

# Results for the 39th business period (Fiscal Year Ending March 31, 2023)



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May 16, 2023

TECHMATRIX CORPORATION (code : 3762)



- ◆ The Company voluntarily adopted the International Financial Reporting Standards (IFRS) for its consolidated financial statements in its securities report from the fiscal year ended March 31, 2021.
- ◆ In principle, all business results described in this document are presented on the IFRS. However, business results for the fiscal year ended March 31, 2019 (the 36th fiscal year) and earlier, the information is presented in accordance with Japanese GAAP.



1. Business Highlights for the 39th business period(Consolidated)
2. Forecast for Fiscal Year ending March31, 2024
3. Topics of Business activities
4. Medium-Term Management Plan “BEYOND THE NEW NORMAL”



# 1. Business Highlights for the 39th business period (Consolidated)



- Q4/22 Key KPIs (Consolidated)

Revenue  
**+25.8%**  
YoY  
¥45,950 m

Operating profit  
**+36.5%**  
YoY  
¥5,098 m

Booking  
**+36.6%**  
YoY  
¥58,427 m

Backlog  
**+31.2%**  
YoY  
¥52,409 m

Stock type sales  
(Recurring revenue)  
ratio  
**68.6%**  
TECHMATRIX and  
PSP

Consecutive  
increase in  
revenue  
**21years**  
in a row

Patients who  
stored medical  
images in NOBORI  
**44.79 mm**

Inspections stored  
in NOBORI  
**281 mm**



- The **highest** consolidated revenue, operating profit, profit before tax and profit attributable to owners of parent.

(¥million)

	FY2021	FY2022	YoY	
			Change	Change %
<b>Revenue</b>	36,513	<b>45,950</b>	+9,436	+25.8%
<b>Operating profit (Profit ratio)</b>	3,734 (10.2%)	<b>5,098</b> (11.1%)	+1,363	+36.5% (+0.9P)
<b>Profit before tax</b>	3,718	<b>5,066</b>	+1,348	+36.3%
<b>Profit attributable to owners of parent.</b>	2,371	<b>2,950</b>	+579	+24.4%

(¥million)

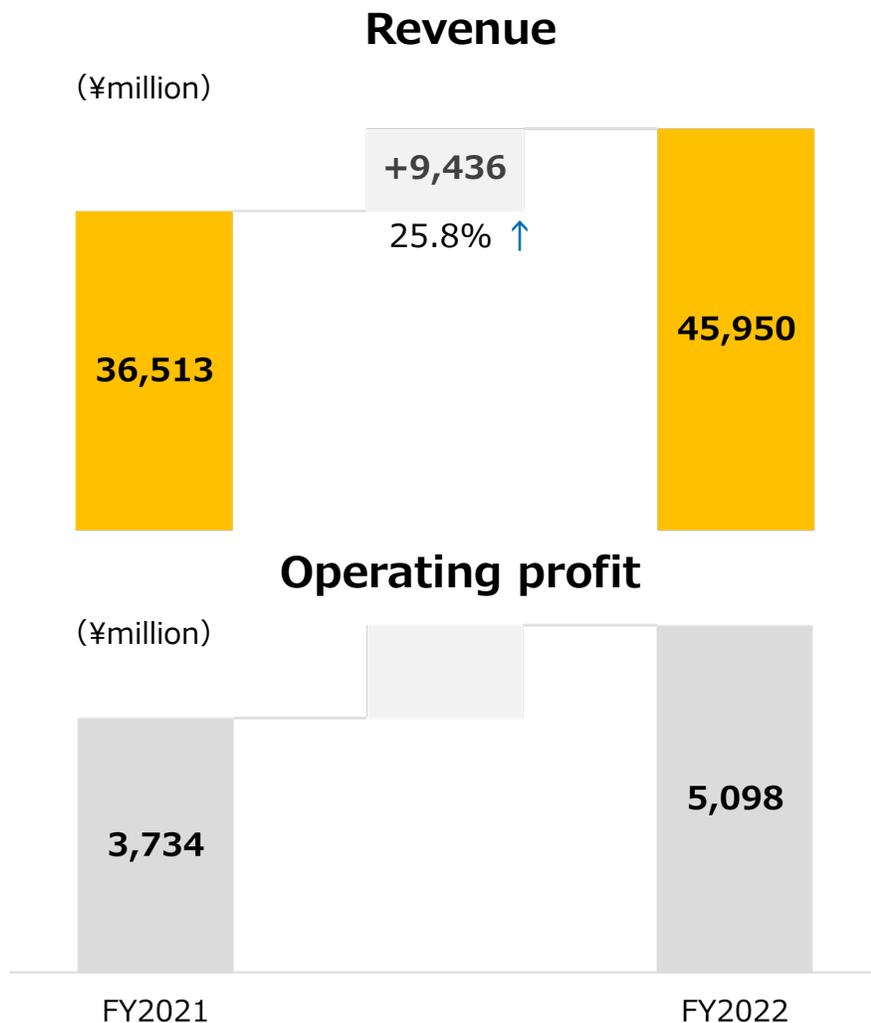
	FY2021			FY2022			YoY	
	Results	%	Profit ratio	Results	%	Profit ratio	change	Change %
<b>Revenue</b>	<b>36,513</b>	<b>100.0%</b>		<b>45,950</b>	<b>100.0%</b>		<b>+9,436</b>	<b>+25.8%</b>
Information Infrastructure	24,711	67.7%		29,305	63.8%		+4,594	+18.6%
Application Service	7,242	19.8%		7,300	15.9%		+58	+0.8%
Medical System	4,560	12.5%		9,344	20.3%		+4,784	+104.9%
<b>Operating profit</b>	<b>3,734</b>	<b>100.0%</b>	<b>10.2%</b>	<b>5,098</b>	<b>100.0%</b>	<b>11.1%</b>	<b>+1,363</b>	<b>+36.5%</b>
Information Infrastructure	3,054	85.9%	12.4%	3,125	61.3%	10.7%	+70	+2.3%
Application Service	△48	△2.0%	△0.7%	△20	△0.4%	△0.3%	+27	+56.8%
Medical System	728	16.1%	16.0%	1,993	39.1%	21.3%	+1,265	+173.8%

※FY2021 figures for the Application Services business do not include figures for the medical field.

※Medical System Business Unit was spun off from the Application Services Business Unit in FY2022.

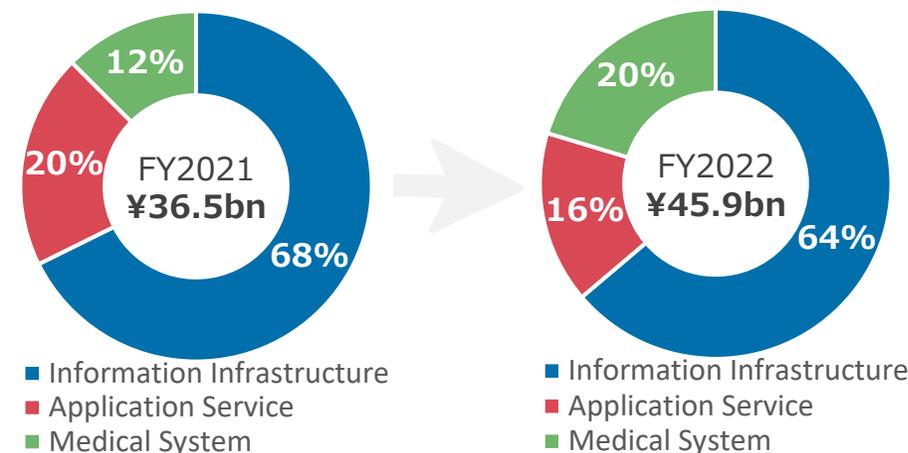
※FY2021 results for medical systems business are the sum of former NOBORI, ICHIGO, and A-Line, plus the results of former PSP.

FY2022 results are the sum of new PSP, ICHIGO, and A-Line.



- **Common :**  
Expenses related to headquarters relocation affect operating profit. (▲¥339million)
- **Information Infrastructure Business :**  
Increasing demands for cloud-based security products.
- **Application Service Business :**
  - In the CRM field and Software Quality Assurance field, booking were strong. However, revenue and operating profit were on a deferred trend due to the shift to subscriptions.
  - In the EdTech field, additional employees were hired for simultaneous deliveries in April.
- **Medical System Business :**  
PSP's medical imaging system (PACS) is doing well after the business integration. The shift from On-premise-based PACS to cloud-based PACS is just about to start.

### Revenue breakdown



※FY2021 figures for the Application Services business do not include figures for the medical field.

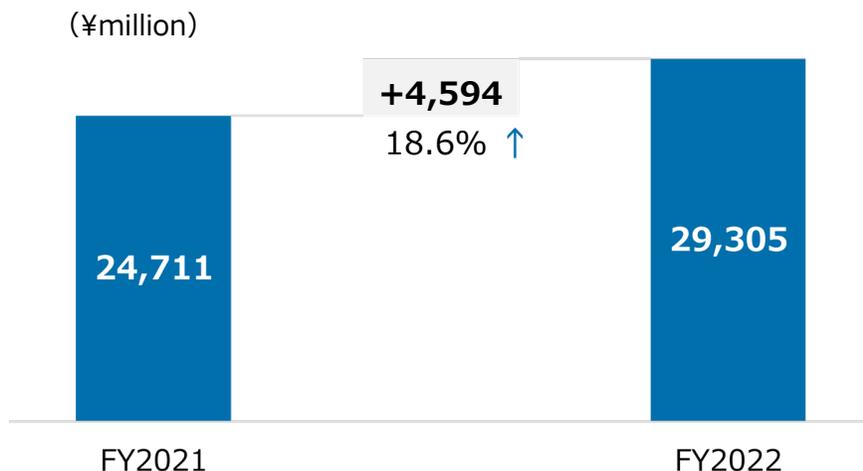
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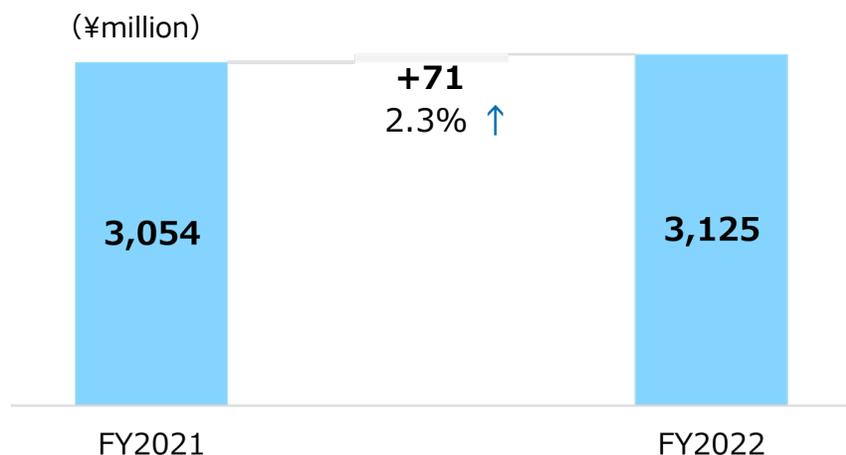
FY2022 results are the sum of new PSP, ICHIGO, and A-Line.



## Revenue



## Operating profit



The **highest** consolidated revenue and Operating profit.

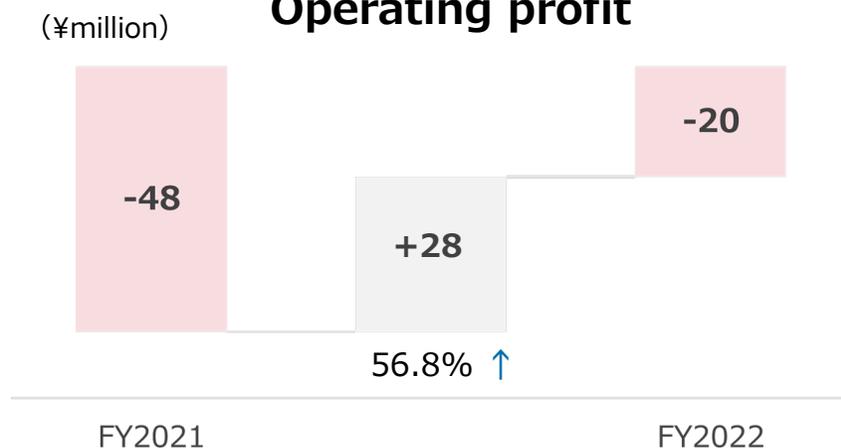
- **Revenue**
  - (+) Increasing demands for subscription-based cloud-based security products.
  - (-) Deferred trend due to the shift to subscriptions.
  - (-) Delayed delivery due to shortage of semiconductor.
- **Operating profit**
  - (+) Thoroughly conducted sales activities with profitability in mind.
  - (-) The impact of the weaker yen, increase of personnel and SG&A expenses
  - (-) Decreased profitability due to growing size of the deals.
  - (-) Aggressive investments in building the best practice to utilize cloud-native technologies as a new business called "TechMatrix NEO".



## Revenue



## Operating profit



## Revenue and Operating profit increased YoY.

### • Revenue

- (+) Demands on quality testing tools for enterprise systems and embedded software were strong. (SE)
- (+) Increased revenue due to the increase of number of schools using "tsumugino". (Edtech)
- (-) Deferred trend due to the shift to subscriptions. (CRM、 SE)
- (-) Recovery trend from the second half of the year even though revenue decreased YoY due to delay in bookings. (CRM、 BS)

### • Operating profit

- (+) Reduction of advertising expenses. (CRM)
- (-) Additional employees were hired for simultaneous deliveries in April. (Edtech)
- (-) Impact of an unprofitable project. (1Q~3Q) (BS)

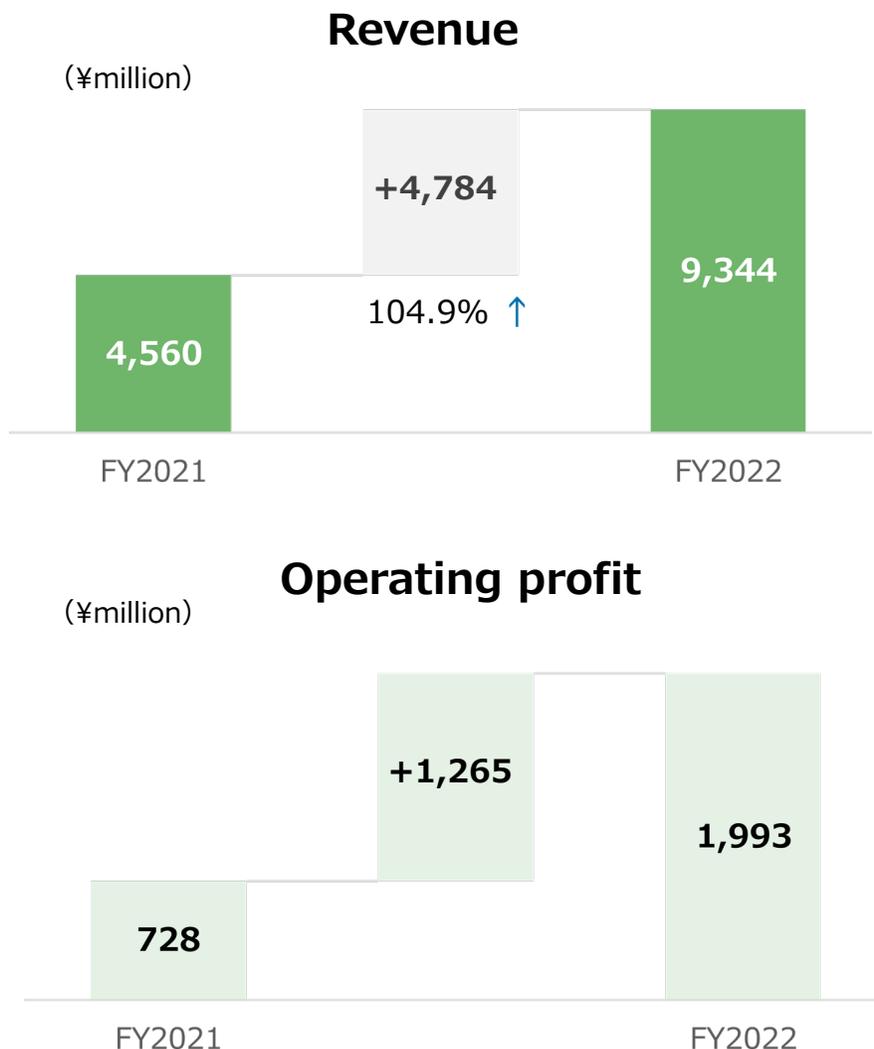
※Division name abbreviation

Software quality assurance : SE

Business solution : BS

※FY2021 figures for the Application Services business do not include figures for the medical field.

※Medical System Business Unit was spun off from the Application Services Business Unit in FY2022.



## Revenue and operating profit increased YoY.

- Revenue**
  - (+) NOBORI, a medical information cloud service and a PHR application, performed well.
  - (+) PSP's medical imaging system (PACS) is doing well after the business integration. The shift from On-premise-based PACS to cloud-based PACS is just about to start.
  - (+) Large revenue from On-premises products was recognized at the end of the fiscal year.
- Operating profit**
  - (+) Recognition of intangible assets associated with software development.
  - (+) Insufficient reserve amount for bonus payment was recognized as an expense in the previous fiscal year.
  - (-) Impairment losses arising out of consolidation of regional offices at PSP in Medical System Business Unit (▲¥16million) .

