

Results for the 2nd Quarter of 42nd business period (Fiscal Year Ending March 31, 2026)



November 12, 2025
TECHMATRIX CORPORATION (code : 3762)



1. Business Highlights for the 2nd Quarter of Fiscal Year ending March31, 2026 (Consolidated)
2. Forecast for Fiscal Year ending March31, 2026 (Consolidated)
3. Topics of Business activities
4. Revise of shareholder return policy



1. Business Highlights for the 2nd Quarter of Fiscal Year ending March 31, 2026 (Consolidated)

- Key KPIs (Consolidated)

Revenue +8.2% YoY ¥33,377 m	Operating profit +5.0% YoY ¥3,174 m	Orders +1.1% YoY ¥43,642 m	Backlog +21.7% YoY ¥98,420 m
Stock type sales (Recurring revenue) ratio 83.0% TECHMATRIX and PSP	Consecutive increase in revenue 23years in a row March 2024	Patients who stored medical images in NOBORI 66.34 m	Inspections stored in NOBORI 443.5 m

- The **highest** 2Q consolidated revenue, operating profit, profit before tax and profit attributable to owners of parent.

(¥million)

*FY2024 2Q=2024.4~2024.9 FY2025 2Q=2025.4~2025.9	FY2024 2Q	FY2025 2Q	YoY	
			Change	Change %
Revenue	30,841	33,377	+2,536	+8.2%
Operating profit	3,023	3,174	+151	+5.0%
Profit ratio	(9.8%)	(9.5%)		(△0.3P)
Profit before tax	2,768	3,201	+432	+15.6%
Profit attributable to owners of parent	1,708	2,104	+396	+23.2%



Business Highlights for FY2025 2Q (Consolidated)

Special Factors	■Temporary demand from one-time factors in previous fiscal year(Information Infrastructure)				
	・Recorded a temporary special demand in the previous fiscal year(revenue:¥1.6billion,operating profit ¥290million)				
	■ Recording of software development expenses for the EdTech business this term (Application Service)				
・Changed to record the entire software development costs as sales and general administrative expense. (cumulative 2Q:¥83million)					
(¥million)		FY2023 2Q	FY2024 2Q	YoY	
FY2024 2Q=2024.4~2024.9 FY2025 2Q=2025.4~2025.9				Change	Change %
Revenue		30,841	33,377	+2,536	+8.2%
*After excluding special factors (Actual revenue)		29,233	—	+4,144	+14.2%
Operating profit		3,023	3,174	+151	+5.0%
Profit ratio		(9.8%)	(9.5%)		(△0.3P)
*After excluding special factors (Actual operating profit)		2,729 (9.3%)	3,257 (9.8%)	+528	+19.3% (+0.5%)
Profit before tax		2,768	3,201	+432	+15.6%
Profit attributable to owners of parent		1,708	2,104	+396	+23.2%

(¥million)

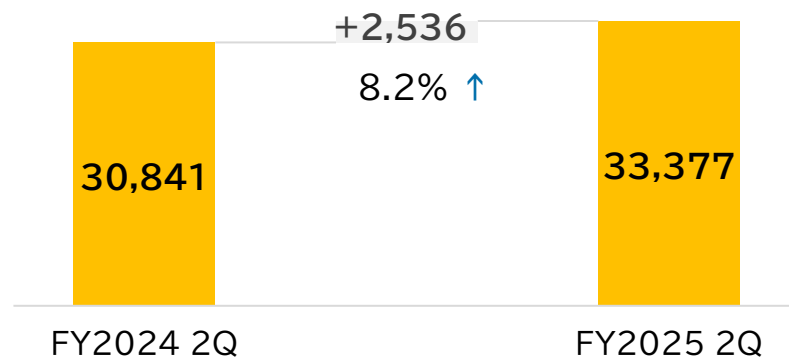
	FY2024 2Q			FY2025 2Q			YoY	
	Results	%	Profit ratio	Results	%	Profit ratio	change	Change %
Revenue	30,841	100.0%		33,377	100.0%		+2,536	+8.2%
Information Infrastructure	22,046	71.5%		24,229	72.6%		+2,182	+9.9%
Application Service	4,385	14.2%		4,716	14.1%		+330	+7.5%
Medical System	4,409	14.3%		4,431	13.3%		+22	+0.5%
Operating profit	3,023	100.0%	9.8%	3,174	100.0%	9.5%	+151	+5.0%
Information Infrastructure	2,559	84.7%	11.6%	2,926	92.2%	12.1%	+367	+14.3%
Application Service	159	5.3%	3.6%	△53	△1.7%	-1.1%	△212	-%
Medical System	304	10.1%	6.9%	301	9.5%	6.8%	△2	△0.9%



Business Highlights for FY2025 2Q (Consolidated)

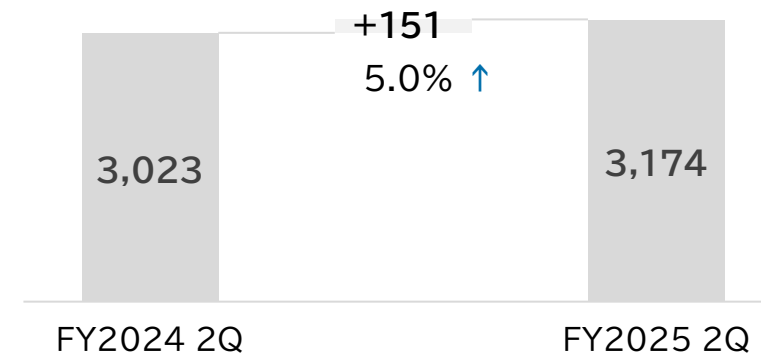
Revenue

(¥million)

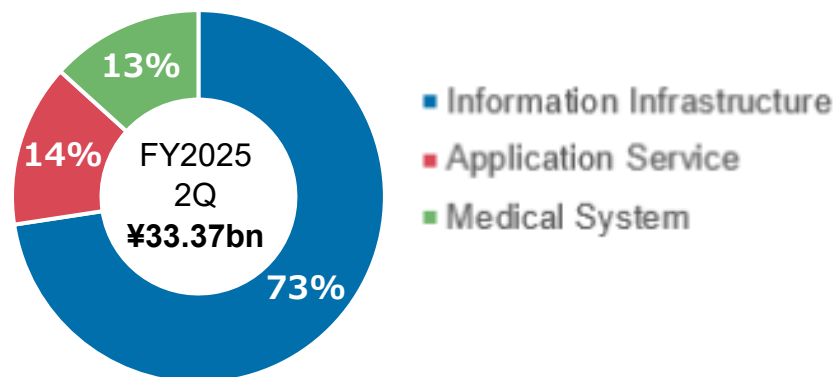


Operating profit

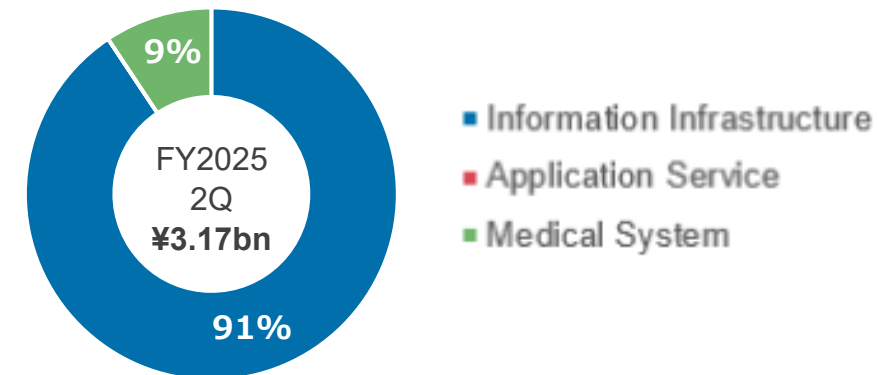
(¥million)



Revenue breakdown



Operating profit breakdown





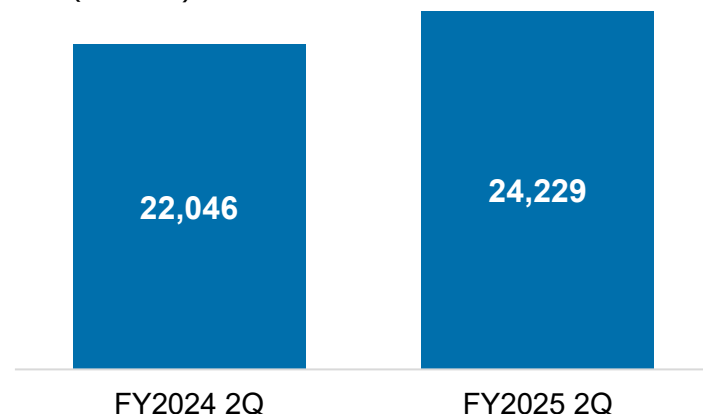
Business Highlights for FY2025 2Q by Segment (Consolidated)

Information Infrastructure Business

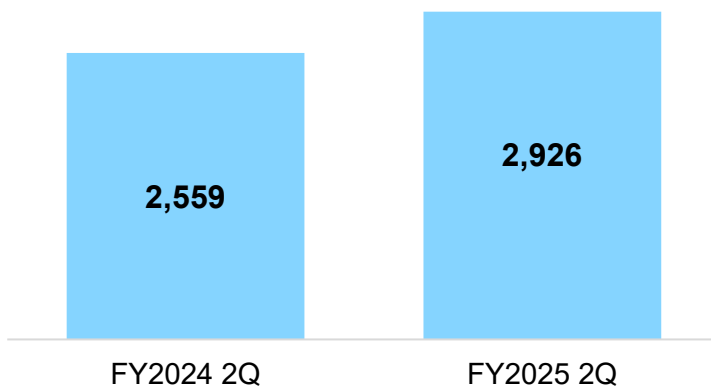
TechMatrix

Revenue

(¥million)



Operating profit



The **highest** 2Q consolidated Revenue and Operating profit.

YoY

Revenue

+ **2,182** million yen + **9.9** %

(+) Increasing demands for cloud-based security products and Next-Generation Mail security solutions.

(+) Accumulation of multi-year subscriptions.

(+) Firmus was consolidated from the 3rd quarter of FY2024

(-) A decline due to the temporary demand from one-time factors (revenue of approximately 1.6 billion yen) in the 2Q of the previous fiscal year.

Operating profit

+ **367** million yen + **14.3** %

(+) Thoroughly conducted sales activities with profitability in mind

(-) A decline due to the temporary demand from one-time factors (operating profit of approximately 290 million yen) in the 2Q of the previous fiscal year.

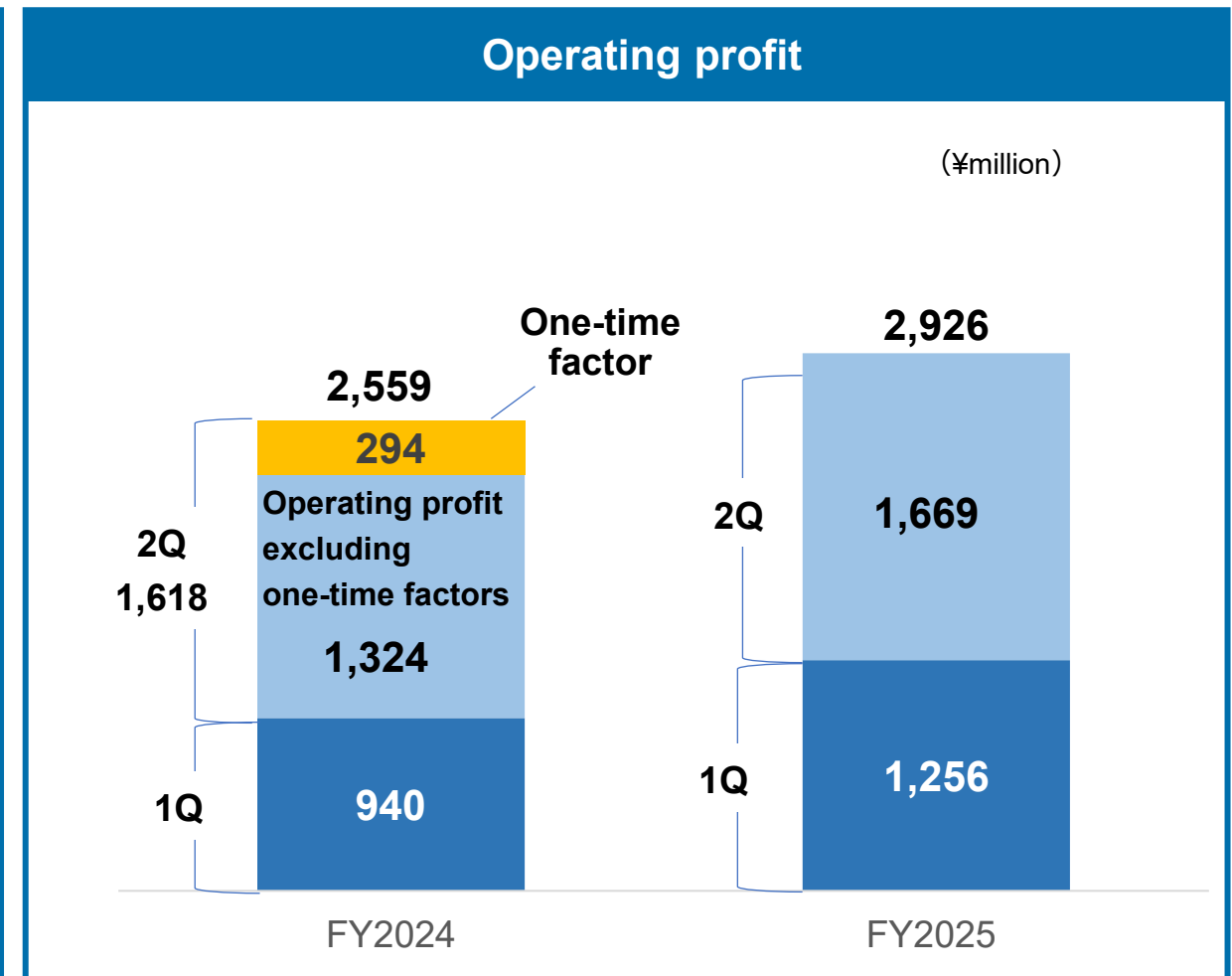
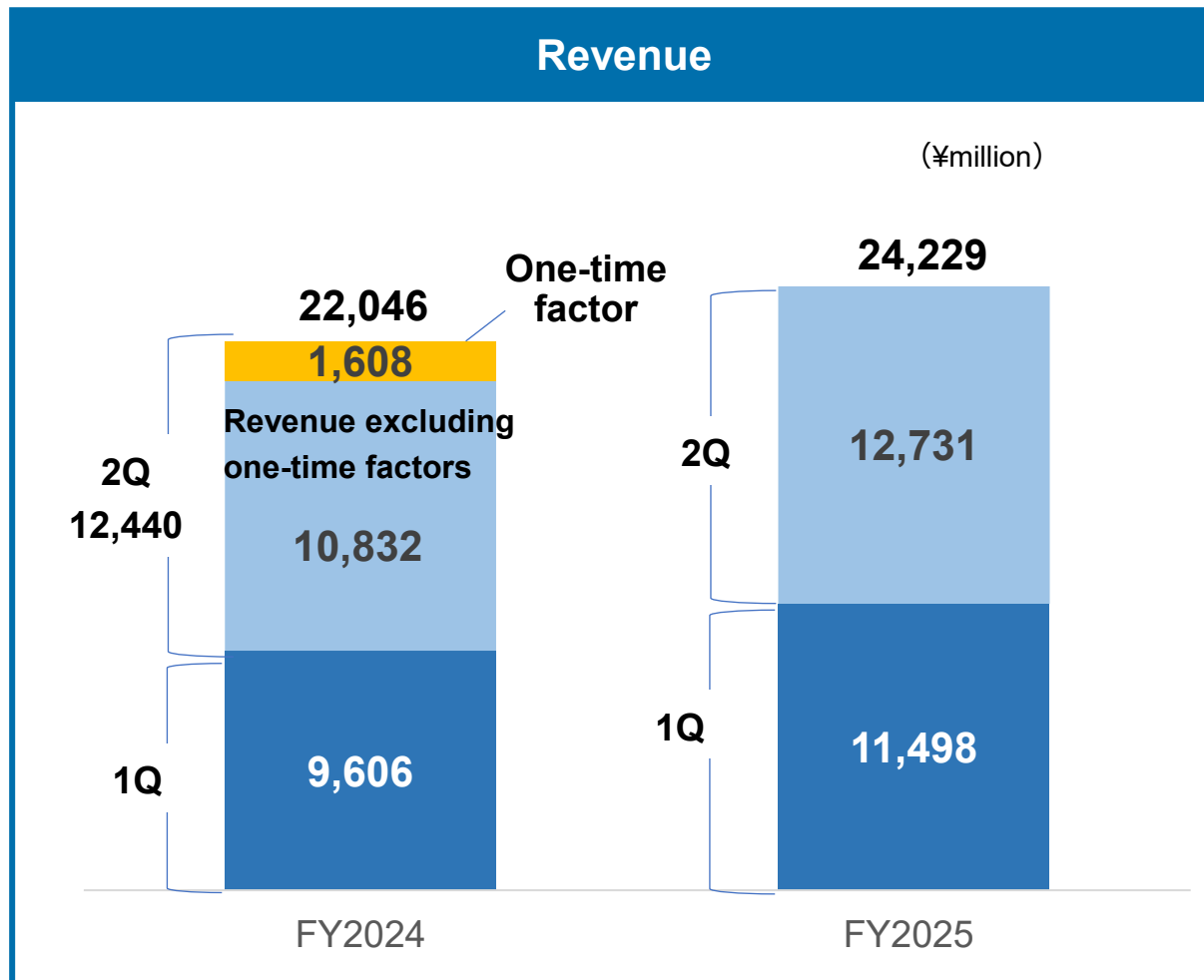


