for More Growth**





## Major Investment Themes and Investments



#### Major investments foster faster organic growth

Market conditions	<ul><li>technolo</li><li>More ou internall</li><li>The rapidation</li></ul>	<ul> <li>Digital domain investments are expected to increase at companies as their use of digital technologies grows</li> <li>More outsourcing of support for system integrators as companies form teams to perform tasks internally and continue digital technology training for their employees</li> <li>The rapid increase in the use of generative AI requires fundamental changes in the IT services industry concerning development methods and service models</li> </ul>					
	<ul> <li>New graduates: 200 (to be hired in April 2026)</li> <li>Experienced people: 70 (FY3/26)</li> </ul>						
Investments in people [820 million yen]	Training	<ul> <li>Strengthen training programs for project managers and consultants</li> <li>Reskilling: 30-40 per six months</li> <li>Larger and upgraded training system, increase the use of online learning platform</li> <li>Goal is 1,000 certifications</li> </ul>					
	Salaries/ benefits						
Innovations [280 million yen]	Use of the processed of the procese	<ul> <li>R&amp;D for the use of generative AI for IT system development and project management activities</li> <li>Use of the Microsoft Copilot generative AI tool for improvements and innovations of all business processes; new/revised core IT system and internal infrastructure</li> <li>Website and branding renewals and other improvements to raise awareness of COMTURE</li> </ul>					

# **Business Segment Forecast**



(Millions of yen)	FY3/25 Results	FY3/26 Forecast	YoY change (%)
Net Sales	36,341	40,000	+10.1%
Cloud Solutions	9,466	11,300	+19.4%
Digital Solutions	5,176	5,800	+12.0%
Business Solutions	13,729	14,600	+6.3%
Platform, Operation Services	6,322	6,600	+4.4%
Digital Learning	1,645	1,700	+3.3%
Gross profit	8,235	9,200	+11.7%
Cloud Solutions	2,128	2,590	+21.7%
Digital Solutions	1,178	1,350	+14.5%
Business Solutions	3,317	3,550	+7.0%
Platform, Operation Services	1,173	1,250	+6.5%
Digital Learning	437	460	+5.2%

\*Beginning in FY3/26, some of the business segments have been revised. FY3/25 figures of Cloud Solutions and Business Solutions businesses use the revised classification method.





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# Shareholder Return



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# **Quarterly Dividends**



### **COMTURE** pays dividends every quarter

COMTURE pays a quarterly dividend because the stability of operations results in the stability of quarterly performance as well.

#### Dividend payment schedule

	Dividend per share	Dividend record date	Dividend payment date (Plan)
1Q	12.50 yen	Jun. 30, 2025	Aug. 29, 2025
2Q	12.50 yen	Sep. 30, 2025	Nov. 28, 2025
3Q	12.50 yen	Dec. 31, 2025	Feb. 27, 2026
4Q	12.50 yen	Mar. 31, 2026	Next business day after shareholders' meeting approval
Total	50.00 yen		



# **Shareholder Benefit Program**



### Shareholders receive special benefits in addition to dividends

Shareholders of record at the end of September and March every year who own at least 300 shares receive prepaid QUO cards worth 1,000 yen (2,000 yen every fiscal year).

- Dividend of 15,000 yen + prepaid QUO cards worth 2,000 yen = 17,000 yen annually
- The payout ratio including QUO cards are expected to be 54.3% for the fiscal year ending March 31, 2026 (for shareholders holding 300 shares)





# Topics



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### Plan to Purchase All the Stock of Human Interactive Technology

#### **Overview of stock acquisition**

Purpose of acquisition	<ul> <li>An even stronger framework for providing total solutions in the Microsoft business, extending from building infrastructures to system development and system operations and education support.</li> <li>Establish an even more powerful framework in the AI solutions category</li> </ul>
Acquisition date (tentative)	June 30, 2025
Acquisition cost	1,625 million yen

#### **Profile of Human Interactive Technology**

Name	Human Interactive Technology inc.
Business	Creation of infrastructure/security environments by using mainly Microsoft solutions, provision of cloud services, AI transformation (AX) consulting and other activities
Capital	10 million yen
Net sales	920 million yen (FY3/24)
Established	August 1988
Employees	34
Partner certifications	Microsoft Infrastructure, Microsoft Digital & App Innovation

# **Activities in the Microsoft Business**



#### A stronger Microsoft business by using synergies with COMTURE Group companies



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# Activities for the Use of Generative AI



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

#### **Studies**

- Established a task force covering many business units
- Examined ways AI can be used for development tasks and the potential scope of applications

#### **Potential applications**

- Development tasks: Coding tools Production of designs More efficient reverse engineering
- Project management tasks: RFP and production of reports Check terms of contracts