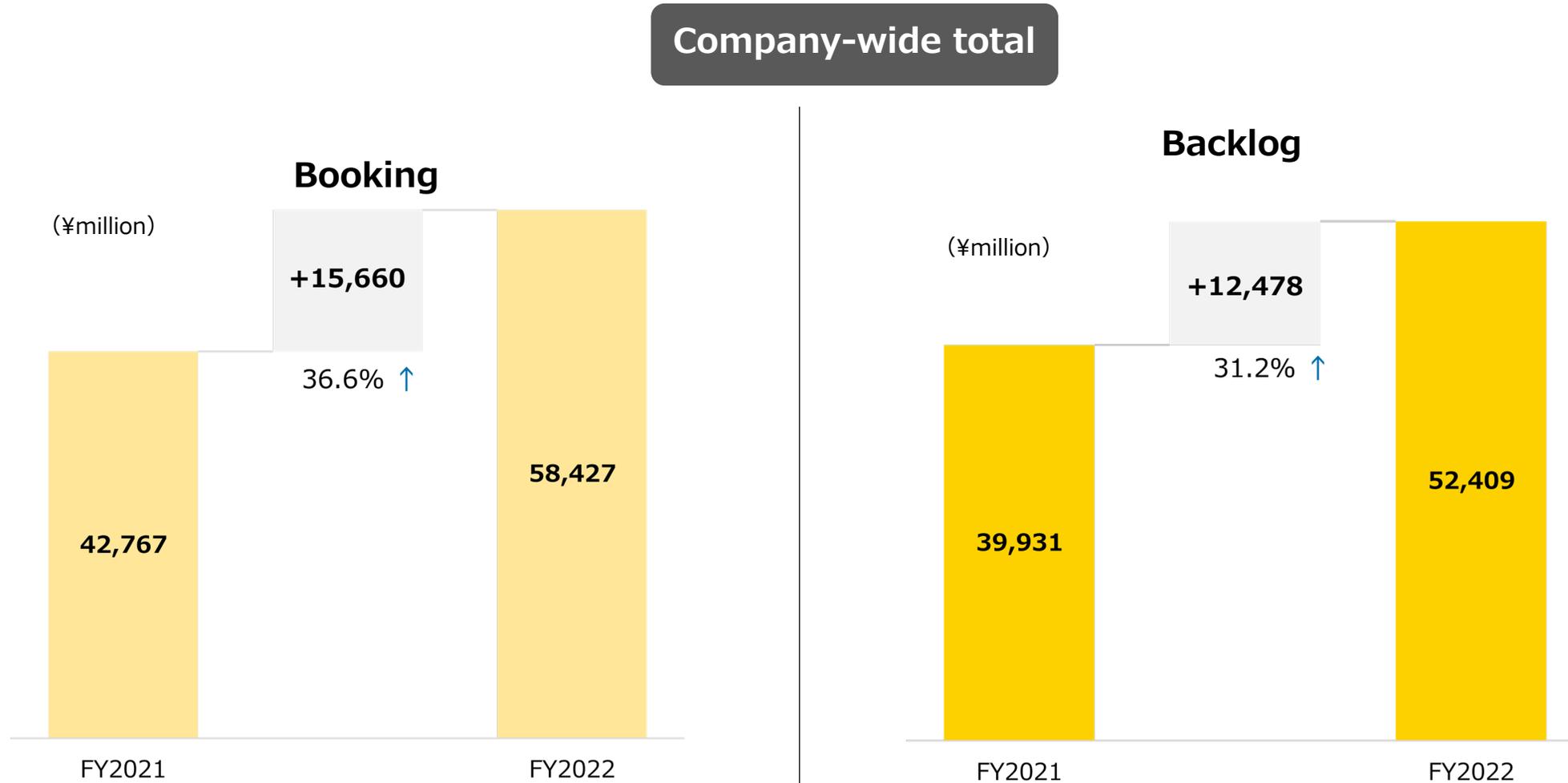
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 FY2022 results are the sum of new PSP, ICHIGO, and A-Line



# Booking and Backlog (Consolidated)

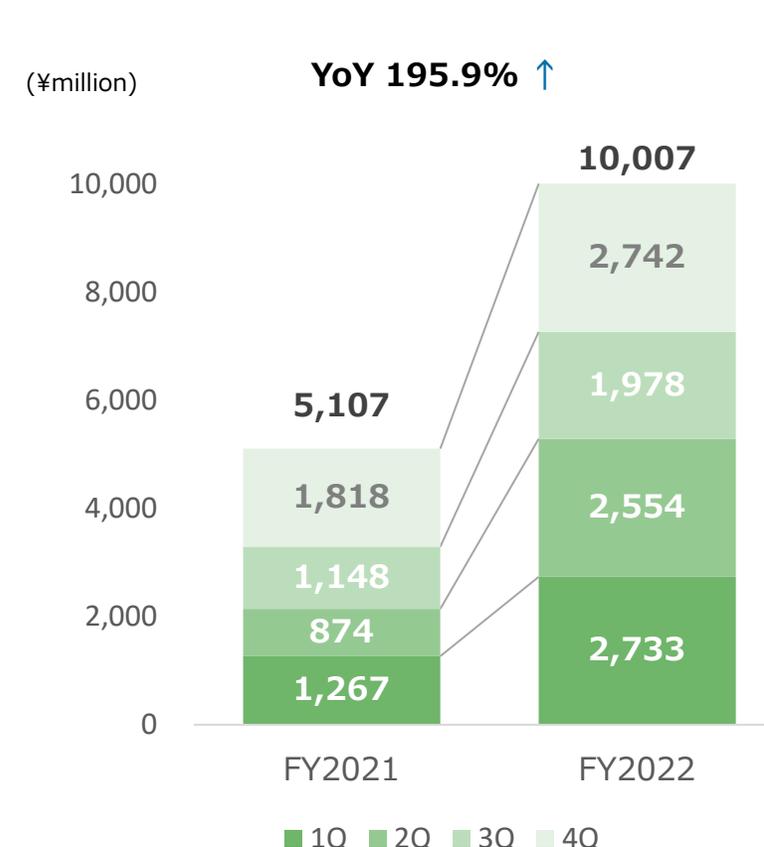
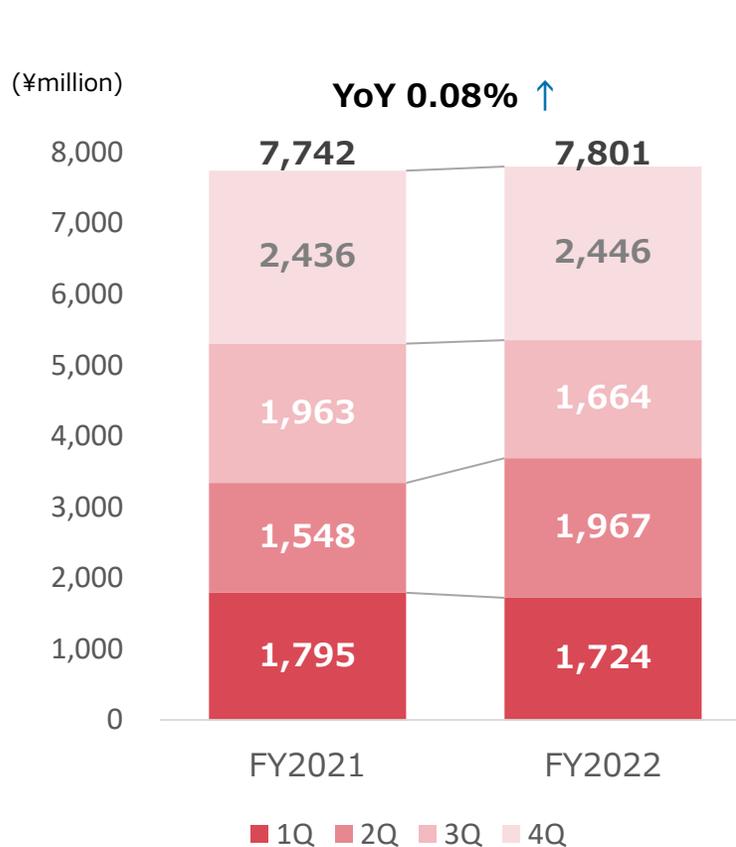
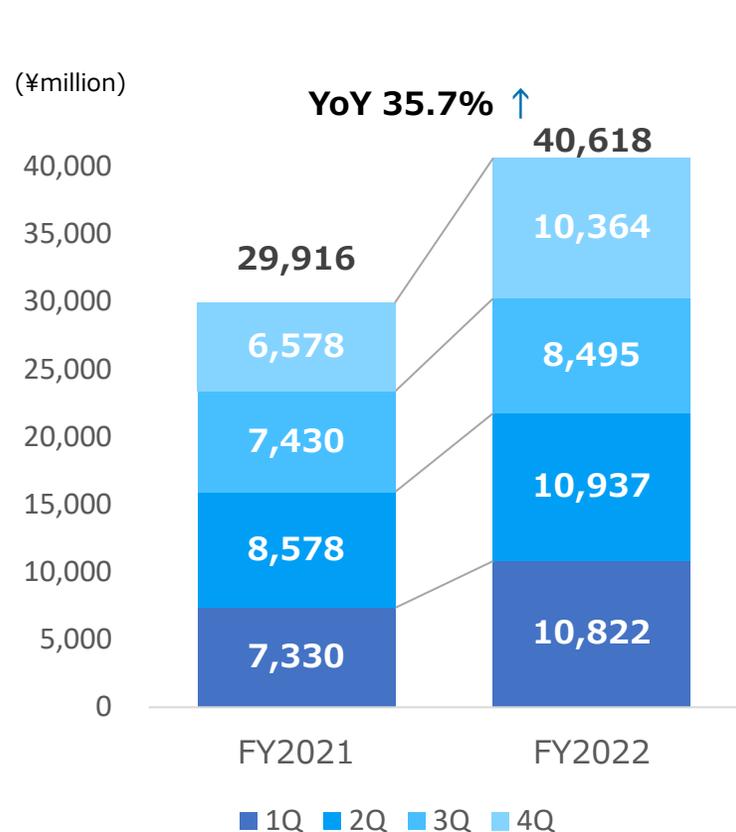
- Booking and backlog were in good shape. Especially, Information structure business was strong.





# Booking by Segment (Consolidated)

- Information Infrastructure Business : Increasing demands for cloud-based security products.
- Application Services Business : Increasing bookings. Especially, CRM field and Software quality assurance field were strong.
- Medical System Business : Strong bookings for PACS.



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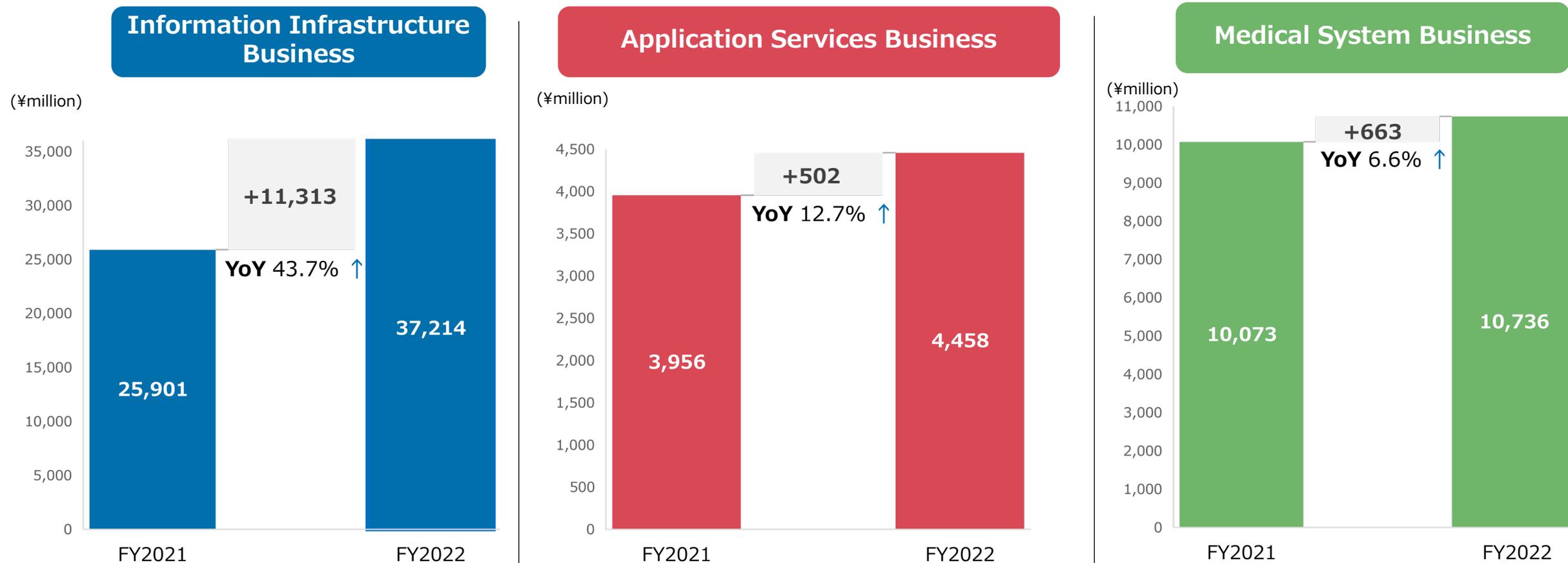
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FY2022 results are the sum of new PSP, ICHIGO, and A-Line.



# Backlog by Segment (Consolidated)

- In increasing tendency due to shift to subscription (strengthening stock business).



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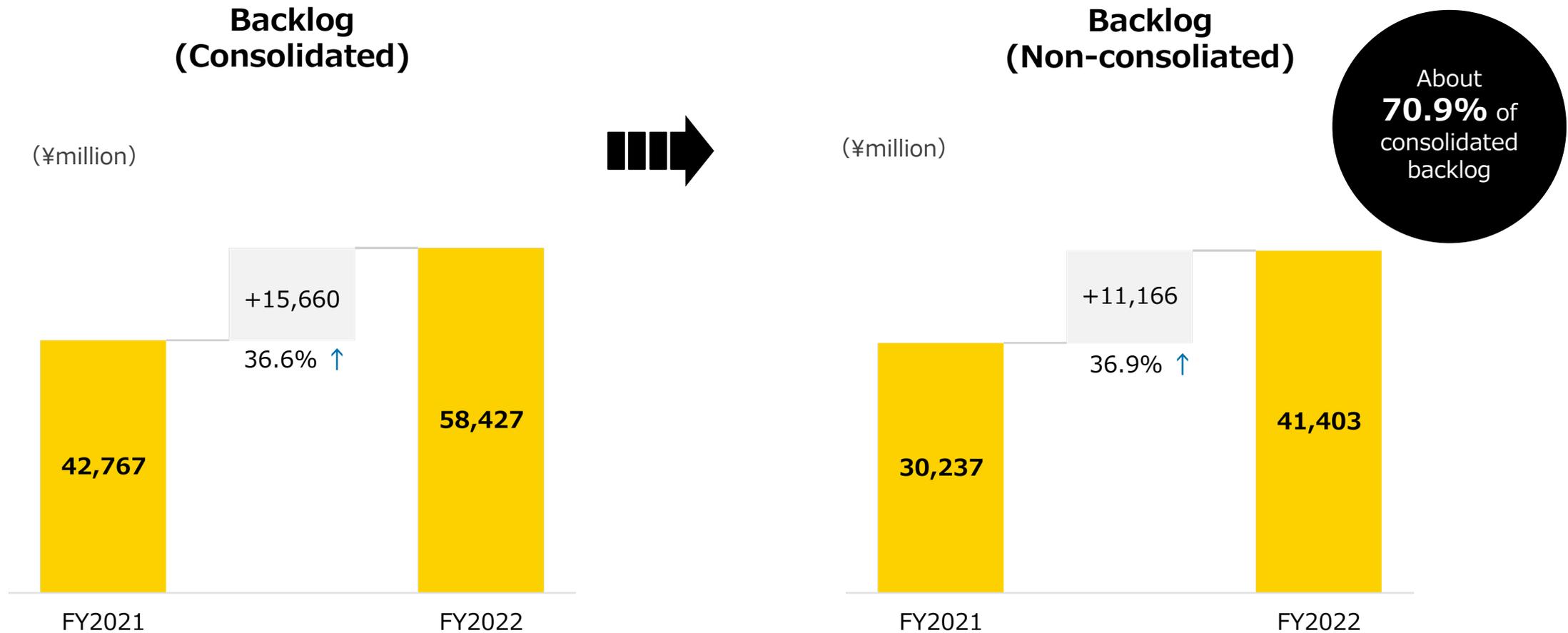
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FY2022 results are the sum of new PSP, ICHIGO, and A-Line.



# Backlog (Non-consolidated)

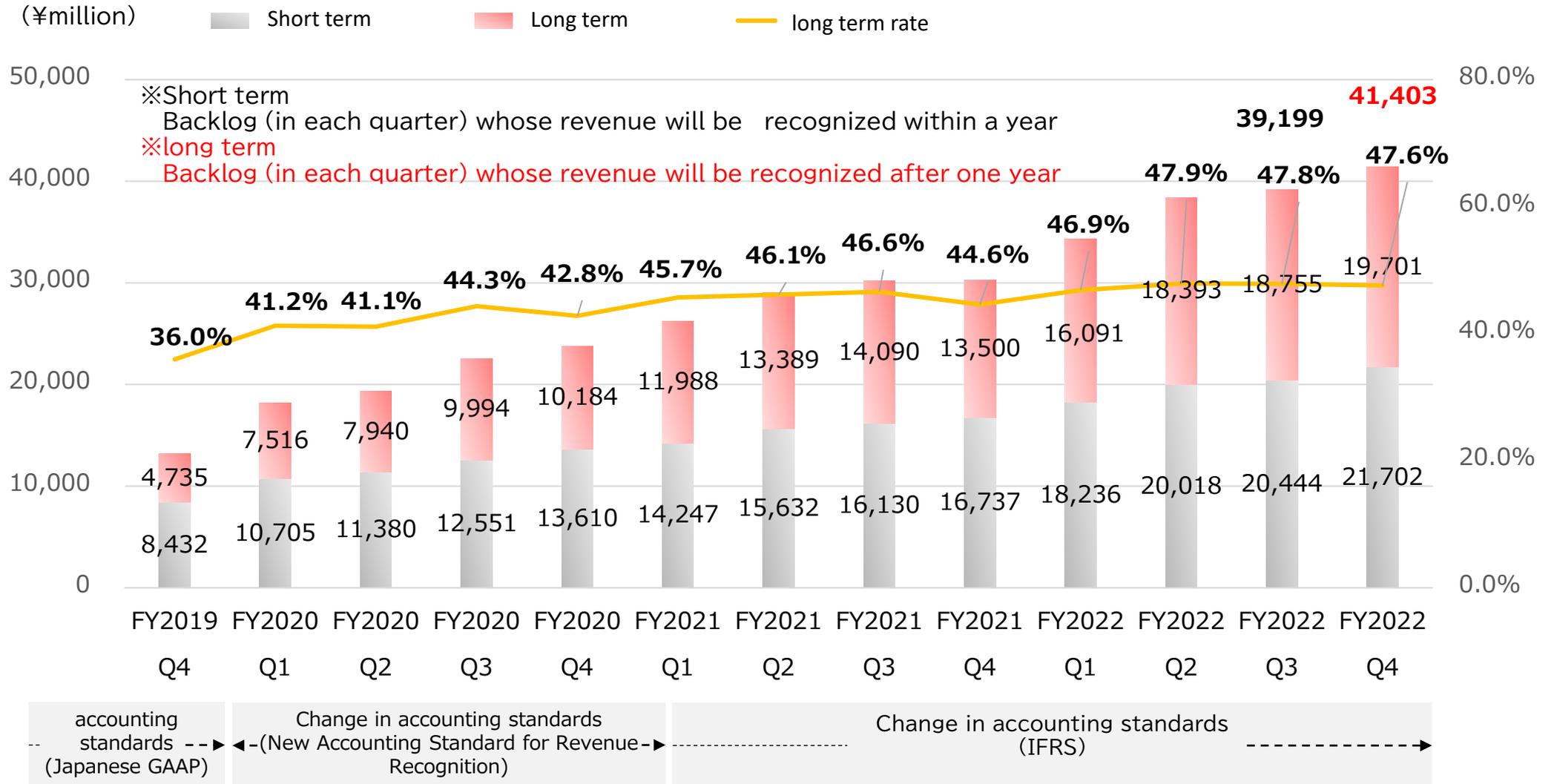
- Consolidated and non-consolidated (TechMatrix only) backlogs are as follows.





# Backlog (Non-consolidated)

- Non-consolidated backlog (for only TechMatrix) are as follows.