Business Highlights for FY2025 2Q by Segment (Consolidated)

Information Infrastructure Business



- Excluding one-time factors from the previous term, the growth rate for 2Q alone was revenue +17.5% and operating profit +26.1% compared to the previous term.



* Temporary demand from large one-time deals (Next-Generation Firewall and Storage)



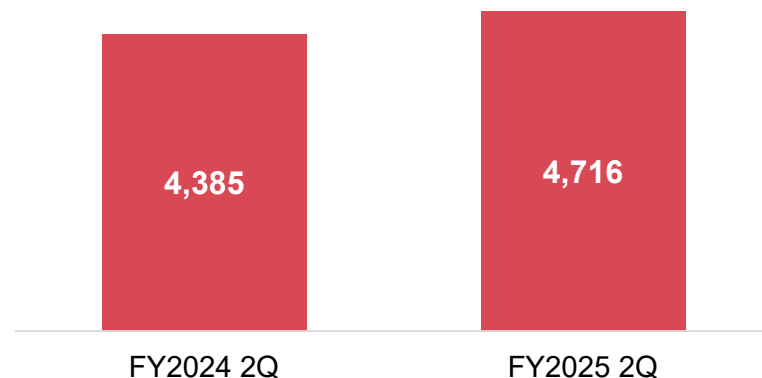
Business Highlights for FY2025 2Q by Segment (Consolidated)

Application Service Business

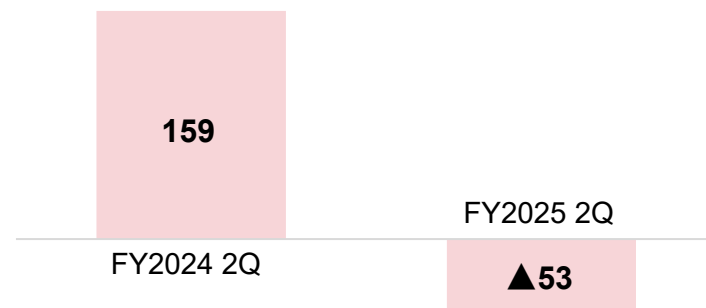


Revenue

(¥million)



Operating profit



Although revenue increased YoY, operating profit decreased due to higher expenses associated with the expansion of the CRM business and sluggish order growth in the BS business at the beginning of the period.

YoY

Revenue

+ **330** million yen + **7.5** %

(+) Strong demand for cloud-based contact center CRM system (FastHelp) (CRM)

(+) Revenue increased due to the accumulation of stock-type businesses accelerated by the progress of subscriptions. (CRM, SE, EdTech)

Operating profit

▲ **212** million yen — %

(-) Increase in personnel expenses and selling and administrative expenses due to business expansion (CRM)

(-) Sluggish growth in orders for bidding projects at the beginning of the period (BS)

(-) All software development costs were recorded as research and development expenses. (83 million yen) (EdTech)



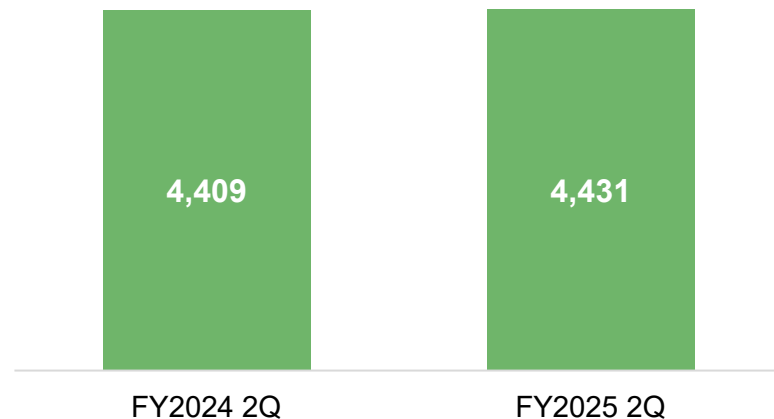
Business Highlights for FY2025 2Q by Segment (Consolidated)

Medical System Business

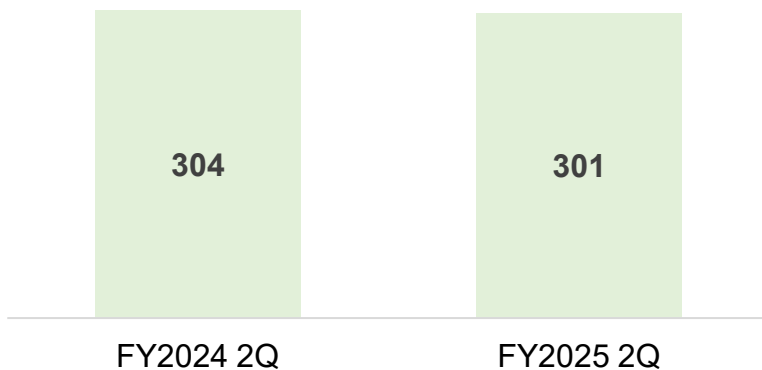


Revenue

(¥million)



Operating profit



Revenue remained at the same level as previous year.
Operating profit remained at the same level as the previous year, despite an increase in investment costs YoY, due to the expanded sales composition of cloud services.

YoY

Revenue

+ **22** million yen + **0.5** %

(+) NOBORI, a medical information cloud service and a PHR application, performed well.

(+) Ichigo and A-Line performed well.

(-) Gradual shift to cloud computing.

Operating profit

▲ **2** million yen ▲ **0.9** %

(-) Increased labor and investment costs(PSP)

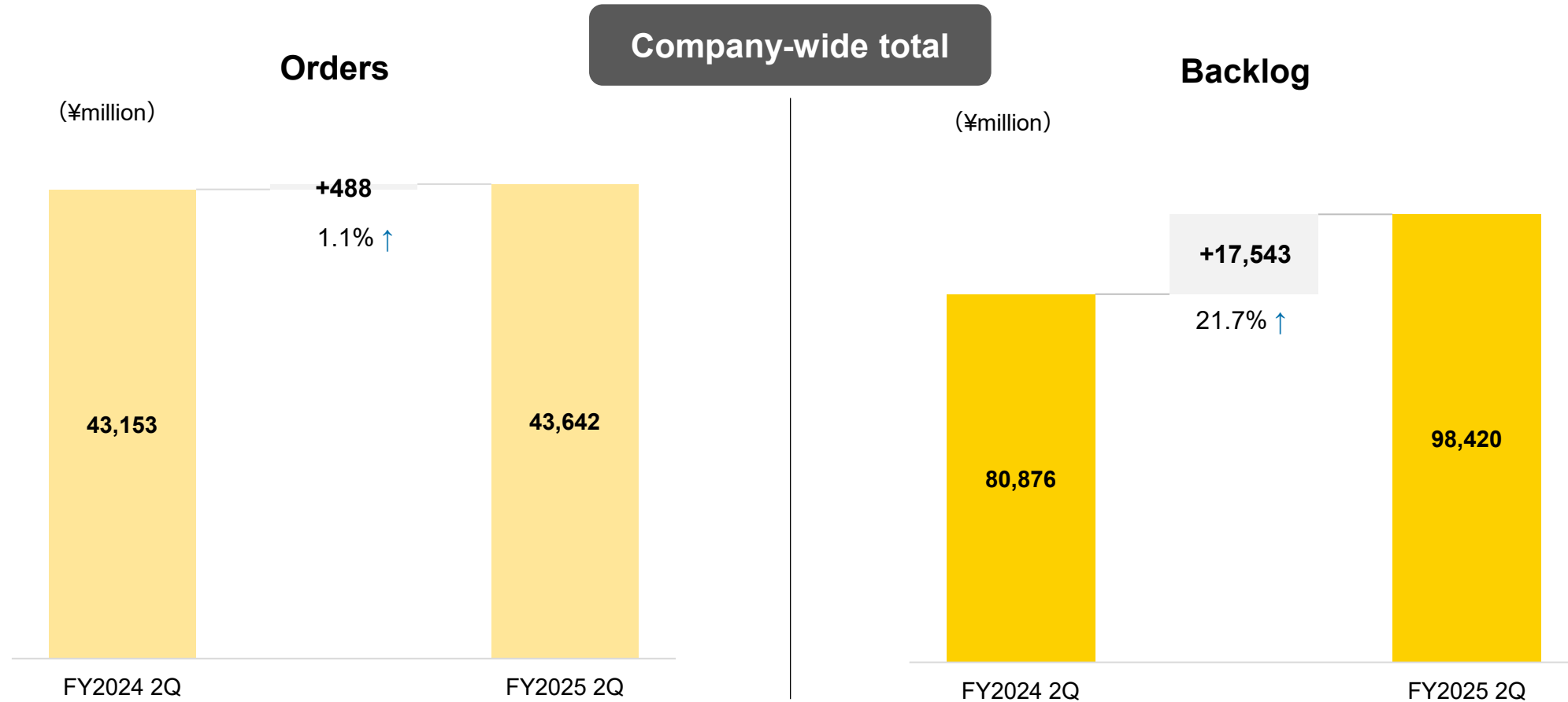
(-) Amortization of development costs(PSP)

(+) The sales composition ratio of cloud services is expanding



Booking and Backlog for FY2025 2Q (Consolidated)

- Consolidated orders received same level YoY due to multiple large renewal orders in the information infrastructure business in the previous fiscal year.
- Strong backlogs, in particular, in Information Infrastructure business.
- Information Infrastructure, Application Service, and Medical System businesses all orders steadily increased.



*By eliminating the impact of agent transactions in the previous period's EdTech business, we have revised the order volume and order backlog from the previous period.



Booking by Segment for FY2025 2Q (Consolidated)

Information Infrastructure Business

By acquiring new projects for cloud-based security products and steadily accumulating renewal projects, the decline following last year's large renewal projects was absorbed, resulting in performance remaining at the same level as the same period of the previous year.

Application Service Business

The CRM field, software quality assurance field, and EdTech business are performing well.

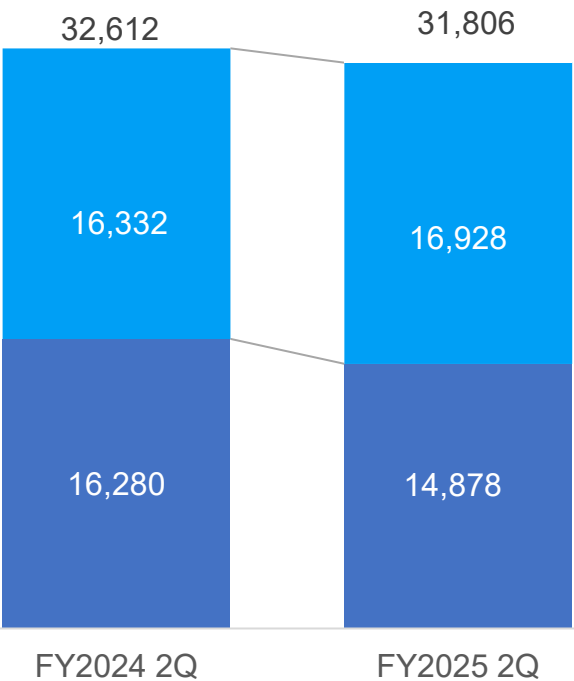
Medical System Business

Orders for medical image management systems (PACS) is performing steadily due to the acquisition of new projects and the consistent accumulation of renewals.

