Interview with an Outside Director



In an Era Demanding Swift and Precise Management Decisions by Discerning Rapidly Evolving Technological Trends and Structural Changes

Michi Kaifu Outside Director

Taking advantage of my knowledge of technology and consulting to energize discussions from unique perspectives

What do you see as your role as an Outside Director?

After working for a major automotive company and a major telecommunications company, I relocated to the Silicon Valley, where I spent around 30 years providing consulting services for Japanese companies that needed information on the latest technologies and connections with Silicon Valley. While I understand that the obvious role expected of me as an Outside Director is to provide a governance function over management in general from an objective standpoint, in my case in particular, I recognize that there are great expectations that I will use the knowledge and networks that I have built up over the years to communicate the trends and outlooks regarding rapidly evolving technologies and, specifically, to provide advice and progress management regarding technology strategies. Unlike the position of a consultant, who provides information within a requested scope, I see my role as sharing technological information with the rest of the Board from broader, more general perspectives in light of TechMatrix's management strategies and assumed risks. I also take part in discussions about company-wide policy decisions, based on my wide-ranging experience of seeing many examples of failure and success. Another of my roles, from my standpoint as a woman, is to express opinions about diversity, particularly initiatives to promote women's active participation in the workplace. Amid many Outside Directors of relatively long service, I am proud to say that my presence, as someone who is less inclined to simply "read the room" and who is not bound by conventional thinking, is probably helping to energize the debate. Topics such as strategies and the state of the organization are important in the Board of Directors, and when my own proposals are referred to in discussions about

long-term strategic directions, I do feel that I am making some kind of contribution.

Improving the effectiveness of the Board of Directors through exchanges of opinion among the Outside Directors

What is your assessment of the atmosphere in the Board of Directors and its effectiveness? Could you also tell us about any issues?

The atmosphere in the monthly Board of Directors meetings is conducive to good communication, and there are no problems in terms of administrative responses, such as the distribution of reference materials in advance and the introduction of electronic signatures, so I have not felt any particular inconvenience. What I am most grateful for is the "Medium- to Long-Term Issues Discussion Meetings." These meetings are held three times a year for the Outside Directors to exchange opinions with each other. On the days of the full Board of Directors meetings, there are many matters to cover, which makes in-depth debate impossible. However, the Medium- to Long-Term Issues Discussion Meetings allow me to sort the issues out in my own head and arrange my thinking before attending the Board of Directors meetings. In that respect, these meetings are highly significant. Regarding the composition of the Board of Directors, seven of the 11 directors are Outside Directors, and there is a good balance of specializations and skills, which I feel adequately ensures effectiveness from the perspective of independence and knowledge. A couple of things that I would point out are the fact that there are only two women, including myself, and the fact that there is nobody who specializes in areas such as the environment and social contribution, which have taken on added importance in recent times. We might see these matters as issues for the Board going forward. Regarding the latter issue in particular, the Company

has already held repeated discussions in terms of both risks and opportunities and identified its materiality, and it is now implementing a variety of initiatives. I do think that, if experts in these areas were to join the Board, we could expect to see added breadth in our discussions.

Strong sales capabilities that support value creation Communicating long-term strategies and strengthening human capital will be issues going forward

From your position, where do you believe that TechMatrix's strengths and issues lie?

When you boil it down, my sense is that TechMatrix's strength lies in its strong sales capabilities. The way in which, through their relationships with customers, the company's salespeople pick up on customers' needs and mold them into services is TechMatrix's true worth. I have seen many IT companies that have been unable to achieve that, even though they possessed the technological capabilities and the ideas. I believe that the source of value creation lies in combining customer needs and structural trends in society to come up with new services. The same goes for relationships with the various business partners, in that the operational expertise and knowledge that both sides have built up over many years are an asset, and sharing that across the organization makes it possible to expand the range of the company's business. This business model could also be described as a major strength. Also, in terms of TechMatrix's characteristics, given its origins as a trading firm, my impression is that it is close to being an incubator. As well as seeking out outstanding technologies, TechMatrix engages strategically in new business creation and M&As, and I see the value of its many experiences in this regard as a major advantage.