# Weather chart by Segment (Based on revenue)

Information Infrastructure Business		YoY
Load balancers (BIG-IP, NGINX)	<ul style="list-style-type: none"> <li>Revenue remained at the same level as previous year despite a delay in the timing of revenue recognition due to delayed delivery of some products caused by a shortage of semiconductors.</li> <li>Revenue for web server software (middleware) (NGINX (F5)) increased.</li> </ul>	
Next-Generation Firewall / SASE / XDR / SOAR (Palo Alto's Strata, Prisma and Cortex)	<ul style="list-style-type: none"> <li>Increased revenue for cloud-based security products.</li> </ul>	
Antivirus / Intrusion prevention Appliances / Security Information and Event Management(SIEM) / Web security	<ul style="list-style-type: none"> <li>Increased revenue for Intrusion Prevention appliances and Next-Generation Endpoint security (Trellix (former McAfee)).</li> </ul>	
Personal authentication systems / Forensic products / Storage products	<ul style="list-style-type: none"> <li>Revenue remained at the same level as previous year despite a delay in the timing of revenue recognition due to the delayed delivery caused by a shortage of semiconductors.</li> </ul>	
Security-related operation and monitoring services	<ul style="list-style-type: none"> <li>Revenue for TPS remained steady, which was stimulated by increasing demands for cloud-based security products.</li> </ul>	
Next-Generation Mail security(ProofPoint)	<ul style="list-style-type: none"> <li>Revenue increased YoY due to strong demands on security solutions for cyber attacks via email.</li> </ul>	
EDR(Tanium)	<ul style="list-style-type: none"> <li>Revenue increased YoY due to strong demands on EDR and Cyber Hygiene solutions for increasingly sophisticated cyberattacks such as ransomware.</li> </ul>	
Other security products	<ul style="list-style-type: none"> <li>Revenue decreased YoY for Next-generation anti-virus products utilizing AI.</li> <li>Revenue remained at the same level as previous year for Web application vulnerability assessment tool.</li> </ul>	
CROSS HEAD & OCH	<ul style="list-style-type: none"> <li>CROSS HEAD : Revenue increased YoY due to the strong demands on integration projects, in particular, for cybozu. Revenue exceeded the plan and increased YoY.</li> <li>OCH : The increase in own brand products and services although the plan was unachieved.</li> </ul>	

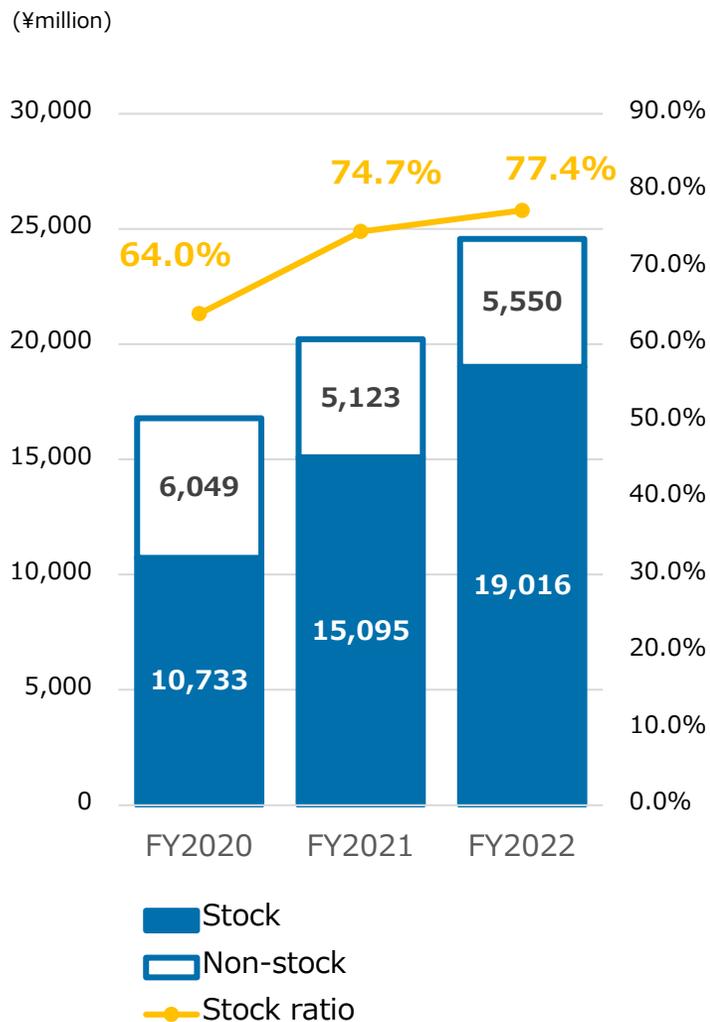
+10% and over  
 +5% ~ +10%  
 within±5%  
 within△10%  
 under△10%

Application Services Business		YoY
Business Solution field (Including CASAREAL and ARECCIA Fintech (former IDAY))	<ul style="list-style-type: none"> <li>Although the plan was unachieved due to delays in bookings, revenue remained at the same level as previous year.</li> <li>CASAREAL : Exceeded the plan and revenue increased YoY due to continuation of strong demands on IT trainings.</li> <li>ARECCIA Fintech: Revenue decreased YoY due to delays in bookings.</li> </ul>	
Software Quality Assurance field	<ul style="list-style-type: none"> <li>Demands on quality testing tools for enterprise systems and embedded software remained steady.</li> <li>Revenue are being deferred over the period of terms of contracts. Revenue increased YoY and remained almost in line with the plan.</li> </ul>	
CRM field	<ul style="list-style-type: none"> <li>Although the plan was unachieved, revenue remained at the same level as previous year. Revenue are being deferred over the period of terms of contracts.</li> </ul>	
EdTech field	<ul style="list-style-type: none"> <li>Deployment to well-known private schools and public schools that offer advanced education progressed as planned.</li> </ul>	
Medical System Business		YoY
PSP	<ul style="list-style-type: none"> <li>Increase in number of new contracts, renewals and replacements for PACS</li> </ul>	
Ichigo	<ul style="list-style-type: none"> <li>Maintained stable sales growth for teleradiology and telepathology and exceeded the plan.</li> </ul>	
A-Line	<ul style="list-style-type: none"> <li>Although the plan was unachieved due to the willingness of medical institutions to invest in procurement of radiation dose management systems has been stagnant, revenue increased YoY.</li> </ul>	

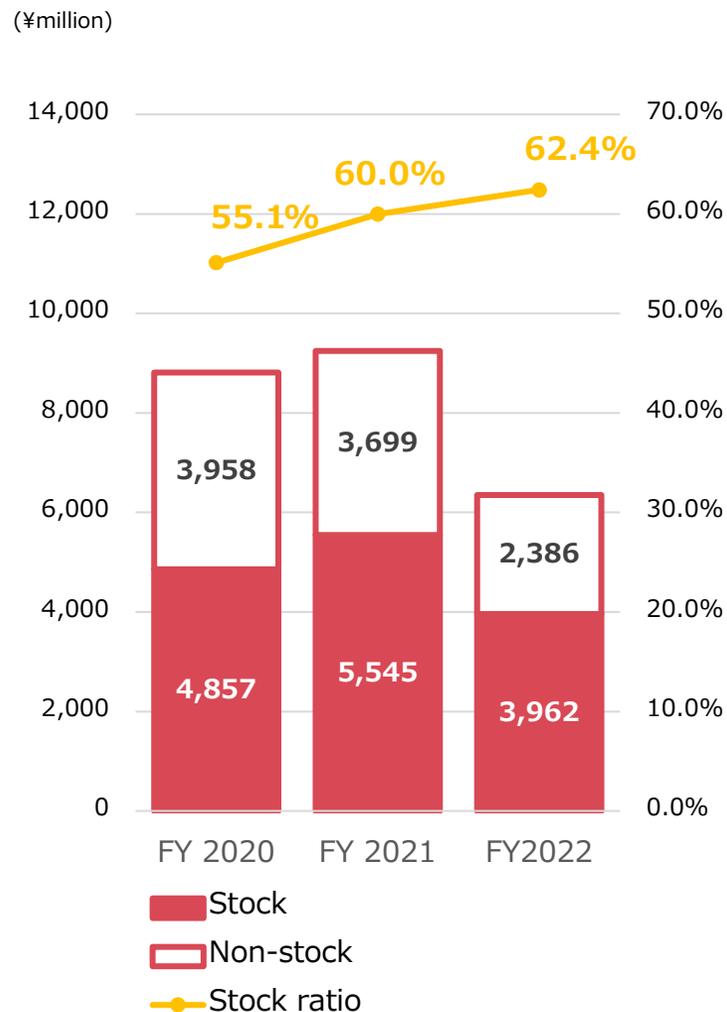
+10% and over  
 +5% ~ +10%  
 within ±5%  
 within Δ10%  
 under Δ10%



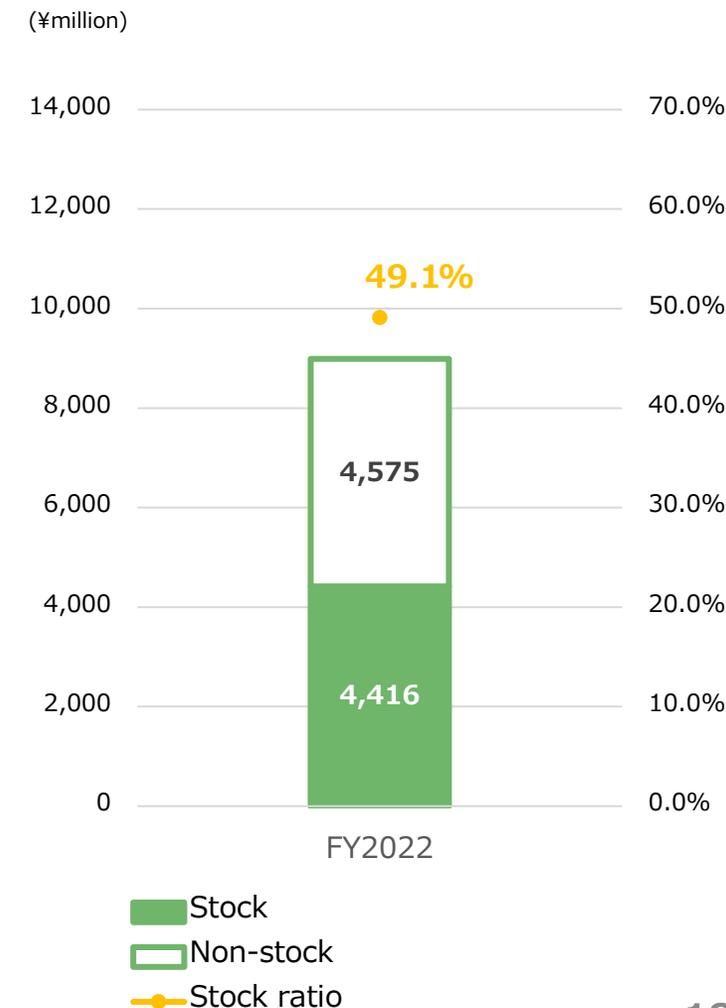
## Information Infrastructure Business



## Application Services Business



## Medical System Business



- “Advance payments” included in Other current assets and “Advance received” included in Other of Current liabilities were increased as a result of applying the New Accounting Standard for Revenue Recognition. (¥million)

	FY2021	FY2022		FY2021	FY2022
<b>Total current assets</b>	<b>42,267</b>	<b>51,770</b>	<b>Total current liabilities</b>	<b>27,989</b>	<b>36,044</b>
Cash and cash equivalents	18,155	20,071	Trade and other payables	2,158	2,145
Trade and other receivables	5,925	6,274	Borrowings	595	570
Other current assets	18,186	25,425	Other current liabilities	25,236	33,329
<b>Total non-current assets</b>	<b>10,235</b>	<b>13,920</b>	<b>Total non-current liabilities</b>	<b>4,311</b>	<b>5,729</b>
Property, plant and equipment	3,506	6,121	Borrowings	500	300
Goodwill	171	171	Other non-current liabilities	3,811	5,429
Intangible assets	1,752	2,141	<b>Total liabilities</b>	<b>32,301</b>	<b>23,917</b>
Other non-current assets	4,805	5,485	Share capital and Capital surplus	6,159	5,892
			Treasury shares	△975	△974
			Retained earnings	11,149	13,380
			Other components of equity	685	671
			Total equity attributable to owners of parent	17,018	18,970
			Non-controlling interests	3,183	4,946
<b>Total assets</b>	<b>52,503</b>	<b>65,691</b>	<b>Total liabilities and equity</b>	<b>52,503</b>	<b>65,691</b>



## Consolidated

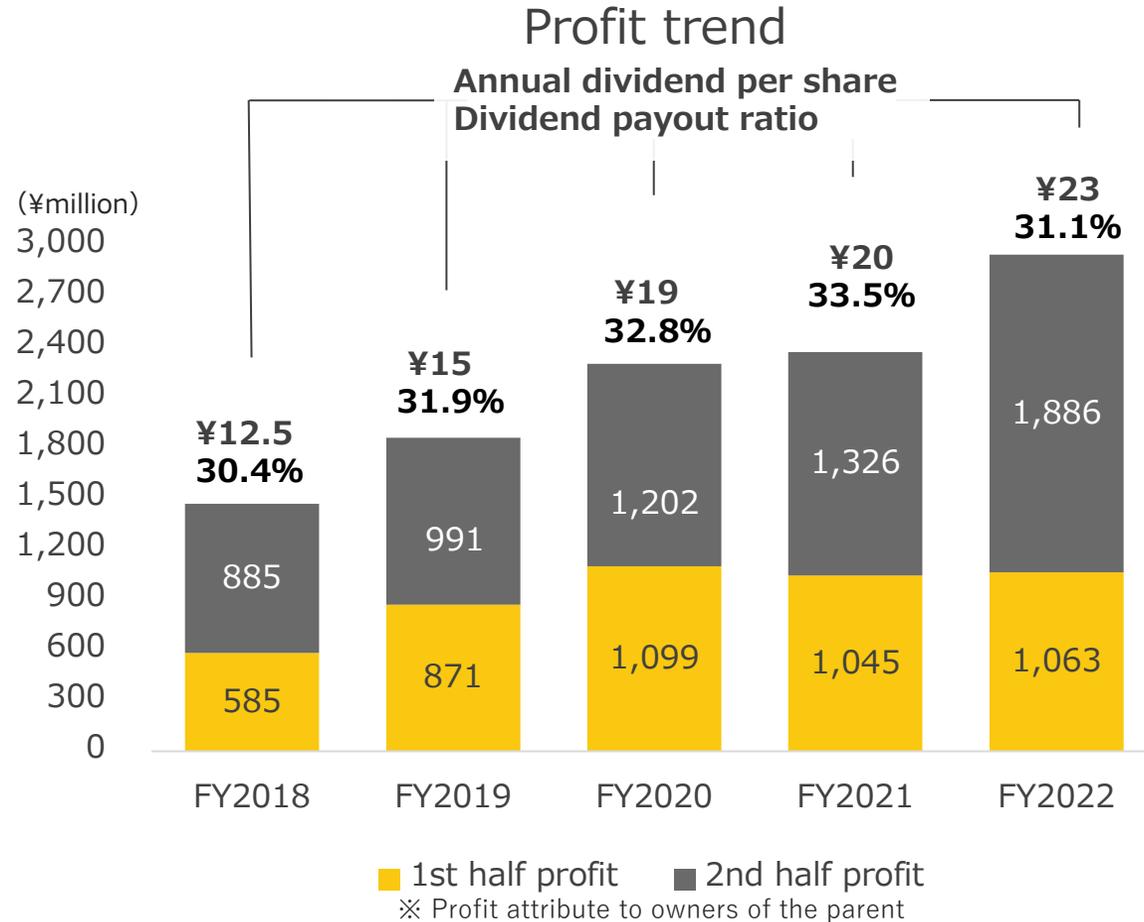
FY2021			
30-Jun.	30-Sep.	31-Dec.	31-Mar.
<b>1,134</b>	<b>1,131</b>	<b>1,140</b>	<b>1,404</b>
[96]	[96]	[103]	[103]
FY2022			
30-Jun.	30-Sep.	31-Dec.	31-Mar.
<b>1,424</b>	<b>1,429</b>	<b>1,442</b>	<b>1,439</b>
[133]	[134]	[138]	[138]
YoY			
<b>+ 290</b>	<b>+ 298</b>	<b>+ 302</b>	<b>+ 35</b>
[+ 37]	[+ 38]	[+ 35]	[+ 35]

## Non-consolidated

FY2021			
30-Jun.	30-Sep.	31-Dec.	31-Mar.
<b>503</b>	<b>503</b>	<b>513</b>	<b>511</b>
[71]	[69]	[78]	[74]
FY2022			
30-Jun.	30-Sep.	31-Dec.	31-Mar.
<b>531</b>	<b>532</b>	<b>544</b>	<b>544</b>
[69]	[70]	[73]	[74]
YoY			
<b>+ 28</b>	<b>+ 29</b>	<b>+ 31</b>	<b>+ 33</b>
[-2]	[+ 1]	[-5]	[±0]

※The number of employees is the number of full-time employees.

※The figures in parentheses in the “Number of employees” column indicate the average number of temporary employees (including temporary and contract employees).



※As a result of the 1:2 stock split implemented in March 2017 and July 2020, the amount of dividends for prior periods presented assuming that the stock split was implemented.  
 ※The Company voluntarily adopted the International Financial Reporting Standards (IFRS) for its consolidated financial statements in its securities report for the fiscal year ended March 31, 2021.

## Dividend Summary

- Total annual dividend of ¥23 (increased dividend)
- We have been paying interim dividend from FY2019.

	Interim dividend	Term-end dividend	Total
Forecast	7.0	14.0	21.0
Actual	7.0	16.0	23.0

\* term-end dividend paid on June 8

## Dividend Policy

- Consider balance with internal reserve.
- The company's guideline for dividend payout ratio (on a full-year basis) is more than 20%.