Information Infrastructure Business

(¥million)

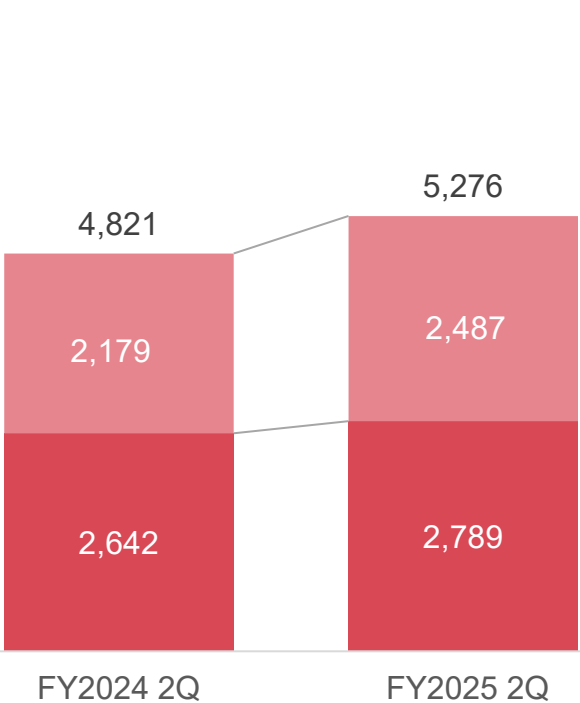
▲2.5% ↓



Application Services Business

(¥million)

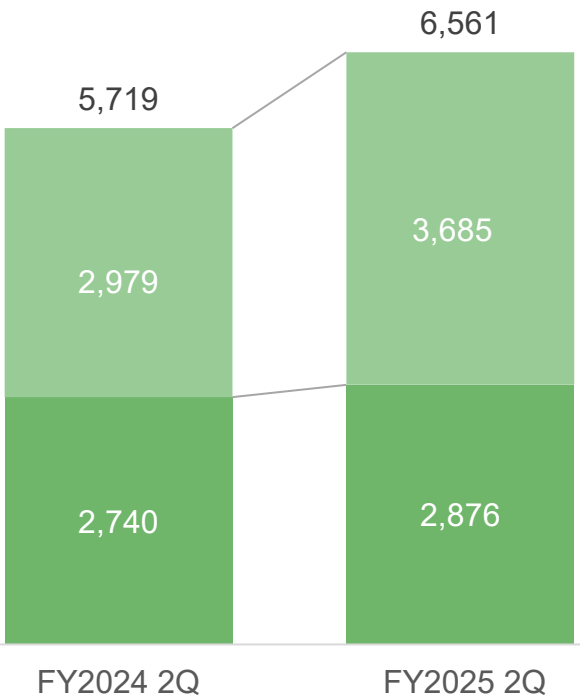
+9.4% ↑



Medical System Business

(¥million)

+14.7% ↑





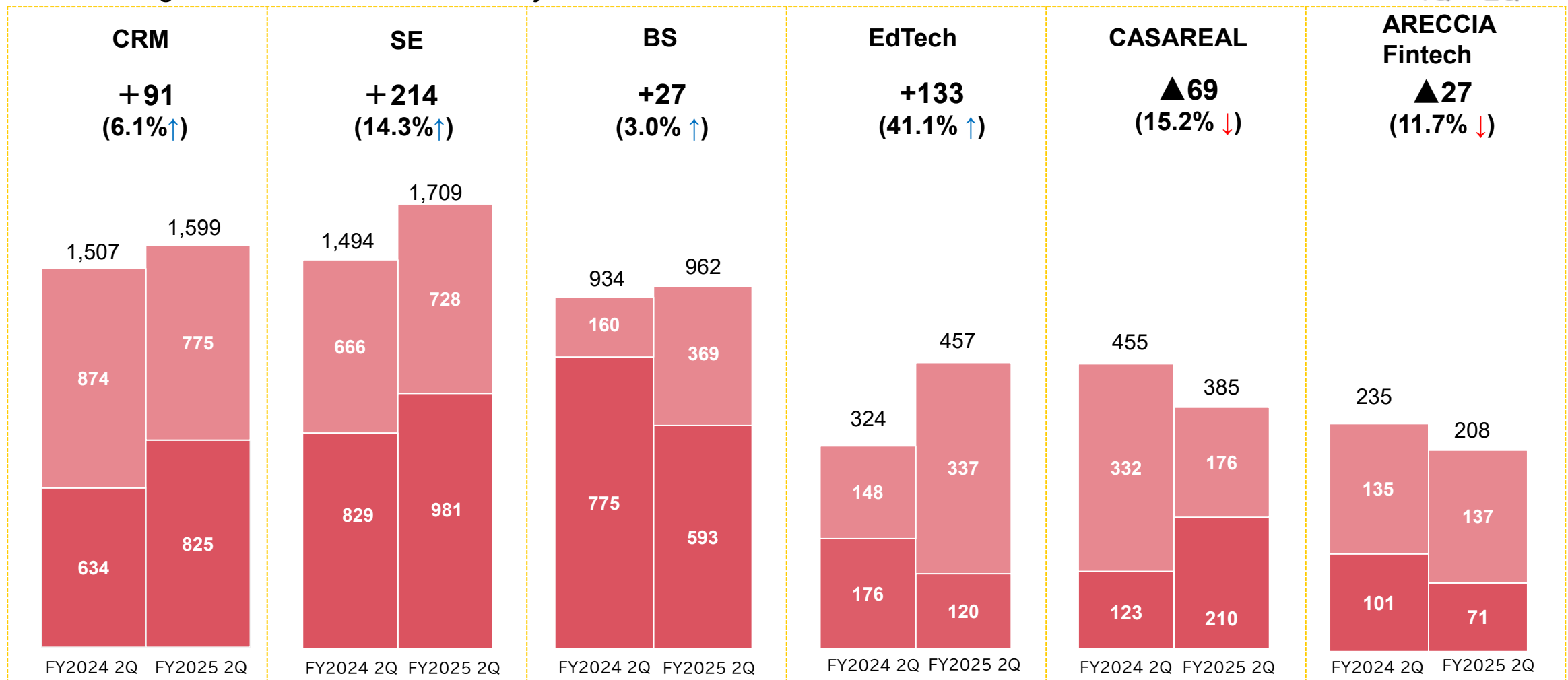
Booking for FY2025 2Q by Field (Consolidated)

Application Service Business



(¥million) ※ Figures before consolidation adjustments between divisions

■ 1Q ■ 2Q



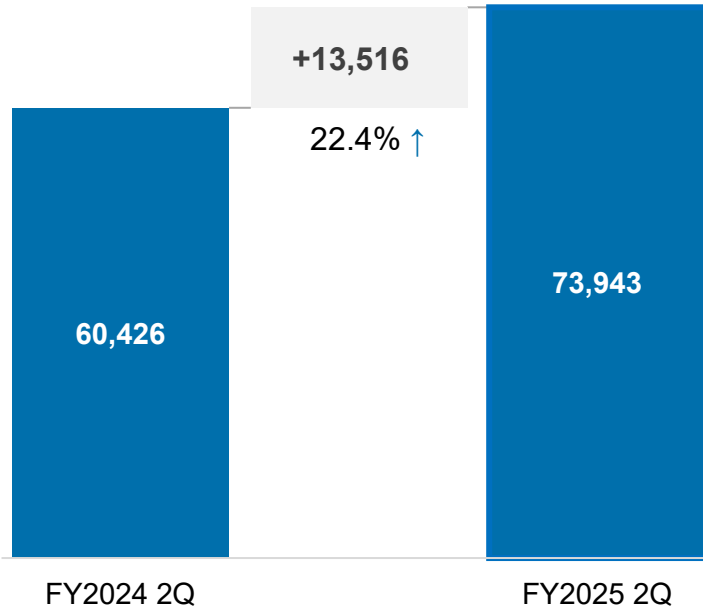
※ Division name abbreviation

CRM: Contact center / Call center, SE: Software quality assurance, BS: Business solution, EdTech: Education

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

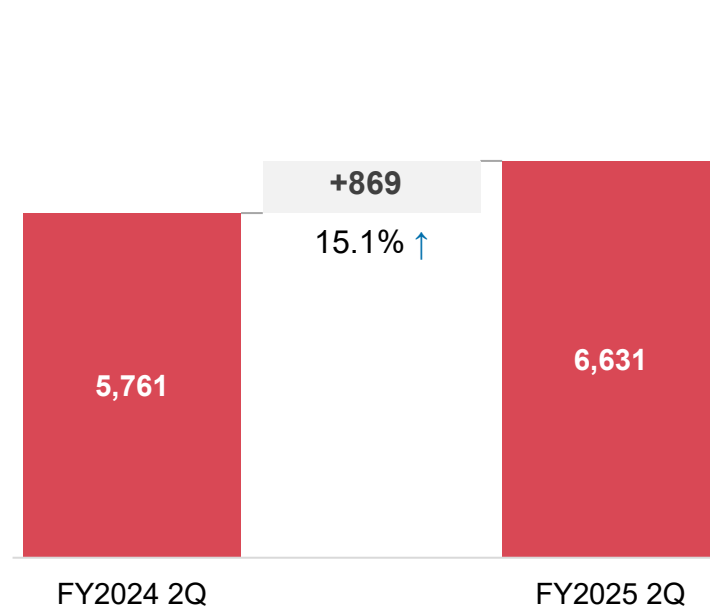
Information Infrastructure Business

(¥million)



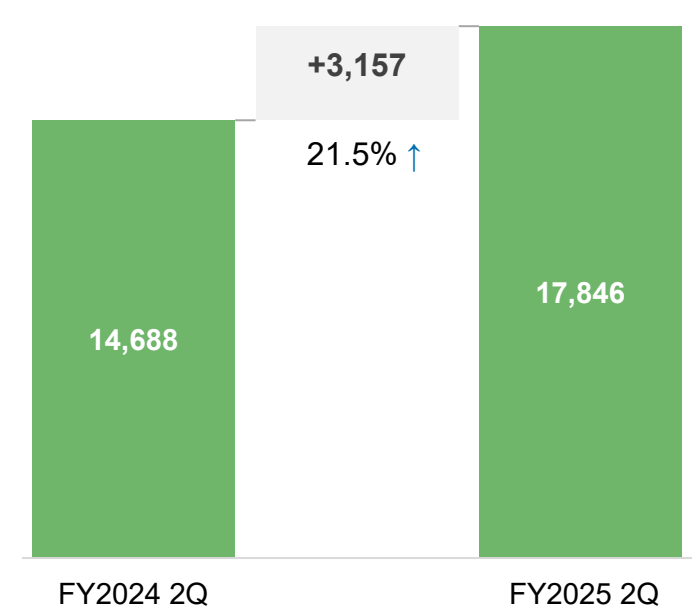
Application Services Business

(¥million)



Medical System Business

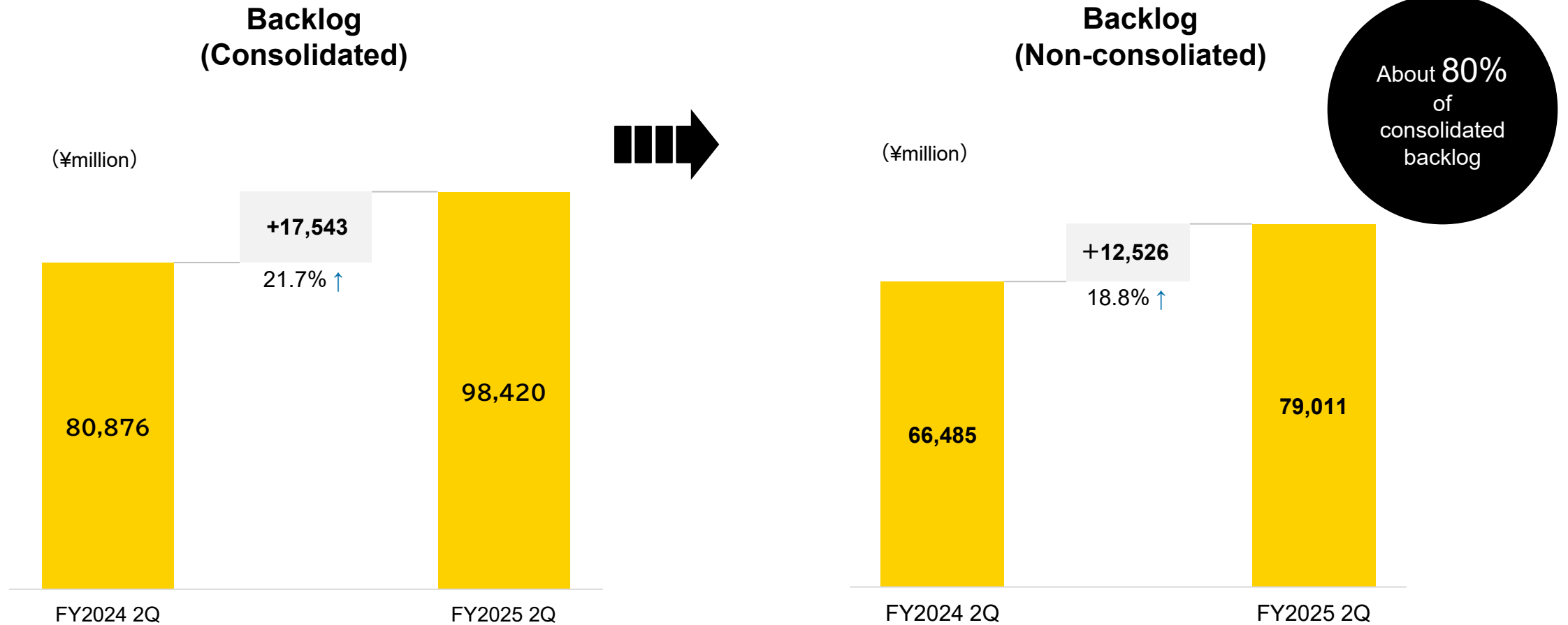
(¥million)





Backlog for FY2025 2Q (Non-Consolidated)

