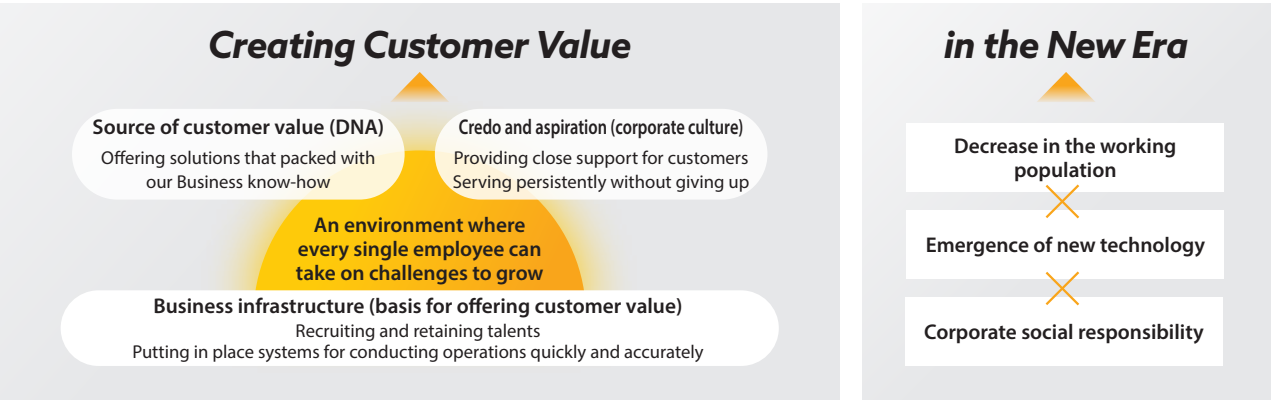


Progress on the Medium-Term Management Plan

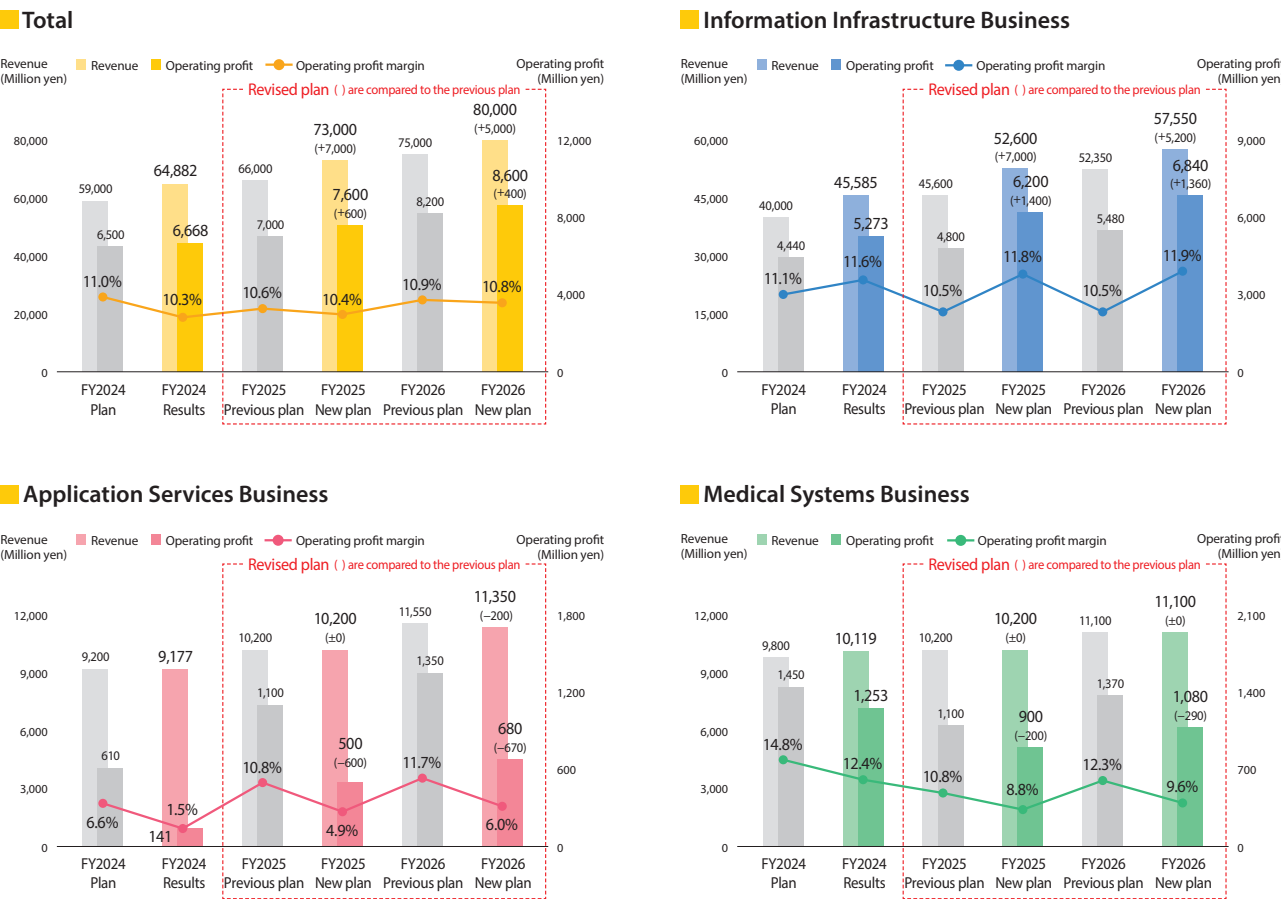
Overview of Medium-Term Management Plan “Creating Customer Value in the New Era”

In the new era, the TechMatrix Group will continue to be a company that creates a better future by solving social issues with solutions that incorporate our “Foresight” and “Business know-how,” and will provide more customer value.

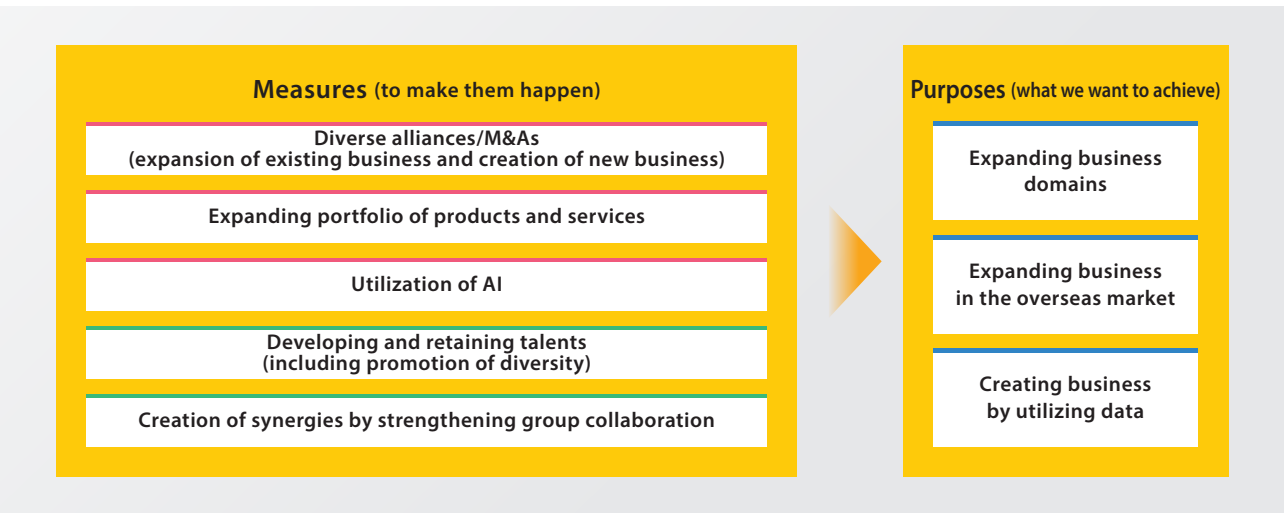


Progress on Target Figures

In FY2024, the first year of the Medium-Term Management Plan, the Company's main business (the Infrastructure Information Business) recorded results that almost reached the targets for the second year of the plan thanks to strong demand for cloud security products. In light of the FY2024 results, we published a revision of the Medium-Term Management Plan on May 9, 2025. Under the revised plan, we aim to generate ¥73.0 billion in revenue and ¥7.6 billion in operating profit in FY2025, and generate ¥80.0 billion in revenue and ¥8.6 billion in operating profit in FY2026, which is the final year of the plan.



Key Strategies



Review of Key Strategies in the First Year

Expanding business domains | Self-assessment ○

Key Strategies	Business	Progress in the First Year
Expansion of products and services handled	Information Infrastructure	- Signed a partnership agreement with OT security company Dispel (U.S.) - Launched “AeyeScan,” a cloud-based web application vulnerability assessment tool - Launched “Pentera,” an automated penetration testing tool
Full-scale deployment in public schools in the education business	EdTech	- Deployment in public schools progressed following adoption by leading private schools - Formed a business alliance with Benesse Corporation
Development infrastructure construction and implementation support services (Automation and efficiency)	Software Quality Assurance	Launched the TechMatrix SBOM Solution
Exploring new markets through DX in pathology area	Medical	- Launched cloud-based medical imaging system (“NOBORI” for the pathology area - PSP, our consolidated subsidiary, acquired all shares of Regulus inc., which operates in the medical imaging sector, making it a wholly-owned subsidiary.
Other	CRM	Expanded voicebot and chatbot product offerings for contact centers
	Financial (BS)	Launched ARECCIA®.PRS, a power trading risk management service tailored to the Japanese market

Expanding business in the overseas market | Self-assessment ◎

Key Strategies	Business	Progress in the First Year
Seek to develop business in Asia	Information Infrastructure	Acquired all shares of Firmus Sdn. Bhd., Malaysia's largest cybersecurity company, making it a wholly-owned subsidiary
Business expansion to the ASEAN region	CRM	After establishing a local subsidiary, collaboration with partners progressed, and large-scale project acquisition accelerated.

Creating business by utilizing data | Self-assessment ○

Key Strategies	Business	Progress in the First Year
Improving contact center efficiency using generative AI	CRM	Launched FastGenie, a range of generative AI features
Commercialize in-house developed AI	Medical	- First in Japan to launch a medical imaging data as anonymously processed medical information under the Next Generation Medical Infrastructure Act - Formed business alliances with CANON MEDICAL SYSTEMS and M3 AI
Expand the business of the AI-based medical image diagnosis support service	Medical	Launched AI-based medical image diagnosis support service for temporal bone change detection

Strategies by Business Segment

Information Infrastructure Business Unit



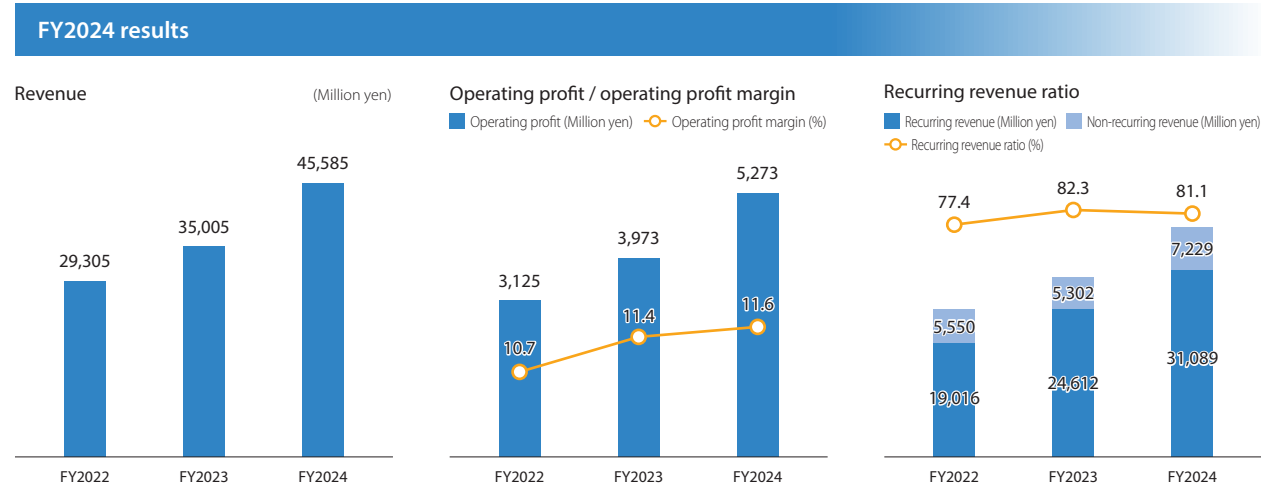
Realizing sustainable growth and establishing a stable revenue foundation through M&As, personnel development, and product line expansion

