

## Mission Statement

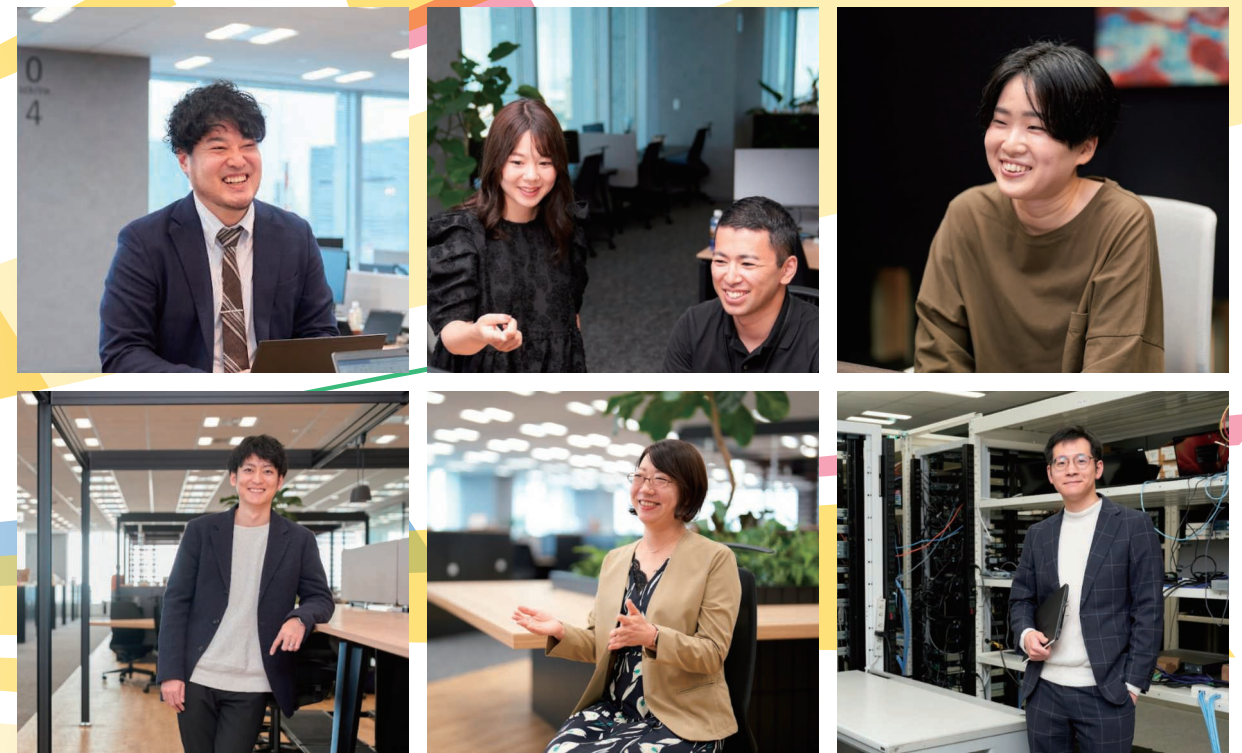
# The IT professional group who create a better future

## Standards of Business Conduct

In a spirit of co-existence and co-prosperity,  
we work hard to make a contribution to our customers and society.

Keeping in mind the importance of humbly learning something new,  
we continue to challenge new technologies and new businesses.

All the members make a strong commitment to  
a team success and team growth through open discussion.



TechMatrix's vision of  
professional human resources

## SIMPLE & 4C

- › Speed
- › Innovation
- › Management
- › Passion
- › Learning
- › Endeavor
- › Commitment
- › Customer Satisfaction
- › Confidence
- › Challenge

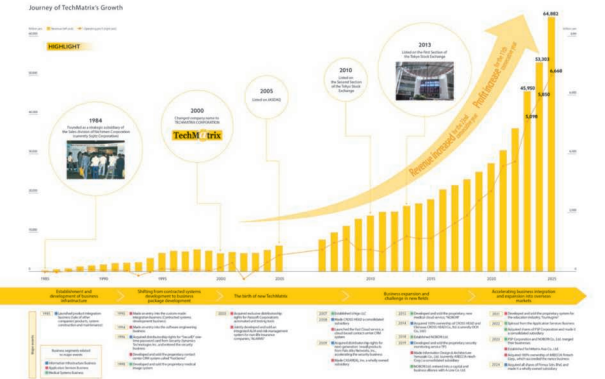
TOP Message

05 Message from Top Management



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Editorial policy

This comprehensive report on financial and non-financial information was edited as an Integrated Report to disclose information to and promote dialogue with various stakeholders, such as shareholders and investors.

Period covered by the report

Fiscal year ended March 31, 2025 (April 1, 2024 to March 31, 2025)  
Some parts of the report may include information on activities outside the above period.