## 2. Forecast for Fiscal Year ending March 31, 2024

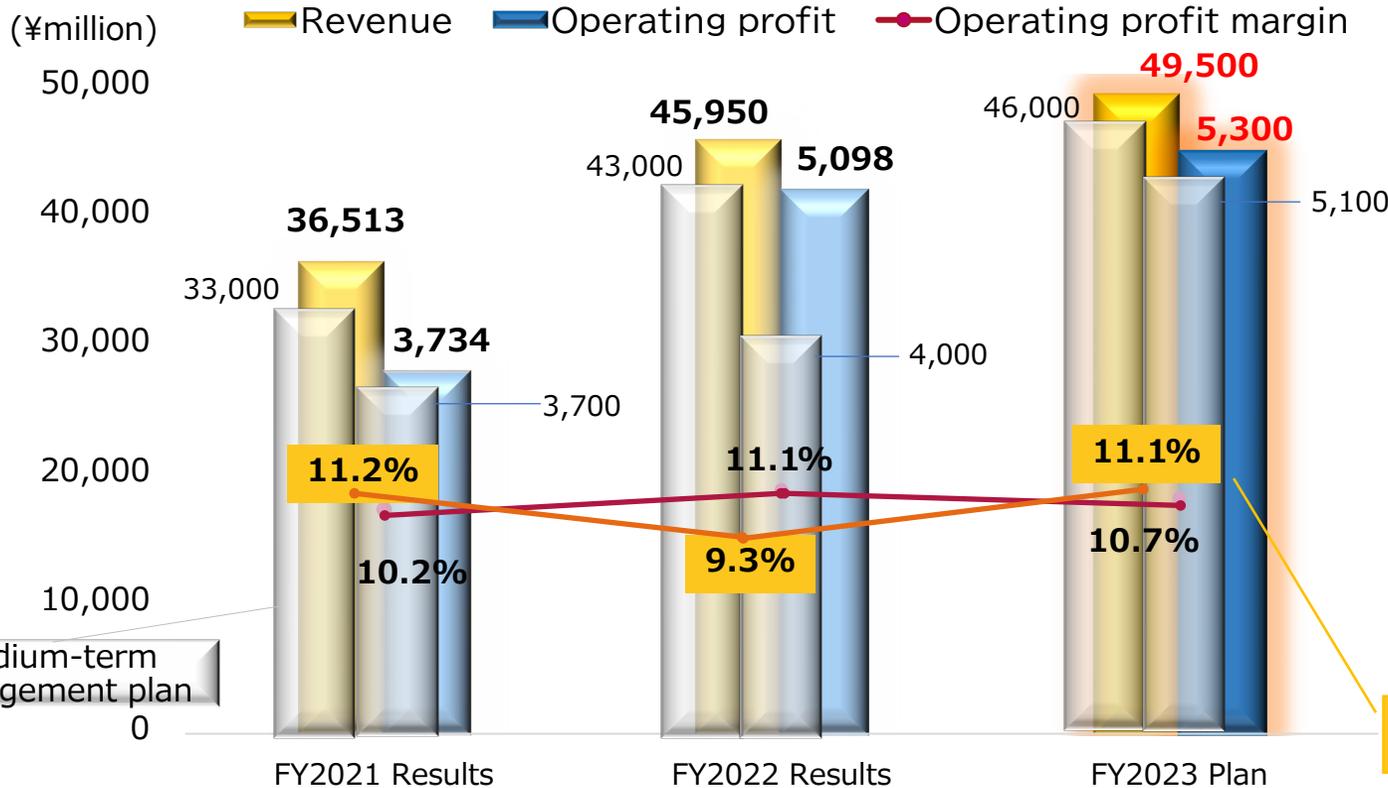


# Forecast (Consolidated) (Total): Full-year Plan

Consolidated revenue and profit are expected to increase thanks to the backlog accumulated in or before the previous fiscal year. The targeted numbers for the third year of the medium-term management plan are also expected to be exceeded.

【Major special factors in the 40<sup>th</sup>】

- ① PSP’s revision of the retirement benefit system and introduction of long service leave (Unified personnel system)
- ② Continuous investment in new businesses (EdTech business and network security business 「NEO」)



¥million		YoY (diff)	YoY
Revenue	YoY	+3,550	107.7%
	Vs. medium-term management plan	+3,500	107.6%
Operating profit	YoY	+202	103.9%
	Vs. medium-term management plan	+100	101.9%

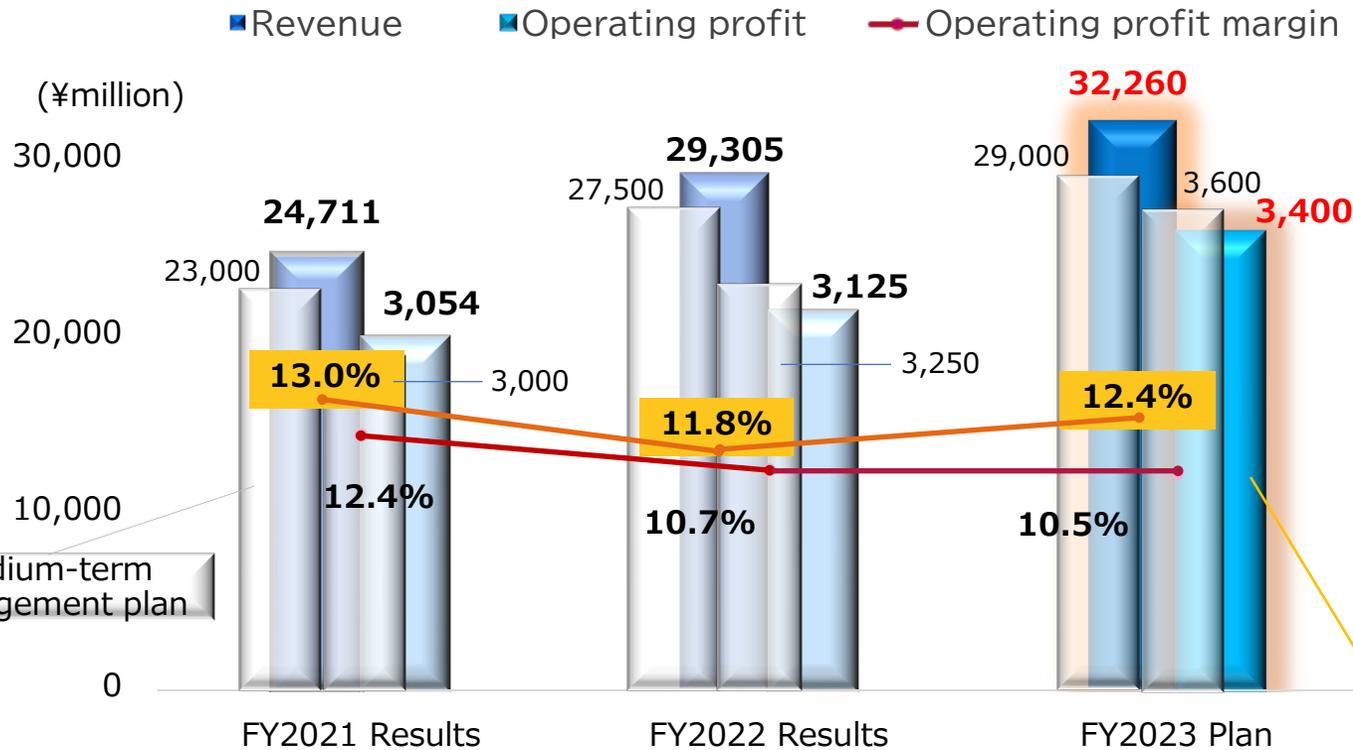
Medium-term management plan 0

Medium-term management plan



# Forecast (Consolidated) (Information Infrastructure Business)

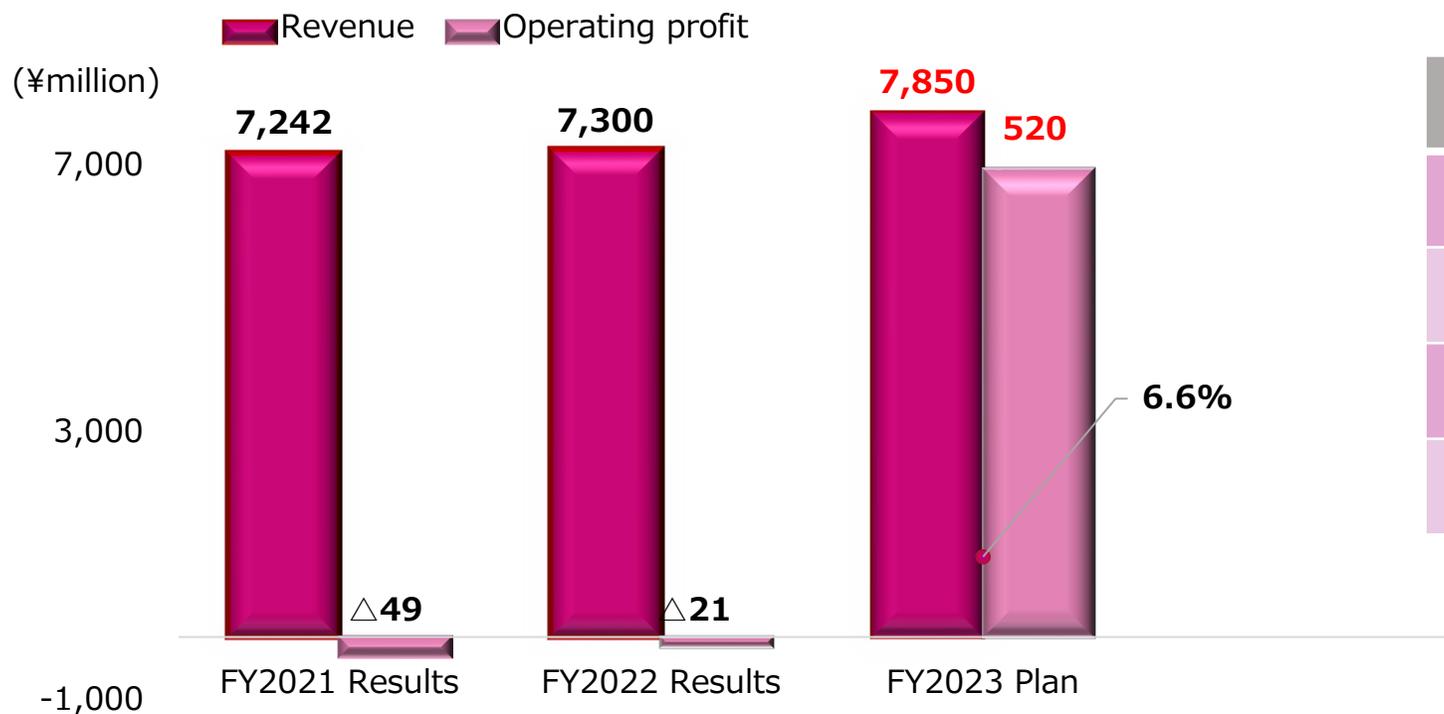
- ◆ Revenue (+): Continued strong demand for cybersecurity products and services
- ◆ Operating profit (+): Disappearance of special costs related to relocation in the previous year
  - (-) ① Impact of foreign exchange rates and increasing trend in purchase costs
  - ② Continuous investment in new businesses 「NEO」
  - ③ Changes in internal expense allocation rules



¥million		YoY (diff)	YoY
Revenue	YoY	+2,955	110.1%
	Vs. medium-term management plan	+3,260	111.2%
Operating profit	YoY	+275	108.8%
	Vs. medium-term management plan	△200	94.4%

Medium-term management plan

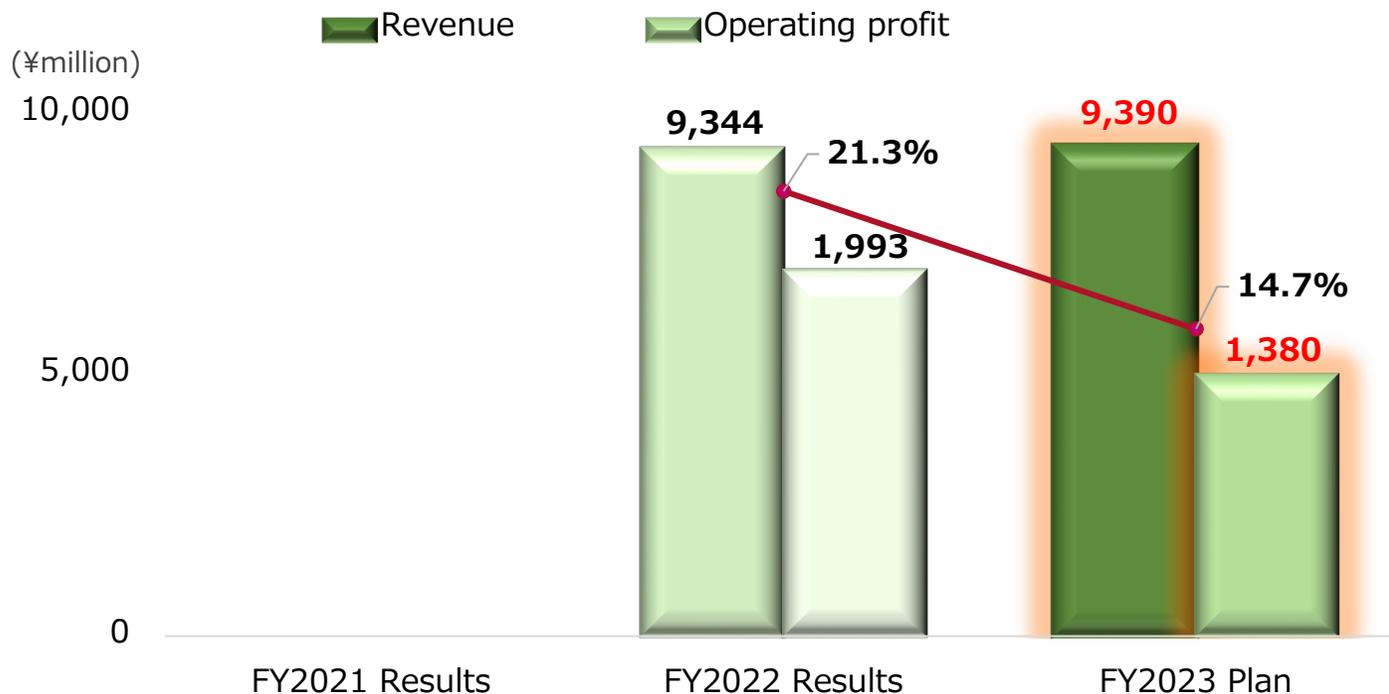
- ◆ Revenue (+): Continued growth of subscription-based business (CRM, software quality assurance, and EdTech fields)
- ◆ Operating profit (+):
  - ① Disappearance of special costs related to relocation in the previous year
  - ② Reduction of a deficit in EdTech business (Partially invested ahead of schedule in the previous fiscal year)
  - ③ Conclusion of a loss-making project in the Business Solution field
  - ④ Changes in internal expense allocation rules



¥million		YoY (diff)	YoY
Revenue	YoY	+ 550	107.5%
	Vs. medium-term management plan	—	—
Operating profit	YoY	+ 541	
	Vs. medium-term management plan	—	—

\* Figures for the Medical System Business unit are excluded.

- ◆ Revenue (+): ① Continuous growth in PACS business  
                                   ② Gaining momentum of an OEM supply to Canon Medical Systems
- ◆ Operating profit (-): ① Strategic shift to the cloud business  
                                   ② Amortization of intangible fixed assets associated with software development  
                                   (The benefits of capitalization emerged in the previous term)  
                                   ③ Increase in personnel expenses, etc.  
                                   (Impact of unifying personnel systems and the plan to increase staff)



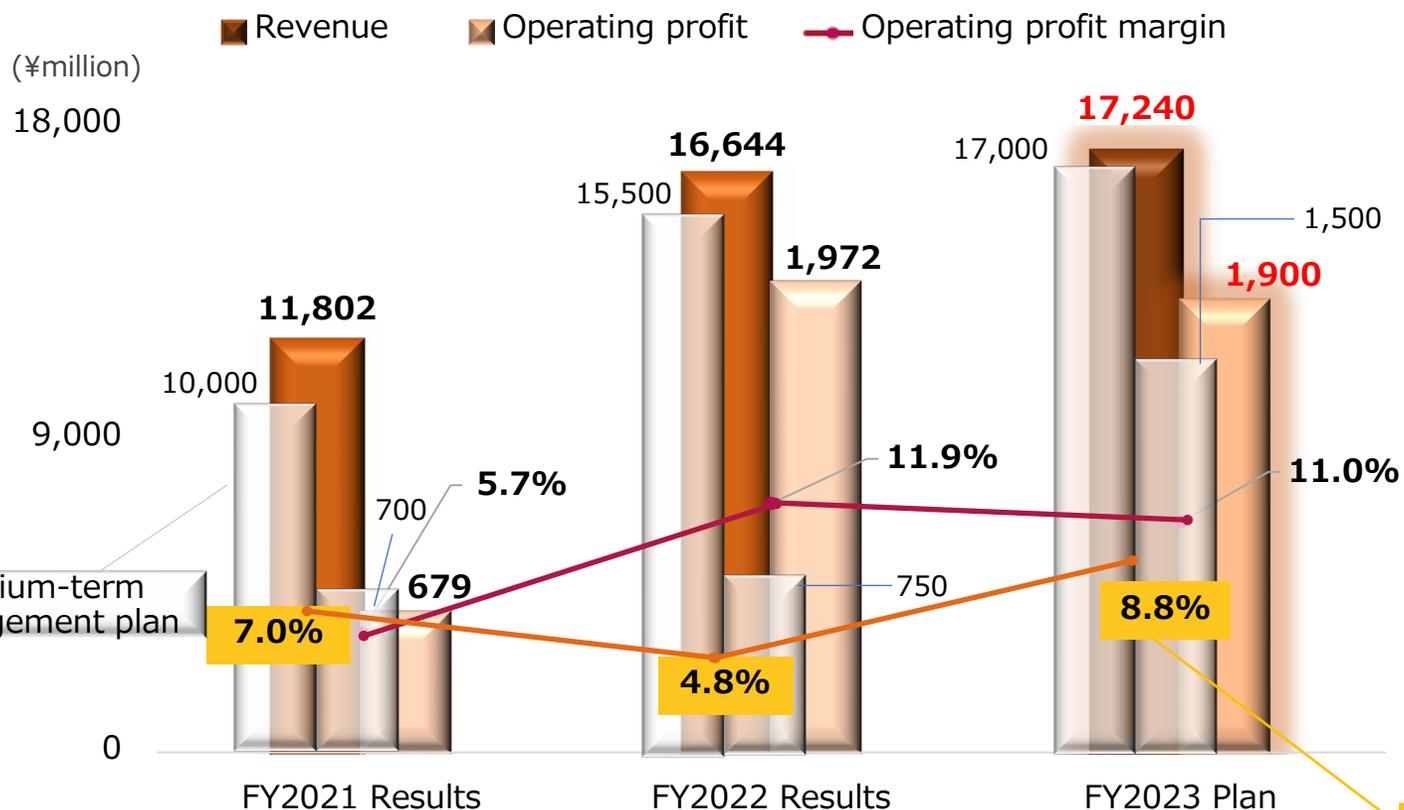
¥million		YoY (diff)	YoY
Revenue	YoY	+46	100.5%
	Vs. medium-term management plan	—	—
Operating profit	YoY	△613	69.2%
	Vs. medium-term management plan	—	—

\* Medical System Business Unit was spun off from the Application Services Business Unit in FY2022.



# Reference: Forecast (Consolidated)

## (Application Services Business and Medical System Business)



¥million		YoY (diff)	YoY
Revenue	YoY	+596	103.6%
	Vs. medium-term management plan	+240	101.4%
Operating profit	YoY	△72	96.4%
	Vs. medium-term management plan	+400	126.7%

Medium-term management plan



# 3. Topics of Business activities



## Activities related to "tsumugino"

### ① Made proactive investments

Focusing on enhancing the functionalities to meet standard bidding requirements with an eye on developing market opportunities for public schools.

### ② Capital and business alliance

Concluded capital and business alliance with Educa & Quest Inc. (in January 2023).

Promoting educational digital transformation by combining the strengths of both Educa & Quest and TechMatrix to provide educational institutions with learning content and cloud services to support an Inquiry Based Learning.

#### Educa & Quest:

Provides "Quest Education," an Inquiry Based Learning program that tackles unanswerable questions in the real world.

\*Started to provide the program to junior-high and high schools across Japan since 2005. In FY 2022, approximately 320 schools adopted the program and a total of more than 360,000 students took it.