Takeya Shiga
Director, Senior Operating Officer,
Head of Information Infrastructure Business Unit, Manager of Network Security Division, and
Head of Network Security Sales Division

Medium-Term Management Plan “Creating Customer Value in the New Era”: Key Strategies by Segment

- Expand products and services handled
- Deep-dive into strategic accounts in collaboration with distributors (partners)
- Expand sales of the integrated security monitoring service (TPS) and provide a one-stop threat information analytics service
- Expand business in the Chubu and Kyushu regions and seek to develop business in Asia
- Use AI in operation and monitoring processes in serving customers

Value provided	• Safe, high-quality information infrastructure (network security)
Strengths (why customers choose us)	• “Foresight” to identify cutting-edge technology and seek out excellent products • One-vendor-per-field structure (detailed knowledge of products) • Dedicated support for customers
Challenges (future potential)	• Securing and training human resources • Adapting to new technologies and changes in the external environment (network security platformization, addressing AI security, etc.) • Further increasing added value



How did the business unit perform in the previous fiscal year?

In the previous fiscal year, both revenue and profit exceeded their targets. Revenue accumulated steadily, driven by new and renewed projects centered around subscription-based cloud security products. Meanwhile, costs increased due to the weaker yen, hiring associated with business expansion, and greater selling and administrative expenses, but we were able to cover these and improve operating profit margin by increasing revenue. The recurring revenue ratio was similar to the previous fiscal year's thanks to large orders for on-premise security products, remaining high at over 80%, which contributes to the stability of our revenue foundation.

One factor behind this strong performance is the ongoing robust investment in security measures. Ransomware and targeted attacks are on the rise, and have been growing increasingly clever and sophisticated, especially due to

advances in generative AI, making security measures more necessary than ever.

During this time, we also succeeded in strengthening our organizational structures. A significant role is being played by the enhanced product support systems, which directly drive customer satisfaction, and the newly established dedicated partner support organization (customer success function), which provides technical support for sales partners offering proposals. Going forward, in order to increase our recurring revenue ratio, and maintain and reinforce a stable foundation, we must not only secure more new contracts, but also ensure existing contracts are renewed. We recognize that this requires providing support systems that help customers to use our products with confidence, and offer new features tailored to their needs and circumstances.

What milestones has the business unit met?

Last year, we set up the Business Development Section (R&D) to accelerate the discovery of new products. This got off to a smooth start. In the Medium-Term Management Plan, we aimed to conclude contracts with at least six companies in three years (two companies per year), but in the previous fiscal year, we already concluded contracts with three companies and added three products to our portfolio. These products are all in fields where demand is expected to grow, and are anticipated to contribute to future performance.

Another milestone we met was executing an overseas M&A. Last November, we acquired Firmus Sdn. Bhd., Malaysia's largest cybersecurity company, which provides us a foothold in the rapidly growing ASEAN market. While headquartered in Malaysia, Firmus also has operations in Singapore. The company offers a one-stop solution with various offerings ranging from penetration testing to various cybersecurity products and managed services. We are currently working on PMI and developing synergies. In particular, we are planning to roll out Firmus' low-cost, high-quality penetration testing services in Japan.

What directions and challenges will be tackled in the medium term?

We are making good progress on the Medium-Term Management Plan in both business performance and strategy. As I mentioned earlier, we achieved a strategically critical M&A, and our portfolio is expanding even faster than planned. Furthermore, we are steadily strengthening our support structure as a priority issue in collaboration with our group company CROSS HEAD, and plan to continue active investments going forward.

Turning to the Medium-Term Management Plan, we have revised our numerical targets upward in consideration of the current favorable order environment and the M&A effect of Firmus. However, this has not changed our view on the directions we should pursue or the challenges we should

tackle. Our greatest challenge is securing human resources. Demand is rising across the entire industry with the acceleration of DX and the growing importance of cybersecurity. This chronic shortage of talent presents a serious issue. Given these circumstances, we are strategically intensifying recruitment, both of new graduates and mid-career hires, to secure talented personnel. Beyond recruitment, we are putting effort into educational programs and specialized organizations to develop engineering skills in-house. Through these efforts, we aim to build up an environment where engineers can grow over the long term and contribute to the sustainable growth of the Company.

Application Services Business Unit



Accelerating business growth by leveraging generative AI and expanding into ASEAN markets, while continuing investments to turn the EdTech business into a pillar of profitability.

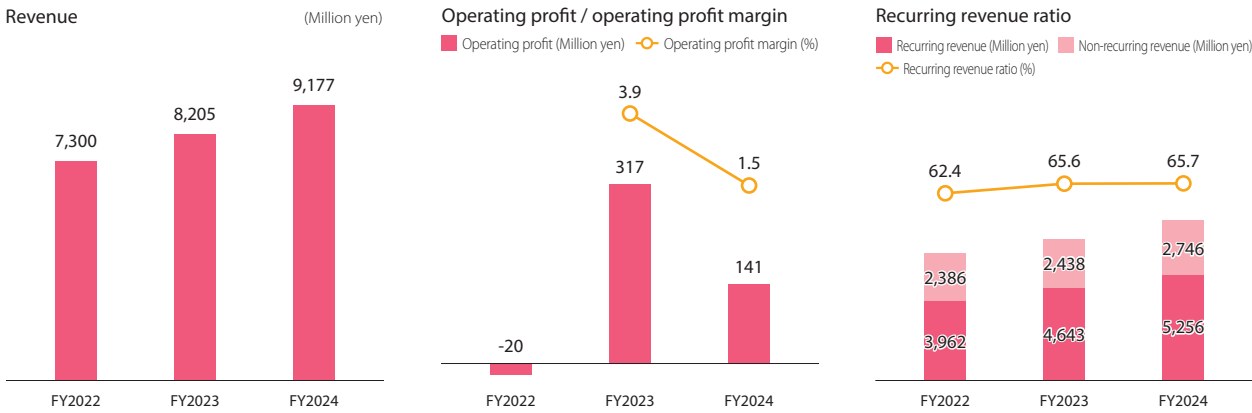
Takeshi Suzuki
Director, Senior Operating Officer,
Head of Application Services Business Unit and Manager of CRM Solutions Division

Medium-Term Management Plan “Creating Customer Value in the New Era”: Key Strategies by Segment

- Full-scale promotion to public schools in the education business [EdTech]
- Business expansion in the ASEAN region. [CRM]
- Run a business that helps streamline contact center operations with the use of generative AI [CRM]
- Build a development base and offer an introduction support service (with automation and streamlining) [SE]
- Introduce in-house developed products to launch a development data analytics business [SE]
- Carry out digital transformation (DX) of the public business and develop and provide solutions for improving the customer experience (CX) [BS]

Value provided	• Solutions to issues faced by customers, such as raising productivity and improving processes (providing solutions)
Strengths (why customers choose us)	• Accumulation of “Business know-how” holding more in-depth knowledge in specific industries and operations that require expertise • Offers best-practice solutions that implement Business know-how in applications • Services are deeply embedded in day-to-day operations (high repeat rate)
Challenges (future potential)	• Securing and training human resources • Achieving profitability in the EdTech business • Business expansion to the ASEAN region

FY2024 results



* FY2024 figures exclude finance business

How did the business unit perform in the previous fiscal year?

In the previous fiscal year, revenue increased, but profit declined significantly and fell short of our targets. However, excluding one-off items such as the impairment loss in the EdTech (education) business, profit was up 18% YoY. Top-line growth was driven by new customer acquisitions in the CRM business, which supports contact center productivity and customer experience enhancement, and in the software quality assurance business (SE business). The CRM business made good progress in the favorable market conditions, and recurring revenue steadily increased on subscription service expansion. In the SE business, testing tools performed well, especially in the automotive sector.

The decline in profit was due to the impairment loss in the EdTech business. Although the rollout to new schools, including targeted public schools, progressed and revenue grew steadily, additional development investment and responses to customer requests were required, and profitability did not keep pace with the initial plan, leading to the impairment loss. The EdTech business presents difficulties distinct from those in the general corporate sector, but we aim to turn this experience into proprietary know-how and customer trust to capture the market, which not only has great social significance, but also strong business potential.

What milestones has the business unit met?

We have developed and released FastGenie, a proprietary generative AI solution for improving productivity in the contact center business. Traditionally, operators created call records and entered them into the CRM system manually. FastGenie integrates telephone and speech recognition systems to automatically transcribe and summarize conversations between operators and customers. At the same time, it offers voice of customer (VoC) analysis, FAQ creation support with generative AI, and AI chatbots, which help to reduce inquiries.

The response from customers has been overwhelmingly positive, and we plan to introduce more features going forward.
Moreover, we expanded into the ASEAN region. In Thailand, where we established a local subsidiary in 2023, our product “FastSeries” was adopted for the contact center of the country’s largest retail chain. Securing this large contract has given us the impetus and confidence to expand the business in the future.

What directions and challenges will be tackled in the medium term?

Although no major revisions have been made to the net sales target in the Medium-Term Management Plan that commenced in the previous fiscal year, the profit target has been lowered. The main reason for this was a review of the business plan in light of greater-than-expected workloads and additional development in the EdTech business, which decreased profitability and required extra personnel to rebuild the organizational structure. Meanwhile, the CRM and SE businesses are performing well, and their plans remain unchanged. Going forward, we will continue to promote subscriptions and work to strengthen profitability across the CRM, SE, and BS businesses. Specifically, we will work to increase the operational efficiency of contact centers with generative AI (an area in which we made real progress in the

previous fiscal year) and expand further into the ASEAN region. These are key areas under the Medium-Term Management Plan that we will push forward so that we can report on even greater progress in the future.
On a different note, securing and training human resources remains an issue. Besides continuing to actively recruit mid-career employees, who can hit the ground running, we are focusing on hiring and developing new graduates. We hired 23 new graduates (company-wide) in the spring of 2025, and expect to hire 31 in the spring of 2026. We are also recruiting foreign talent with a focus on mid-career hires, and plan to recruit new foreign graduates from the Indian Institutes of Technology this fiscal year.

Medical System Business Unit



Actively investing to build a next-generation revenue base, centered on PACS, PHR services, medical AI, and other DX support for medical settings.