Notes on forward-looking statements

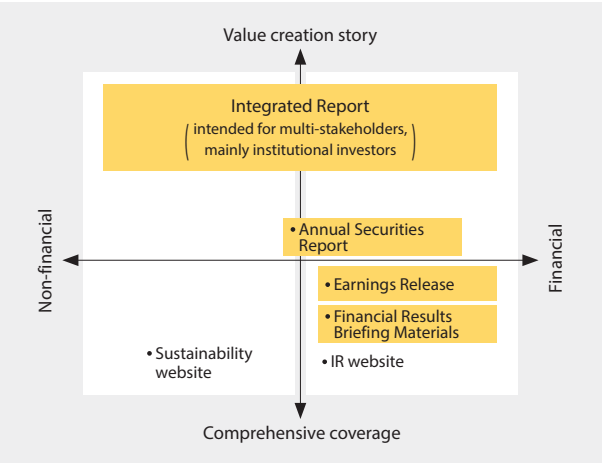
Forecasts, plans, and outlooks concerning future performance presented in this report are considered reasonable by the Company's management based on currently available information. Actual results may be substantially different from these forecasts, plans, and outlooks due to changes in various factors.

Referenced guidelines

In editing this report, the Company referenced the International Integrated Reporting Framework proposed by the International Integrated Reporting Council (IIRC) and the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation proposed by the Ministry of Economy, Trade and Industry.

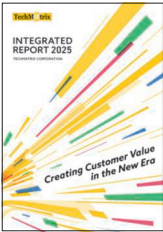


Structure of information disclosure tools



About the cover

The cover design represents full of speed and energy with the aim of realizing of the Medium-Term Management Plan. The lines, colored differently by segment, emphasizes its future growth and synergy across the Group.



Storyline of Integrated Report 2025

In the Integrated Report 2025, we aim to deepen readers' understanding of and trust in the Company through the value creation story of TechMatrix Group, while promoting interaction with stakeholders. This report was created based on a consistent policy to let readers understand the connection between contents, while cherishing what makes the essence of TechMatrix, with reference to the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation proposed by the Ministry of Economy, Trade and Industry. The following diagram shows the connection between the main contents that structure the storyline. For details of each content, please refer to their corresponding pages.

| Values                                                                                                                                                                                                                                                                                                                                     | Long-Term Strategy                                                                                                                                                                                                                                           | Execution Strategy                                                                                                                                                                                                                                                                                                                       | Results and Key Performance Indicators                                                                                                                                                                                                                                                                                                                                                                                         | Governance                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Our corporate philosophy, "The IT professional group who creates a better future," precisely describes our stance of seeking to solve social issues through our business, and is the judgement criterion of our operations. We are also dealing with material issues (materiality) to contribute to the creation of a sustainable society. | TechMatrix always pursues new technology and business and develops competitive businesses to address risks and opportunities that affect changing external environments and medium- to long-term value creation, providing customers and society with value. | We have established the Medium-Term Management Plan to create a better future while maintaining and strengthening operating resources and our relationship with stakeholders. We actively incorporate ESG and global social issues into our strategies to help solve these issues through continuous enhancement of our corporate value. | Along with the changes in information technology and social trends, TechMatrix has continuously taken on new challenges, thereby achieving revenue increase for the 23rd consecutive year and profit increase for the 11th consecutive year. Through progress monitoring and result evaluation of the Medium-Term Management Plan using KPIs, we aim to promote improvement and advancement of our strategies to grow further. | We have established a sustainable governance system to oversee corporate actions and enable a highly transparent management system and swift decision-making. By increasing outside directors that account for the majority of directors and strengthening supervisory functions, we are working on proper business execution and thorough compliance. |
| Corporate Philosophy<br>⌚ P01                                                                                                                                                                                                                                                                                                              | Value Creation Process<br>⌚ P15                                                                                                                                                                                                                              | Value Creation Story<br>⌚ P17                                                                                                                                                                                                                                                                                                            | Financial Strategy<br>⌚ P31                                                                                                                                                                                                                                                                                                                                                                                                    | A Conversation with the President and Outside Directors<br>⌚ P47                                                                                                                                                                                                                                                                                       |
| Materiality<br>⌚ P36                                                                                                                                                                                                                                                                                                                       | Co-creating Value with Stakeholders<br>⌚ P21                                                                                                                                                                                                                 | Medium-Term Management Plan<br>⌚ P23                                                                                                                                                                                                                                                                                                     | Data<br>⌚ P63                                                                                                                                                                                                                                                                                                                                                                                                                  | Corporate Governance<br>⌚ P51                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                                                                                                                                                                                            | Risks and Opportunities<br>⌚ P33                                                                                                                                                                                                                             | Materiality<br>⌚ P36                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                        |



Substantive Dialogue and Engagement

We are creating long-term sustainable corporate value while deepening substantial dialogue and engagement with internal and external stakeholders.