#### TechMatrix:

Provides "tsumugino," cloud-based communication platform

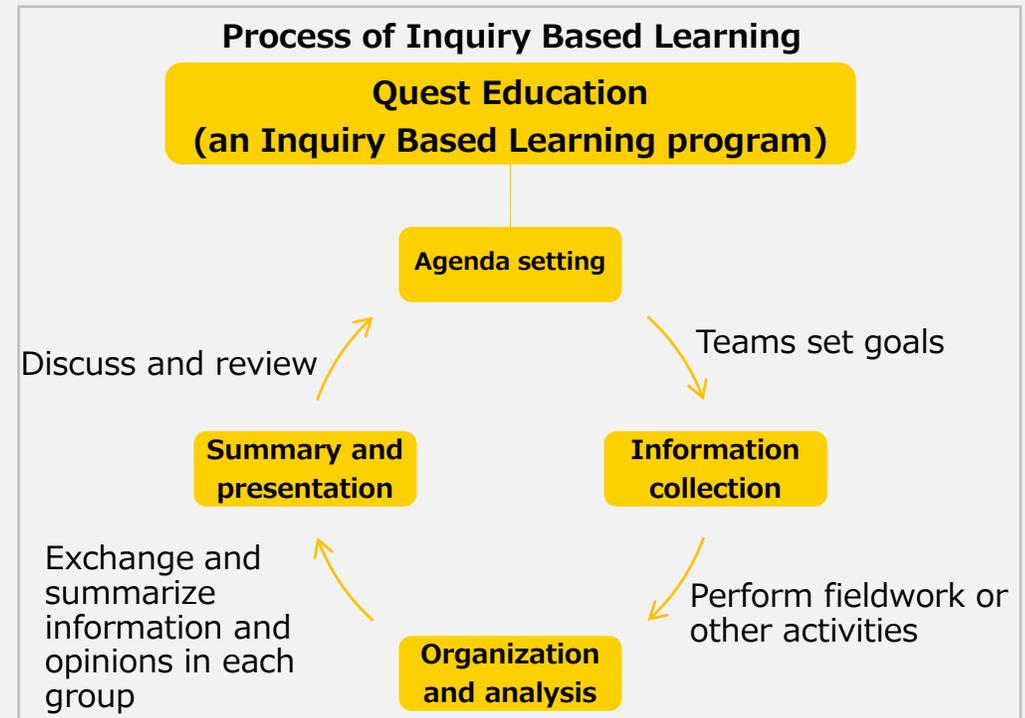
## Promoting educational digital transformation along with independent, interactive, and deep learning in the new guidelines for courses of study

### Curriculums from Educa & Quest

Inquiry courses on corporations, career paths, entrepreneurs, social problems, and questions

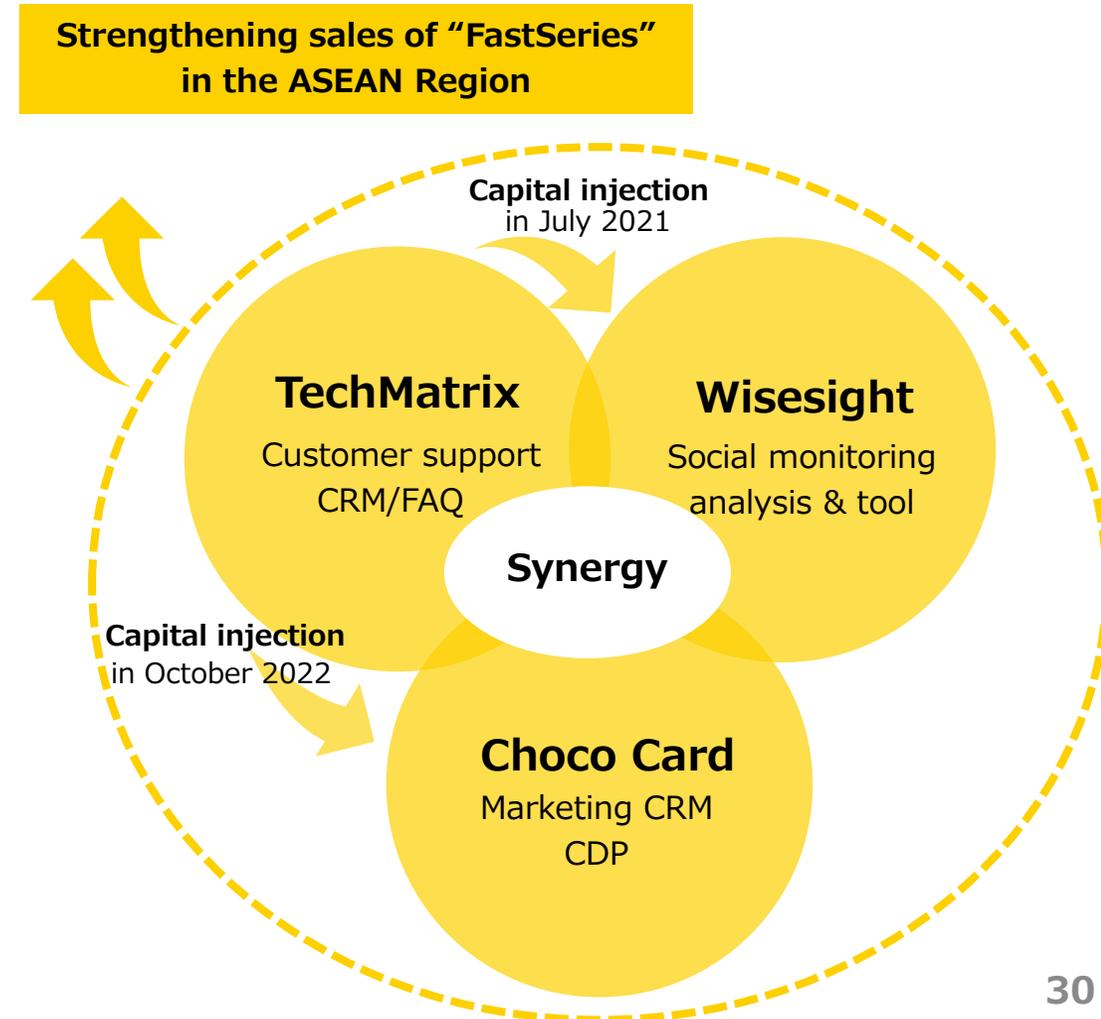
### Platform from TechMatrix

Educational environment development including effective use of digital devices and improvement of teaching methods



## Medium-Term Management Plan / External Strategy Expanding business in the overseas (ASEAN) market

- ① **Established TechMatrix Asia, a local subsidiary in Thailand (The company was newly consolidated from April 2023 and became a first overseas subsidiary.)**
  - Expand CRM solution business in ASEAN
  - Accelerate direct sales and conclude direct contracts with local customers
  - Strong collaboration with investment portfolio companies
- ② **Joint development of “CRM Next,” a new innovative marketing service based on customer insight analysis for the Taiwanese market by the three companies - TechMatrix, BELLSYSTEM 24, and Intumit (November,2022)**
- ③ **Capital and business alliance with Choco Card (Thailand, a leading CDP provider) (October,2022)**
- ④ **Capital and Business Alliance with WISESIGHT (THAILAND) CO., LTD. (No.1 social data analysis cloud service in Thailand) (July,2021)**





44,879,000

The number of **patients** who stored medical images in NOBORI

281,065,000

The number of **inspections** stored in NOBORI

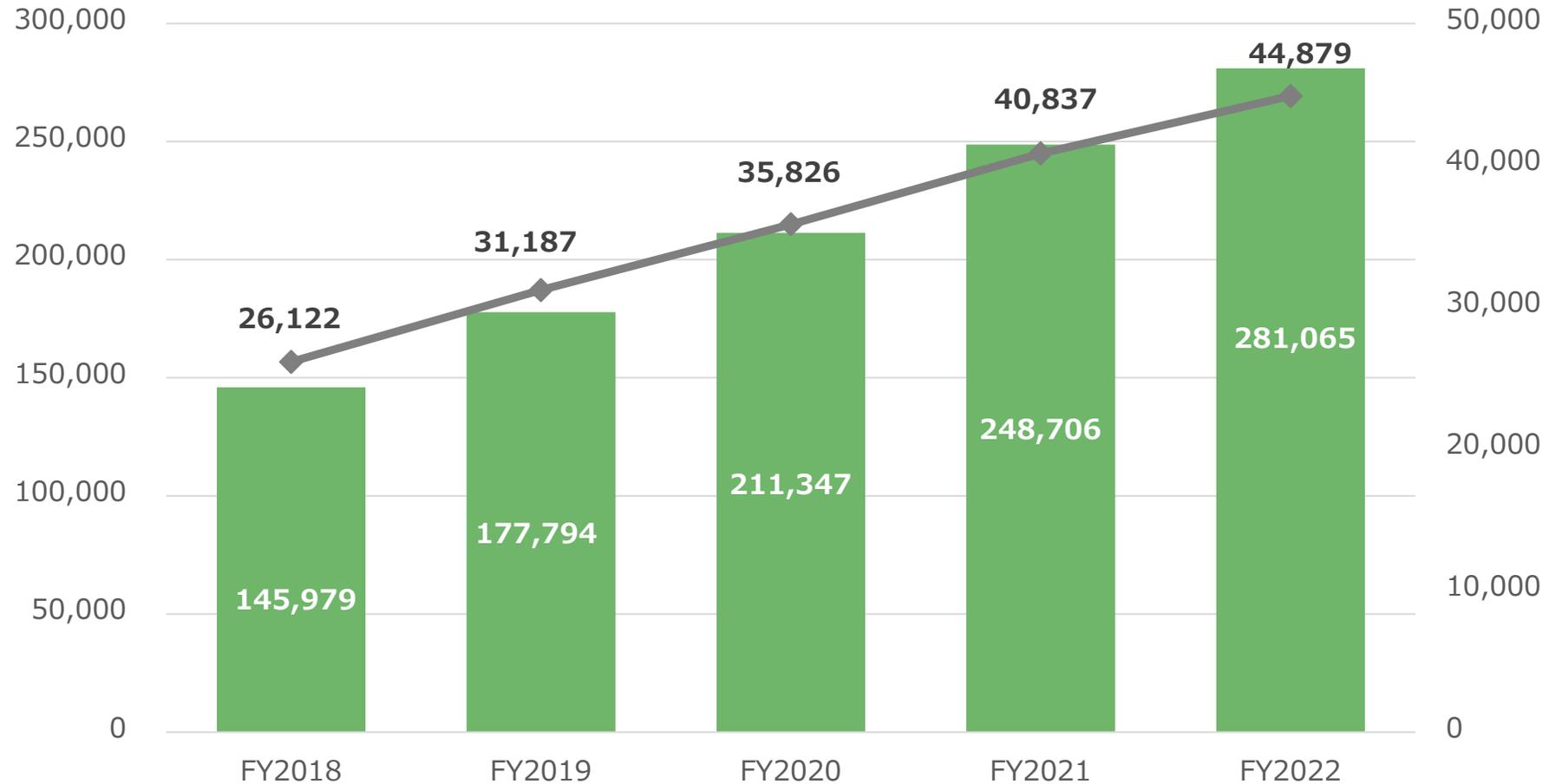
(March 31, 2023)



## Data Stored in NOBORI

(Numbers of inspections : thousand)

(Numbers of patients : thousand)



■ The numbers of inspections stored in NOBORI (left vertical axis)

◆ The numbers of patients stored in NOBORI (right vertical axis)



# 4 . Medium-Term Management Plan “BEYOND THE NEW NORMAL”



		Topic	Self-assessment
<p>TMX3.0 business strategy continues</p> <ul style="list-style-type: none"> <li>• Promote strategy and acceleration of Cloud-related business</li> <li>• Pursuit of security and safety</li> </ul>			
Content strategy	1	Expanding portfolio of products and services	positive
	2	Accelerated <u>servicization</u> (increasing service ratio)	positive
	3	Utilization of data(Including use of AI)	positive
External strategy	4	Diverse alliances•M&A (Expansion of existing business , Creation of new business)	positive
	5	Expanding business in the overseas market	Neutral
Internal strategy	6	Creation of synergies by strengthening group collaboration	positive
	7	Human resource development/Organizational development (Including promotion of diversity)	positive



Strategy	Theme	38th	39th	Details
Content strategy	1 Expanding the portfolio of products and services	Neutral	Positive	<p><b>[Network security and software quality assurance]</b></p> <ul style="list-style-type: none"> <li>TechMatrix NEO: A solution utilizing cloud-native technologies (in collaboration with CASAREAL and CROSS HEAD, Group companies)</li> </ul> <p><b>[Network security]</b></p> <ul style="list-style-type: none"> <li>Started to provide Attack Surface Management services that help the use of Cortex® Xpanse.</li> <li>Votiro Cloud: A cloud-based, file sanitization solution</li> <li>SentinelOne's Vigilance MDR services: A next-generation cyber security platform</li> </ul> <p><b>[Software quality assurance]</b></p> <ul style="list-style-type: none"> <li>Started to provide "TechMatrix Redmine Cloud services" a cloud version of "Lychee Redmine" a project management tool and "Redmine" an open source issue tracking system.</li> </ul>
	2 Accelerated servicization (increasing service ratio)	Positive	Positive	<p>■ Achieved a service ratio of 81% as of the end of 39th (83% for the previous period)</p> <p><b>[Network security and software quality assurance]</b></p> <ul style="list-style-type: none"> <li>Expanded "TPS," integrated security monitoring and incident response services.</li> </ul> <p><b>[EdTech]</b></p> <ul style="list-style-type: none"> <li>Expanded the installation of "tsumugino", cloud-based communication platform + school affairs support system at both private and public schools.</li> <li>Acquired patents Class scheduling system, comment posting system, and system and methods for form generation</li> </ul> <p><b>[Medical]</b></p> <ul style="list-style-type: none"> <li>New PSP proceeded with cloud shifting.</li> </ul> <p><b>[CRM, software quality assurance, EdTech, and medical]</b></p> <ul style="list-style-type: none"> <li>Received awards of "Outstanding Business Utilization Award" and "Outstanding Certification Award" from the ASP-SaaS-AI-Iot Cloud Industry Association (ASPIC).</li> </ul>
	3 Utilization of data (including use of AI)		Positive	Positive



戦略	テーマ	38期	39期	内容
External strategy	4 Diverse alliances・M&A (Expansion of existing business, Creation of new business)	Positive	Positive	<p><b>【Edtech】</b></p> <ul style="list-style-type: none"> <li>Concluded capital and business alliance with Educa &amp; Quest Inc, a provider of inquiry-based career education programs.</li> <li>Started a joint project with Compass Inc, developer and provider of the AI-based educational material “Qubena” on the utilization of study logs.</li> <li>Started system integration with “Manabi Pocket” , a cloud-based education platform provided by NTT Communications.</li> </ul> <p><b>【Medical】</b></p> <ul style="list-style-type: none"> <li>Collaboration with Canon Medical Systems Corporation on healthcare IT solutions business.</li> <li>Alliance with Splink, Inc. and Millenia Corporation and started to provide Brain Healthcare Profram™ that visualizes brain health.</li> <li>Capital and business alliance with Medmain to accelerate promotion of digital pathology.</li> </ul>
	5 Expanding business in the overseas market	Neutral	Neutral	<p><b>【CRM】</b></p> <ul style="list-style-type: none"> <li>Established TechMatrix Asia, a local subsidiary in Thailand</li> <li>Capital and business alliance with Choco Card (Thailand, a leading CDP provider) and accelerate the business expansion in ASEAN markets.</li> <li>Joint development of “CRM Next” a new innovative marketing service based on customer insight analysis for the Taiwanese market by three companies –TechMatrix, BELLSYSTEM 24, and Intumit.</li> </ul>
Internal strategy	6 Creation of synergies by strengthening group collaboration	Positive	Positive	<p><b>【Company-wide】</b></p> <ul style="list-style-type: none"> <li>Relocation of the headquarters in conjunction with the consolidation of headquarters functions of each group company.</li> <li>Started strategic group management meetings to be held quarterly.</li> </ul>



Strategy		Theme	38th	39th	Details
Internal strategy	7	Human resource development/Organizational development (including promotion of diversity)	Positive	Positive	<p><b>【Company-wide】</b></p> <ul style="list-style-type: none"> <li>Introduced flexible work hours, hourly paid leave, a work-interval system, and recommended days for paid leave in accordance with TMX Communication Design, our guideline for new working styles. (April 1, 2023)</li> <li>Implement a program aimed at improving leadership and developing future management talent for general managers who will be candidates for the next generation of management executives and those who are at the entry level to management.</li> <li>Established the Diversity &amp; Inclusion Department on August 1, 2022. Conducted surveys on employee awareness of diversity, workshops on psychological safety, and discussions with the attendance of female board directors.</li> <li>Promoting diversity and inclusion initiatives such as female empowerment according to the corporate governance code of Japan. (same as in the previous year’s presentation material) Our goals:               <ul style="list-style-type: none"> <li>* Target percentage of female executives (by the end of FY2030): 20%</li> <li>* Target percentage of female employees (by the end of FY2026): 30%</li> </ul> </li> <li>Established a new personnel system and started operation from April 2022. (same as in the previous year’s presentation material) Introduced a role-based personnel grading system and competency-based personnel evaluation.</li> </ul>