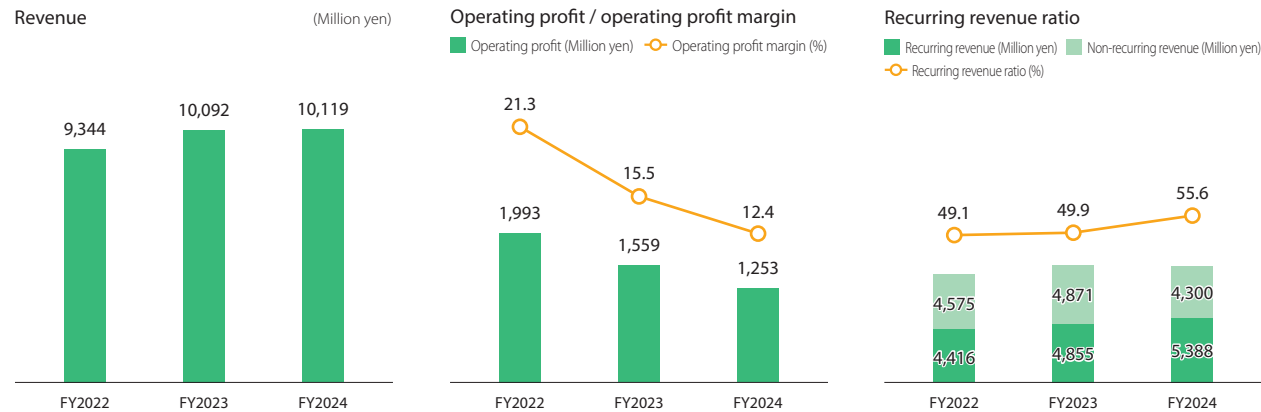
Yoshihisa Yoda
Director, Senior Executive Operating Officer
Head of Medical System Business Unit

Medium-Term Management Plan “Creating Customer Value in the New Era”: Key Strategies by Segment

- Establish a B2B2C business model with the PHR
- Discover new markets created from the DX in the pathology area.
- Commercialize in-house developed AI
- Expand the business of the AI-based medical image diagnosis support service
- Business expansion in Asia
- Strengthen the subscription model business (stock business) by shifting to the cloud PACS business

Value provided	• Rolling out cloud service for medical data centered around medical imaging system (PACS)
Strengths (why customers choose us)	• Leading company in cloud-based PACS with over 70% market share by number of contracted facilities • High added value due to adopting cloud ahead of competitors and adding numerous functions and services • Utilizes technology from TechMatrix's Information Infrastructure Business to deliver a high level of security
Challenges (future potential)	• Expanding PHR service usage, developing features • Contributing to medical DX through lawful use of medical data • Rolling out cloud service overseas

FY2024 results



How did the business unit perform in the previous fiscal year?

Revenue was strong, but profit declined from the previous fiscal year. Since the end of the COVID-19 pandemic, the overall operating environment for medical institutions in Japan has remained challenging. The market for our main business, PACS, peaked out in 2008 and has remained flat or contracting ever since. Industry consolidation had advanced, creating an environment where a limited number of manufacturers compete for market share. Amid this, our presence is growing stronger as one of the few players expanding its market share.

Orders increased over 10% YoY, driven by existing customers shifting to the cloud, new customer acquisition, and some on-premise renewals. However, shifting customers to the cloud

causes revenue to be spread over monthly subscription payments, which has the effect of lowering revenue in the short term. This means that although revenue was almost flat year on year, the business is making good progress. The shift to the cloud is also raising the recurring revenue ratio, contributing to stronger profitability.

The decline in profit is due to ongoing rapid hiring of technical staff—which has been a challenge since the merger in 2022—as well as capital investment in cloud infrastructure, PHR, and overseas expansion. That said, this spending is of course forward-looking, and can be seen as the result of moving up investments in the initial plan.

What results have been achieved in the progress of the business?

The previous fiscal year marked the third year of the new PSP Corporation's operation. The four-year product line integration planned at the time of the merger is progressing steadily. Alongside this integration, we are unifying internal organizations and phasing in training about new products. This has accelerated cloud shift projects, and we are beginning to see cloud shifts even at larger facilities.

We also achieved significant results in PHR services, an area we are focusing on. We have set our direction toward a service that makes medical information generated within hospitals accessible to individuals. We remain a leading player in the PHR field, with the number of users registered with “NOBORI” reaching 410,000. In addition, we are continuing to develop

additional functions tailored to users with specified diseases. For example, we released a service in collaboration with Toray for dialysis patients, and commenced a demonstration experiment. For details on this joint project, please see the Value Creation Story Dialogue on P17.

Meanwhile, in other focus areas such as digital pathology and the use of AI, we are making steady progress in collaboration with other companies. In July 2024, we acquired 100% of the shares of Regulus inc., which provides services tailored to imaging CRO. The purpose of this acquisition is to accumulate know-how in fields such as clinical research and clinical trials utilizing medical imaging.

Please tell us about the mid-term business direction and challenges.

The current three-year period of the Medium-Term Management Plan covers the transition of the former, pre-merger PSP business to a subscription model, and corresponds to the trough of the business transformation. Our focus at this time is on development investment in new businesses for the future. We will therefore work to advance efforts in five areas: 1) accelerating the shift to the cloud in the PACS business, 2) the DX support business in the pathology field, 3) expanding the “NOBORI” business overseas, 4) developing peripheral functions in the PHR business, and 5) developing medical-related AI.

Even in the medical industry, where adoption of cloud technology has been slowest, awareness of the benefits of using the cloud has been gradually spreading. Furthermore, the application of AI technology holds great potential for increasing medical efficiency.

The reason only the profit target of the Medium-Term Management Plan was revised downwards is that we have chosen to step up investment in light of these environmental changes. We will work to firmly establish foundations on various fronts to significantly contribute to earnings in preparation for the next Medium-Term Management Plan.

Financial Strategy

Pursuing an active and steady financial strategy to achieve sustainable corporate value improvement.

In May 2024, the TechMatrix Group released its three-year Medium-Term Management Plan “Creating Customer Value in the New Era.”The fiscal year ended March 31, 2025, which corresponds to the first year of the plan, saw strong demand growth for cloud security products in our main business, network security. Expansion of our subscription business steadily drove overall business growth, resulting in a record ¥64.8 billion in revenue and operating profit of ¥6.6 billion. This marked our 23rd consecutive year of revenue growth and 11th consecutive year of profit growth. Profitability was maintained at a high level, with return on equity (ROE) for the fiscal year ended March 31, 2025 at 17.7%.

As part of active investment in “Diverse alliances/M&As,” one of the key strategies of the Medium-Term Management Plan, we acquired all shares of Firmus Sdn. Bhd., Malaysia’s largest cybersecurity company, and turned it and its two subsidiaries into wholly owned subsidiaries in November 2024.

Regarding shareholder returns, the annual dividend for the fiscal year ended March 31, 2025 was raised by ¥6 from the previous year to ¥34 per share (interim dividend of ¥12, year-end dividend of ¥22). The forecast dividend for the fiscal year ending March 31, 2026 is an annual dividend of ¥36 per share (interim dividend of ¥13, year-end dividend of ¥23), an increase of ¥2 per share. We plan to increase the dividend for the 11th consecutive year. Our shareholder return policy is to maintain a payout ratio of 30% or more based on consolidated full-year results. Going forward, we intend to further strengthen shareholder returns while maintaining a balance with growth investments for the future.

Revenue (FY2024)

¥64,882 million (+21.7% YoY)

Operating profit (FY2024)

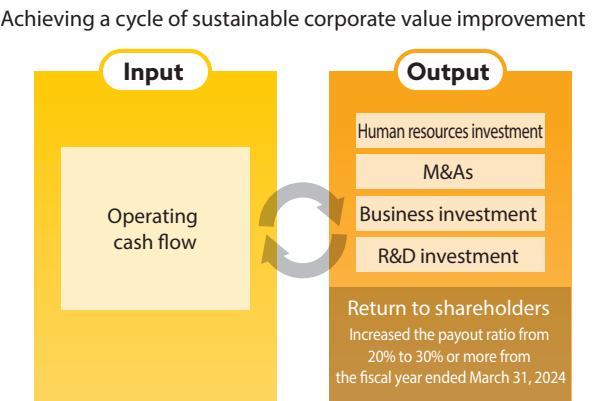
¥6,668 million (+14.0% YoY)

ROE (FY2024)

17.7% (+0.3p YoY)

Cash Allocation

To promote management with an awareness of the cost of capital, we will effectively allocate capital while maintaining a balance with financial soundness. Among our investments, we place a high priority on investing in human resources. As an investment in personnel, who are the source of the Group’s customer value and strengths such as foresight and technological capabilities, we will actively work to develop highly skilled IT professionals. In addition, we will invest in growth in a variety of ways, such as expanding product lines, utilizing AI, deploying businesses overseas, and conducting M&As.



Realization of Management with an Awareness of the Cost of Capital

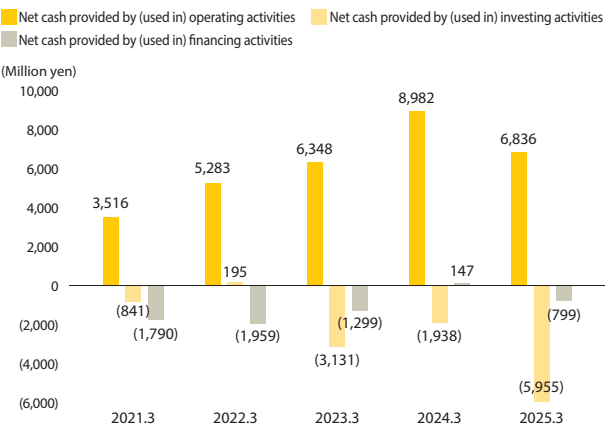
While there are various ways of assessing and calculating the cost of capital, the Company measures it as the weighted average cost of capital (WACC), and assesses capital efficiency as return on invested capital (ROIC). We aim to maintain a ROIC that exceeds the WACC. To this end, we will make investment decisions that comprehensively take into account considerations such as analyses of the current cost of capital; the impact of capital investment, R&D investment, and

investment in human capital on profitability and capital efficiency; and the economic environment—with the aim of further contributing to corporate value. Going forward, we will continue to promote management with an awareness of capital cost, striving to balancing proactive growth investment with improved profitability, while also continuing to expand shareholder returns in line with business profit growth.

Promotion of Alliances and M&As

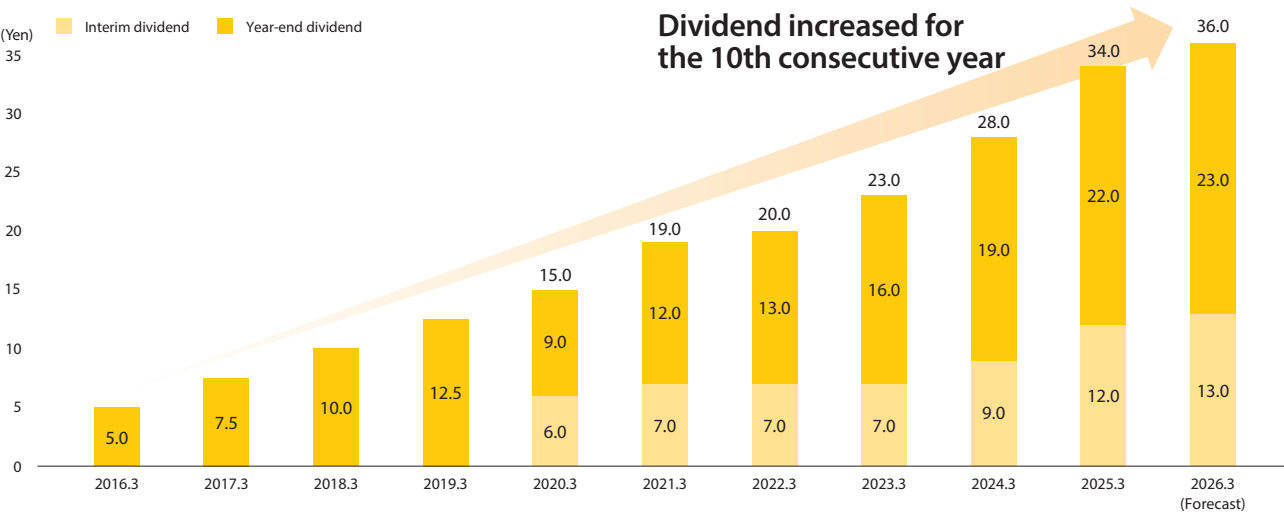
As a result of acquiring all shares in Firmus Sdn. Bhd., Malaysia’s largest cybersecurity company, net cash used in investing activities was ¥5,955 million, an increase of ¥4,017 million (207.3%) compared to the previous fiscal year.