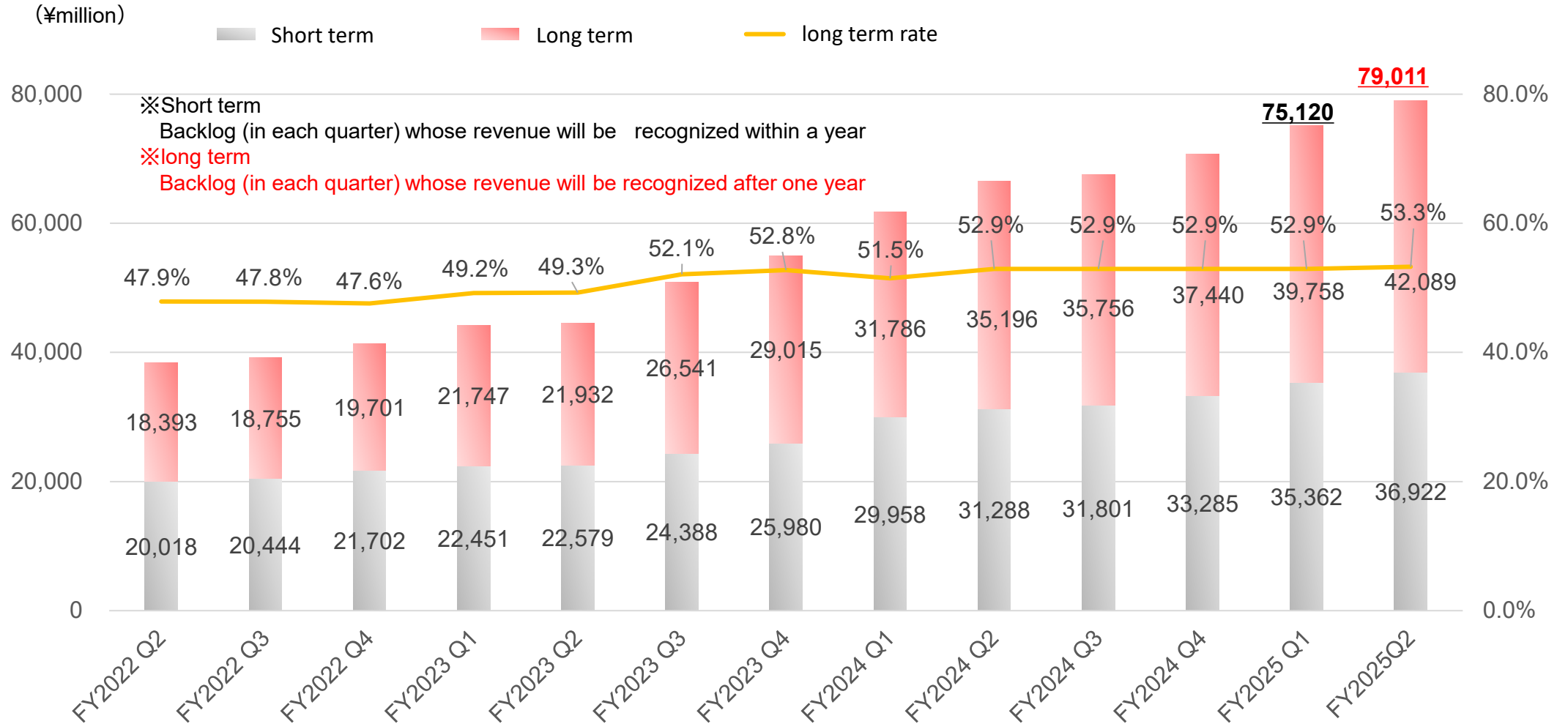
- Consolidated and non-consolidated (TechMatrix only) backlogs are as follows.





Backlog for FY2025 2Q (Non-Consolidated)

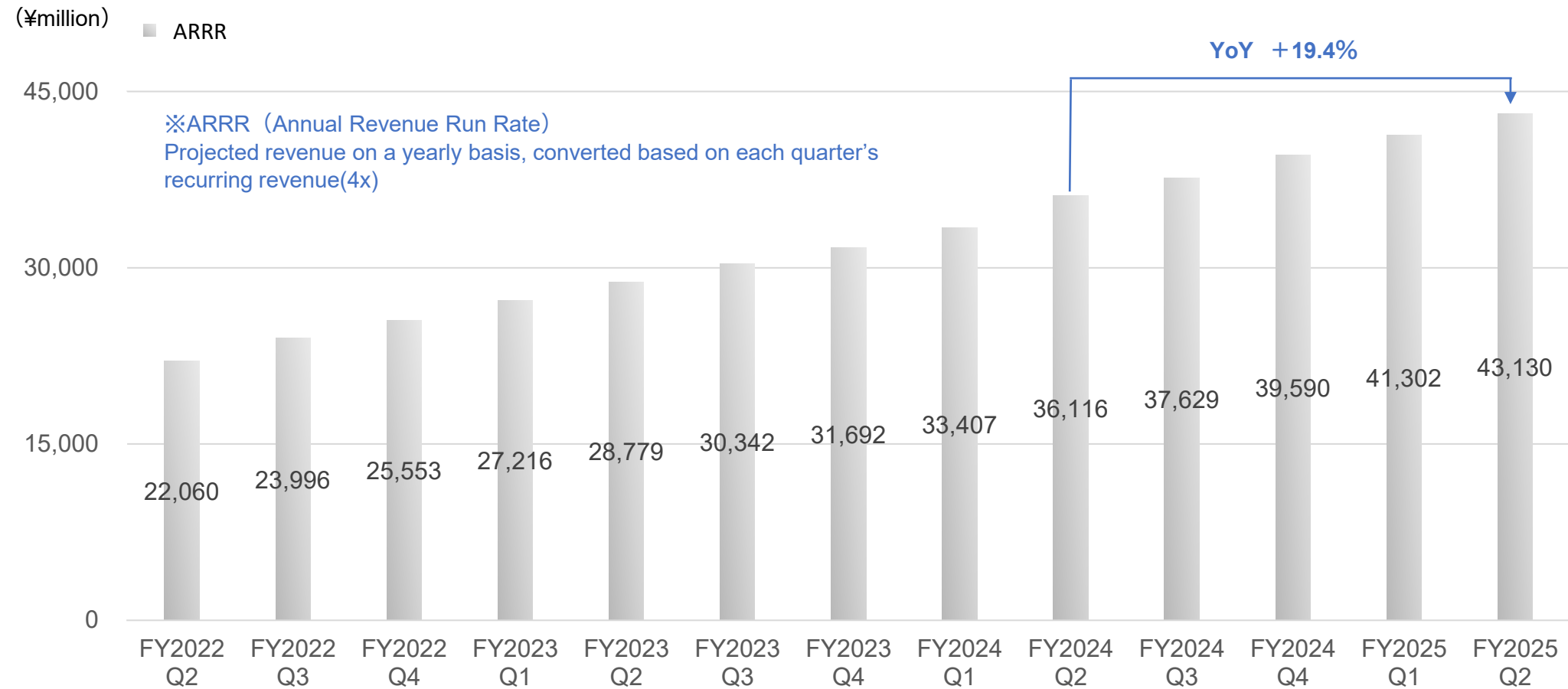
- Non-consolidated backlog (for only TechMatrix) are as follows.





ARRR for FY2025 2Q (Non-Consolidated)

- Non-consolidated ARRR (only at TechMatrix) is as follows.





Weather chart by Segment (Based on revenue) for FY2025 2Q

Information Infrastructure Business		YoY
Next-Generation Firewall / SASE / XDR / SOAR (Palo Alto)	• Although revenue from a one-time large project was recorded in the previous term, sales have increased steadily due to the consistent growth of our stock-type business, centered on cloud-based security solutions.	
Next-Generation Mail security(ProofPoint)	• Revenue increased YoY due to strong new demand for cloud-based solutions that utilize DMARC to respond to spoofed e-mails and accumulation of stock type business.	
Antivirus / Intrusion prevention Appliances / Security Information and Event Management(SIEM) / Web security (Trellix, Skyhigh)	• Revenue increased YoY due to strong orders for Intrusion prevention Appliances.	
Storage products (Dell, Cohesity)	• Sales declined due to a reactionary decrease following the acquisition of several large projects in the previous term, mainly in the media and entertainment industry.	
Load balancers (F5)	• Revenue for application delivery / load balancer (BIG-IP) increased as a result of the accumulation of medium-sized projects.	
Personal Authentication Systems & Forensic Products (RSA)	• Increased revenue due to increased demand for Forensic Products.	
Security-related operation and monitoring services (TPS)	• Although orders are on the rise, sales decreased due to a backlash from receiving a medium-sized, temporary order in the previous period.	
Other security products	• Strong demands for Cyber Hygiene and Next-generation anti-virus products utilizing AI and Web application vulnerability assessment tool.	
CROSS HEAD & OCH	• CROSS HEAD: Sales decreased due to a rebound decline following the acquisition of a large-scale storage solution project in the previous term. • OCH : Sales decreased due to a decline in sales performance of major distributors of new UTM products.	



+ 10% and over



+ 5% ~ +10%



within ±5%



within △10%



under △10%



Weather chart by Segment (Based on revenue) for FY2025 2Q

Application Services Business		YoY
CRM field	Market environment is favorable. Revenue increased due to the accumulation of stock-type businesses accelerated by the progress of subscriptions.	
Software Quality Assurance field	- Strong demands for testing tools, especially in the automotive industry. - Revenue increased due to the accumulation of stock-type businesses accelerated by the progress of subscriptions.	
Business Solution field	Revenue decreased YoY sluggish growth in bidding projects at the beginning of the period	
EdTech field	Increased revenue significantly due to deployment to public schools in addition to private schools that offer advanced education and the accumulation of projects.	
CASAREAL	Sales increased due to steady growth in the education business, including IT training.	
ARECCIA Fintech	Maintained the same level as the previous year.	
Medical System Business		YoY
PSP	- On-premise sales decreased due to the cloud shift but maintained the same level as the previous year due to an increase in cloud sales. - New contracts, renewals, and replacements of cloud-based PACS were all steady.	
Ichigo	Maintained stable sales growth for teleradiology and telepathology and exceeded the plan.	
A-Line	Expanded the installation of radiation dose management systems for medical institutions due to the increased willingness of medical institutions to invest in safety management systems for medical radiation.	