On the other hand, in terms of issues, and this is something that could be said about other companies in general, Techmatrix's long-term strategies have not been sufficiently verbalized. While everyone may have an image of those strategies in their head, they remain extremely vague. In TechMatrix's case as well, I think that it is important to put its long-term strategies into words that are easy to understand, to communicate, both internally and externally what it wants to be, what kinds of things it will change, and what kinds of differences it will project within the industry. Also, the strengthening of human capital is a matter of urgency in terms of overseas expansion and the creation of new businesses. In particular, a lack of experience with global talent is undeniable, and I feel that the Company needs to build a database of the kinds of skills that are needed to make up for that deficiency. Although the entire organization is engaging in the issue of empowering women in the workplace, unfortunately, it is not only Japan that there are few women in the IT industry. Not limited to IT personnel, of course, but I do believe that increasing options for life design and career planning will ultimately lead to women's empowerment, and I hope to lend my support to those kinds of efforts. Group synergies are also a key theme. Complete integration has its advantages and disadvantages, and I am particularly concerned that it could lead to the opinions of individuals being buried. For this reason, my view is that we should distinguish between things that can be shared in groups, such as R&D, for examples, and other things that cannot, and pursue synergies on that basis. For initiatives such as environmental measures, TechMatrix does not have a particularly large environmental footprint in the first place. As the expression "Eating your own dog food" suggests, I believe that TechMatrix can contribute by first testing products in-house, before commercializing what works and passing them onto society.

Need to identify structural changes and make swift and precise management decisions

Finally, what are your resolutions as Outside Director?

In terms of immediate business performance, with the expansion of demand, TechMatrix has captured the needs for cyber-security measures, and its core businesses are doing well. Meanwhile, it is also working to create new businesses in areas of high social impact, such as medicine and education. The way that it is gradually establishing a well-balanced portfolio is commendable. In the end, it is crucial that it makes a move toward its next stage while its profits are still growing. It may not be a company that can be expected to show explosive growth, but as DX and the use of data technologies advance across society as a whole, security measure needs are evergreen (in that demand for them will never cease), and it is clear that, by building up various applications, huge opportunities will stretch out for TechMatrix. However, while attention is focusing on new technologies such as generative AI, there are some chaotic elements to the future of technology, including the question of how to make money from those new technologies. TechMatrix will need to identify structural changes properly to discern what directions to head in and to make swifter and more precise decisions than ever before. In my position as an Outside Director, I also hope to support the future enhancement of corporate value.

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Management Members



Management Members' Skills Matrix

Ken Takay

	Corporate management	Finance/ Accounting	Legal/Risk management	Sales/Marketing	Industry knowledge/ Technology	Internationalism	Human resources development/ Diversity
Judgment criteria (3 years or more)	Management experience or experience as a full-time director	Finance/ accounting knowledge and experience	Legal, risk management, internal control, and audit experience	Sales or marketing experience	Experience working in the Company's business markets or related markets	Experience in transactions with foreign countries or experience as an officer in an overseas company	Experience in human resources development and training or promoting diversity
Takashi Yuri	•			•	•	•	
Yoshihisa Yoda	•			•	•	•	
Takaharu Yai	•			•	•	•	
Takeshi Suzuki	•			•	•	•	
Hiroaki Yasutake	•			•	•	•	•
Michi Kaifu	•			•	•	•	•
Ari Horie	•			•	•	•	•
Hideyuki Sasaki	•	•	•	•		•	
Ken Takayama	•	•	•		•	•	
Ryota Miura	•		•				
Akio Sugihara	•			•	•	•	•

Takashi Yuri

President, Chief Executive Officer Current position since July 2004

Takeshi Suzuki

Director, Senior Operating Officer Head of Application Services Business Unit and Manager of CRM Solution Division Current position since June 2022

Significant concurrent positions Director, CASAREAL, Inc. Director, WISESIGHT (THAILAND) Co., Ltd. Director, Choco Card Enterprise Co., Ltd.