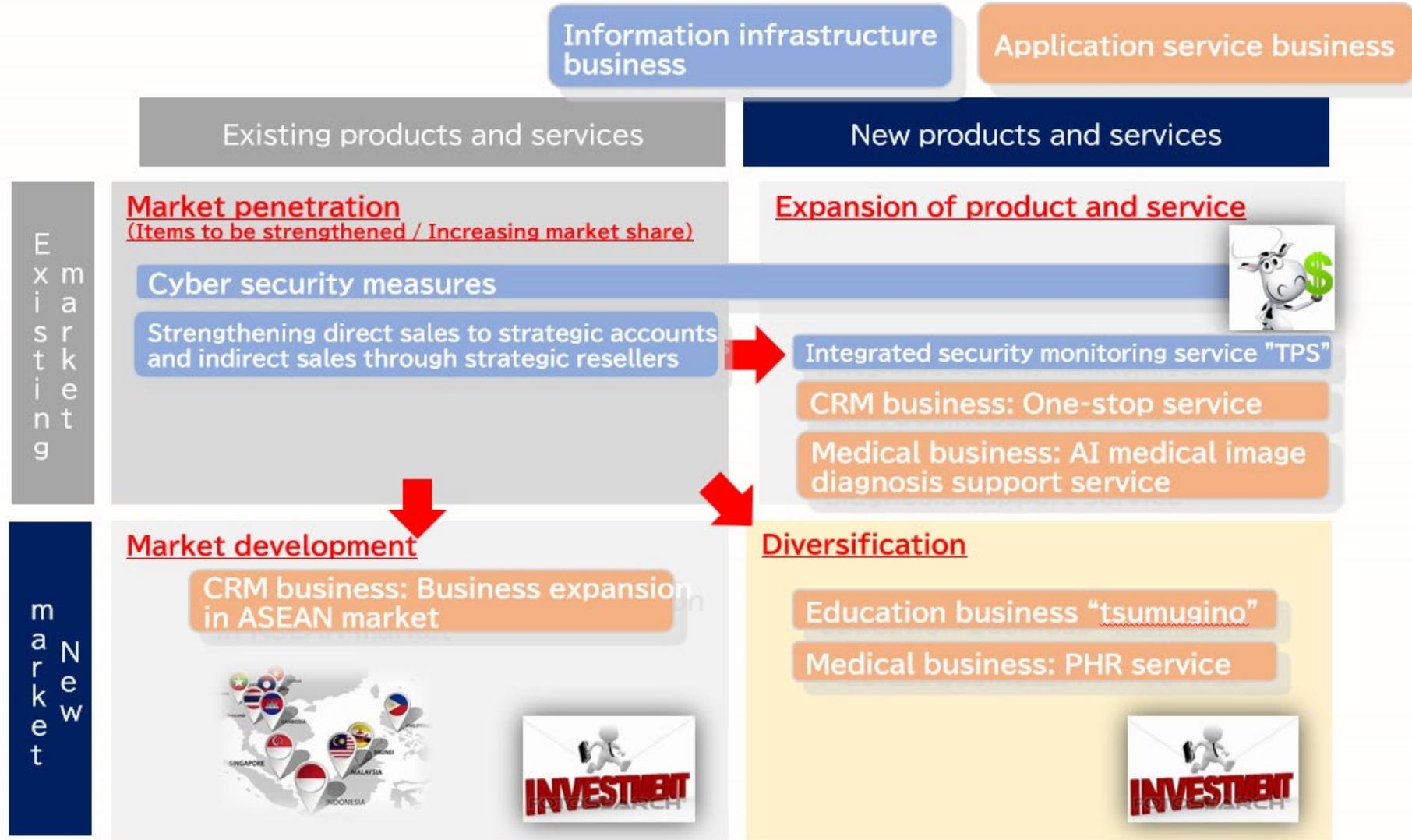
## Key basic strategy

### Information infrastructure business

- Expanding portfolio of products and services
- Strengthening direct sales to strategic accounts and indirect sales through strategic resellers
- Matrix management of Product-oriented organization and Account-oriented organization
- Strengthening expertise , Visualization of technological capabilities (Visualization of maintenance support , Proactive delivery of technical information , etc.)
- Expand sales of Integrated monitoring security services(TPS)
- Expansion of remote services to be provided by a centralized operation center (Pursuit of added value)
- Aggressive transition to Subscription business model(Strengthening stock businesses)

### Application service business

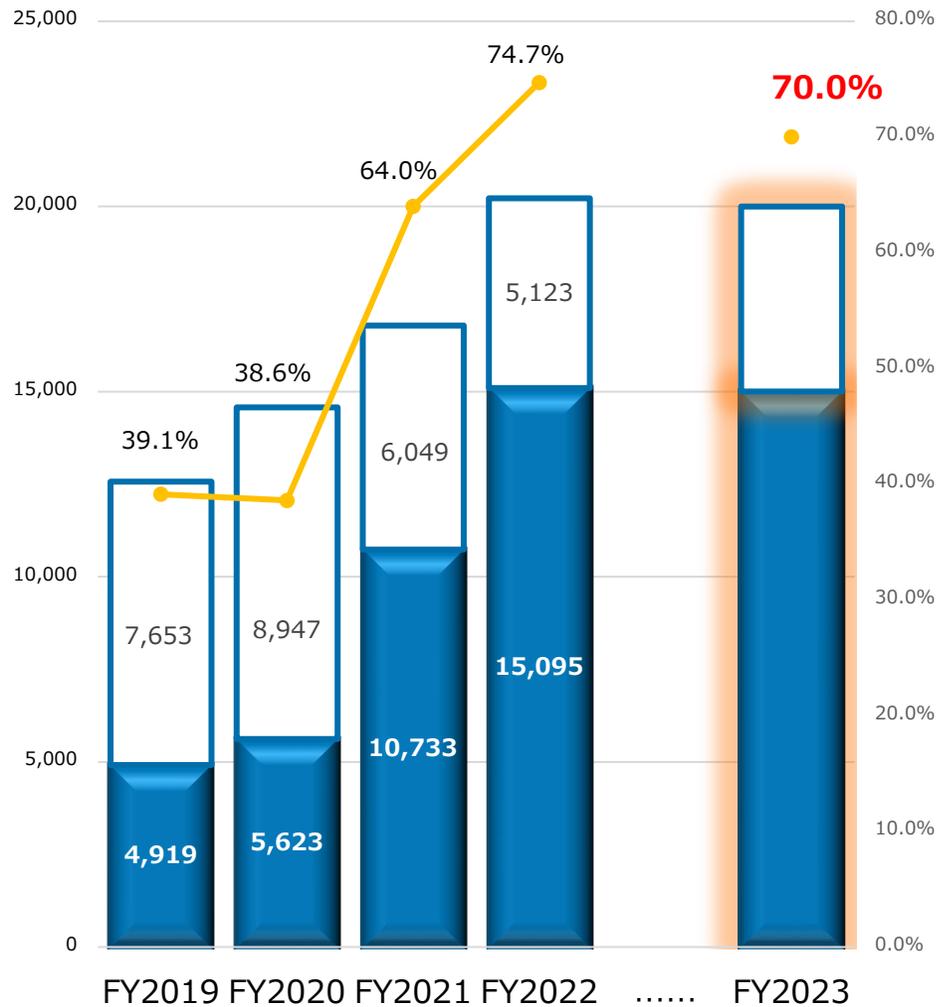
- Active investment into rapid expansion of education business
- Acceleration of AI Medical diagnosis support service business
- Expansion of PHR service
- Formation of alliances and groups with other vendors for One-stop CRM service
- Accelerate global expansion(ASESAN)
- Product/Service development using AI technologies
- Portfolio expansion (Original development of software development platform solution, etc.)
- Third-party testing with tools/Entry into the verification market
- Development and provision of BI solution for some specific vertical markets



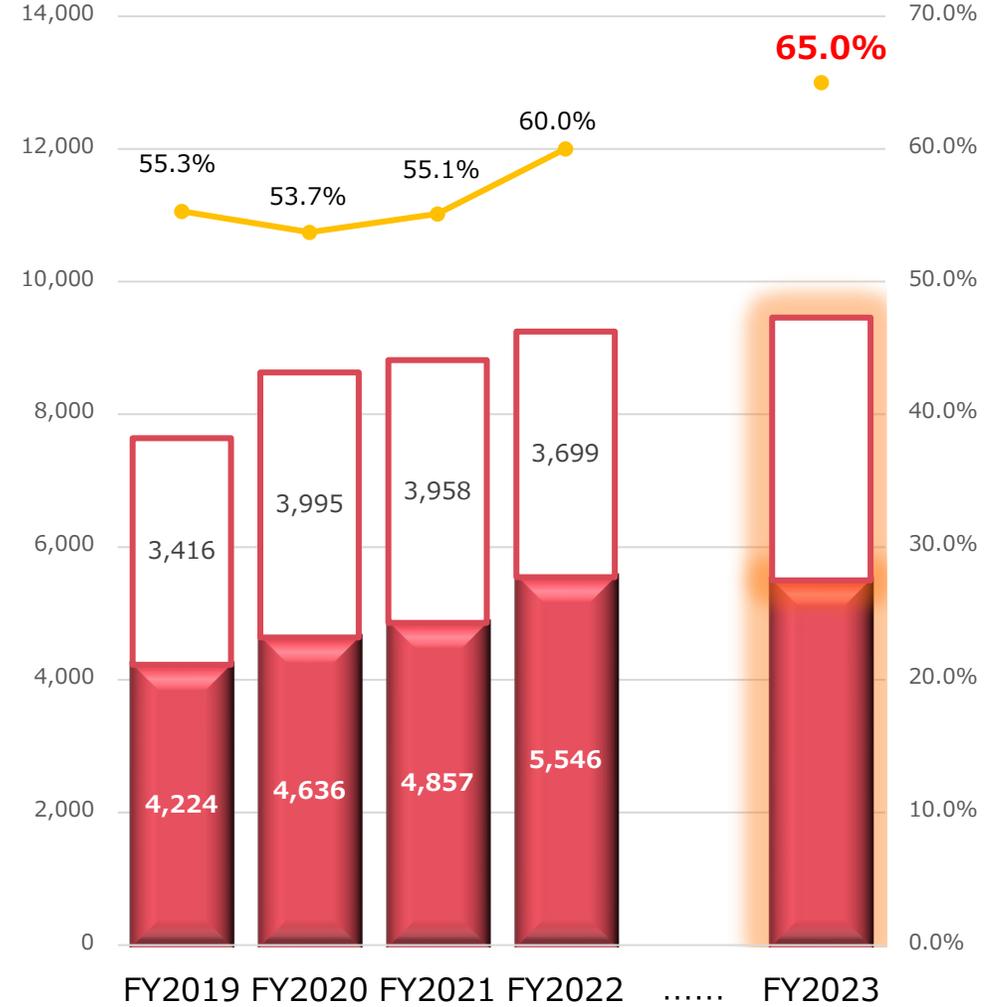


# Plan stock ratio (TMX (stand alone) + former NOBORI)

## Information infrastructure



## Application service



Stock Non-stock Stock ratio

Stock Non-stock Stock ratio



(Reference) Survey data • Other

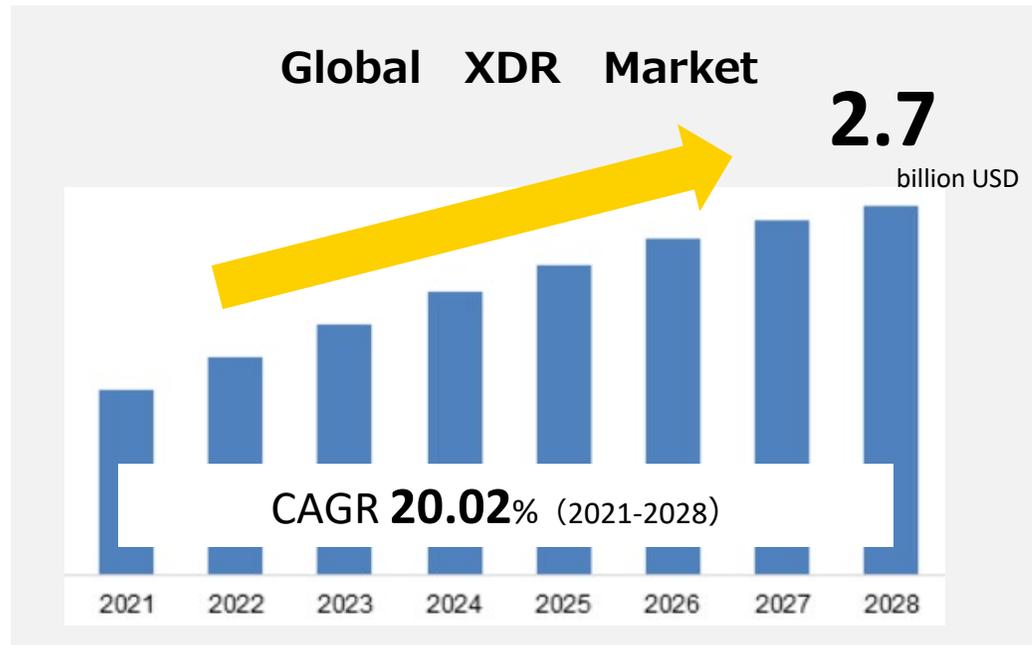


**From 2021 to 2028, the global XDR market is expected to grow to more than \$2.7 billion (CAGR 20.02%).**

What is XDR (extended detection and response)?

XDR collects data across multiple security layers including networks, servers, cloud-based applications and endpoints, and protects information assets located in various different locations. It is characterized by faster threat detection and flexibility and may be integrated with a wide range of existing security tools and products, and is indispensable in the VUCA era (※) .

※VUCA era ... Times when it is difficult to predict the future. It is an acronym for volatility, uncertainty, complexity and ambiguity.



Source: Compiled by TechMatrix based on Adroit Market Research 2021.

## ■ Sales and growth rate of major XDR vendors

Corporate name (sample)	Revenue (¥million)		Growth rate (%)
	FY2020	FY2021	
CrowdStrike Holdings Inc	92,968	160,788	<b>173%</b>
SentinelOne Inc	9,893	22,685	<b>229%</b>

Source: Compiled by SPEEDA based on their financial statements



## Fact-finding Survey on Security Measures

Survey period: June 10, 2022 – June 17, 2022

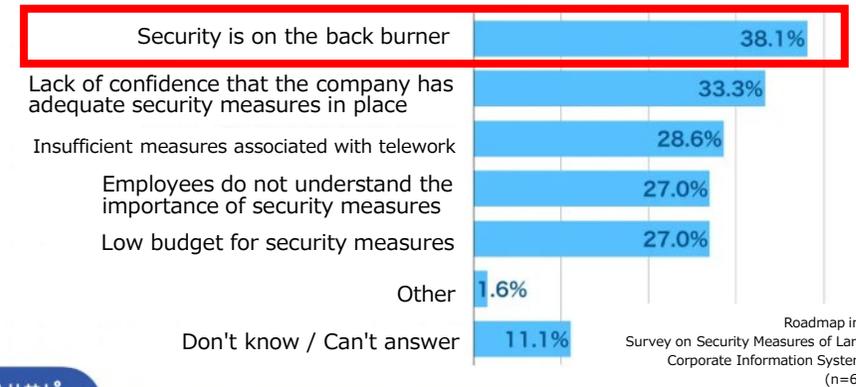
Based on a survey by Roadmap inc.

### Results of a survey of 100 information system managers at large companies (1,000 or more employees)

- ✓ **About 40%** of respondents felt that their company's security measures were falling behind in terms of concerns.
- ✓ **72.0%** of information system personnel said that their employer's management understands the importance of security measures.

Q4

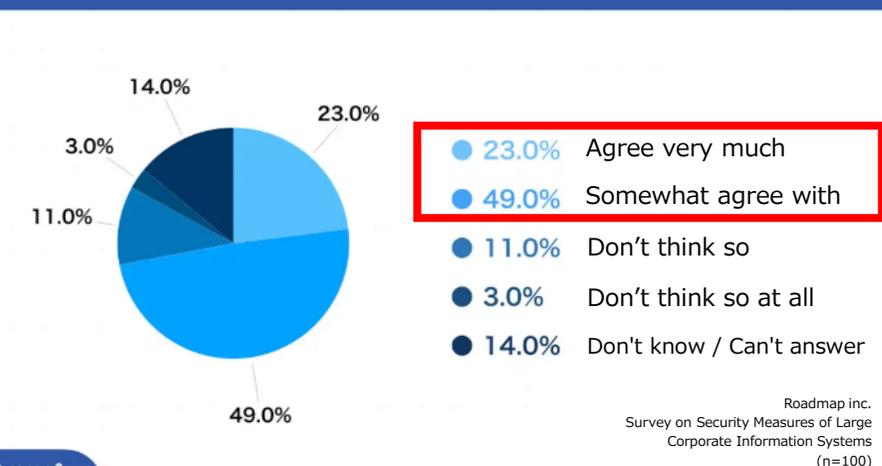
Questions for those who answered other than "adequate" in Q3. What are your concerns about security measures at your place of work (multiple answers)?



リサピー

Q6

Do you think the management of your company fully understands the importance of security measures?



リサピー



## The Global Personal Health Record Software Market size is expected to reach \$13.2 Million by 2027

### Market Growth Factors

#### Increasing government initiatives across the globe

There are growing government initiatives across various regions to promote the paperless healthcare mechanism. The burden of carrying multiple papers or prescriptions for availing any health care facilities has led patients to opt for personal health record software.

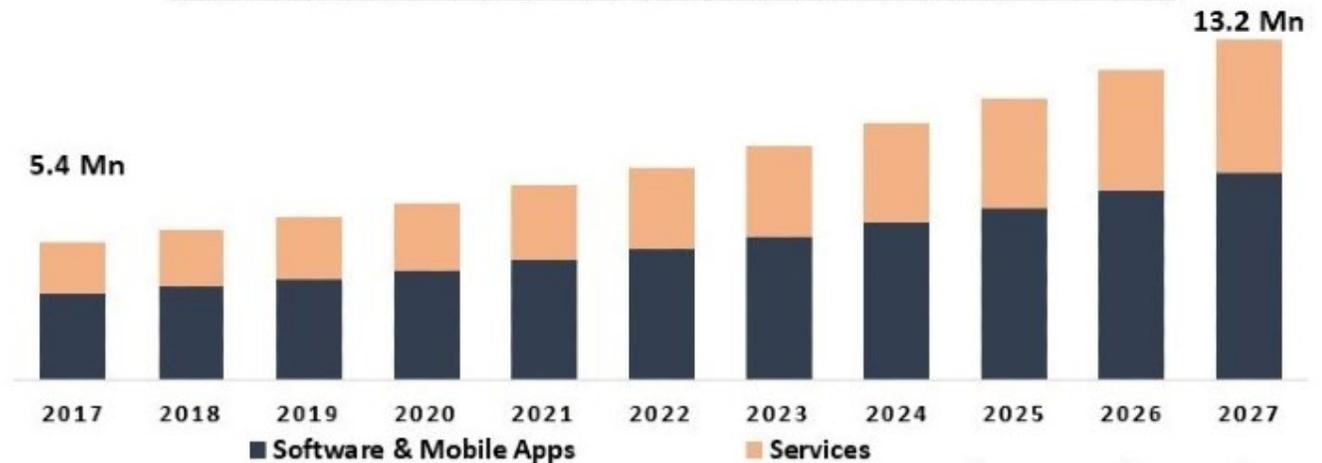
#### Growing digitalization in the healthcare industry

The increasing digitalization across the globe, especially in the healthcare sector is creating demand for more advanced, compact, and convenient technologies and solutions, which is estimated to fuel the demand for personal health record software. This software helps in keeping the health record of a person that includes a wide variety of information like doctor and patient's address, an allergy to the patient, etc., which improves the healthcare management.

Source : Global Information, Inc.