+ 10% and over



+ 5% ~ +10%



within ±5%



within △10%

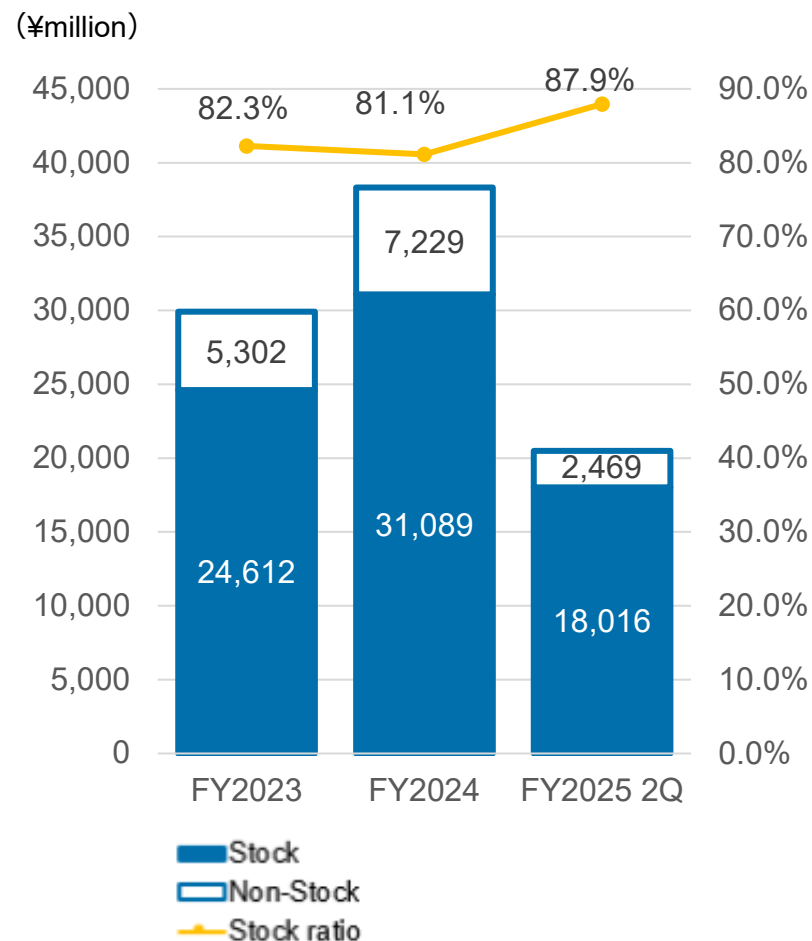


under △10%

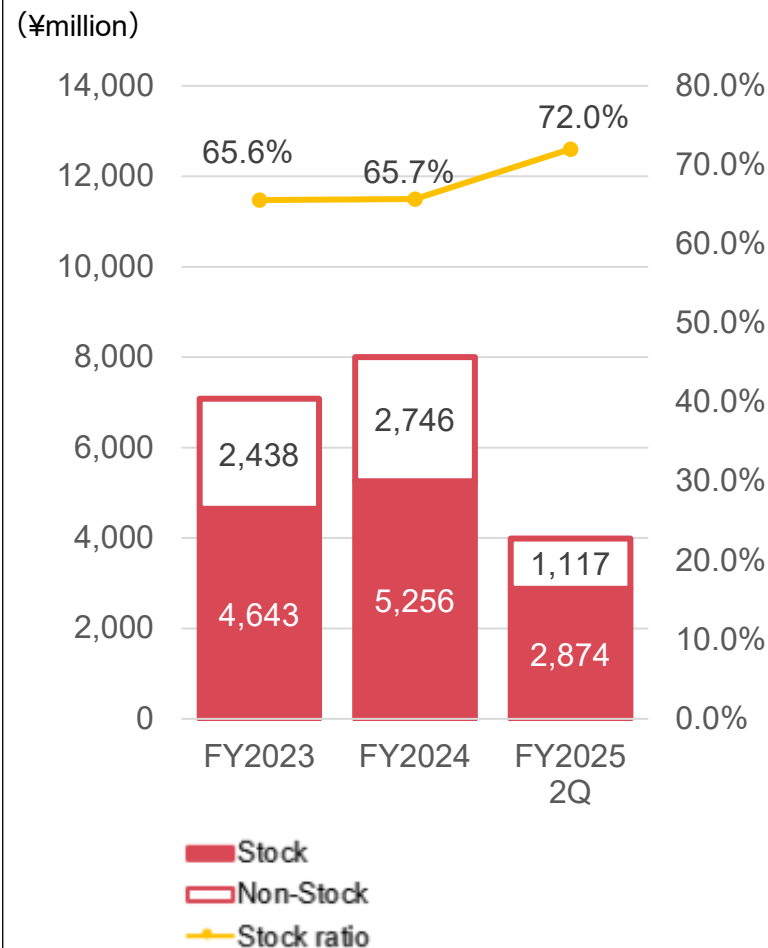


Stock type sales (Recurring revenue) ratio of TECHMATRIX and PSP

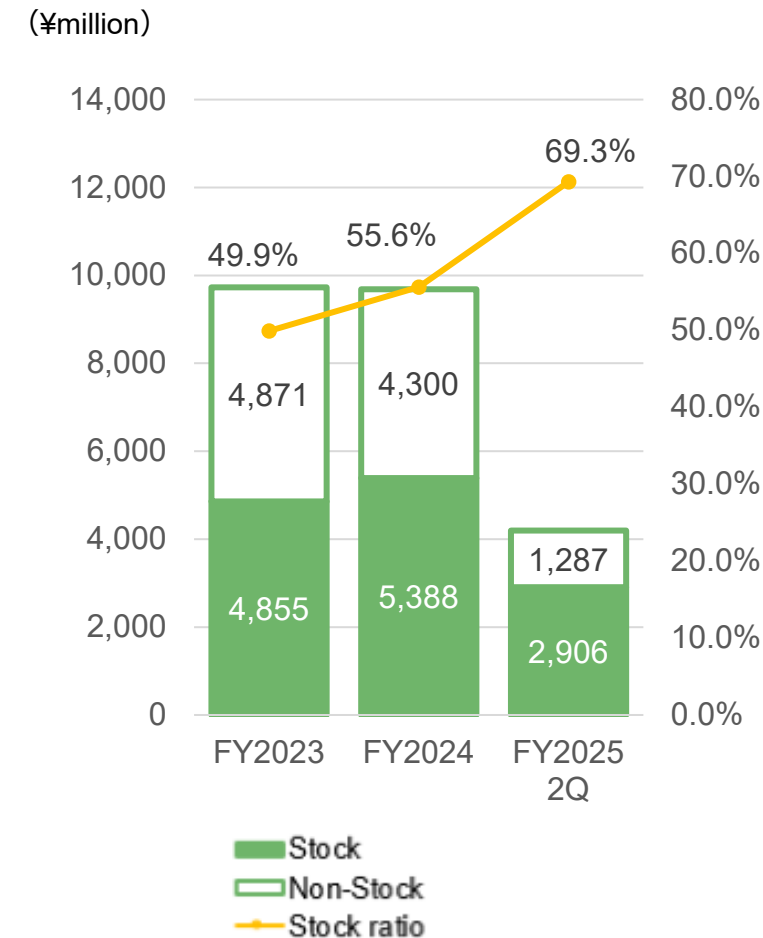
Information Infrastructure Business



Application Services Business



Medical System Business



※ FY2024,25 excludes financial business



Consolidated Statement of Financial Position

※“Advance payments” included in “Other current assets” and “Advance received” included in “Other current liabilities” were increased as a result of increase in order for subscription-based cloud security services.

(¥million)

	FY2024	FY2025 2Q		FY2024	FY2025 2Q
Total current assets	85,446	91,779	Total current liabilities	67,449	73,593
Cash and cash equivalents	27,325	31,040	Trade and other payables	2,166	1,791
Trade and other receivables	7,699	5,059	Borrowings	510	400
Other current assets (※)	50,421	55,678	Other current liabilities (※)	64,772	71,402
Total non-current assets	20,051	20,368	Total non-current liabilities	8,056	7,025
Property, plant and equipment	5,987	5,981	Borrowings	1,750	1,650
Goodwill	3,895	4,029	Other non-current liabilities	6,306	5,375
Intangible assets	3,509	3,617	Total liabilities	29,992	31,528
Other non-current assets	6,658	6,740	Share capital and Capital surplus	6,097	6,104
			Treasury shares	△921	△920
			Retained earnings	18,908	20,129
			Other components of equity	118	305
			Total equity attributable to owners of parent	24,202	25,619
			Non-controlling interests	5,789	5,909
Total assets	105,497	112,147	Total liabilities and equity	105,497	112,147

*Regarding the business combination with Firmus Sdn. Bhd. carried out on November 12, 2024, provisional accounting treatments were applied in the previous consolidated fiscal year. Since these have been finalized in the current consolidated fiscal year, the amounts for 'goodwill' and 'intangible assets' reflect the revised figures determined after finalizing the provisional accounting treatments.



Changes in Employees

FY2024	1Q	2Q	3Q	4Q
Information Infrastructure	667 (+32)	659 (+23)	759 (+130)	779 (+143)
Application Service	416 (+39)	421 (+39)	421 (+35)	429 (+42)
Medical System	449 (+30)	457 (+38)	457 (+32)	465 (+39)
Corporate (Common)	54 (+1)	58 (+6)	62 (+11)	65 (+12)
Consolidated total	1,586 (+102)	1,595 (+106)	1,699 (+208)	1,738 (236)
(Firmus Group)			(94)	(108)
FY2024	1Q	2Q	3Q	4Q
Non-Consolidated total	588 (+30)	598 (+55)	605 (+64)	619 (+66)

FY2025	1Q	2Q	3Q	4Q
Information Infrastructure	801 (+134)	804 (+145)	-	-
Application Service	461 (+45)	464 (+43)	-	-
Medical System	484 (+35)	488 (+31)	-	-
Corporate (Common)	66 (+12)	66 (+8)	-	-
Consolidated total	1,812 (+226)	1,822 (+227)	-	-
(Firmus Group)	(112)	(115)	-	-
FY2025	1Q	2Q	3Q	4Q
Non-Consolidated total	652 (+64)	654 (+56)	-	-

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

※ Figures in parentheses are year-on-year comparisons.



2. Forecast for Fiscal Year ending March 31, 2026



Based on the disclosure content for the first quarter, only the impact amount compared to the plan has been updated.

■ Change in method of recording software development costs for EdTech businesses

- The entire remaining carrying amount of capitalized software development costs was impaired in the previous fiscal year.
- This fiscal year, as in the past, forecasts were prepared based on the assumption that assets related to software development will be recorded as assets.
- After consulting with the auditing firm, we decided to record the entire software development costs as sales and general administrative expenses (research and development expenses).

FY2024

FY2025

Assets related to software development were recorded as assets.

After

Software development costs are recorded as sales and administrative expenses (research and development expenses)

Impact
(Compared to the
forecast)

1~2Q

83 million yen

3Q~4Q

About 116 million yen



Difference between forecast and actual on first half of FY2025

Revenue

In the information infrastructure business, although orders progressed at a level above the initial plan, the concentration of stock-type project orders led to a decrease in flow-type project orders, which are recorded as revenue in a lump sum, compared to the initial plan, resulting in a failure to meet the budget.

Operating profit

The losses in the Application Service business were offset by the information infrastructure business and the medical systems business, resulting in a finish at the budget level.

	FY2025 First half		Diff. from 9 th May	
	Forecast on 9 th May	Actual	Change	Change %
Revenue	34,600	33,377	△1,223	△3.5%
Operating profit	3,200	3,174	△26	△0.8%
Profit ratio	(9.3%)	(9.5%)		(△0.3P)
Profit before tax	3,200	3,201	+1	+0.0%
Profit attributable to owners of parent	2,090	2,104	+14	+0.7%



- The forecasts announced in May 2025 remains unchanged.

(¥million)

	FY2024	FY2025	YoY	
	Actual	Forecast	Change	Change %
Revenue	64,882	73,000	+8,118	+12.5%
Operating profit	6,662	7,600	+938	+14.1%
Profit margin	(10.3%)	(10.4%)		(+0.1P)
Profit before tax	6,418	7,600	+1,182	+18.4%
Profit attributable to owners of parent	4,056	4,880	+824	20.3%

*Regarding the business combination with Firmus Sdn. Bhd. carried out on November 12, 2024, provisional accounting treatments were applied in the previous consolidated fiscal year. Since these have been finalized in the current consolidated fiscal year, the amounts for 'goodwill' and 'intangible assets' reflect the revised figures determined after finalizing the provisional accounting treatments.



Forecast by segment(Consolidated)

- The forecasts announced in May 2025 remains unchanged.

(¥million)

Revenue	FY2024	FY2025	YoY	
	Actual	Forecast	Change	Change %
Information Infrastructure	45,585	52,600	+7,015	+15.4%
Application Service	9,177	10,200	+1,023	+11.1%
Medical System	10,119	10,200	+81	+0.8%
Operating profit	FY2024	FY2025	YoY	
	Actual	Forecast	Change	Change %
Information Infrastructure	5,267	6,200	+933	+17.7%
Application Service	141	500	+359	+254.6%
Medical System	1,253	900	▲353	▲28.2%

*Regarding the business combination with Firmus Sdn. Bhd. carried out on November 12, 2024, provisional accounting treatments were applied in the previous consolidated fiscal year. Since these have been finalized in the current consolidated fiscal year, the amounts for 'goodwill' and 'intangible assets' reflect the revised figures determined after finalizing the provisional accounting treatments.



3. Topics of Business activities



Medium-term Management Plan: Diverse alliances/M&A

- Collaborating with IJ Global, TechMatrix launched a service that supports installation, operations, and monitoring of Palo Alto Networks' Cortex XSIAM security operation platform.

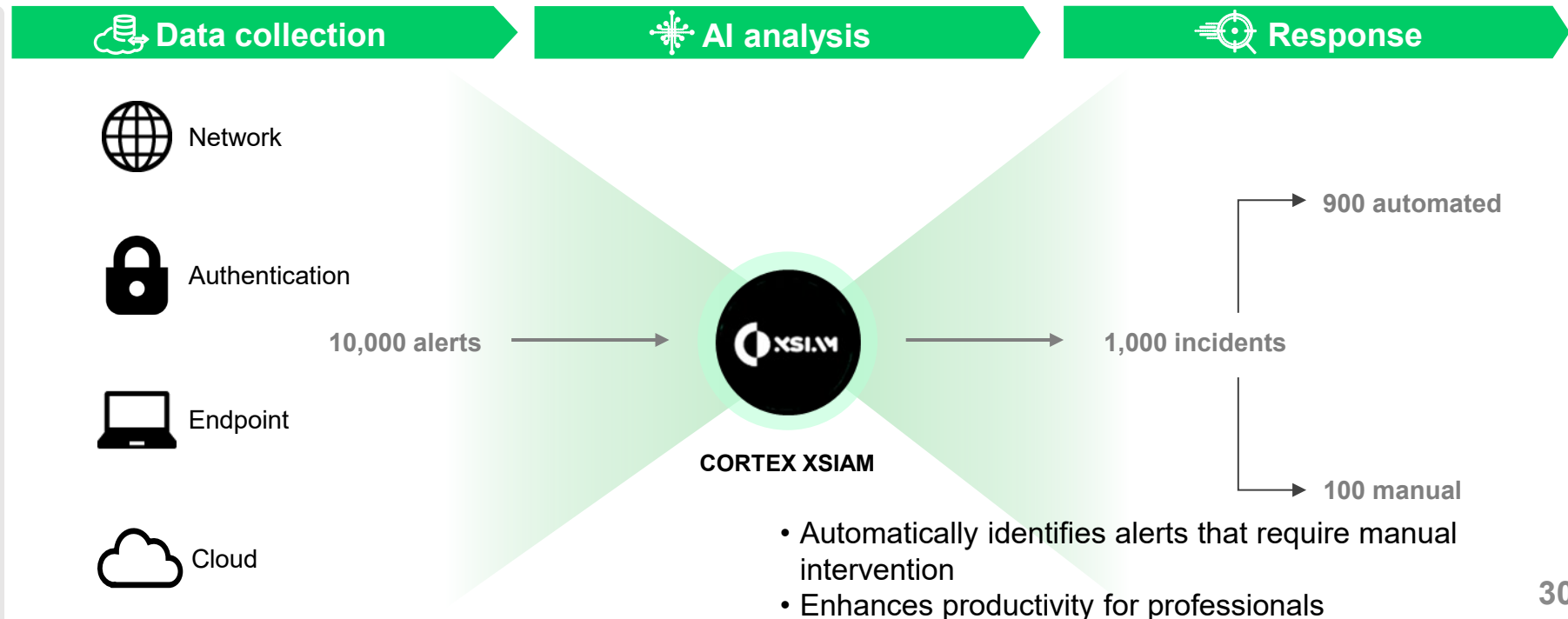
<Market demand>

- As cyberattacks grow more sophisticated, manually processing massive volumes of alerts and conducting complex analyses is becoming increasingly difficult.
- This heightens the risk of overlooking critical threats or responding inappropriately.



Cortex XSIAM leverages over 2,600 machine learning models to integrate diverse security operations and monitoring capabilities.

- Accurate detection and visualization of threats
- Rapid, automated incident response





Received Proofpoint's 2025 Regional Partner of the Year Award

TechMatrix was named a Regional Partner of the Year at Proofpoint 2025, an event held by Proofpoint in September 2025, for its outstanding achievements as a partner during FY2024.



Recognized as the partner achieving the highest sales performance in the Asia Pacific region and making significant contributions to the adoption of Proofpoint solutions.

Proofpoint

Next-generation email security

With more than 90% of targeted attacks starting with email, Proofpoint leverages cutting-edge technology to eliminate threats hidden in email.