Ari Horie

Current position since June 2020

Founder and Chief Executive Officer, Women's Startup Lab, Inc. Director, Japan Innovation Network

Akio Su

(Audit & Supervisory Committee Member) Current position since June 2015

Partner, Miura & Partners

Akio Sugihara



Yoshihisa Yoda

Director, Senior Executive Operating Officer Head of Medical System Business Unit Current position since June 2022

Significant concurrent positions Chief Executive Officer, PSP Corporation CEO and Executive member, Ichigo LLC

Hiroaki Yasutake

CEO, Junify Corporation Outside Director, Money Forward, Inc. Outside Director, Novarca Inc.

Hideyuki Sasaki

Outside Director/Independent Officer

Significant concurrent positions

Ryota Miura

Outside Director/Independent Officer

Significant concurrent positions

Outside Auditor, Tokyo Electron Ltd. Outside Director, Eisai Co., Ltd.

Significant concurrent position President and Representative Director, Gurunavi, Inc.

Hideyu

Outside Director/Independent Officer Current position since June 2013

Significant concurrent positions Representative employee, Cardinal LLC

Outside Director/Independent Officer (Audit & Supervisory Committee Member) Current position since June 2017

Takaharu Yai

Director, Senior Executive Operating Officer Head of Information Infrastructure Business Unit and Manager of Network Security Division Current position since June 2022

Significant concurrent positions Vice President, CROSS HEAD

Director, OCH Co., Ltd.

Michi Kaifu

Outside Director/Independent Officer Current position since June 2020

Significant concurrent positions Chief Executive Officer, Started ENOTECH

Consulting, LLC. Visiting Professor, Seikei University

Ken Takayama

Outside Director/Independent Officer (Audit & Supervisory Committee Member) Current position since June 2015

Significant concurrent positions

Executive Director and Secretary General, All Japan Judo Federation Outside Director, RENOVA, Inc.

Outside Director/Independent Officer (Audit & Supervisory Committee Member) Current position since June 2015

> For more information: > NOTICE OF THE 39th ANNUAL GENERAL MEETING OF SHAREHOLDERS



Basic Policy

The Company views increasing its corporate value as a top priority, and strives to maintain and enhance its competitiveness, as well as maximize the added value it can provide to customers. To this end, the Company believes that enhancing management transparency and improving management efficiency to enable strategic and speedy management decision-making are the foundations of corporate governance. Based on this basic policy, the Company is working to realize a highly transparent management structure through the participation of Outside Directors and to conduct management decision-making and rapid and appropriate business execution through the separation of management decision-making and the supervision of business execution from the business execution system. The Company is also striving to realize adequate supervision and auditing of management and business execution. Moreover, the Company also believes that measures to strengthen compliance are an important priority for fulfilling its responsibilities as a corporate citizen.

General Meeting of Shareholders

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Board of Directors

President

Executive

Committee

Business execution

departments

Group companies

Selection and dismissal

Directors

(Audit & Supervisory Committee Members)

Audit

Internal Control

Committee

Audit Audit & Supervisory

Committee

Accounting 🔫

Auditor

(Audit & Supervisory

Internal Audit Office

Committee Members)

Internal Control Office

Corporate Planning Dept.

Group Management

Meetings

Coordinate

ee Char (President)

Corporate Governance System

Report

Consult

Selection and dismissal

Personnel

Committee

Internal

Audit Office

Directors

excluding Audit & Supervisor Committee Members)

Corporate Governance System

Form of Organization	Company with an Audit & Supervisory Committee
Number of Directors Stipulated in Articles of Incorporation	13
Term of Office for Directors Stipulated in Articles of Incorporation	1 year
Chairman of the Board of Directors	President
Number of Directors	11
Appointment of Outside Directors	Appointed
Number of Outside Directors	7
Number of Outside Directors Designated as Independent Director	7

Status of Compliance with the Corporate Governance Code

The Company implements all principles set forth in the Corporate Governance Code. Disclosure based on the principles of the Corporate Governance Code is described in the Corporate Governance Report.