The Group will leverage Firmus as a starting point to further expand business by providing “cutting-edge security technology + security services” with a focus on the rapidly growing ASEAN market.

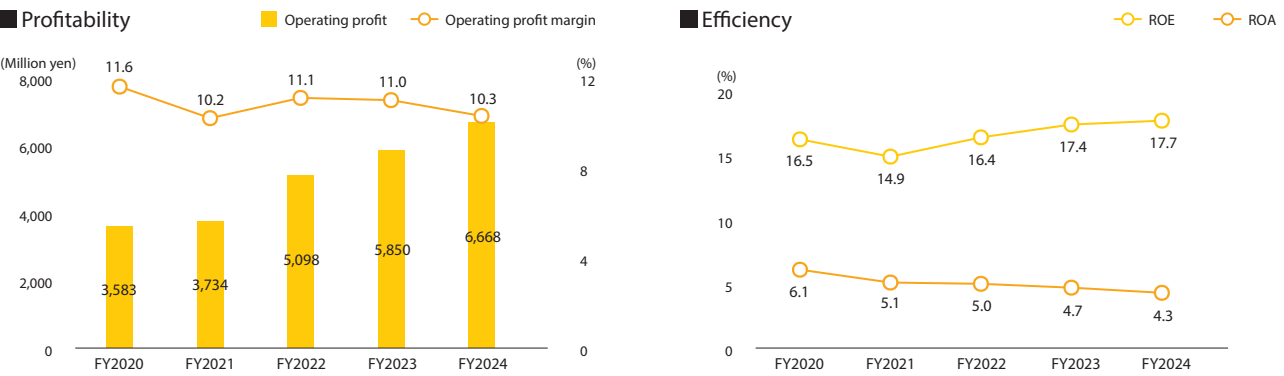


Return to Shareholders

In the fiscal year ended March 31, 2024, we revised our dividend policy and increased the payout ratio from 20% to 30% or more. Going forward, we will continue to pay dividends in line with growth in consolidated results, taking into consideration our financial position, earnings trends, internal reserves, and other relevant factors, with the aim of achieving stable and continuous dividend increases.



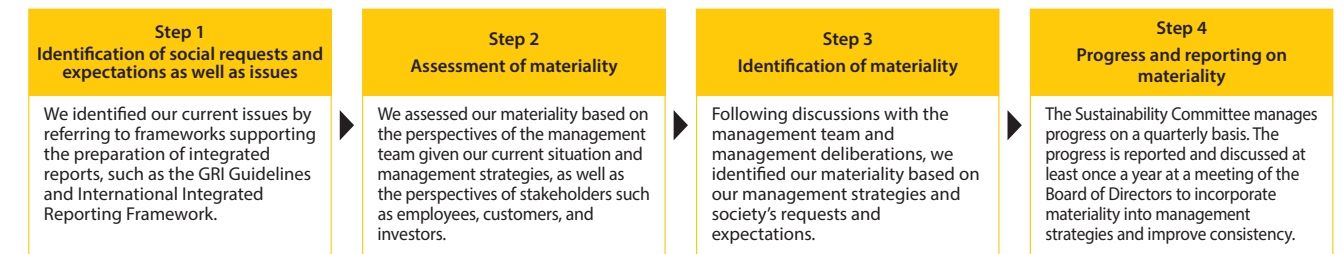
* As of March 1, 2017 and July 1, 2020, we conducted a 2-for-1 stock split. The actual dividend amounts for previous years are displayed based on the assumption that the stock split was conducted.



Risks and Opportunities / Materiality

Taking into account the ever-changing external environment, we pinpointed the risks and opportunities that could affect our medium- to long-term value creation and identified materiality that had a large impact on value creation. We view the identified material issues not only as challenges that must be addressed for our medium- to long-term corporate value and as important issues related to corporate competitiveness, but also as challenges that require us to fulfill our responsibilities and contribute to internal and external stakeholders regarding environmental and social matters.

Process of identifying materiality



Changes in the external environment		Risks	Strategic Initiatives (Opportunities and Countermeasures)	Impact on the capitals	
 Economy/ Corporate management		*These risks do not necessarily cover all of the risks that the Group is aware of. - Possibility of difficulty in procuring products and services if an overseas supplier is acquired or goes bankrupt, or if a Japanese subsidiary is established and its sales network is revised - Possibility that our business performance and financial position could be affected by rapid fluctuations in exchange rates	- Strengthen relationships with suppliers and develop new suppliers - Hedge currency risks through forward exchange contracts/Price negotiations with buyers	 Social capital  Financial capital	- Build strong, trusting relationships with business partners and partners - Enhance profitability by managing foreign exchange risk
 Technological innovation/ Market competition		- Decrease in competitiveness due to the Group's or suppliers' delay in responding to technological innovation - Decline in competitiveness due to the entry of major companies and the rise of start-up companies - Impact on our financial position due to intensifying price competition with other companies	- Improve the business structure so that it is less affected by the decline in competitiveness of suppliers (strengthen high-value-added solutions and services) - Promote in-house research and development / Promote M&As, capital and business alliances with companies that can complement the business areas of the Group or competitors in the same industry - Secure differentiation and added value in specific business fields	 Intellectual capital  Human capital  Financial capital	- Continuous improvement of technical capabilities and accumulation of know-how - Individual growth, organizational growth - Strengthen market competitiveness and expand business domains
 M&As/Capital and business alliances		- Impact of the discovery of significant unconfirmed matters that were not anticipated after the investment - Possibility that the synergy expected after the investment is not created, or that dis-synergy occurs - Impact on financial position due to a significant decline in the fair value of the shares held as a result of the investment	- Conduct detailed due diligence on matters such as finance, tax, legal affairs, and business - Regularly evaluate our investments at fair value and also conduct qualitative evaluations in light of the original investment objectives	 Intellectual capital  Financial capital	- Maximize synergy after investment - Deploy accumulated technical capabilities and know-how to new businesses and services - Stabilize the business foundation and maximize revenue opportunities
 Legal Regulations/ Compliance		- Impact on business performance and creditworthiness due to violations of domestic and international laws and regulations - Increase in regulatory compliance costs due to trends in the enactment and amendment of related laws and regulations, as well as administrative responses, etc.	- Strengthen corporate internal controls and risk management - Collect information on regulations in each country and take actions - Develop and disseminate rules to ensure compliance, and hold regular education and training - Respond in a timely and appropriate manner through the whistleblowing system	 Social capital  Human capital	- Enhance social trust through legal compliance - Train human resources to have a strong awareness of compliance - Strengthen risk management to improve stakeholder evaluation
 Information Security		- Claims for damages from client companies and loss of trust in the Group due to information leaks or tampering caused by viruses or unauthorized access - Adverse impact on our credibility and brand image in the event of a serious system failure	Opportunities and Countermeasures Based on Materiality 1 Information Security - Acquire and maintain ISO/IEC 27001 and JISQ27001 certification - Hold meetings of the Information Security Committee headed by the management team - Evaluate operational status through internal and external audits - Establish a CSIRT and strengthen incident response - Conduct security training programs for all employees	 Social capital  Intellectual capital  Human capital	- Gain trust from customers and business partners - Maintain technical capabilities through information asset protection - Enhance brand image - Train personnel to have a high level of security awareness
 Natural disasters, pandemics, etc.		- Impact on business continuity due to natural disasters and pandemics - Impact on investment trends for the products, maintenance and various IT services provided by the Group due to disruptions in the supply chain and confusion in economic activity	2 Climate Change - Formulate a business continuity plan (BCP) for each business and conduct regular reviews at least once a year - Increased demand for products and services (cloud services, etc.) that contribute to decarbonization - Formulate and implement climate strategies and action plans	 Natural capital	- Enhance business continuity - Strengthen environmental risk resilience - Achieve both sustainable growth and development of customer needs
 Diversification of human resources and work styles		- Intensifying competition for IT talents - Failure to achieve business plans due to the outflow of talented personnel and delays in training - Decline in organizational performance due to a decrease in job satisfaction and ease of work	3 Training and Education 4 Diversity and Equal Opportunity - Strengthen recruitment of new graduates with high potential and mid-career professionals who can be immediately effective - Expand training and educational support - Design various systems that aim to balance life events - Planning and implement measures to improve employee engagement	 Human capital	- Creating growth opportunities for employees - Enhance engagement and prevent talent loss - Establish a supportive work environment
 Human rights compliance		- Lawsuits and administrative penalties for not paying attention to issues related to human rights, and deterioration of reputation - Economic losses and a decline in social trust if appropriate corporate action is not taken	4 Diversity and Equal Opportunity - Improve loyalty among a diverse workforce - Establish the "Basic Human Rights Policy" and "Guidelines for Business Partners" - Understand and evaluate risks through human rights due diligence - Address various human rights issues appropriately to increase corporate value	 Social capital  Human capital	- Create a fair working environment - Enhance social trust - Strengthen organizational capability and transformative power to respond to environmental changes

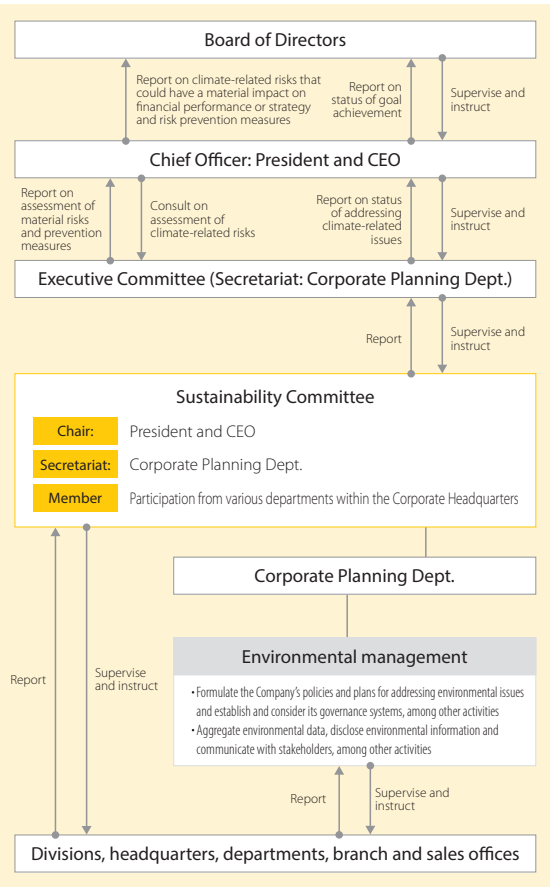
Sustainability Management

Sustainability Committee

The Company recognizes that its response to sustainability issues (materiality in the Company) is an important management issue, and it has established a system that enables the Board of Directors to exercise more appropriate supervision. The Sustainability Committee, which reports to the Executive Committee, the body responsible for overall business execution, identifies material issues and manages progress in responding to them. The Corporate Planning Dept. serves as the secretariat for formulating related measures and oversees the headquarters, as well as each business division, department, branch office and sales office.

The Sustainability Committee comprises appointed members from each department within the Corporate Headquarters. The President chairs the committee and is ultimately responsible for advancing initiatives that address sustainability issues.

In FY2024, we held a total of four Sustainability Committee meetings. we share progress of each responsible department on sustainability initiatives and advance their efforts through collaboration.