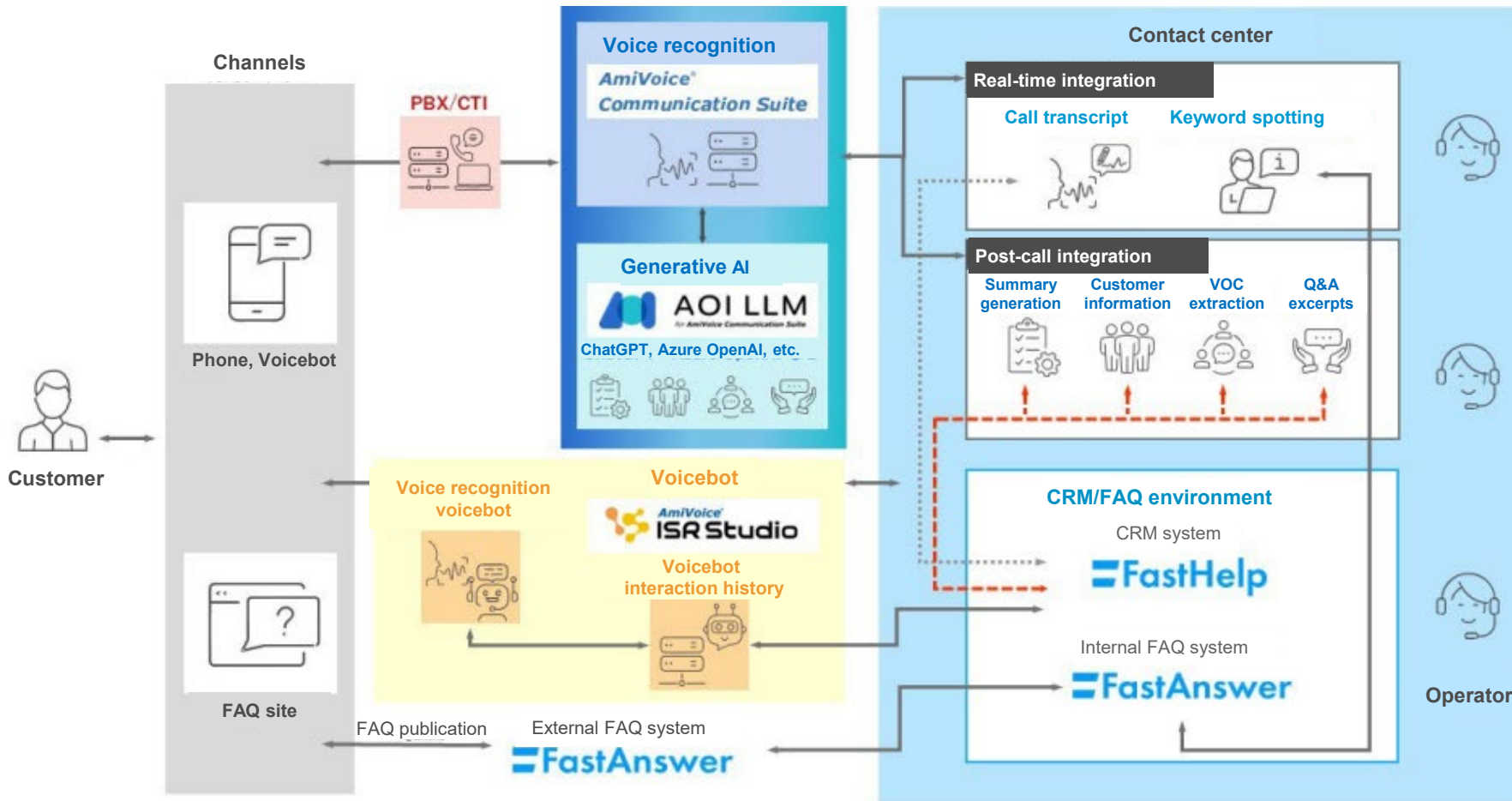
* The press release is available on our IR website (in Japanese).

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Medium-term Management Plan: Diverse alliances/M&A, Use of AI

Our contact center solution, FastSeries, has enhanced integration with Advanced Media's voice recognition solution, AmiVoice® Communication Suite.



Further operational efficiency achieved through the automated integration of voice-to-text conversion and generative AI summarization.

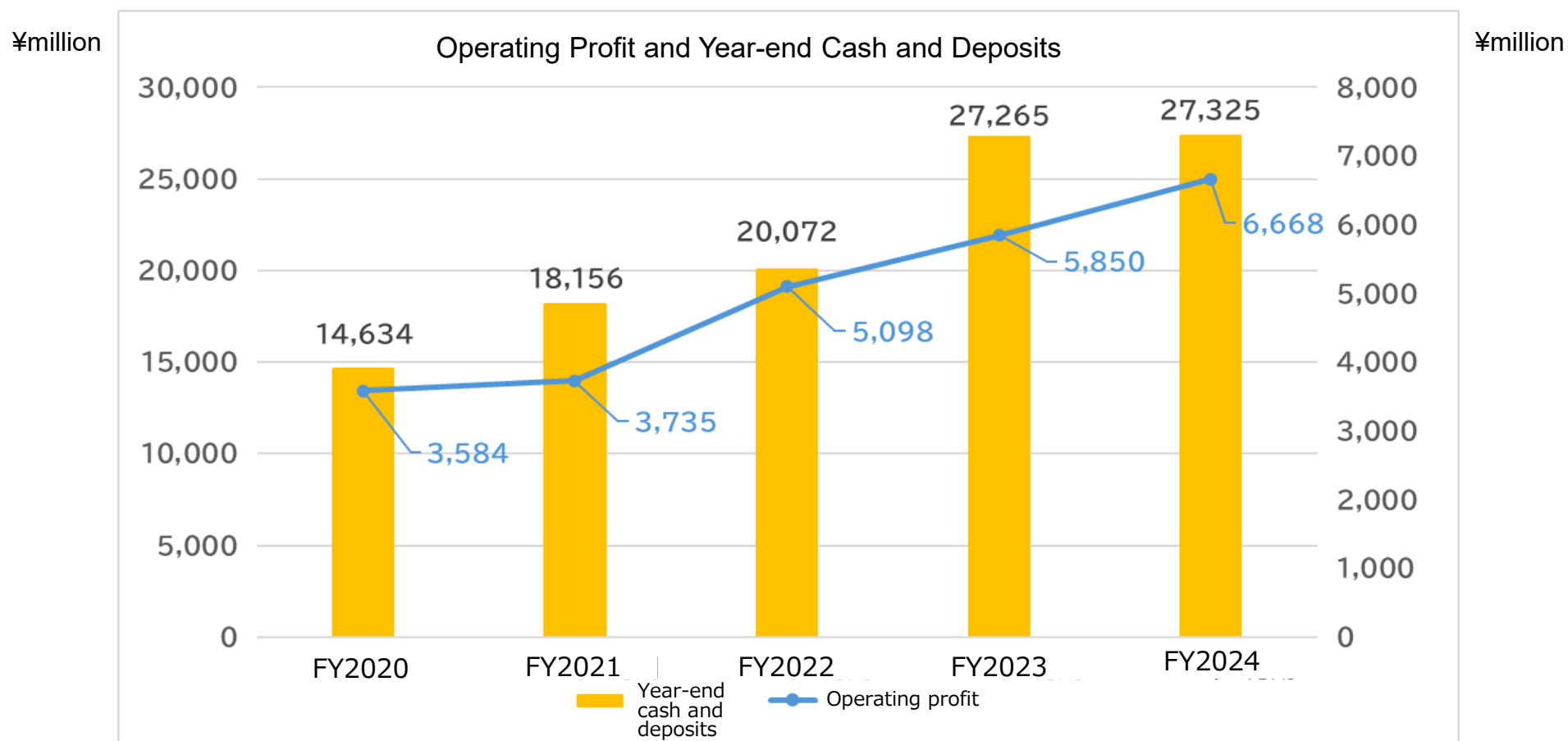
- Improved response speed and quality
- Accurate VOC extraction
- Utilization for FAQ knowledge base
- Automated registration of voice recognition results in the CRM interaction history
- Automated, real-time linking of keywords in FAQ search
- Automated registration of voicebot interactions in the CRM interaction history



4. Revise of shareholder return policy

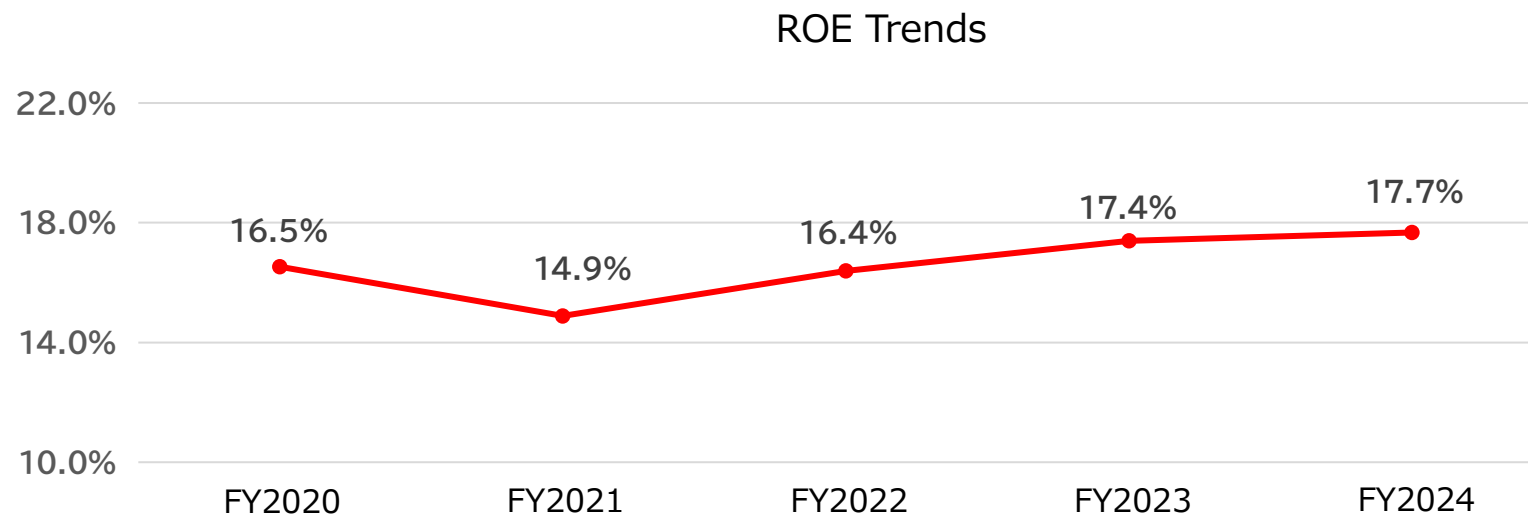


- Through **11 consecutive years of profit growth**, we have accumulated strong cash and deposit balances.
- **Our solid customer base** and **expansion of stock businesses** have laid **the foundation for stable profit generation**.
- We will now focus on maintaining and improving capital efficiency with an awareness of the cost of capital.





- ROE, an indicator of how efficiently shareholders' equity is used, remains high compared to industry peers, demonstrating **high capital efficiency**.
- The estimated **cost of equity is approximately 7%** for the fiscal year ended March 31, 2025.



Results for the fiscal year ended March 31, 2025	TechMatrix	All Industry Average	Information & Communication Industry Average
ROE	17.7%	9.36%	10.58%

The cost of equity was calculated based on a risk-free rate of 2.2%, a β of 0.82, and a market risk premium of 6%.



Growth Scenarios and Growth Investment in the Medium-Term Management Plan

We aim to enhance corporate value through the business strategies outlined in the Medium-Term Management Plan, “Creating Customer Value in the New Era” (April 2024–March 2027).

Strategic Themes in the Plan

Expanding business domains (scale, new & adjacent areas)

Expanding business in the overseas market

Creating businesses by utilizing AI and data

Growth Scenarios

Information Infrastructure Business

- Expand the product portfolio
- Enhance security-related operation services
- Strengthen the Firmus business (primarily in Malaysia and Singapore)

Application Services Business

- Enhance functionality of proprietary solutions
- Enter adjacent markets through in-house development and business alliances
- Leverage AI to enhance functionality and expand markets
- Achieve profitability and drive growth in the CRM business in Thailand

Medical Systems Business

- Accelerate the shift to cloud-based PACS and increase our share in the PACS market
- Develop new businesses in digital pathology and PHR, etc.
- Utilize data and create AI-driven businesses
- Expand service coverage through collaboration with local subsidiaries and distributors in ASEAN and other regions

Growth Investment

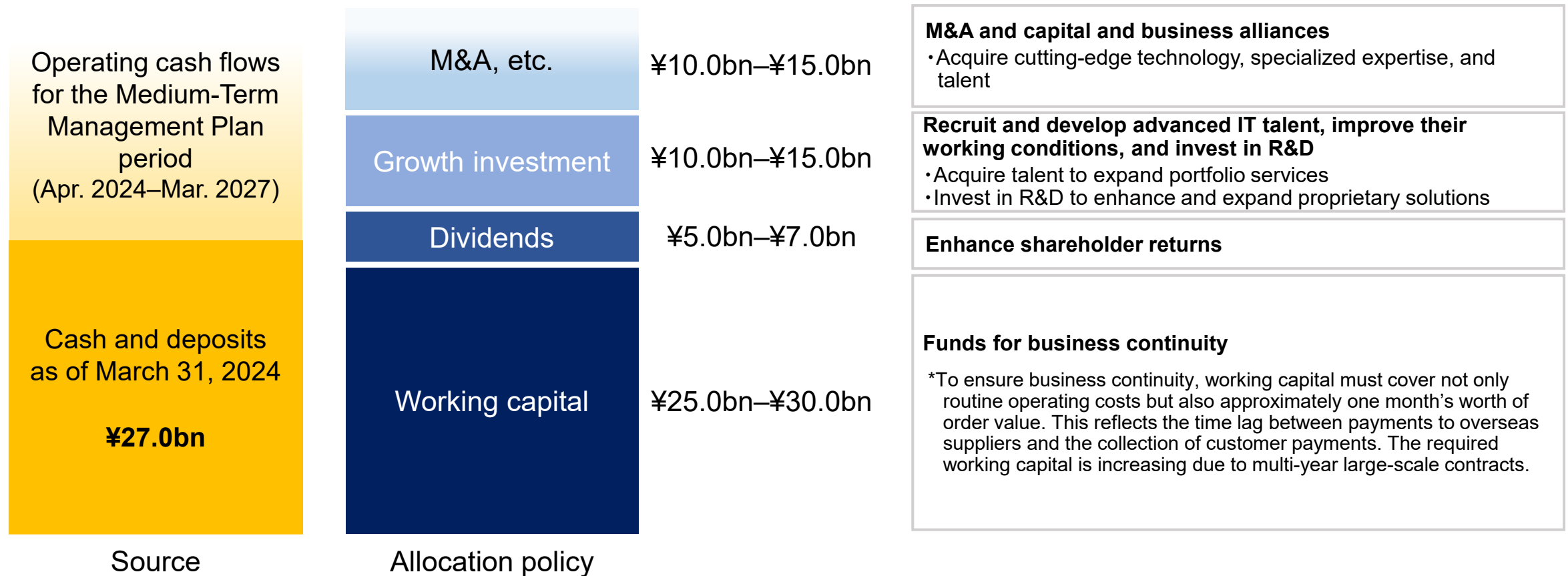
M&A and business alliances

Recruit and develop advanced IT talent and improve their working conditions

R&D investment



We have formulated our capital allocation policy for the Medium-Term Management Plan period (FY2024–FY2026), based on projected operating cash flows and existing cash and deposits.





- We consistently paid dividends based on performance, using the consolidated payout ratio as a benchmark.
- In addition to the payout ratio, we have added another indicator for our dividend policy—dividend on equity ratio (DOE). We expect the addition of the DOE to lead to management that is conscious of capital cost and the share price, enhancing shareholder returns and ensuring stable dividend payment.