Corporate Governance Report ►

Message from an Audit & Supervisory Committee Member



Hideyuki Sasaki Full-time Audit & Supervisory Committee Member

As a full-time Audit & Supervisory Committee Member, I believe it is vital to strive to understand the general situation in the Company through various internal meetings and interviews with officers and employees. A company can be said to be a living organism that operates every day. I hope to work closely with the Internal Audit Office and the auditing firm to conduct effective audits in a timely manner and use the results of the audits to form appropriate opinions and advice as the Audit & Supervisory Committee. Similarly for the Group, we hold Liaison Meetings for Corporate Auditors with Corporate Auditors of subsidiaries, and interviews with presidents of subsidiaries on a quarterly basis.

Of the Company's 11 Directors, a majority (7) are Outside Independent Officers. I recognize that Outside Directors with diverse backgrounds have oversight of overall management from an independent perspective. Recently, the roles of the Board of Directors have increased amid the demand for disclosure of non-financial information on environmental measures and human capital, etc. I would like to make a contribution to help further enhance and deepen governance in the future by sharing internal information and deepening discussions through opinion exchange meetings and other meetings among Outside Directors, which are conducted on a periodic basis.

As "the IT professional group who create a better future," which is our corporate philosophy, we will continue to make every effort to achieve sustainable growth and increase our corporate value.

Board of Directors

Outside Directors have been invited to join the Board of Directors in order to strengthen its supervisory functions. It consists of 11 members, including 7 Outside Directors. The Board of Directors holds regular meetings once a month and extraordinary meetings as necessary.

Number of Board of Directors meetings	13
Main deliberations at the Board of Directors	 Issues related to Medium- to Long-Term Management Strategy Issues related to investment and business alliance Issues related to new business Issues related to overseas expansion Issues related to climate change Issues related to sustainability

Evaluation of the Effectiveness of the Board of Directors

To ensure the effectiveness of the Board of Directors and improve how it functions, each year the Company conducts an evaluation of the effectiveness of the Board of Directors as a whole.

Analysis and evaluation process

Conduct a questionnaire survey to each Director (including Audit & Supervisory Committee Members) Based on an analysis of the results of the questionnaire survey, an evaluation of the effectiveness of the Board of Directors is conducted

Main questionnaire items

- Issues related to the execution of duties by Directors
- Issues related to the effectiveness of
- the Board of Directors as a whole • Issues related to the composition of
- the Board of Directors
- Issues related to support for Directors, etc.

 It was pointed out that opportunities for Directors to acquire the knowledge necessary to fulfill the roles and responsibilities expected of them as Directors need to increase.

Summary of evaluation results

management supervisory functions.

A summary of the evaluation results is as follows:

discussions, making the most of the knowledge

experience, and other qualities of each member

• The Company's Board of Directors has largely achieved

• The Board of Directors conducts active and constructive

diversity and has secured effective and appropriate

Training Policy for Directors

We provide Directors and Executive Officers with training as appropriate for acquiring new knowledge relevant to their duties in charge. Specifically, we encourage them to participate in outside seminars, participate in industry groups, and actively participate in training sessions and exchange sessions held by various organizations at our expense to create an environment in which they can acquire new knowledge and develop their own self-

Executive Committee

The Executive Committee has been established as a forum for discussing issues related to business execution. It comprises Full-time Directors (including Directors who are Full-time Audit & Supervisory Committee Members), Executive Officers, business department managers and certain other personnel. In addition, the Executive Committee evaluates key agenda

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Initiatives to improve the function of the Board of Directors are implemented based on the evaluation

Initiatives based on the evaluation

Recognizing that providing Directors with opportunities for ongoing training is a challenge, the following was implemented.

- Dialogue between Outside Directors and institutional investors (engagement)
- Governance training for Directors by outside attorneys
- development. Furthermore, we provide them with opportunities to receive explanations on the latest trends in the Companies Act and the Corporate Governance Code, etc. from lawyers
- specializing in corporate law.