Excerpts from Sustainability Committee discussions

	FY2023	FY2024
1st	July 7, 2023 - Positioning of the Sustainability Committee and frequency of meetings - Future activity schedule (Climate Change)	July 10, 2024 - Report on status of CSIRT activities, status of responses to vulnerabilities, implementation status of internal security training and activities (Information Security) - Implementation of personalized training (Training and Education) - Acquisition of "Platinum Kurumin" and "Tomonin" certifications (Diversity and Equal Opportunity) - Formulating strategies and action plans, scenario analysis (Climate Change)
2nd	September 29, 2023 - Establishment of a system for collecting information within the Group companies and the Company - Reporting of the results of calculating and analyzing Scope 1 to 3 (TechMatrix Corporation on a standalone basis) CO₂ emissions and calculating CO₂ emissions at Group companies (Climate Change) - Disclosure policy for the ratio of women employees and women in management positions, etc. (Diversity and Equal Opportunity)	September 30, 2024 - Report on status of CSIRT activities, status of responses to vulnerabilities; report on results of evaluation by an external security assessment agency, implementation status of internal security training and activities (Information Security) - Progress report on personalized training and clarification of management responsibilities (Training and Education) - Report on activities to support career development for increasing the ratio of women employees and women in management positions, progress report on support for developing candidates for women in management positions (Diversity and Equal Opportunity) - Report on the results of calculating and analyzing SCOPE 1 to 3 (TechMatrix Corporation on a standalone basis) CO₂ emissions (Climate Change)
3rd	December 25, 2023 - Policy for formulating strategies for information security (Information Security) - Report on activities to support career development for increasing the ratio of women employees and women in management positions (Diversity and Equal Opportunity) - Measures to improve the accuracy of the aggregation of hours of training attendance (Training and Education)	December 25, 2024 - Report on status of CSIRT activities, status of responses to vulnerabilities, implementation status of internal security training and activities; report on results of evaluation by an external security assessment agency; contract renewal for analysis tools aimed at improving security assessments (Information Security) - Progress report on personalized training, report on clarification of management responsibilities, progress report on the review of company-wide training system and development methods (Training and Education) - Report on career development support, survey report on the development and instilling of our corporate culture, report on the program for developing candidates for women in management positions (Diversity and Equal Opportunity) - Report on external assessment agency EcoVadis, progress report on promotion of energy conservation activities (Climate Change)
4th	March 27, 2024 - Proposal for expanding disclosure (Information Security) - Report on completion of measures to improve the accuracy of the aggregation of hours of training attendance (Training and Education) - Report on the results of analysis after implementing career development support to improve the ratio of women employees and women in management positions, report on the renewal of the recruitment website, report on the creation of a guidebook for fostering an organizational climate (Diversity and Equal Opportunity) - Progress of formulating strategies and action plan and scenario analysis (Climate Change)	March 31, 2025 - Report on status of CSIRT activities, status of responses to vulnerabilities, implementation status of internal security training and activities; report on results of evaluation by an external security assessment agency (Information Security) - Progress report on personalized training, planning for training and education in the next fiscal year (Training and Education) - Report on the results of career development support, achievements and future policy on increasing the ratio of women in management positions (Diversity and Equal Opportunity) - Initiatives related to external assessment agency EcoVadis, report on next fiscal year's activities (Climate Change)

Materiality

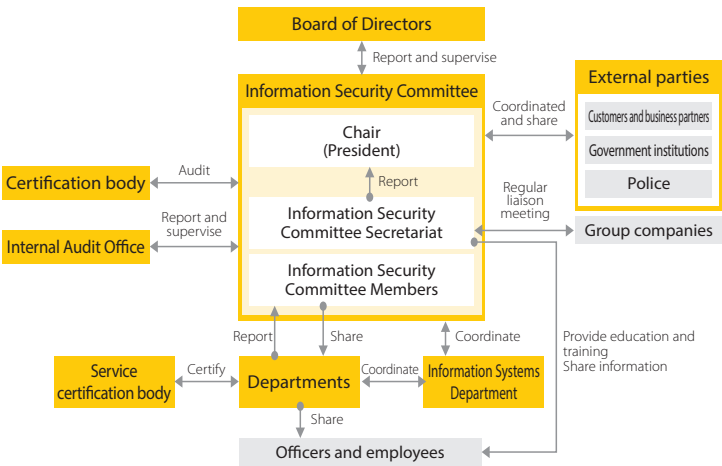
Information Security

Please see the following for information security.
https://www.techmatrix.co.jp/en/ir/esg/esg_11.html

Information security governance

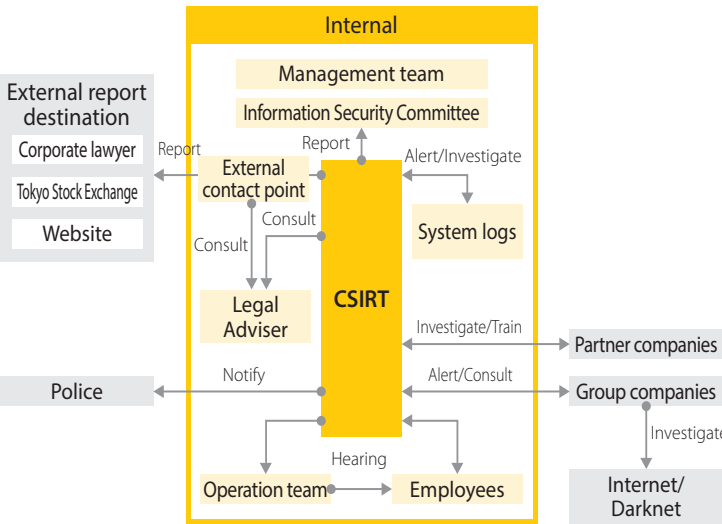
As the Company's security governance executive function, the Information Security Committee headed by the President is convened every quarter. At the meeting, committee members share the implementation status of the information security management PDCA cycle and discuss internal issues including strengthening of security measures.

The supervisory function, which is a part of corporate governance covering all aspects of management, is implemented by the Board of Directors with high transparency realized by the participation of Outside Directors to ensure sufficient supervision and auditing of business execution.

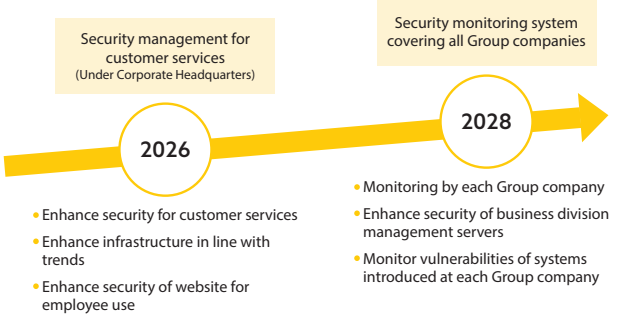


CSIRT system

The Company has a Computer Security Incident Response Team (CSIRT) within its IT Promotion Department for the prevention of incidents from occurring through regular activities and the early detection of incidents and implementation of emergency responses. By enhancing predictions and monitoring from logs, developing response procedures for each incident level, and conducting training, the CSIRT is an organization that is capable of responses, from detection to recovery, in a swift and accurate manner. We provide monthly CSIRT reports to all employees in management positions, and have established a system whereby employees in management positions disseminate necessary information within their respective departments. We also conduct CSIRT security training for mid-career hires and engineers, including issues identified through CSIRT activities.



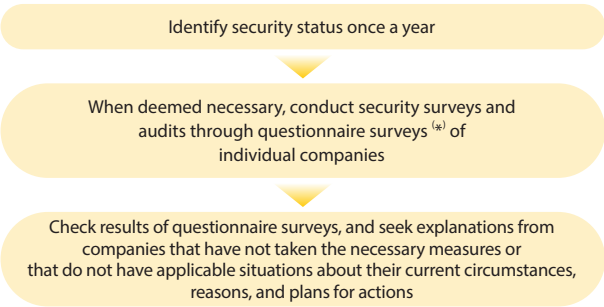
In addition, based on responses by the CSIRT, we rotate the PDCA cycle by understanding the current status through periodical risk assessment and taking actions, in our efforts to improve ISMS operation and strengthen incident response capability. In FY2024, the whole CSIRT worked to strengthen the internal security by for example reviewing the security map and creating vulnerability checklists. With international standards such as ISO and NIST in mind, by 2026 we plan to strengthen the security management for services we deliver to our customers and before 2028 establish a security monitoring system covering all group companies.



Materiality

Supply chain security measures

To address cyberattacks targeting the supply chain, which have been increasing in recent years, we have strengthened the security measures for the entire supply chain including subcontractors and suppliers. More specifically, we check subcontractors’ security status at least once a year by studying and auditing protection of personal information and information security. In FY2024, we received responses from all surveyed companies. For the ones that needed to make improvements, we requested a report on the improvement plan. By doing so, we are continuing our effort to enhance the security level.



* Survey of companies on external certifications obtained related to their protection of personal information and information security and on the status of their management of the protection of personal information (Questionnaire on Protection of Personal Information)

Information Security Basic Policy (ISMS basic policy)

We aim to transform customers’ business process and model by offering advanced IT, network devices, and security products and services. Due to the development of an advanced information society, unauthorized access, information leakage, falsification, viruses, and other threats have increased in today’s world. We acknowledge that it is extremely important to protect and appropriately manage the safety of all information assets we possess, including information we receive from customers.

Based on this notion, we pledge that we conform to relevant laws and regulations, create an Information Security Management System, and our officers and employees follow them and act in good faith.

In November 2006, we acquired the international standard ISO/IEC 27001 and domestic standard JIS Q 27001 certifications, which are the third party certification criteria in the ISMS (Information Security Management System) conformity scheme. In 2024, we adapted to updates to JIS Q 27001:2023.

	
Certification body	Management Systems Sector, Japan Quality Assurance Organization (Certification Number: ISR001)
Certification criteria	ISO/IEC 27001:2022 (JIS Q 27001:2023)
Registration certificate number	JQA-IM2102
Date of registration	May 17, 2024
Registered scope of activities	• Design, development, and maintenance service for software and information systems • Sales and maintenance service for software • Sales of network products, security products, and information devices as well as design, building, and maintenance service for network security systems • SaaS for self-developed software we offer
Scope of certification	Tokyo Head Office, West Japan Branch, and data centers

	
Certification body	Management Systems Sector, Japan Quality Assurance Organization (Certification Number: ISR001)
Certification criteria	JIP-ISM5517-1.0
Certification registration number	JQA-IC0136
Date of registration	November 29, 2024
Registered scope of activities	• As a cloud service provider, we offer the following services: • Service provision of CRM and knowledge management systems for contact centers (FastSeries) • Service provision of communication tools for school personnel (Tsumugino) • As a cloud service customer, we use the following services: • Google Cloud Platform for PaaS operation and management • Amazon Web Service for PaaS operation and management

Newly acquired ISO/IEC 27017 certification

In November 2024, we acquired the international standard ISO/IEC 27017 certification, which is the third party certification criteria in the ISMS (Information Security Management System) conformity scheme, for provision of service for FastSeries, a contact center CRM and knowledge management system in the application services business, and “Tsumugino,” a school communication platform and school affairs support system for school officials and staff.

Climate Change

Information Disclosure Based on the TCFD Recommendations

1. Governance

Board of Directors’ Oversight System

The Company recognizes that its response to sustainability issues, including climate change, is an important management issue, and the Board of Directors fulfills the oversight responsibility. Specifically, the Sustainability Committee under the Executive Committee, the body responsible for overall business execution, manages the progress on this response.

The progress status and important matters are discussed by the Executive Committee and then reported to and discussed by the Board of Directors at least once a year in order to incorporate the response into the management strategy and improve the consistency between the response and the management strategy.