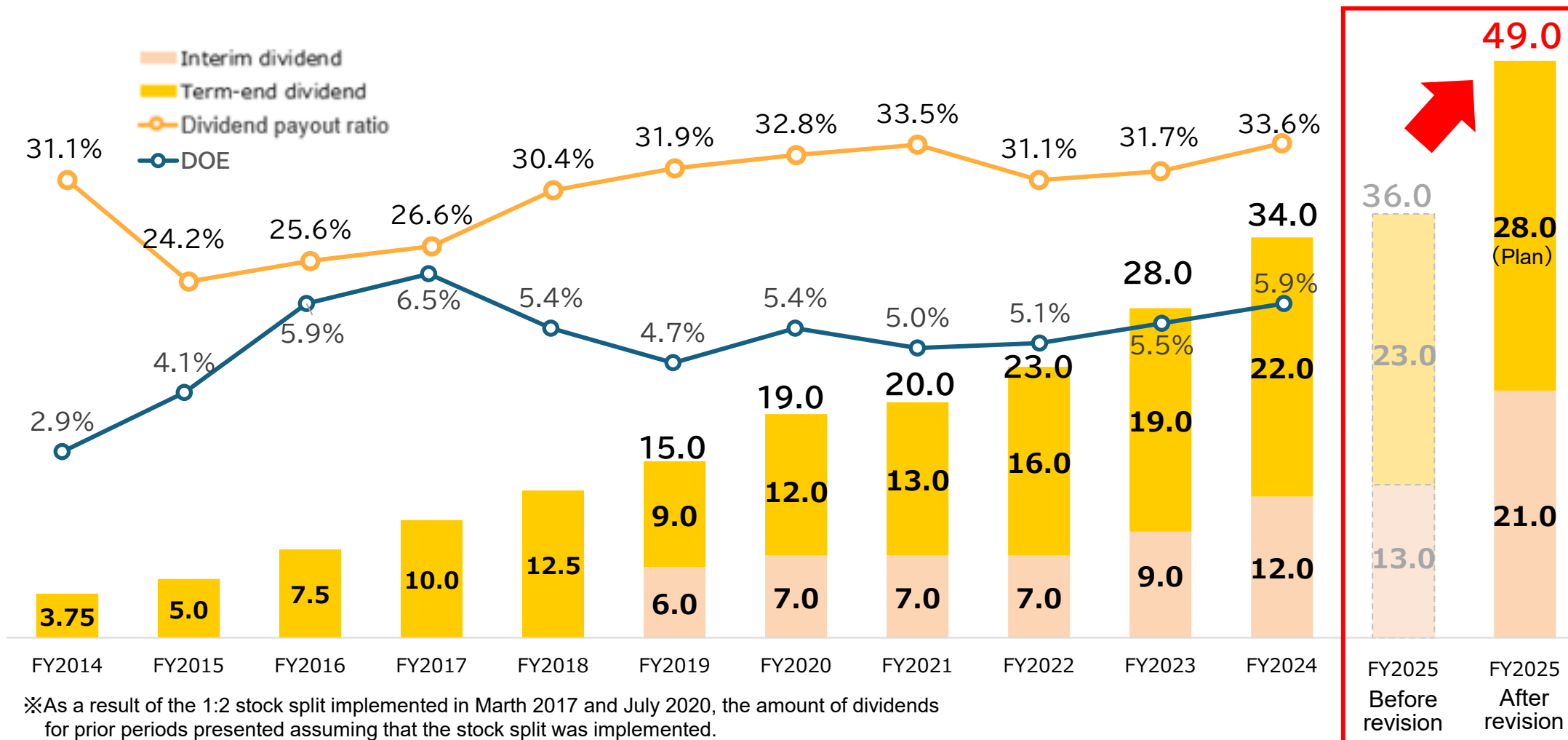
Before the revision	After the revision
Our basic dividend policy is to maintain <u>a dividend payout ratio of 30% or more</u> on a consolidated basis.	Our basic dividend policy is to pay consistent and stable dividends, aiming to pay whichever is the higher of a dividend making the consolidated dividend payout ratio 40% or a dividend making the consolidated dividend on equity ratio (DOE) 7% .

* Consolidated dividend on equity (DOE) = (Total annual dividends ÷ Consolidated shareholders' equity) × 100

We will consider share buybacks based on our financial position, investment plans, capital efficiency, and other relevant factors.



- Anticipating dividend increase for 11th consecutive fiscal years.
- Based on the revised dividend policy, an interim dividend was paid with a payout ratio of 40%.





EOF

(Reference)
Medium-Term Management Plan
“Creating Customer Value in the New Era”

TechMatrix Corporate Philosophy

To survive the new era as a company that creates the future, new business development is absolutely necessary.

Mission Statement

The IT professional group who create a better future

Action Guidelines

- In a spirit of co-existence and co-prosperity, we work hard to make a contribution to our customers and society.
- Keeping in mind the importance of humbly learning something new, we continue to challenge new technologies and new businesses.
- All the members make a strong commitment to a team success and team growth through open discussion.

Slogan for the New Medium-Term Management plan (2024-2026)

Creating Customer Value in the New Era



Thoughts on the New Medium-Term Management Plan

The TechMatrix Group will continue to be a company that creates a **better future** by solving social issues with solutions packed with its **foresight** and **Business know how**.

Foresight involves

- Discovering social issues to be solved
- Finding state-of-the-art technologies.



Business know-how

- Holding more In-depth knowledge than customers do on business processes in focused industries requiring expert knowledge or skills.



A better future

- Enhancing customer convenience and operational efficiency
- Building a society where customers can live safely and with peace of mind.

New Medium-Term Management Plan

Creating Customer Value

Source of customer value (DNA)

Offering solutions packed with
Business know-how

Credo and aspiration (corporate culture)

Providing close support for customers
Serving persistently without giving up

An environment where every single employee
can take on challenges to grow

Business infrastructure (basis for offering customer value)

Recruiting and retaining talents
Putting in place systems for conducting operations quickly and accurately

New Medium-Term Management Plan

the New Era

**Decrease in the
working population**



×

**Emergence of
new technology**



×

**corporate social
responsibility**



New Medium-Term Management Plan: Key Strategies

Purposes (what we want to achieve)

**Expanding
business domains**

**Expanding business
in the overseas market**

**Creating businesses
by utilizing data**

Measures (to make them happen)

**Expanding portfolio of
products and services**

Utilization of AI

**Creation of synergies by
strengthening group
collaboration**

**Diverse alliances / M&A
(expansion of existing business,
creation of new business)**

**Developing and retaining talents
(including promotion of diversity)**

New Medium-Term Management Plan: Focus Areas



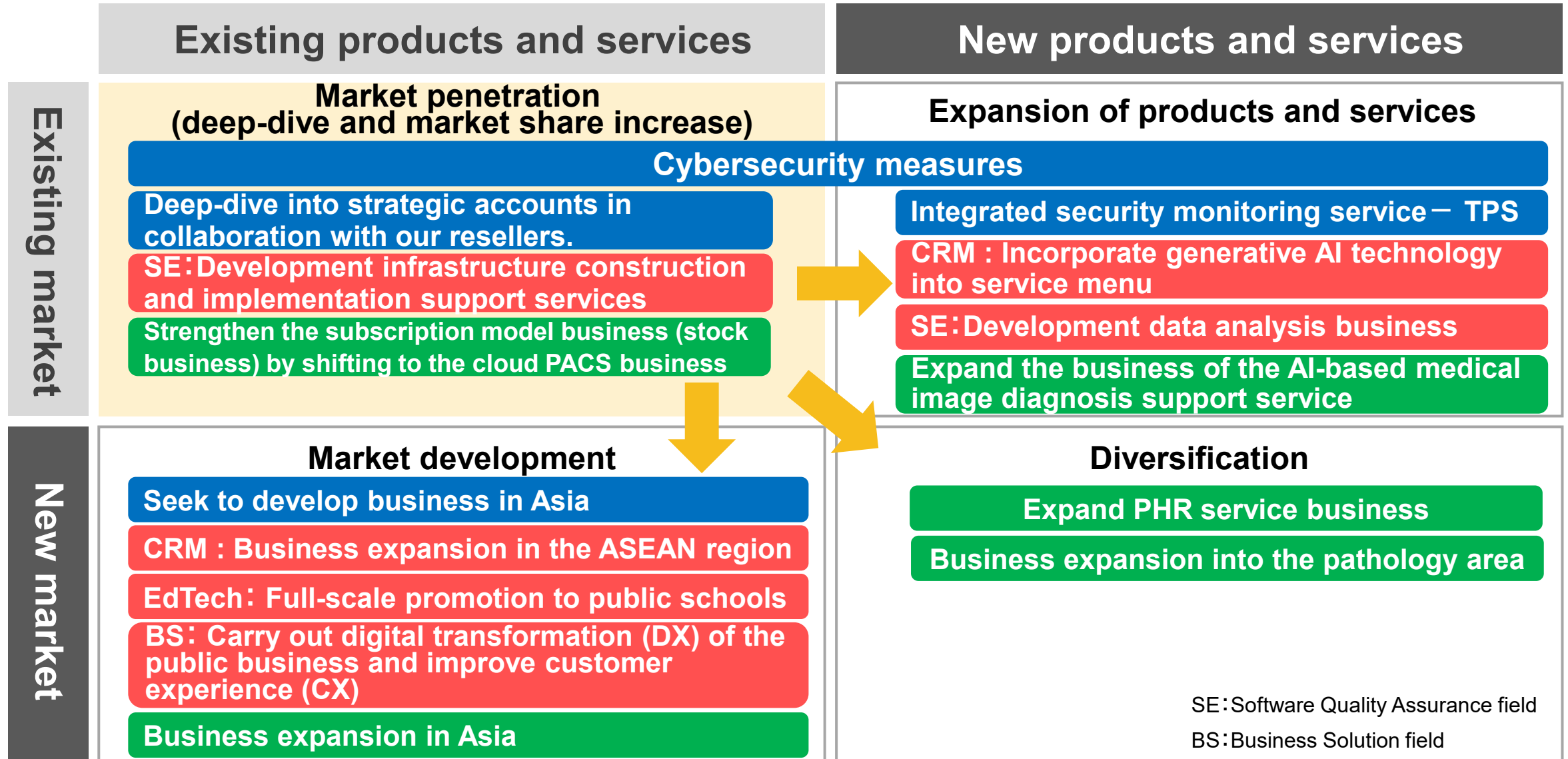
Information Infrastructure



Application Service

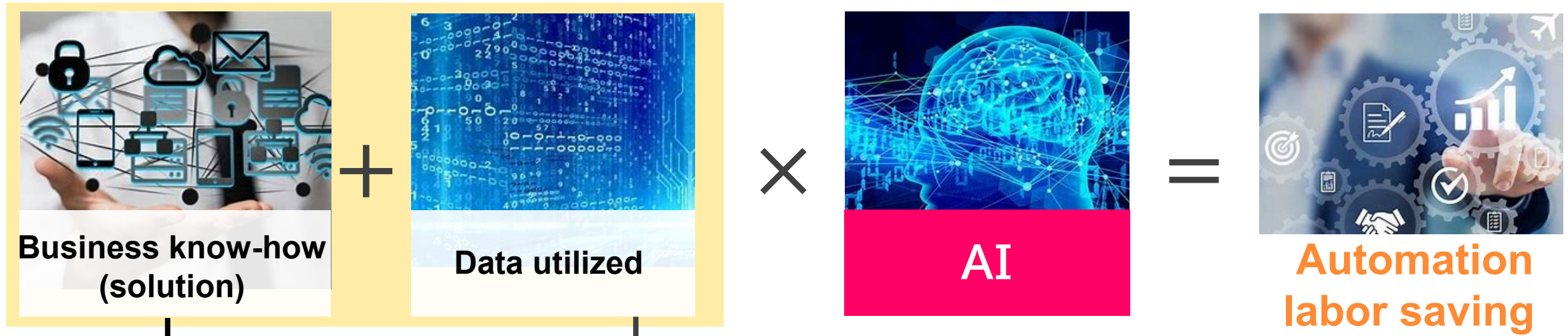


Medical System



New Medium-Term Management Plan: Data utilization

Support automation and labor saving through data utilization for Customers of our solutions



•Medical System field

Medical institution business processes including medical image management

•CRM field

Call center / contact center operations and knowledge management

•SE field

Software development process and quality control

•Security field

Cybersecurity measures and security operations

•Medical System field

medical image data

*More than 50 million people and more than 300 million data items (as of March 2024)