For more information: 🕨

issues that should be brought before the Board of Directors and reports to the Board of Directors and the President and CEO. The Executive Committee meets once a month on a regular basis and convenes extraordinary meetings as necessary.

Audit & Supervisory Committee

The Audit & Supervisory Committee comprises one Full-time Audit & Supervisory Committee Member and three Part-time Audit & Supervisory Committee Members. (All four members are Outside Directors.) Regular Audit & Supervisory Committee meetings are held once a month and extraordinary Audit & Supervisory Committee meetings are held as necessary.

Activities	Specific details	
Audit & Supervisory Committee	Meetings held 13 times a year (issues related to the execution of duties by Directors, audit of conflicts of interest, and other items)	Hideyuki
Three types of audits	Conducted quarterly by Audit & Supervisory Committee Members, Accounting Auditor, and Internal Audit Office	Ryota Miu
Communication with the Accounting Auditor	Exchange opinions extensively on the audit plans, details of audit, KAMs, audit results, and other matters	
Liaison Meeting for Corporate Auditors	Reporting and information exchange on the status of internal controls by Corporate Auditors of the Group's subsidiaries (held quarterly) Interviews with Presidents of subsidiaries in advance on a quarterly basis (Corporate Auditors and TechMatrix Audit & Supervisory Committee Members)	Ratio o Outside Dir 100
On-site audits and interviews	On-site inventory, joint audit with internal audit, and interviews with all officers and employees	
Exchange opinions with the President	Invite the President to the Audit & Supervisory Committee and exchange opinions, also based on the audit results	

Internal Audit Office

The Internal Audit Office has been established as an organization under the direct control of the President, and systematically conducts internal control audits (Companies Act and Financial Instruments and Exchange Act), Information Security Management System (ISMS) internal audits, and theme audits as needed, for all departments. In addition, it directly reports to the Board of Directors and the Audit & Supervisory Committee at least once a year as dual reporting.

Internal Control Office

The Internal Control Office has been established within the Corporate Headquarters. It conducts activities to promote internal control, including the establishment of internal rules on-site and the promotion of appropriate use of various IT systems on-site.

Group Management Meetings

The Group Management Meetings have been established by the Company to share management-related information, discuss related issues, and strengthen collaboration across the Company and its subsidiaries. The meetings comprise Group Executive Officers (Full- time Directors, Executive Officers,

Presidents of subsidiaries) and the Director who is a Full-time Audit & Supervisory Committee Member. The Group Management Meetings conduct regular quarterly meetings.



Personnel Committee

The Personnel Committee has been established as an advisory body to the Board of Directors in order to enhance corporate governance by bolstering the fairness, transparency and objectivity of processes related to nomination and remuneration, etc. for Directors. The Personnel Committee comprises three or more Directors selected by resolution of the Board of Directors, with Outside Directors selected to form a majority of the members. In addition, the Committee Chair is elected by a mutual vote of the Committee Members.

Ken Takayama

Akio Sugihara

Number of

4

Outside Director



and consider necessary training plans

Other Committees

Name	Roles
Sustainability Committee	The Sustainability Committee manages progress on the closely with the Corporate Planning Dept., which is in cl measures and related planning at each division, headqu
Information Security Committee	To carry out information security management more eff management system by responding to audits by the ce Office and other relevant internal departments, and serv
Compliance Committee	The Compliance Committee will specifically clarify as m corporate ethics during the course of corporate activitie Officers and employees, as well as strive to rigorously er improvements as needed.
Internal Control Committee	Based on reports from the Internal Audit Office and the Board of Directors on its assessment of the establishmen updates the content of resolutions on internal control s

Remuneration for Officers

Overview of Remuneration System for Officers (Directors and Audit & Supervisory Committee Members)

The Company's basic policy is to adopt a remuneration structure linked to shareholder interests so that the remuneration of each Director provides adequate incentive for them to achieve sustained increases in corporate value. The basic policy also calls for setting the remuneration of each individual Director at an appropriate level based on each Director's individual job responsibilities when determining such remuneration. Specifically, the remuneration of Executive Directors comprises base remuneration as fixed remuneration, as well as performance-linked monetary remuneration and stock option remuneration as performance-linked remuneration. Outside Directors, who assume a supervisory role, are paid only base remuneration in light of their duties.