#### **Trial**

- Identification of potential uses
- Proof of concept
- Guideline production/security measures
- Training for proper use concerning ethics/responsibilities
- Formation of communities

#### **Applications**

- Training covering all activities of COMTURE
- Periodic monitoring of generative AI use
- Sharing of knowledge and info about successful applications
- Linkage with other tools

FY3/25 Completed studies to determine suitable business processes for the use of generative AI Starting in FY3/26 Expand the use of generative AI to all business operations and begin using generative AI for the business activities of some customers

## **Human Resources**



#### Support for creating pleasant and productive workplaces for business sustainability

#### **Eruboshi Certification**

# H H BE L T LINE

Eruboshi certification is given by the Ministry of Health, Labour and Welfare to companies with outstanding programs for the participation and advancement of women in the workplace. COMTURE has received one star certification.

#### Silver Certification as an Excellent Health Company



Excellent Health Company Silver Certification No. 3346

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.

#### KENKO Investment for Health 2025



This certification by Nippon Kenko Kaigi facilitates the visualization of companies with outstanding health and productivity management and helps create an environment in which these companies can be recognized by the public.



## COMTURE Celebrates its 40th Anniversary in 2025

## Special events in the COMTURE Group and for the public

COMTURE is grateful for the support provided by shareholders and investors that has played a key role in reaching the 40th anniversary of its establishment. We look forward to continuing to receive this support as we aim for more growth.



A concert for customers and business partners





A 40th anniversary event for employees

Information about the history of COMTURE is on the company's YouTube channel.

Click here to view





# Appendix



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# **M&A Activity**



#### COMTURE's M&A strategy has increased the size of the workforce and group



## **Recent M&A Activity**



#### Big increase in profitability due to post-merger integration and training programs

Companies	Purpose of acquisition	Employees when	Acquisition	Net sales Operating profit margin		Benefits of joining
Companies		acquired	cost	Before (last year)	After (first year)	COMTURE Group
Edifist Learning Inc.	• Strengthen IT education business	56	¥1,350 million	¥1,100 million 10.9%	•	<ul><li>More powerful education business</li><li>Training of Digital experts</li></ul>
SoftwareCreation Co., Ltd. *Integration into COMTURE CORPORATION in April 2024	<ul> <li>Addition of resources (for reskilling)</li> </ul>	120	¥500 million	¥1,760 million 4.7%	¥1,970 million 12.0%	
<ul> <li>TAKT SYSTEMS, INC.</li> <li>TAKT BUSINESS SOFT, INC.</li> <li>*These companies were combined in October 2023</li> <li>*Integration into COMTURE CORPORATION in April 2025</li> </ul>	• Addition of resources (people with PM and other advanced skills)	121	¥2,370 million	¥2,670 million 6.5% (converted to 12-month period)	¥2,840 million 18.2%	<ul> <li>Addition of PM professionals, more business opportunities due to better quality for project management and other activities</li> <li>A stronger framework for business operations in Kansai area</li> <li>A stronger framework in the BPM business sector</li> </ul>



## **Performance Trends**



## FY3/16 to FY3/26 (Net sales/Operating profit/Net income)



# Efficient Use of Capital and Cost of Equity



## Capital efficiency is consistently far above the cost of equity



## Balancing Capital Efficiency and Shareholder Returns



### Goal is consistently high shareholder distributions and dividend stability



# **Dividend Policy and Dividend Growth**



#### Planning on the 21st consecutive dividend increase; goal is payout ratio of at least 45%



# **Key Numbers about COMTURE Group**



Recruiting	Reskilling	The number of certified personnel
New graduates: <b>192</b> (Hired in April 2025) Experienced people: <b>64</b> (Hired during FY3/25)	Cumulative no. of participants: 78 (FY3/25 total)	Employees with more than one certification counted separately <b>1,500</b> (FY3/25 results)
Growth rate of gross profit per employee	Salary increase rate	Turnover rate
+0.2% (FY3/25 results)	+ <b>5.0%</b> (FY3/25 results)	<b>5.5%</b> (FY3/25 results)
Average monthly overtime	Use of child care time off/ Pct. of eligible employees	Female managers/Pct. of all managers
(FY3/25 results, COMTURE (Non-consolidated))	Male: 88% Female: 100% (FY3/25 results, COMTURE (Non-consolidated))	23/10.3% (FY3/25 results, COMTURE (Non-consolidated))

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Closing "Our Slogan"



# Be a source of "excitement" for customers and "dreams" for employees

## **Precautions**



- This presentation was prepared to provide information about COMTURE and is not a solicitation to invest in COMTURE.
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