Sustainability Committee P35

2. Strategy

TechMatrix’s Climate Strategy

We have identified the risks and opportunities related to climate change and have formulated climate strategies and action plans for risks and opportunities that have a particularly critical impact on our business. We have also conducted scenario analyses of those risks and opportunities whose

impacts are thought to be relatively large, using the 1.5°C and 4°C scenarios and other parameters. In FY2025, we plan to start visualization of GHG emissions reduction from the Company’s products and services in the application services business.

Category	Risk/opportunity	Time horizon	Impact (response scenario)	Company-wide strategy	Business strategy Information Infrastructure Business	Business strategy Application Services Business
Physical risks (Acute)	(1) Hindrance of procurement by natural disasters, etc.	Short to Long	Estimate loss of net sales expected in the event of delays in supply of our hardware due to impact of floods caused by climate change	• Review BCP	—	—
	(2) Losses in the event of major system failure at a data center due to abnormal weather		No scenario analysis performed, due to low probability of occurrence, even though the impact would be major if it were to occur	• Formulate BCPs for data centers	—	—
Transition risks (Technology)	(3) Loss of growth opportunities and reduced net sales due to delays in responding to demand for decarbonization products and services	Medium to Long	No scenario analysis performed, due to assessment that financial impact would be small	• Participate in climate change-related initiatives • Promote green procurement • Products and services that contribute to reduction of GHG emissions	• Promote green procurement • Products and services that contribute to reduction of GHG emissions	—
Transition risks (Policy)	(4) Increase in procurement costs due to climate change-related initiatives	Long	No scenario analysis performed, due to assessment that financial impact would be small	• Participate in climate change-related initiatives • Promote green procurement • Promote energy-saving activities and achieve 100% use of renewable energy	• Promote green procurement	—
Opportunities (products/services)	Reduction of energy consumption by transitioning to cloud services provided by the Company	Long	• Estimate increase in net sales from impact of climate change • Estimate CO ₂ emission curbing effect of transition to the Company’s cloud services	• Visualize volume of GHG emissions reductions from the Company’s products and services • Achieve 100% use of renewable energy	—	• Visualize volume of GHG emissions reductions from the Company’s products and services
Other	GHG reduction measures by the Company	Short to Long	—	• Reduce energy used in business activities • Initiatives for GHG emissions reductions across entire supply chain	—	—

* The time horizon is set for short-term (within one year), medium-term (one to two years), and long-term (two to ten years).
* Levels of impact on finance and strategy as the risk decision criteria are defined as follows:
Finance: 10% of net sales, taking into consideration the past net sales (revenue) growth rate
Strategy: Level B or higher where Level B is the third level threat among five specified in the business continuity plan (BCP).

Materiality

Scenario Analysis

Risks

Case | Losses in the event of major system failure at a data center due to abnormal weather

The systems and cloud services the Group offers play an important role in business operation of our customers. If serious damage occurs to a data center that operates these systems and services due to extreme weather caused by climate change, we may be required to compensate for the damage.

Company-wide strategy (citation)

[Formulation of a data center BCP]

Many systems and cloud services that the Group offers operate in data centers in high flood resistance areas. Although it is practically impossible to extend the Group's influence to these centers, we work with the entire supply chain to continue to provide stable service by, for example, regularly checking the disaster control plans for these data centers. Some of these systems and cloud services operate in data centers that the Group manages. While we have a system for responding to various threats and a BCP in place for the whole group, we will additionally formulate a BCP that takes into consideration the impact on data centers and review it regularly based on future occurrences of natural disasters caused by factors related to climate change.

Furthermore, the Group carries out a disaster drill once a year to build a system that allows quick recovery.

Opportunity

Case | Reduction of energy consumption by transitioning to cloud services provided by the Company

Envisaging progress in the transition away from on-premise systems to the Company's cloud services with customers' growing needs for climate change countermeasures (CO2 reductions) and operational efficiency improvements, we estimated the increase in sales due to the impact of climate change.

We also envisaged the future CO2 emissions coefficient of grid power in Japan, based on the Energy Basic Plan, and estimated the CO2 emissions reduction effect of the transition to the Company's cloud services.

Potential CO2 emissions reduction effect of cloud services provided by the Company

Item	2030	2050
Sales opportunities for cloud services related to climate change (Million yen)	38,633	224,804
Cumulative CO2 emissions reduction effect of cloud services (t-CO2)	279	717

Company-wide strategy

Visualize volume of GHG emissions reductions from the Company's products and services

Because the Company's products and services will remove the need for customers to own and manage server equipment and facilities, they can expect reductions in their power consumption. The spread of the Company's cloud services that contribute to the reduction of GHG emissions will contribute to the reduction of GHG emissions across society as a whole. The Group will make the amount of these products' contributions to our customers' GHG emissions reductions transparent through such means as regularly requesting and grasping information disclosures about our suppliers' carbon neutrality initiatives and contributions, and work to increase our business opportunities through these efforts.

Company-wide strategy

Achieve 100% use of renewable energy

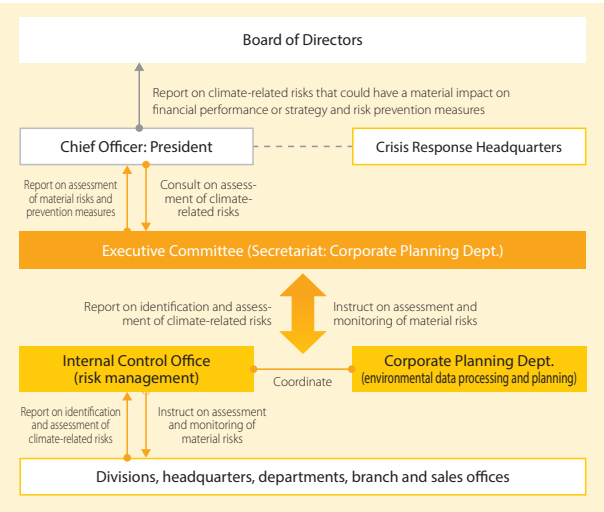
In addition to transitioning to carbon-free in Scope 2 by introducing renewable energy and promoting energy efficiency activities, the Company will contribute to the reduction of Scope 3 emissions by our customers.

3. Risk Management

Risk Management Process

The Chief Officer consults with the Executive Committee on the assessment of climate risks, and the Executive Committee reports its assessment of material risks and risk prevention measures.

The Chief Officer reports on climate-related risks that could have a material impact on financial performance or strategy and risk prevention measures, as important issues that should be placed on the Board of Directors' agenda. The Executive Committee shares the identified risks with various departments and companies, and each department and company considers specific individual response measures. The Executive Committee collects and monitors data on progress with these specific measures and, after verification (at least once a year), reflects progress in risk management activities for the following fiscal year.



4. Metrics and Targets

Targets used to manage climate-related risks and opportunities are as follows.

Please see here for the changes in metrics

Changes in metrics P64

Greenhouse gas emissions target

We set our GHG emissions reduction target for FY2030 but have already achieved it much earlier with a 68.6% reduction based on the FY2024 result. We will sequentially add consolidated subsidiaries to expand the subject of the reduction target. (covering SCOPE 1 and 2)

Metrics	FY2030 target	Results for FY2023
GHG emissions reduction rate	46% reduction (from the base year 2020 level)	68.6% reduction

Target for electricity from renewable energy sources

To move toward transition to decarbonization, we have set a target where our business sites (Head Office, branch, and sales offices) shift 50% of electricity consumption to consumption of electricity generated from renewable energy by FY2030. Please note that electricity consumption at the Head Office was switched to 100% electricity generated from renewable energy when the office moved in December 2022.

Details on plans for emission reduction activities

We have been carrying out activities to reduce CO2 emissions such as updating of air-conditioning to high efficiency models, adjustment of temperature settings while adopting Cool Biz and Warm Biz (casual business wear), and reduction of energy consumption by improving operational efficiency.

Establishing a method to facilitate emissions reduction activities

Greenhouse gas emissions from the Company's business activities are attributable to electricity and gas used at business sites. For this reason, we have set the capital needed for shifting to the use of renewable energy and purchasing J-Credits, Green Energy Certificates, and Non-Fossil Fuel Certificates to reduce emissions continuously at a stable pace to achieve carbon neutrality.

Products and services that can help to reduce third-party emissions

In the security field, the introduction of the cloud-based security will eliminate the need for third parties to own and administer server devices and facilities, thereby reducing their electricity consumption and minimizing greenhouse gas emissions. In the CRM field, similar benefits can be expected from the introduction of the cloud-based CRM system. In the healthcare field, by introducing the cloud services, third parties can significantly improve their operational efficiency by utilizing a variety of services such as medical imaging management and diagnostic assistance. The Group strives to make the amount of its contribution transparent by considering how it can assist third parties, including customers, in reducing their greenhouse gas emissions through the use of the aforementioned products and services. The Group is working to increase its business opportunities through these efforts.

TOPIC

Received the Fast Mover Badge in EcoVadis' Sustainability Assessment

In sustainability assessment carried out by EcoVadis, a global certification body that evaluates corporate sustainability, we have been recognized for our initiatives in the areas of Environment, Labor & Human Rights, Ethics, and Sustainable Procurement. As a result, we received the Fast Mover Badge in recognition of our significant improvement compared to the previous evaluation.

Training and Education

Message from General Manager of Human Resources Department

With the Mission Statement of “the IT professional group who create a better future,” the Group will continue to be a company that creates a better future. In the Medium-term Management Plan that features the phrase, “Creating Customer Value in the New Era,” we aim to improve customer value and maximize corporate value in this new era. To achieve these goals, we believe it is essential to pursue support for the growth and challenges of each and every one of our employees and the maximization of capabilities of the organization. Towards its realization, we have formulated the following four key HR strategies.

The first is to secure personnel in a way that aligns with our management policies and business strategies. We will clearly determine the quality and quantity of personnel needed to realize our management policies and business strategies, and then hire talent who will excel to their fullest capacity. Next, we have to cultivate future leadership talent who will spearhead our management and businesses and foster a healthy and attractive organizational climate. We consider this a particularly important theme. The third strategy is to enhance employees’ abilities and expertise and provide them with appropriate opportunities to take on challenges. Doing so will elevate the experiences of each and every employee to improve both productivity and engagement, contributing to a workplace in which both business outcomes and self-realization can be achieved. The final theme is to promote diversity and inclusion. We are working to promote innovation and strengthen organizational capabilities by leveraging the diverse power of individuals that transcends personal attributes.

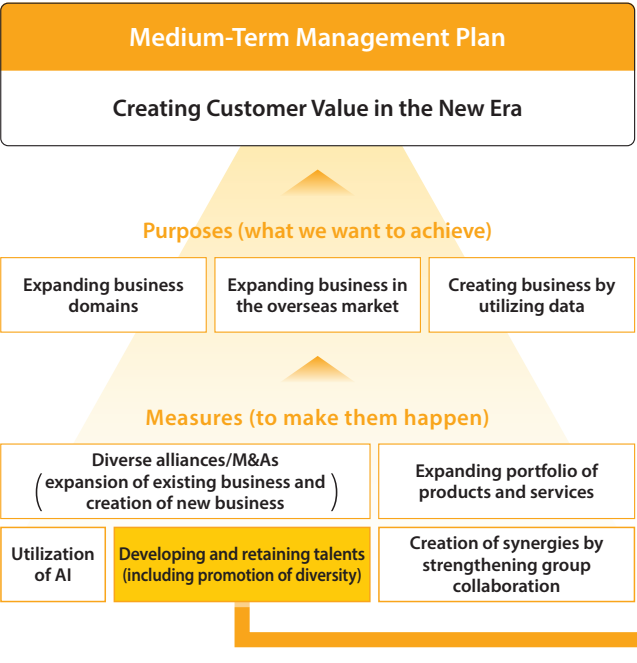
In April 2024, we launched the Organization and Human Resources Management Committee to ensure the steady implementation of key HR strategies. The committee brings together the management team, leaders of business units, and human resources departments to confer over organizational and HR matters.