Calculation method

A base remuneration amount and the number of shares to be granted determined by the Board of Directors for each Executive Director position An achievement rate against a numerical performance target determined by the Board of Directors

* The Board of Directors will determine the specifics of the remuneration, including details and the time period during which remuneration is provided.

Stock Compensation

The Company has introduced stock option remuneration to create a remuneration structure that is aligned with shareholder interests to ensure that the structure functions adequately as incentive for efforts to achieve sustained improvement in corporate value and shares the benefits and the risks of movements in the Company's stock price with shareholders.

* The Board of Directors will determine the specifics of the remuneration, including details and the time period during which remuneration is provided. However, these specifics are determined based on reports from the Personnel Committee.

Officer category	Base remuneration	Performance-linked	Non-monetary remuneration		
Oncer category	base remuneration	monetary remuneration	Performance-linked share remuneration	Stock Compensation	
Director (excluding Audit & Supervisory Committee Members)	0	0	0	0	
Outside Director	0				

e response to sustainability issues including climate change. The Committee works charge of environmental management, to supervise the climate change response uarters, department, branch and sales office.

ffectively, the Committee maintains and improves the information security ertification bodies, reporting to and sharing information with the Internal Audit rving as the secretariat for regular liaison meetings with Group companies.

nuch as possible any matters that may pose a risk of violating laws, regulations, and es. The Committee will conduct education and awareness-raising activities for insure compliance with laws, regulations and corporate ethics, and make

e Internal Control Office, the Internal Control Committee reports annually to the ent and operation of the internal control system under the Companies Act, and system as necessary. The Committee meets regularly twice a month.

1 Base remuneration

Base remuneration is provided as monthly fixed remuneration. It is determined by taking into account a comprehensive range of factors in accordance with position, job responsibilities, and years of service, while considering other companies' remuneration levels, the Company's business results, the level of employee wages, and remuneration from subsidiaries and other entities where important positions are concurrently held.

(2) Performance-linked remuneration

Performance-linked Monetary Remuneration and Postdelivery Type Performance-Linked Share Remuneration

Under this remuneration plan, the Company's Board of Directors establishes numerical targets in advance for a certain period it defines, and remuneration varies with the achievement rate against those numerical targets, among other criteria. A three-year restricted transfer period is established for performance-linked share remuneration

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A period-of-service ratio

Allocation Ratio by Type and Determination Procedure for Officers' Remuneration and Related Items

The allocation ratio of Executive Directors' remuneration by type is determined based on remuneration standards that reflect as benchmarks the remuneration standards of companies with a comparable business size to the Company as well as companies affiliated with relevant industries and business formats. The amount of performance-linked remuneration and stock options (remuneration for which the value of remuneration received is linked to performance, stock price and other factors) is estimated to be between 30% and 40% of base remuneration. However, this principle shall not apply in circumstances where, for example, the Company's base remuneration is not paid because an Officer receives remuneration for holding an important concurrent position at a subsidiary or other such entity. The total amount of remuneration is determined based on reports received from the Personnel Committee (made up of a majority of Outside Directors who are Independent Officers), which is a voluntary nomination and remuneration committee, with such remuneration set to correspond to each Director's responsibilities.

In addition, the President and CEO is entrusted with the specific details of individual remuneration for Directors based on a resolution by the Board of Directors. The scope of authority of the President and CEO covers the amount of base remuneration of each Director and the number of stock options allotted to each individual Director. The performancelinked remuneration of each individual Director is paid in accordance with a standard amount and target achievement rate established in advance by the Board of Directors.

Basic Policy on Compliance

In accordance with the principles set forth in the Corporate Ethics Guidelines, TechMatrix defines compliance as the observance of laws, regulations, rules and various policies as well as maintaining high ethics as it conducts corporate business activities.