"Global Personal Health Record Software Market By Component (Software & Mobile Apps and Services), By Architecture Type (Payer Tethered, Standalone and Provider Tethered), By Deployment Mode (Web-based and Cloud-based By Regional Outlook, Industry Analysis Report and Forecast, 2021 - 2027 " (KBV Research)

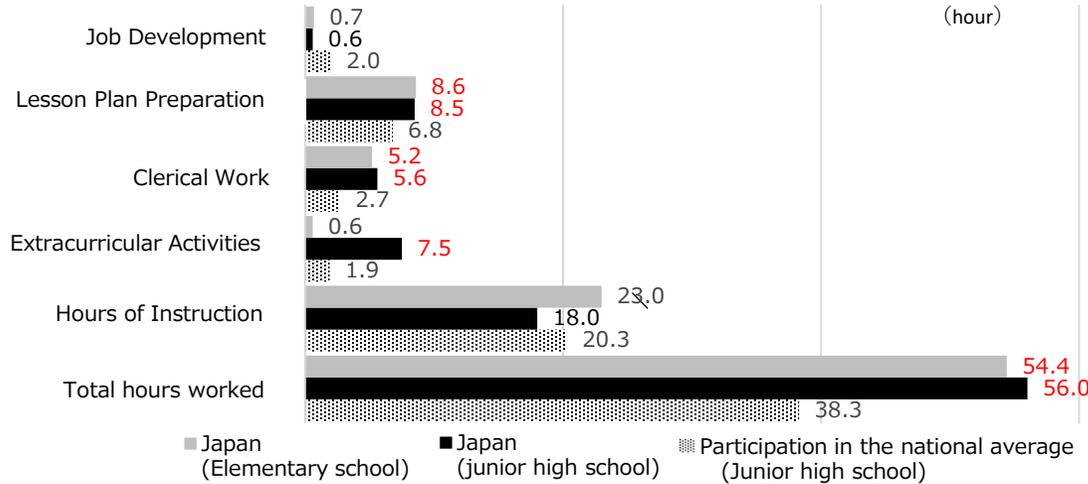
Personal Health Record Software Market Size, By Component, 2017 - 2027



Source: www.kbvresearch.com



### Teacher's work hour per week

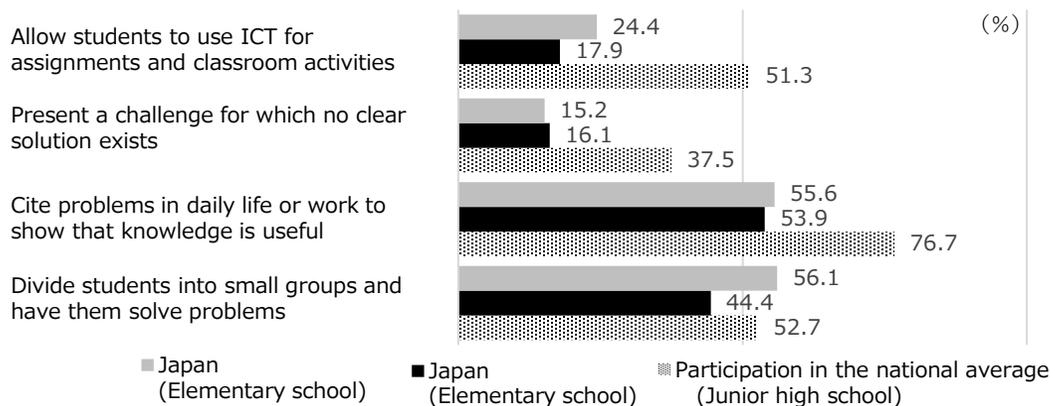


**Teachers work the longest hours among any of the participating countries, and there is a significant sense of a shortage of human resources.**

The following items recorded the longest hours among the participating countries.

- ✓ Work time
- ✓ Extracurricular activity hours (junior high school)
- ✓ Administrative work

### Percentage of teachers who frequently use each instructional practice



**Insufficient efforts to improve classes from the viewpoint of independent, interactive, and deep learning and to utilize ICT, etc.**

\*Organization for Economic Cooperation and Development (OECD) International Teacher Leadership and Instructional Environment Survey (TALIS) has been conducted every five years since 2008 for teachers and principals, focusing on the working and school environments of teachers and principals. The next survey is scheduled to be conducted in 2024. \*48 countries/regions, including OECD member countries, participated (15 countries/regions participated in primary education). Translated with www.DeepL.com/Translator (free version)

Source : International Teacher Teaching Environment Survey (TALIS) 2018 (OECD)

## Rising demand for cloud security

### Significance of unified security policy

Rising demands for remote access from home and unified security policy applied to many offices spread across the globe.

**Point !** 

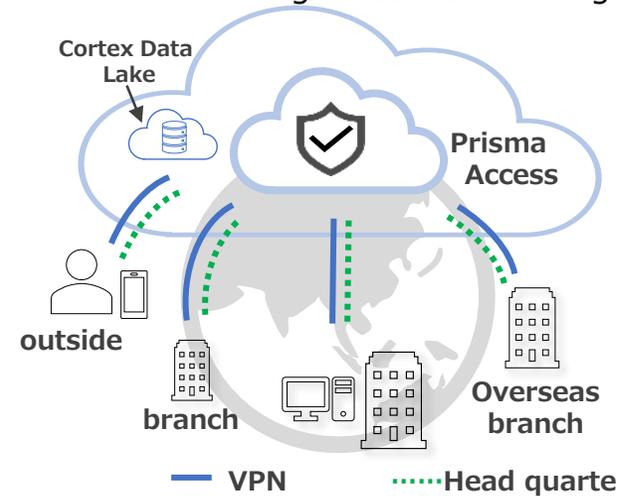
**Providing security services independent of location, device...etc.**

### SASE (Secure Access Service Edge )

Secure Access Service Edge(SASE) is a cloud service which provides network and network security within a single framework.

## Palo Alto Networks Prisma Access

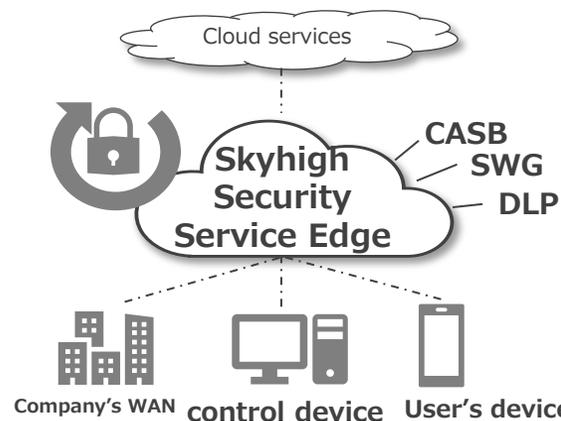
~ Providing functions of next generation fire wall on cloud ~



- Protecting multiple offices and mobile user... by unified security policy of next generation fire wall on cloud.
- No equipment installation.

## Skyhigh Security Service Edge (SSE)

~Provides consistent data and threat protection controls from device to cloud~



- Data loss prevention in cloud native environments, which can't be detected from enterprise LAN.
- Providing secure cloud access from every devices.



## Japan's top class track record of selling cybersecurity products from global cybersecurity leaders

Received awards from the global cybersecurity leaders as a partner company that achieved outstanding sales performance.



- Access Security
- Endpoint Security
- Risk management
- Gateway Security
- Web / Cloud Security

- JAPAN Distribution Partner of the Year  
⇒5 years in a row (2018, 2019, 2020, 2021, 2022)



- Endpoint Security
- Internal Network
- Visibility

- MVP Partner of the Year
- Most Dedicated Partner of the Year (2022)



- Secure Cloud Services
- Internal network

- PARTNER OF THE YEAR  
⇒3 years in a row (2020, 2021, 2022)



- Information infrastructure
- Data protection

- Channel Services Delivery Excellence Award  
⇒3years in a row (2019, 2020, 2021)





## Purpose of business integration①

Integration / Aggregation

**NOBORI** Ltd.  
TechMatrix Group

**PSP** 株式会社  
Public and social system Solution Provider



### Integration / Aggregation

**Further improvement of functions and quality of services and products**

Secured the second largest market share based on the number of customers and sales (2,200 facilities)

**Accelerate new business such as PHR/AI/data utilization by relocating engineering resources**

Further data collection on the cloud  
Increasing the number of end-users and facilities using PHR services



## Purpose of business integration②

- Promotion of Cloud PACS business
- Unifying business models as a part of the business integration

**Point !**

**Concentrating and optimizing resources for cloud services in a phased manner**

## Product types



- ✓ **Fully integrating** the products in a phased manner (targeting completion by April 2026)
- ✓ Shifting to **unified monthly subscription models**



# (Reference) 1Q Topics for the FY2022



## New collaborations and alliances

### ① Collaboration with Canon Medical Systems Corporation

Providing optimized reading support solutions by combining technologies to help diagnostic radiologists make accurate diagnoses

- Canon Medical Systems
  - AI-based analysis technologies
  - 3D processing technologies
- PSP
  - DICOM viewer software
  - Cloud-based Picture Archiving and Communication System (PACS)

### ② Alliance with Splink, Inc. and Millennia Corporation

Started to provide Brain Healthcare Program™ that visualizes brain health

- Splink
  - Brain Life Imaging® (AI-based brain checkups program)
- Millennia
  - Check of Head Health® (A simple cognitive function scale)
- PSP
  - NOBORI (An app to manage medical information)

Structural changes (in the brain structure)



Functional changes (in cognitive functions)



Medical information management with PHRs



## Brain Healthcare Program



### Brain Healthcare Program™

Visualizes brain health by using AI-driven image analysis, cognitive function scales, and personal health records (PHRs) together.

A total prevention solution that can be accessed anytime, anywhere via smartphones.

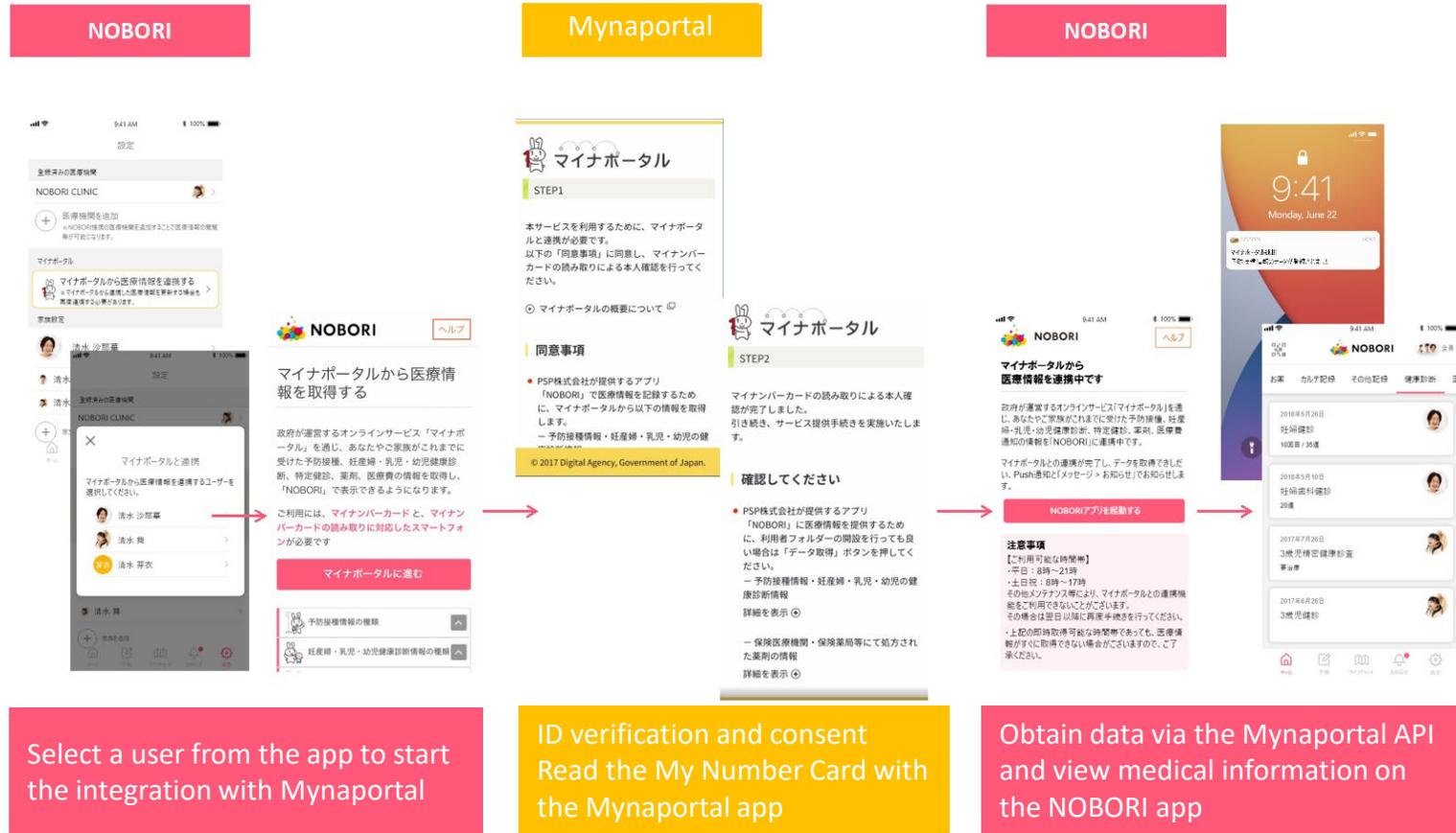
## New collaborations and alliances

### ③ Integration with Mynaportal, a service run by the Japanese government

By integrating with the Mynaportal API, medical information managed by government agencies can be obtained, and then viewed and stored within the NOBORI app—a PHR app from PSP.

Available information:

- Vaccinations
- Health checkups for expectants, nursing mothers and infants
- Health screenings for people aged 40 to 74
- Medicines
- Medical expenses



Select a user from the app to start the integration with Mynaportal

ID verification and consent  
Read the My Number Card with the Mynaportal app

Obtain data via the Mynaportal API and view medical information on the NOBORI app



## Successful track records of “tsumugino”

### ① Acquired new customers

BAIKA Junior High School and BAIKA High School

### ② Made proactive investments

Focusing on enhancing the functionalities to meet standard bidding requirements with an eye on developing market opportunities for public schools.

### ③ Acquired a patent for a class scheduling system

The system helps schools adopt individually-optimized, project-based learning that supports the new guidelines for courses of study.

### ④ Awarded a letter of appreciation from Google for Education™

TechMatrix received Appreciation for Excellent Partnership 2022 as a partner that greatly contributed to the development of the Japanese education industry.

## Sample screen of the class scheduling system



Students can change the day of the week or time of a class with + icon.

## Assisting individually optimized learning

- Issues that the system can solve  
Our class scheduling system can help to plan individual schedules tailored to student levels or teaching progress, which is not possible with traditional scheduling systems based on the in-a-mass teaching style.
- Purposes for developing the system  
To provide a class scheduling system that allows students to plan their own learning plans for independent learning.

## Successful track records of “tsumugino”

### ⑤ Started a joint project with Compass Inc.

- ✓ Demonstrated a new learning style using different EdTechs with devices for each student under the new guidelines for courses of study.
- ✓ Supported independent, interactive, and deep learning of students by using software and educational data with devices provided to them under the GIGA School Program lead by Ministry of Economy, Trade and Industry of Japan (MEXT).

## Promotion of educational digital transformation

Building data usage models to realize an independent and convincing evaluation process



Features for the  
evaluation process

----- Integration -----

Study logs  
Content data

### tsumugino

A new, cloud-based, school communication platform + school affairs support system, designed to build learning and communication in a new age. It is increasingly employed, mainly by private schools.

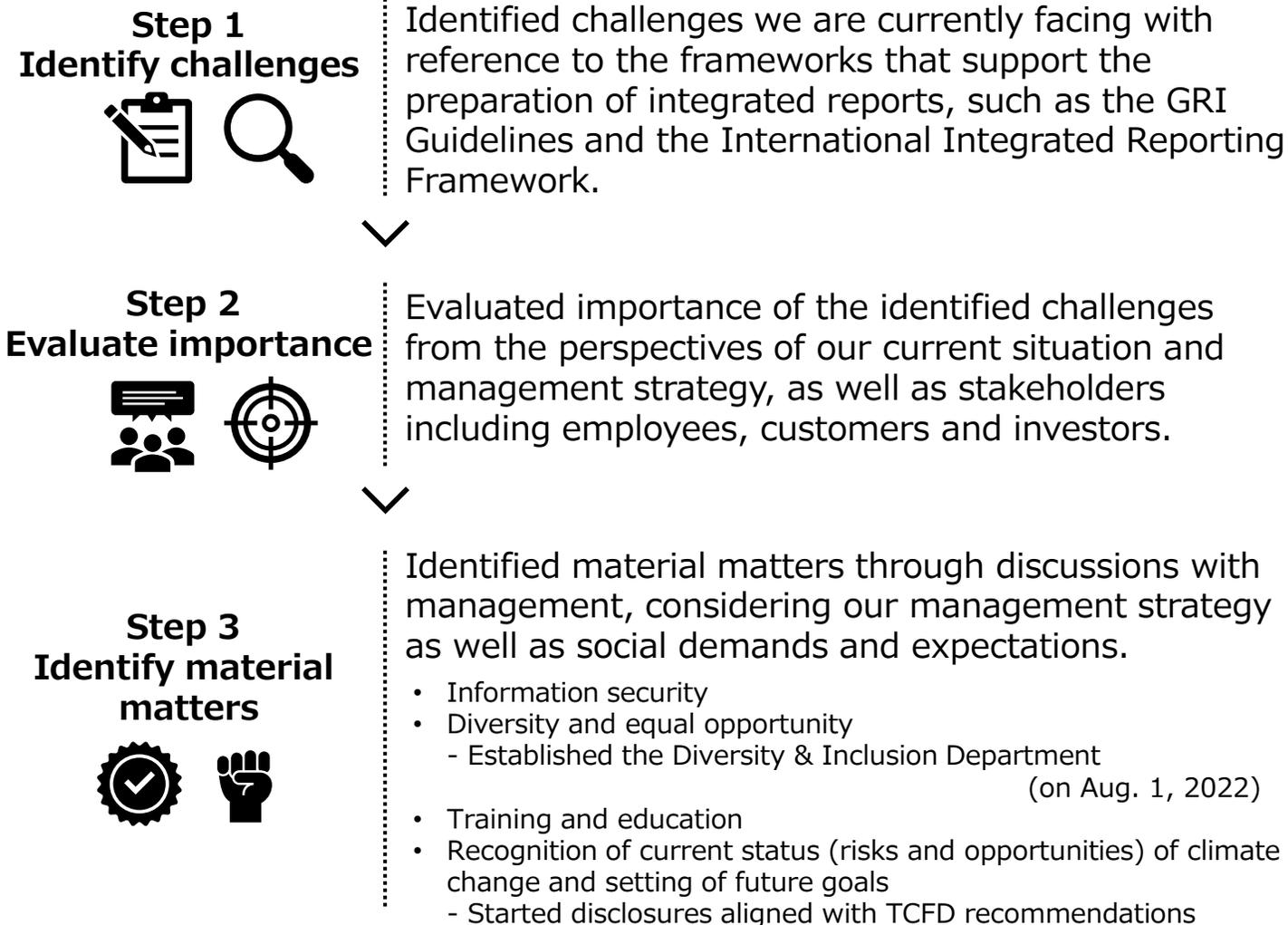
### Qubena

AI-based teaching materials that can make questions tailored to individual student’s learning levels. Qubena is adopted by local governments and public and private elementary and junior high schools across the country. It has been chosen as a learning innovation project by Ministry of Economy, Trade and Industry.



# (Reference) 2Q Topics for the FY2022

## Expanded ESG information disclosure



## Disclosures aligned with TCFD recommendations

### GHG emissions target

Target	
Recognizing that addressing climate change is an important social issue, we set a goal in 2020 of reducing CO <sub>2</sub> emissions from the Group's business activities by 46% from the 2020 levels*2 by FY2030.*1	
<b>Basis for the target</b>	<ul style="list-style-type: none"> <li>■ SBT for 1.5°C: At least a 4.2% annual reduction for 10 years toward at least a 42% reduction</li> <li>■ Government target: 46% reduction (compared to the 2013 levels)</li> </ul>
<b>Scope</b>	<b>TechMatrix (non-consolidated)</b> (The Company plans to expand the scope by adding consolidated subsidiaries in phases (Scope 1 and 2))

\*1. The target year should be set 5 to 15 years after the year when the target has been set (2022) (here, we tentatively set the target year as 2030, 8 years later).

\*2. The base year must be in or before the year when the target has been set (2022) and data must have been collected in the base year.