In a time of generative AI and other technological innovation, shifts in attitudes toward work, and many other changes, we consider it the mission of human resources departments in the new era to co-create with every employee of the company opportunities to serve the organization and the public and to attain their self-actualization.



Masahiro Sawaguchi General Manager of Human Resources Department, Corporate Headquarters

Positioning of TechMatrix’s human resources strategies



Human Resources Strategy

- 1. Secure personnel in a way that aligns with our management policies and business strategies**

We will clearly determine the quality and quantity of personnel needed to realize our management policies and business strategies, and develop recruitment strategies and execute actions to secure that quality and quantity with certainty.
- 2. Develop next-generation leaders who will drive the Company’s management and business into the future**

We have positioned developing next-generation leaders who will lead our management and business as a particularly important theme in our HR strategies.
- 3. Human resources development that is designed to enhance our employees’ abilities and to draw out and make use of those abilities**

By enhancing employees’ abilities and expertise and providing them with appropriate opportunities to take on challenges, we will elevate the experiences of each and every employee to improve both productivity and engagement, in our aim to realize a workplace in which both business outcomes and self-realization can be achieved.
- 4. Promotion of diversity and inclusion**

As the working population declines and competition for human resources intensifies, we will promote innovation and strengthen our organizational capabilities through the use of diverse personnel.

Launch of the Organization and Human Resources Management Committee

To enhance the integration and alignment of our HR strategies with our management strategies, in addition to reporting and deliberation in the Executive Committee, which is responsible for the overall execution of business, an Organization and Human Resources Management Committee was launched in April 2024. This committee, which holds regular meetings every quarter, comprises the President, Directors (Directors who are Full-time Audit & Supervisory Committee Members are the only Outside Directors to attend), Executive Officers, and the Human

Resources Department. The General Manager of the Human Resources Department, who is in charge of HR, serves as its chair. While analyzing HR data from past and present perspectives, the committee discusses the formulation of organization- and HR-related policies and relevant issues from both qualitative and quantitative aspects. It also considers future organization- and HR-related strategies from the various viewpoints of management, HR, and business.

Major Initiatives

Measures to develop next-generation leaders

We are enhancing training with the aim of further improving leadership of the management team and developing future management personnel. An example of these efforts is the TMX Future Council, a gathering of future-leadership candidates. At meetings, attendees envisage and discuss where they see TechMatrix in the future and how it can get there. The Council is designed to encourage candidates to take an active interest in the future of the company and to exchange ideas about its future. We also implement a program where participants gain a deeper understanding of themselves as leaders through 360-degree interview, confront their strengths and weaknesses, and achieve further growth as

next-generation leaders with support from internal and external coaching. For employees entering the “management” layer, we provide a workshop in which attendees can advance beyond the “player” layer and gain the knowledge and skills they require in management. Such support is designed to boost our organizational force, enabling our organization to deliver solid results.

Employees gain experience and find their own managerial style through a process of learning and practice—by conducting their duties in relation to organizational and HR management and by receiving feedback and coaching from superiors, prompting self-reflection.

Improvement of expertise

Based on the belief that the use of advanced and cutting-edge IT technology is the source of our business, we invest in our IT technicians to acquire advanced and cutting-edge skills and to accelerate the realization of our business strategy. To be specific, in the engineer training, new graduates learn basic knowledge of IT infrastructure and development technologies, and learn technologies related to system development, networking, security, and other infrastructure in a hands-on manner through development exercises and other activities.

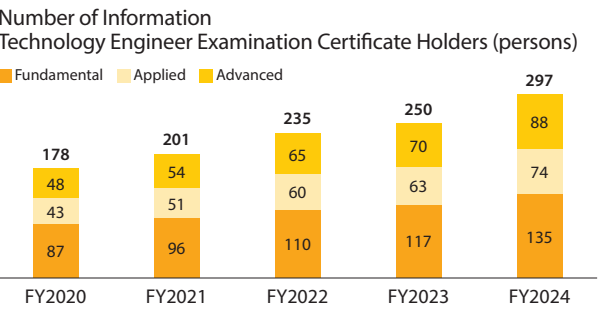
In addition, we actively utilize training opportunities provided by outside professional organizations to enable our engineers to acquire advanced and cutting-edge IT

technologies and to respond quickly to changes in fastmoving IT trends. We recently expanded the coverage of this program (to cover more jobs and ranks). In this way, we are providing organizational support and an environment that helps employees improve their expertise.

Our aim is to create a positive cycle whereby improving expertise and providing opportunities commensurate with their expertise gives employees a greater incentive to work productively and contribute to the organization’s success, and whereby accurate evaluation of employees’ contributions further motivates employees to pursue growth.

Qualification Reward System and Support for Acquiring Qualification

We support the maintenance and improvement of technical skills by providing qualification rewards for those who acquire public certifications in various IT specialties (certification from the Information-technology Promotion Agency, Japan), those who acquire vendor certification in servers, networks, cybersecurity, and databases, and those who have gained knowledge in cloud computing, deep learning, and other knowledge necessary for leading digital transformation and AI applications, and by establishing a support system for acquiring and maintaining qualifications.



Materiality

Training system

We provide training to acquire the qualities required for each role at each layer. Other programs include “follow-up training” for new employees, a “trainer system” and “on-boarding interviews.”



Training for candidates for women in management positions

In FY2024, we delivered three training courses for the benefit of candidates for women in management positions. The candidates for women in management positions mainly learned upskilling oneself for management positions; the candidates’ superiors learned creating workplaces where women can aim for management positions and thrive, and reviewing and implementing candidate development plans; and the management team learned reviewing objectives for

developing women in management positions and department-specific measures to support candidates. In providing organizational support for developing candidates for women in management positions, we follow the concept of building vertical and horizontal connections and eliminating loneliness. Recognizing that everyone is different and that these differences constitute a person’s individuality, we nurture and empower such individuality to drive TechMatrix forward.



Training for developing candidates for women in management positions



Training for the superiors of candidates for women in management positions



Training for the management team

Personalized training

In FY2024, we began offering a system of personalized training in which we allocate each employee, regardless of job role, a fixed training allowance that the employee can use to obtain knowledge, skills, or qualifications relevant to their job.

We have a corporate culture that emphasizes active learning on the job. With career autonomy becoming increasingly important these days, we create learning opportunities to encouraging employees to think independently about their career and take active steps in pursuit of their career aspirations.

Training for career development

In FY2024, we conducted career development support training and career consulting interviews using the establishment of professionalism as an example of career growth mainly for the generation grappling with anxieties about balancing childcare, nursing care, and work.

We will create opportunities for each employee to engage with their own career by establishing systems that promote and realize human resource development and support that value and respect each employee’s initiative in pursuing career development.

Diversity and Equal Opportunity

Continuing to Evolve Diversity and Inclusion

The D&I Promotion Office, established in 2022, is continuing to evolve while accelerating its efforts to raise awareness of diversity and inclusion and implement various initiatives every day under the slogan “Recognizing Differences, Driving Individuality,” which was chosen through an internal competition.

It will continue to promote diversity and inclusion while fostering a culture in which diverse human resources accept diverse values, they mutually elevate such values, and the company and employees can grow side by side.

FY2021	FY2022	FY2023	FY2024
- Launched the Women’s Empowerment Project - Conducted unconscious bias questionnaires and interviews for women	- Established the D&I Promotion Office - Conducted D&I awareness surveys - Conducted workshops	- Implemented career development support training - Conducted career interview support training for supervisors - Renewed the recruitment website - Developed our organizational climate (Developed a guidebook)	- Created simulations to achieve the KPI for women in management positions - Explained to the management team about the introduction of the program to support the development of women in management positions - Obtained the “Platinum Kurumin” certification - Carried out a training for developing candidates for women in management positions - Introduced the internal communication platform TUNAG

Initiatives to Promote Women’s Success in the Workplace

We have established various systems to support the balance between work and childcare, including childcare leave exceeding legal requirements, subsidies for childcare expenses after returning from childcare leave, childcare support leave, flexible working hours, and working from home. These efforts led us to obtain the “Platinum Kurumin” certification on June 19, 2024.

We have also established a work system that allows employees to balance work and nursing care and have obtained certification under the “Tomonin” certification mark for companies that provide nursing care support.



Platinum Kurumin: Certification mark for companies that provide childcare support



Tomonin: Certification mark for companies that provide nursing care support

* There are 714 companies certified as “Platinum Kurumin” companies in Japan (as of the end of February 2025).

Percentage of childcare leave taken

* Percentage of employees who took childcare leave among those who had children born during the year.

Gender	FY2021	FY2022	FY2023	FY2024
Men	45.8%	59.1%	72.2%	61.9%
Women	100.0%	100.0%	100.0%	100.0%
Total	58.1%	73.9%	79.2%	70.4%

Percentage of female workers among hired workers (FY2024)

Gender	Number of hires	Share
Men	57	69.5%
Women	25	30.5%
Total	82	100.0%

Ratio of women in management positions and women employees

Metrics	FY2021	FY2022	FY2023	FY2024	Target (FY2026)	Target (FY2030)
Ratio of women in management positions	5.9%	5.6%	5.3%	6.0%	—	20.0%
Ratio of women employees	24.4%	25.3%	25.8%	26.6%	30.0%	—

Materiality

Expanding opportunities for senior human resources to thrive

In April 2024, we raised the retirement age by five years from 60 to 65 and also the post-retirement re-employment system age limit by five years from 65 to 70. These changes have been made to enable seniors to thrive at work for a long time while also providing a system that facilitates work-life balance, harmonization with their life plans and diversity. They can autonomously choose how to work and contribute while managing themselves.

Specifically, employees who reached the age of 60 can choose if they wish to continue the same job (full-time employees) or work under limited conditions in terms of assignments and place of work (limited-role/location employees). Wages applied to employees after 60 years old are determined based on the same

wage table as full-time employees as a basic rule so that they will receive remuneration appropriate for their roles. Employees between 65 and 70 years of age eligible for re-employment system can choose if they want to work as part-time employees or business outsourcing (time and Materials). We thus have an employment system that can flexibly accommodate employees' capabilities, values, and life plan.

With the goal of having senior human resources deliver the knowledge and skills that they have built to take part in creating the future of the company, we are creating the re-employment program that not only leverages senior human resources from the company's perspective but also enables employees to independently fulfill their life plans and achieve self-fulfillment.

Employee engagement survey (eNPS®)

We conduct monthly pulse surveys for our employees, looking to resolve mental and physical issues, as well as workplace interpersonal relationship issues, at an early stage by detecting and addressing them promptly. In addition, an organizational survey is conducted once a year to analyze the current state of our organization, environment, and climate and culture. The

results are disclosed to all employees and reflected in measures for improvement. We have adopted the Employee Net Promoter Score (eNPS®) as an indicator. The eNPS® has been improving since the engagement survey began. We will continue to maintain scores exceeding the industry average and to continuously improve employee engagement.

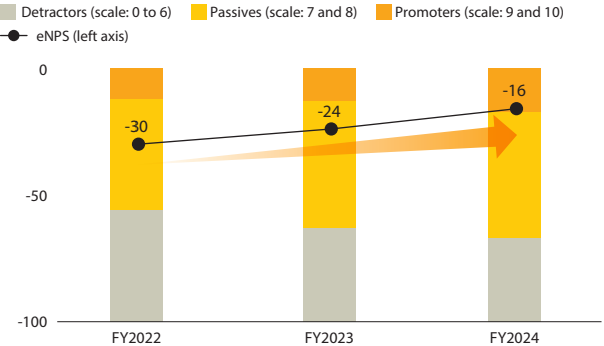
Survey details and results

[Question]

"How likely are you to recommend XXX (company name) as a place to work?" (Answered on a scale of 0 to 10)

* Score calculation method: promoters (%) - detractors (%)

* Net Promotor Score® and its abbreviation NPS are registered trademarks of Bain & Company, Inc., Fred Reichheld, and NICE Systems, Inc.