We believe that by continuing to conduct sound corporate business activities based on compliance with rules and ethics, we can earn the trust of many stakeholders, including shareholders, customers, business partners, and local communities, paving the way for increased corporate value.

Based on this thinking, TechMatrix has established the Compliance Standards of Conduct. We have set up various systems under the leadership of the Compliance Committee, which is chaired by top management.

Compliance System

The Compliance Committee consists of the Chair, Full-time Audit & Supervisory Committee Members, the Officer in Charge of Compliance, the General Manager of the Human Resources Dept., and the General Manager of the Corporate Planning Dept. The President, who is the general supervisor of the compliance system, has been appointed as the Chair of the Compliance Committee.

The Committee will specifically clarify as much as possible any matters that may pose a risk of violating laws, regulations, and corporate ethics during the course of corporate activities. It will conduct education and awareness-raising activities for officers and employees, as well as strive to rigorously ensure compliance with laws, regulations and corporate ethics, and make improvements as needed. In addition to regular meetings held twice a year, the Committee will hold extraordinary meetings as necessary.

PDCA Cycle for Compliance





Whistleblowing System

At TechMatrix, in cases where a problem has occurred, is occurring, or may occur from a compliance perspective, the problem is normally reported through worksite communication channels. In addition, the Company has set internal rules on whistleblowing. The Company has built a system for protecting informants and for other related purposes by establishing different reporting lines for whistleblowing than those used in the workplace. This reporting structure helps to ensure that those who provide reports or seek consultations will not be subject to disadvantageous treatment on the grounds that they provided

Compliance Training

We believe that compliance at companies is implemented effectively when their officers and employees have a firm grasp of the significance of compliance, and act in line with it not only in corporate business activities but also in their daily lives in society. Based on this belief, we provide a variety of compliance training options.

Training details	Eligible staff
Insider training	All officers and employee
Harassment prevention	All officers and employee
Diversity/Human rights	All officers and employee
ISMS (information security management)	All officers and employee
New employee training	New employees

Respect for Human Rights

Based on our management philosophy, TechMatrix Group has established the Basic Human Rights Policy to fulfill our responsibility to respect human rights as a company, and has declared that we will strive to manage our business in

Basic Human Rights Policy

TechMatrix Group shall work to establish a corporate culture of respect for humanity so that each officer and employee does not engage in harassment based on race, nationality, gender, religion, creed, age, family origin, physical or mental disability, or any other reason not related to the performance of duties and does not tolerate such harassment. We are prohibited from engaging others with fear and uncomfortable thoughts through discriminatory words and actions, aversion, libel or slander, threats or violent acts, or other prejudicial actions as our officers and employees. In addition, we shall not engage in any form of child labor and forced labor in all countries and regions. We shall also work to prevent troduction

vernance

Data

such reports or sought consultations. As part of its framework for whistleblowing, the Company has established an internal contact point and an external contact point (lawyer at an external law office) as contact points for whistleblowing.

These internal rules are being extended to the Group's subsidiaries, and the Company is making progress on developing a Group-wide whistleblowing system. Furthermore, the Company established the Group Harassment Consulting Desk in March 2023 by capitalizing on the opportunity presented by the integration of offices of various Group companies in December 2022.

Employees who were not affiliated with the Company at the time various training programs were offered due to the timing of when they joined the Company will receive training as needed when they join the Company. In addition to other measures, training materials are distributed to these employees.

Ratio of Compliance Training Participation

Results for FY2022 **100%**

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harmony with the international community. This Policy was discussed and resolved by the Board of Directors, in the belief that the attitude of top management is important.

adverse impacts on human rights that are directly related to our business activities, products or services through business relationships, even if we do not encourage adverse impacts on human rights throughout the supply chain.

We have formulated this policy in accordance with the concept of the Universal Declaration of Human Rights as a guideline for promoting initiatives for respecting human rights and fulfilling our responsibilities.



For more information >