### Net zero target

Target	
Of the GHG emissions from our business activities, approximately 73% come from electricity, and the remaining 27% come from the gas used for air conditioning. Such electricity and gas are mainly used at business sites including the headquarters, branch offices, and sales offices. We set a goal to achieve carbon neutrality (Net Zero) by 2050 for all GHG emissions from our business activities. For this, we will change the electricity used in our business activities to be derived from renewable energy sources, and offset the remaining GHG emissions by purchasing J-Credit, Green Electricity Certificate, Non-Fossil Certificate, etc.	
<b>Basis for the target</b>	<ul style="list-style-type: none"> <li>■ SBT for 1.5°C: At least a 4.2% annual reduction for 28 years toward at least a 117.6% reduction</li> <li>■ Government target: Carbon Neutrality (Net Zero) by 2050</li> </ul>
<b>Scope</b>	<b>TechMatrix (consolidated)</b> (Scope 1 and 2)

## Detection and management of the risks arising out of cyberattacks

TechMatrix's security specialists support the operations of Palo Alto Networks Cortex® Xpanse

### Attack Surface Management services



#### Create a list of hosts requiring security measures

Analyze detection results of Cortex Xpanse to create the list



#### Identify target hosts to be assessed

Select hosts for vulnerability assessment through discussions with customers.



#### Conduct reassessment (diagnosis)

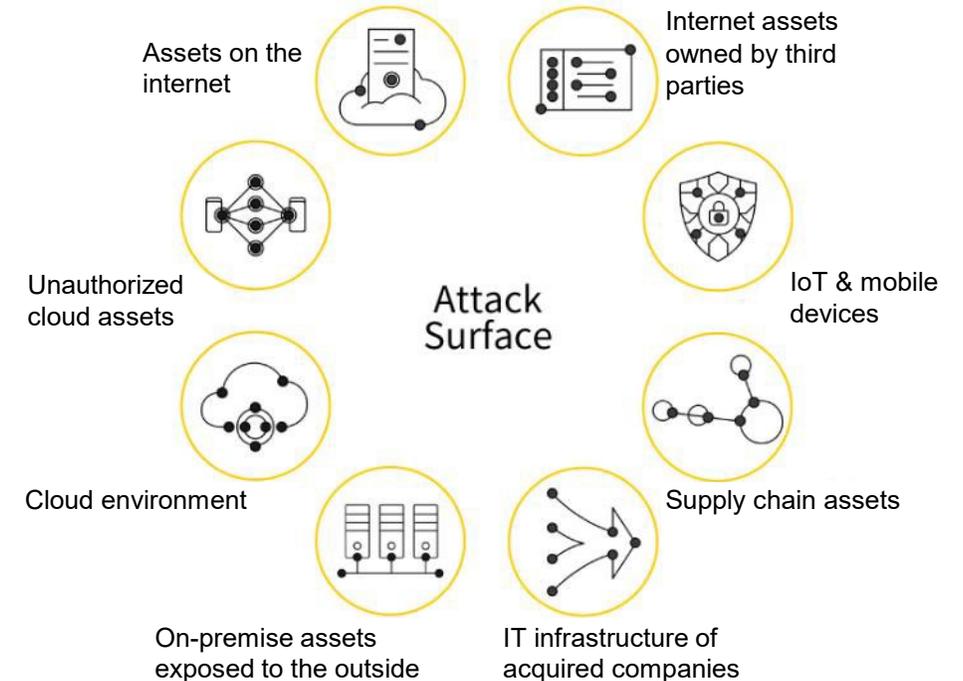
With the results of the vulnerability assessment, reassess the target hosts by checking for the risks detected by Cortex Xpanse.



#### Prepare reports and hold briefing sessions

### Cortex® Xpanse

A cloud service product that detects and manages the risks arising out of cyberattacks through continuous monitoring of organizations' all IT assets exposed to the internet.



- Reduce attack surface by identifying vulnerable IT assets and taking measures on them, which are unrecognized by each organization.
- Automates collection of highly accurate information and high-frequency checks that are difficult to be performed by human being.

## Total support of cloud-native\*1 system development, operations, and maintenance



- Security
- Software development support
- Promotion of cloud native technologies, support for training
  - Container technologies (Docker and Kubernetes)
  - DevOps\*2 tools (Jenkins and Git)

**Today, more applications are tested and released faster. Advanced process coordination of cloud-based technologies is critical for infrastructure, application development, operations, and ensuring security.**

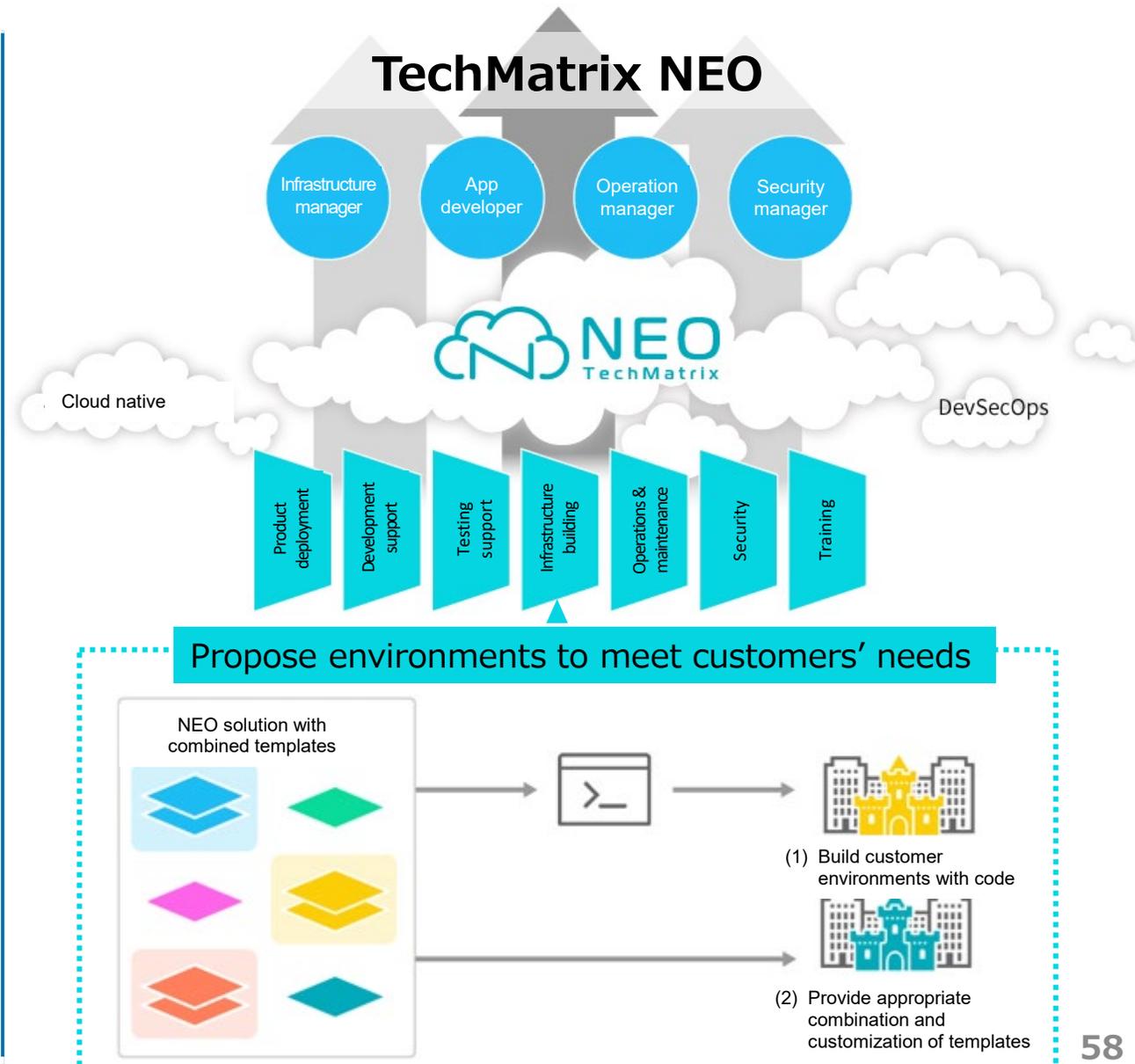
Definition of terms:

\*1 Cloud-native

A method that takes full advantage of the cloud

\*2 DevOps

An approach to processes and methods that accelerates collaboration between development and operations teams



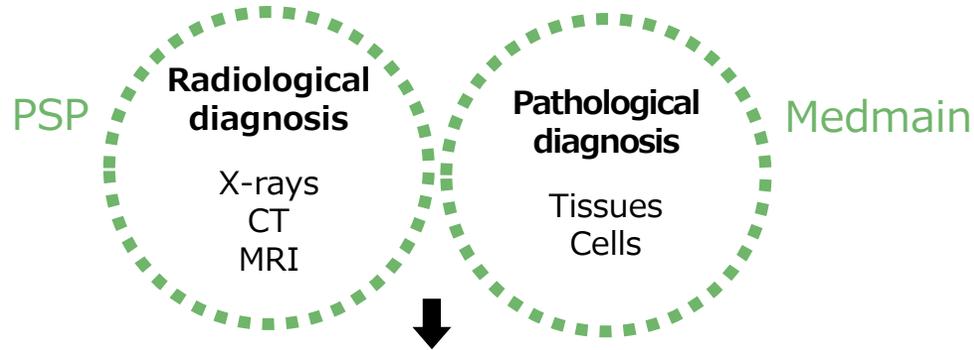


## A new collaborations and alliances

### Concluded capital and business alliance with Medmain

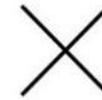
Accelerating the promotion of digital pathology by combining technologies

- Medmain  
Technologies related to pathological diagnosis (incl. AI-powered technologies)
- PSP  
Cloud-based Picture Archiving and Communication System (PACS)



Developing new systems such as cloud-based PACS for pathology and expanding sales

- Developing an environment where diagnostic results and cases can be shared anytime, anywhere
- Reducing workload and costs at pathological diagnostic sites (physician travels and pathology specimen management and transportation)
- Promoting medical digitization in relation to the establishment of large-scale databases



### PidPort provided by Medmain Inc.

AI-powered cloud system for powerful support of digital pathological diagnosis

- ✓ Store, manage, view, and use digitized pathology images
- ✓ Request a diagnosis from pathologists online and share cases quickly
- ✓ AI screening and double-checking of digitized pathology images (AI-based analysis features are planned to be provided in Japan in the future.)



## Successful track records of “tsumugino”

### ① Acquired new customers

Momoyama Primary School Attached to Kyoto University of Education

### ② Continued proactive investments

Focusing on enhancing the functionalities to meet standard bidding requirements with an eye on developing market opportunities for public schools.

### ③ Acquired a patent for a comment posting system

Added features for indirect instruction

Example: Excluding students from the list of viewers who can browse a posted comment

- ✓ In educational institutions, human-to-human interaction is highly significant. Sometimes, it may not be desirable to let everyone see posted comments for educational management purposes.

## Sample screen of the comment posting system



## Issues that the system can solve

Selecting individuals who can view certain messages is often troublesome. For example, under conventional email systems, you have to perform burdensome tasks, such as manually choosing email addresses. Under electronic bulletin board systems, you have difficulties in selecting specific individuals who are allowed to view a certain message because browsing restrictions are typically applied without any exception.

## Purposes for developing this feature

This system is designed to enable users to specify a scope of individuals who are allowed to view a comment when posting it and also to enable users to know the scope when viewing it.



# (Reference) 3Q Topics for the FY2022

## New Collaborations and Alliances

### ① Capital and business alliance with Choco Card (Thailand, a leading CDP provider)

Enabled TechMatrix to utilize Choco Card (Choco CRM)'s sales channels in Thailand and accelerate the expansion of its CRM solution business (development and provision of the contact center CRM / FAQ knowledge system "FastSeries") in Thailand and the ASEAN region.

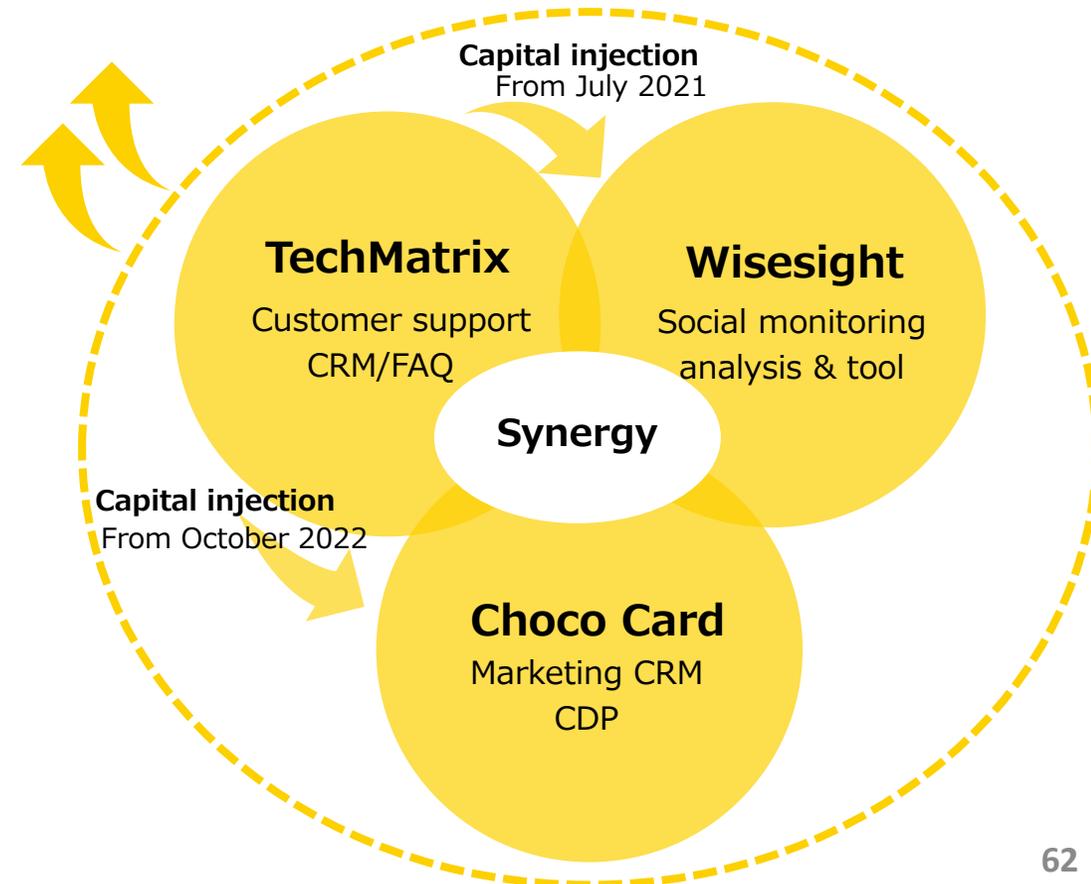
### ② Joint development of "CRM Next," a new innovative marketing service based on customer insight analysis for the Taiwanese market by the three companies - TechMatrix, BELLSYSTEM 24, and Intumit

Developed a service, ranging from the accumulation and analysis of customer insight data at contact centers to 1-to-1 marketing\* utilizing such data, for the Taiwanese market.

\*1-to-1 marketing: Marketing in line with the interests of each customer

## Medium-Term Management Plan / External Strategy Expanding business in the overseas (ASEAN) market

Strengthening sales of "FastSeries" in the ASEAN Region



## Successful track records of “tsumugino”

### ① Acquired new customers

Momoyama Elementary School Attached to Kyoto University of Education  
Nagisakoen Elementary School of TSURU Educational Foundation

### ② Continued to make proactive investments

Focusing on enhancing the functionalities to meet standard bidding requirements with an eye on developing market opportunities for public schools.

### ③ Integrated with other system

Started system integration with “Manabi Pocket” provided by NTT Communications.  
We will continue to further strengthen system integration.

### ④ Acquired patent for “report-generating device and report-generating method”

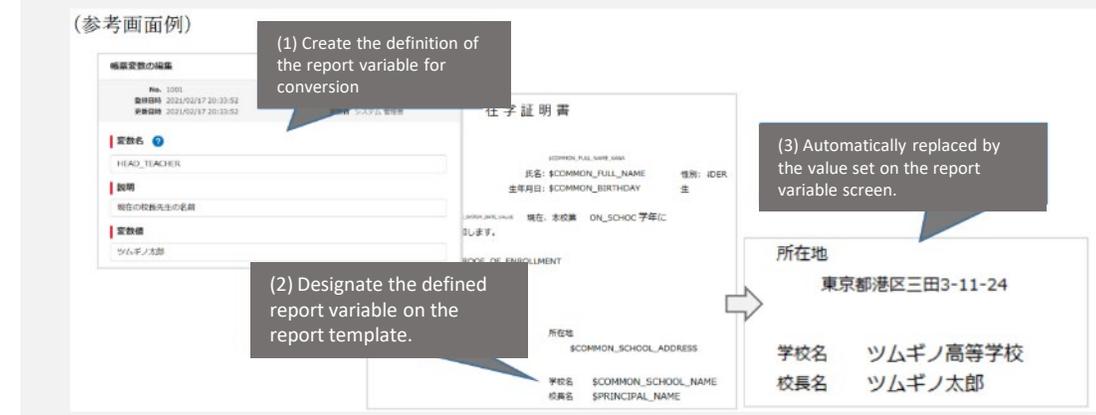
Providing a report-generating device and report-generating method that facilitates entries and changes in reports in multiple different formats that are entered as common information.

(Reference)

List of patents acquired associated with “tsumugino”

- Class scheduling system (April 18, 2022)
- Comment posting system (April 18, 2022)
- Report-generating device and report-generating method (September 26, 2022)

Sample screen of the patented report-generating device and report-generating method



(参考画面例)

(1) Create the definition of the report variable for conversion

(2) Designate the defined report variable on the report template.

(3) Automatically replaced by the value set on the report variable screen.

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**Information Disclosure Certification for Safety and Reliability of Cloud Services**

**Awarded the Outstanding Business Utilization Award and the Outstanding Certification Award by the ASP-SaaS-AI-IoT Cloud Industry Association (ASPIC)**

- Outstanding Business Utilization Award:  
Awarded to business operators who utilize the Information Disclosure Certification for Safety and Reliability of Cloud Services in business and have achieved superior results.
- Outstanding Certification Award:  
Awarded to business operators who have acquired the Information Disclosure Certification for Safety and Reliability of Cloud Services in four or more services, and made significant contributions to promoting the reliability and safety of cloud services.

Category	Certification number	Name of service	Certification date
ASP/SaaS	0092-1003	FastSeries	Mar. 24, 2010
	0251-2108	TechMatrix TestRail Cloud Service	Aug. 2, 2021
	0254-2109	tsumugino	Sept. 30, 2021
	0271-2209	TechMatrix Redmine Cloud Service	Sept. 30, 2022
Medical Information ASP/SaaS	Medical 0002-1803	NOBORI	Mar. 16, 2018



<Handling of this material>

Description of future prospect contained in this material, etc. is based on current information.

It may fluctuate due to Macroeconomic trends, Market environment, Our related industry trends, Other internal · external factors, etc.

Therefore, there are risks and certainty that actual performance may differ from the descriptions of future prospect, etc.

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