Occupational health and safety

Pursuant to the Industrial Safety and Health Act, we convene meetings of the Health and Safety Committee once a month. This committee, comprising industrial physicians, health managers, HR personnel, and health officers from each department, reports on the numbers of workplace accident reports and workers on leave of absence from the previous month, trends in average overtime hours, measures regarding long working hours and physical and mental fatigue, paid leave utilization rates, and other matters, in addition to matters required by the Industrial Safety and Health Act. It also researches and deliberates on matters concerning employees' occupational health.

This information is reported to the Organization and Human Resources Management Committee, which comprises the management team and the Human Resources Department, in an effort to integrate and align those reports with our management strategies.

As part of our occupational health and safety efforts, we inform frontline employees about regular checkups and influenza vaccinations, notices about consultations with the industrial physician, and information about health management provided by the industrial physician. In addition, to help employees recharge physically and mentally and enhance their work-life balance, we have introduced "paid leave utilization encouragement days," to actively encourage employees to take their paid leave. In doing so, we are fostering a culture that makes it easier for employees to take time off from work.

Metrics	FY2020	FY2021	FY2022	FY2023	FY2024
Number of work-related fatalities (persons)	0	0	0	0	0
Number of workplace accidents* (cases)	0	0	0	0	0

* The number of accidents involving fatalities and work-related injuries or illnesses resulting in four or more days of absence from work.
* Figures are calculated on a non-consolidated basis.

Initiatives to Respect for Human Rights

Basic Human Rights Policy

TechMatrix Group shall work to establish a corporate culture of respect for humanity so that each officer and employee dose 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 dose 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 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.



Basic Human Rights Policy

Guidelines for Business Partners

The TechMatrix Group promotes respect for human rights throughout the entire value chain and strives to conduct responsible procurement activities. The companies with which the Group does business ("Business Partners") are required to comply with these Guidelines. These Guidelines have been formulated based on the UN Guiding Principles on Business and Human Rights, the International Bill of

Human Rights, the ILO Core Labour Standards and other international standards, as well as the TechMatrix Group Basic Policy on Human Rights.

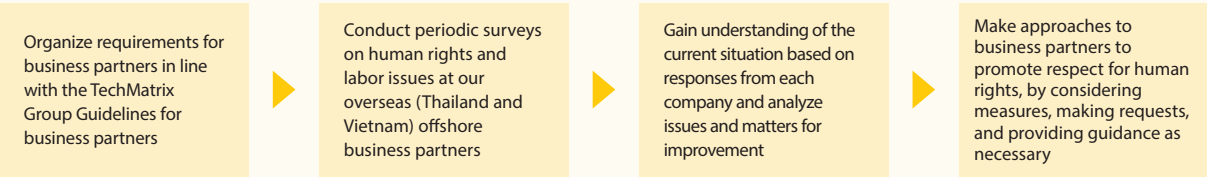
TechMatrix Group Guidelines for Business Partners (Human Rights and Labor)

https://www.techmatrix.co.jp/en/ir/upload_file/m008-m008_03/techmatrix_group_guidelines_for_business_partners.pdf

Human Rights Due Diligence

In line with the guidelines set forth by the TechMatrix Group for its business partners, we conduct periodic surveys on human rights and labor issues at our overseas (Thailand and Vietnam) offshore business partners after organizing requirements for business partners.

Process for Conducting the Human Rights Due Diligence



Research Themes

- Prohibition of forced labor, prohibition of child labor and protection of young workers, appropriate working hours, appropriate wages and benefits, and prohibition of inhumane treatment
- Respect for diversity and prohibition of discrimination and harassment, respect for freedom of association and the right to collective bargaining, ensuring occupational health and safety, dissemination of information to employees, and establishment of systems

In addition, we also examine country risk in the countries surveyed.

Follow-up

We not only check for the occurrence of cases that may amount to human rights violations, but also closely monitor and work to ensure that measures are in place to prevent the occurrence of human rights violations and that a system is in place to appropriately deal with such violations should they occur.

Corporate Profile

Corporate Information

Company Name	TECHMATRIX CORPORATION		
Date of establishment	August 30, 1984		
Paid-in capital	¥1,298.12 million		
Number of employees	1,738 [120] (consolidated; as of March 31, 2025) * The number of employees is the number of full-time employees. * The figure in parentheses in the "Number of employees" column indicate the average number of temporary employees (including dispatched and contract employees).		
Location	Head Office location		
	Tokyo Head Office	SHINAGAWA SEASON TERRACE 24F 2-70 Konan 1-chome, Minato-ku, Tokyo, 108-8588 Telephone: +81-3-4405-7800 (Main) Fax: +81-3-6712-3161	
	Domestic Offices		
	West Japan Branch	Nakanoshima Central Tower 23F, 2-7 Nakano-shima 2-chome, Kita-ku, Osaka 530-0005 Telephone: +81-6-6484-7486 (Main) Fax: +81-6-6208-2730	
	Nagoya Sales Office	Nagoya CrossCourt Tower 8F, 4-40-10 Meieki, Nakamura-ku, Nagoya, Aichi Prefecture 450-0002 Telephone: +81-52-462-8373 Fax: +81-52-462-8374	
	Kyushu Sales Office	Chuo Hakataeki Mae Building 3F, 3-30-26, Hakataeki Mae, Hakata-ku, Fukuoka 812-0011 Telephone: +81-92-402-2537 FAX: +81-92-402-2557	

Main consolidated subsidiaries

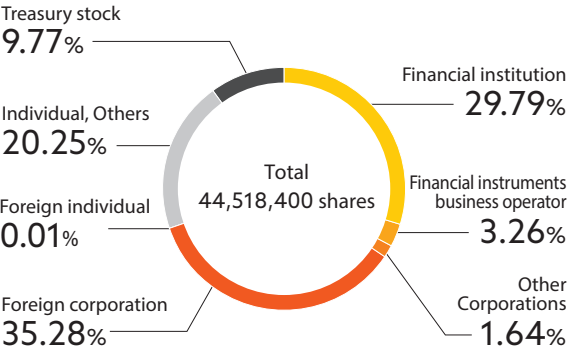
Group companies		Percentage of the stake	Business Description
Domestic	 CROSS HEAD http://www.crosshead.co.jp/	100.0%	Consulting on, as well as design and building of, IT system infrastructure; import, sales, and support of overseas IT products; dispatch of network engineers; consulting on and lump-sum contracting of operation and monitoring; nationwide on-site maintenance for multi vendors; education, development, etc. of IT technicians
	 OCH Co., Ltd. http://www.och.co.jp/	Wholly owned subsidiary of CROSS HEAD	Sales and provision of in-house developed products for data backup and information security measures, as well as products for building remote work environments along with supporting services for small- and medium-sized enterprises
	 CASAREAL, Inc. http://www.casareal.co.jp/	100.0%	System development using open source software, education of IT technicians
	 ARECCIA Fintech Corp. https://areccia.co.jp/company/	100.0%	Strength in system planning and design in the area where financial engineering and information technology overlap (Provision of series of ARECCIA is main business)
	 PSP Corporation https://psp.co.jp/	50.02%	As a healthcare IT solution vendor, providing various cloud-based systems that can safely store, utilize, and share medical information, such as PACS (medical imaging system), RIS (Radiology Information System), and PHR (Personal Health Record)
	 Ichigo LLC http://www.ichigo-llc.co.jp/	95.0% subsidiary of PSP	Provision of IT infrastructure to support teleradiology and telepathology in the healthcare field
	 A-Line Co. Ltd. https://alinejapan.com/	84.1% subsidiary of PSP	Provision of MINCADI, a cloud-type radiation dose management system that facilitates the optimization of examinations by recording in the cloud, for each examination and patient, medical radiation exposure information obtained from medical image data and referring to and comparing the record with radiation dose information at other medical institutions
Overseas	 TechMatrix Asia Co., Ltd. https://techmatrix-asia.com/	50.1 percent subsidiary of TechMatrix Asia Holdings	Sales, marketing and technical support for FastSeries, a contact center CRM system/FAQ knowledge system, in the ASEAN region, mainly in Thailand
	 Firmus Sdn.Bhd. https://firmussec.com/	100.0%	Provision of security services, security consulting, and security products to ASEAN region based in Malaysia (Firmus Sdn. Bhd./Firmus Consulting Sdn. Bhd.) and Singapore (Firmus Pte. Ltd.)

Stock Information (as of March 31, 2025)

Stock Information

Total number of shares authorized	165,888,000 shares
Total number of shares outstanding	44,518,400 shares
The number of shareholders	4,895 people

Breakdown by Type of Shareholder



Major Shareholders

	Name of shareholder	Number of shares	Ratio (%)
1	The Master Trust Bank of Japan ,Ltd. (account in trust)	7,097,700	17.67
2	Custody Bank of Japan, Ltd. (account in trust)	4,723,100	11.76
3	STATE STREET BANK AND TRUST COMPANY 505025	3,036,600	7.56
4	Individual	1,325,000	3.30
5	STATE STREET BANK AND TRUST COMPANY 505001	717,858	1.79
6	NORTHERN TRUST CO.(AVFC) RE 009-016064-326 CLT	701,800	1.75
7	TECHMATRIX's Employee Shareholding Association	696,400	1.73
8	CACEIS BANK/QUINTET LUXEMBOURG SUB AC/ UCIS CUSTOMERS ACCOUNT	657,500	1.64
9	KIA FUND 136	618,700	1.54
10	Riskmonster.com	560,000	1.39

* The above information regarding major shareholders has been adjusted to exclude the 4,349,725 shares of treasury stock held by the company.

Communication with Shareholders and Investors

Through constructive dialogue, we earn the trust of our shareholders and investors while proactively feeding back valuable opinions we receive to the management team, thereby driving sustainable growth and enhancing corporate value. Furthermore, based on fair disclosure, we are working to enhance understanding of our business and medium- to long-term growth strategies, while also striving to further expand our shareholder and investor base.

As part of our initiatives to promote dialogue with shareholders and investors, we hold semiannual financial results briefings. In FY2024, we held three investor briefings for individual investors, where our President personally presented on our business overview and management strategies, actively engaging in investor relations activities.

Opinions expressed during dialogues are reported to the Board of Directors and the management team in a timely and appropriate manner, and are utilized in management and investor relations activities. Specifically, we incorporate these dialogues into our financial results briefing materials, integrated reports, and website, striving to maintain highly transparent investor relations activities.

We will continue to expand opportunities for dialogue and improve their quality to build stronger relationships with our shareholders and investors, aiming for sustainable growth and enhancement of corporate value.

Main activities conducted during FY2024

Annual General Meeting of Shareholders

Held the 41st Annual General Meeting of Shareholders for FY2024 both on site and online.



Financial Results Briefing

Held an online financial results briefing to engage in dialogue with institutional investors and analysts.



Briefing for individual investors

Provided an online briefing for individual investors on our business overview and initiatives for future sustainable growth.



Investor Relations

For details, please refer to the IR information on our corporate website



<https://www.techmatrix.co.jp/en/ir/index.html>



Message from Production Team

We appreciate you taking the time to read our Integrated Report 2025. This report was created with the intention of conveying our commitment to creating value together with our stakeholders for reaching greater heights, while cherishing what makes the essence of TechMatrix. We hope this has helped you understand the TechMatrix's value creation story. We will continue to strive to engage in dialogue with you as well as information disclosure in a timely and appropriate manner, and commit to our IR activities to enhance our sustainable corporate value.