•CRM field

call history data

Inquiry history data



(Reference) Data • Other

66,346,000

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

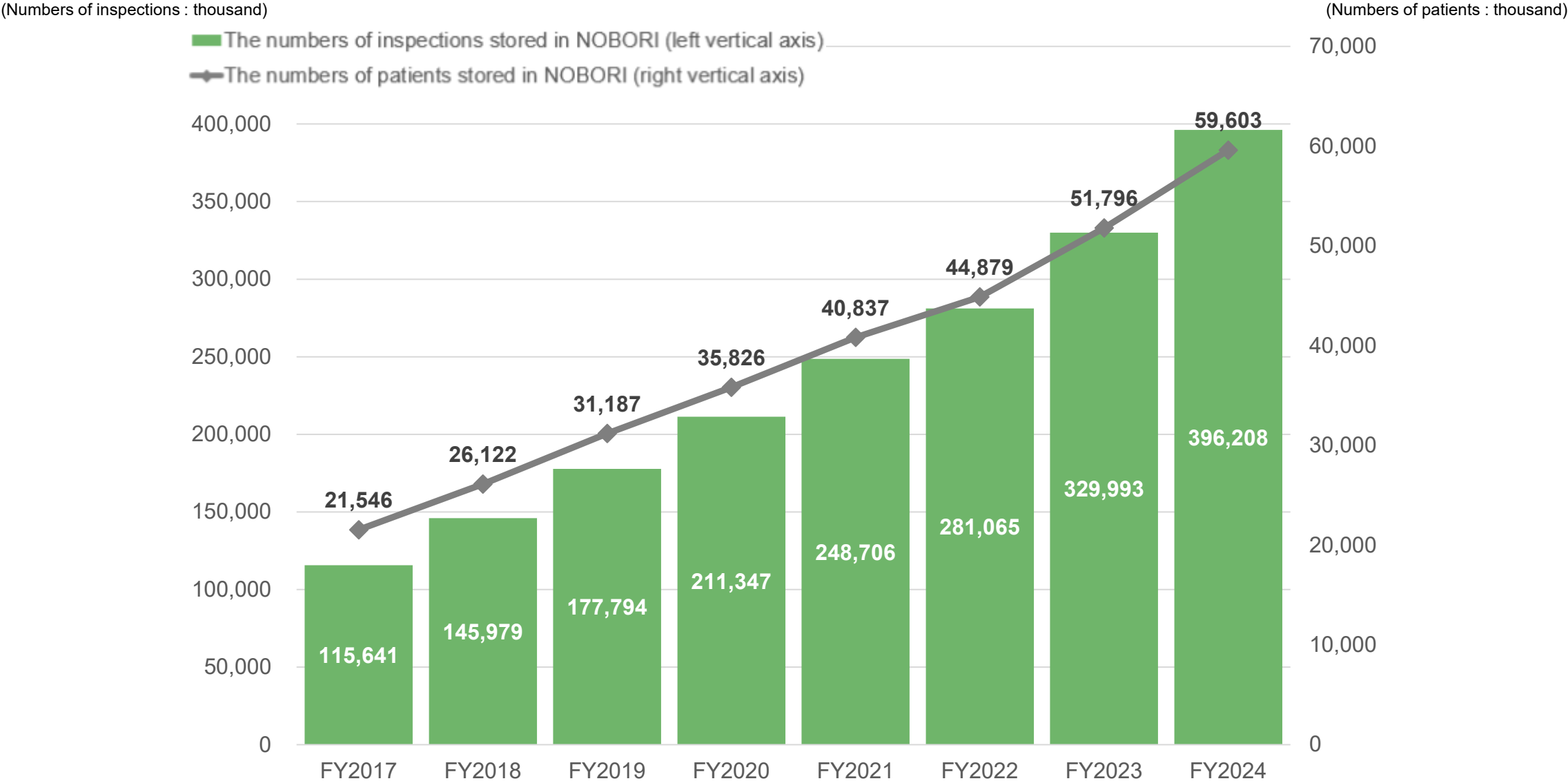
443,565,000

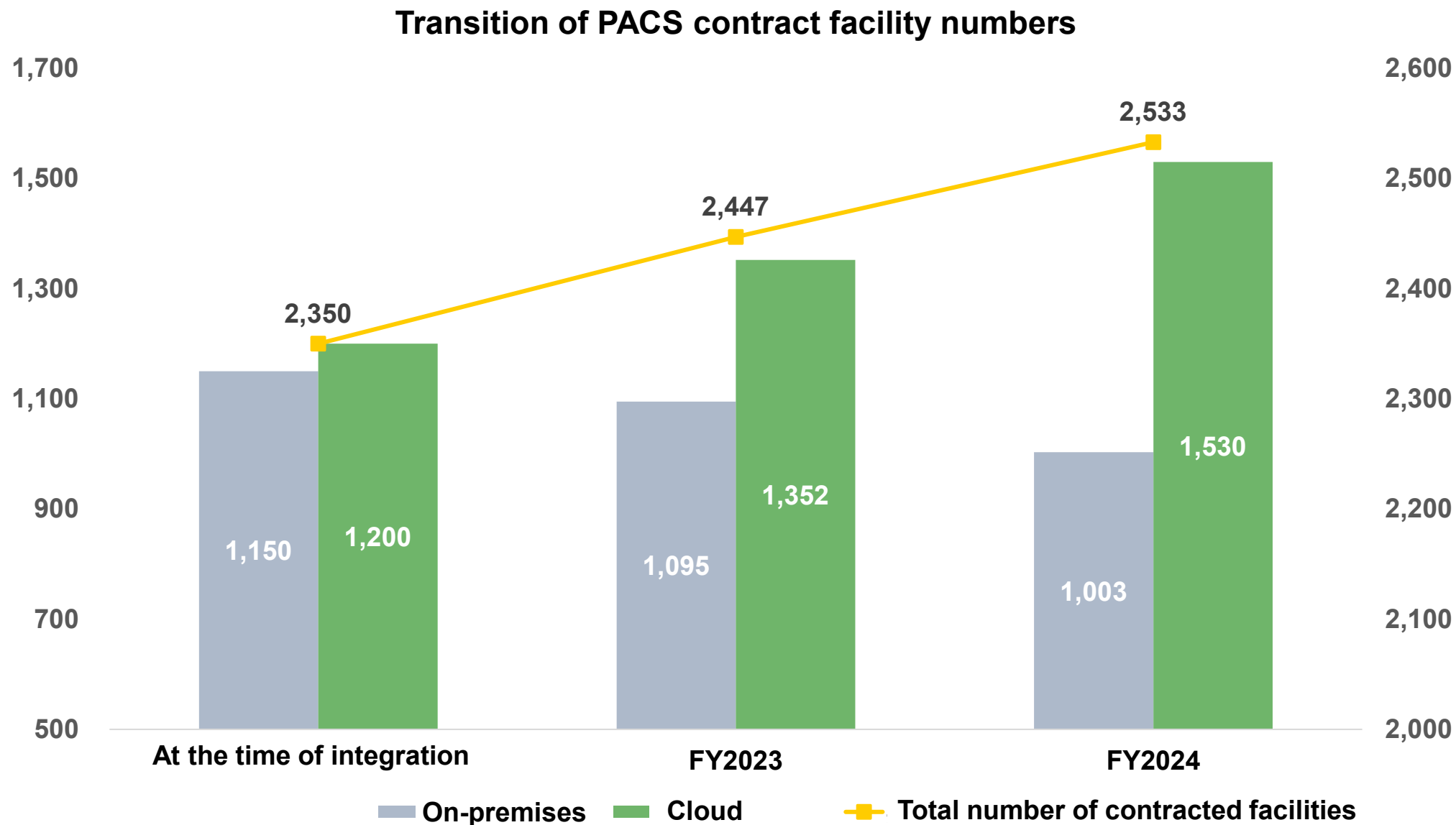
The number of **inspections** stored in NOBORI

(September 30, 2025)



Data Stored in NOBORI

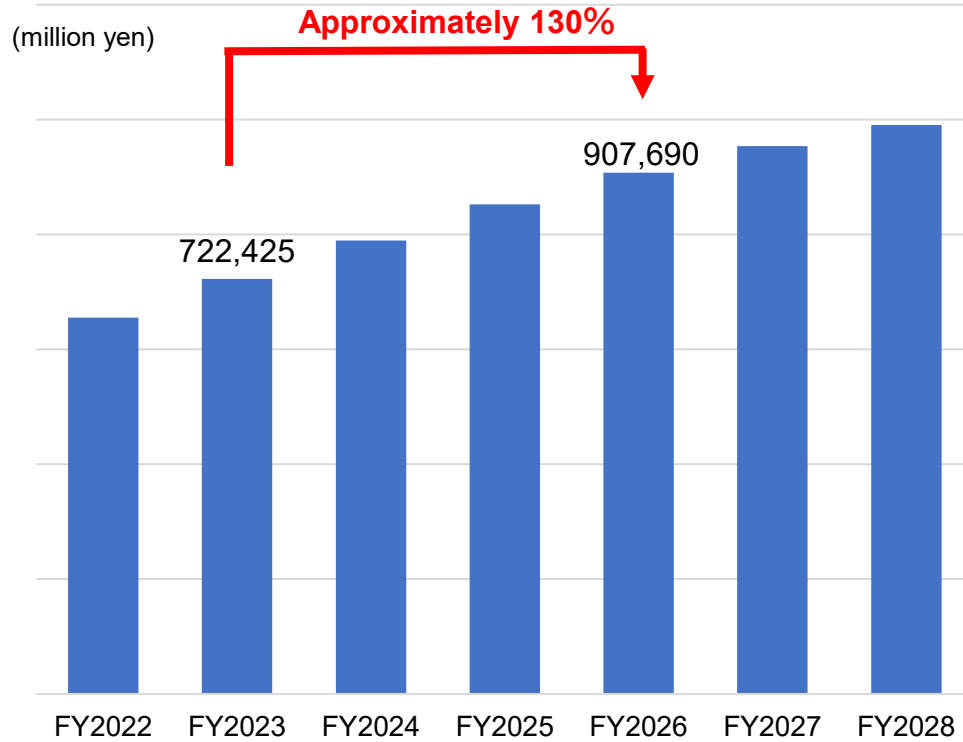






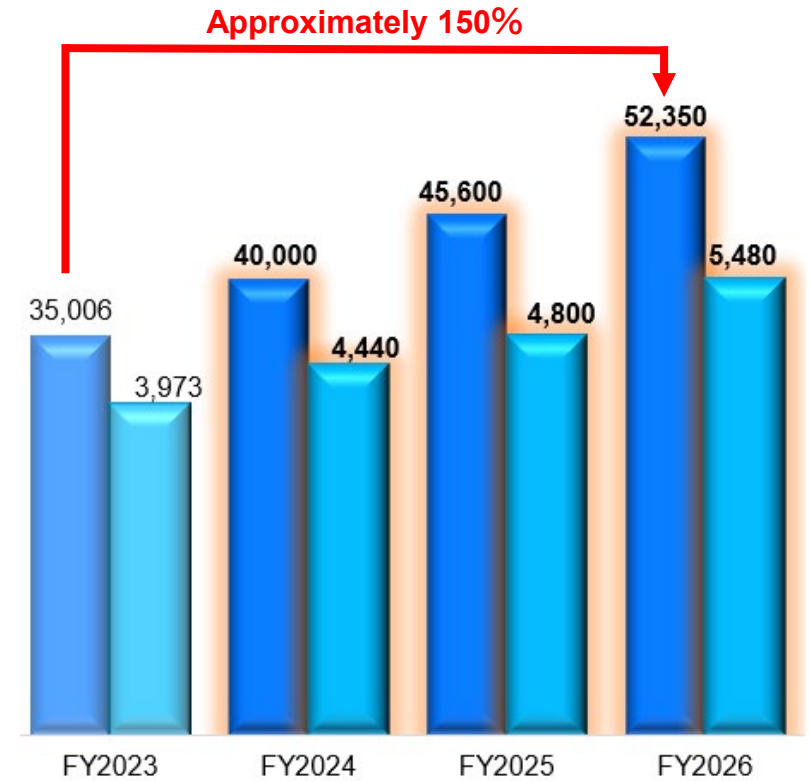
Network security business market is expected to continue expanding

Domestic market forecast for network security business



■ Net sales
■ Operating income

Medium-term plan for our information infrastructure business



Source: Fuji Chimera Research Institute, Inc.
Created based on 「Survey of the domestic market for network security business」



At super major and major companies that are our main business partners Continued investment is expected in the future

Domestic company size Network security investment trends

(Billion yen)

	FY2022	FY2028	Ratio to FY2022
Super major	2,651	4,055	153.0%
Major	2,090	3,313	158.5%
Medium	1,183	1,707	144.3%
Small	627	830	132.4%

(employees)

Super major : 5,000~
Major : 1,000~4,999
Medium : 300~900
Small : 299~1

Super-major and Major companies are proactive in implementing security measures, so their investment amounts are steadily increasing. **It is anticipated that active efforts will continue in the future** to prevent business shutdowns due to the increasing sophistication of cyber attacks and security incidents that have increased in recent years.

Small and medium-sized companies have limited budgets for security measures, and future growth in investment amounts is expected to be slower than that of Super-major and Major companies .

However, steady growth is expected as efforts are being made to comply with security guidelines established by each industry.

Source: Fuji Chimera Research Institute, Inc.
Created based on 「Survey of the domestic market for network security business」



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.

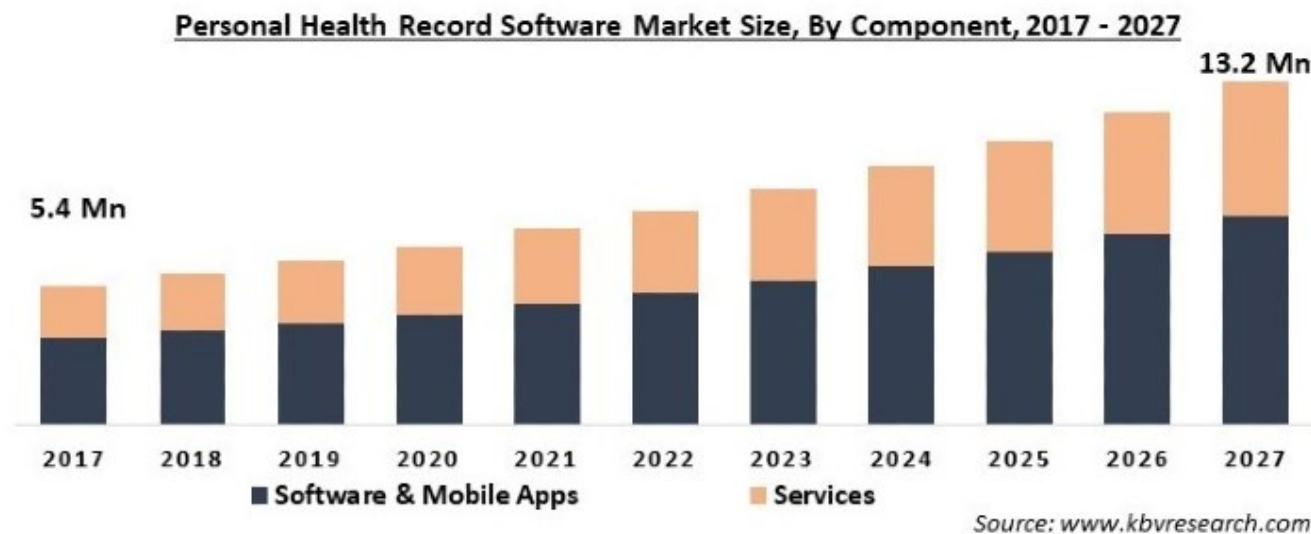
Growing digitalization in the healthcare industry

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)

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Provision of optimal services to customers based on our Japan's top class track record of supporting product deployments.



2 years in a row

- JAPAC Distributor Excellence Award (2023,2024)

7 years in a row

- Distributor of the year (2018, 2019, 2020, 2021, 2022, 2023, 2024)

2 years in a row

- Excellence in support of the year (2018, 2019)



2021 Award

- MVP Partner of the year

2022 Award

- Most Dedicated Partner of the Year



2019~2021, 2023~2024 Award

Channel Services Delivery Excellence Award
(Former Services Delivery Excellence Awards)



2025 Award

- Regional Partners of the Year

5 years in a row

- PARTNER OF THE YEAR (2021, 2022, 2023, 2024, 2025)

2022~2023, 2025 Award

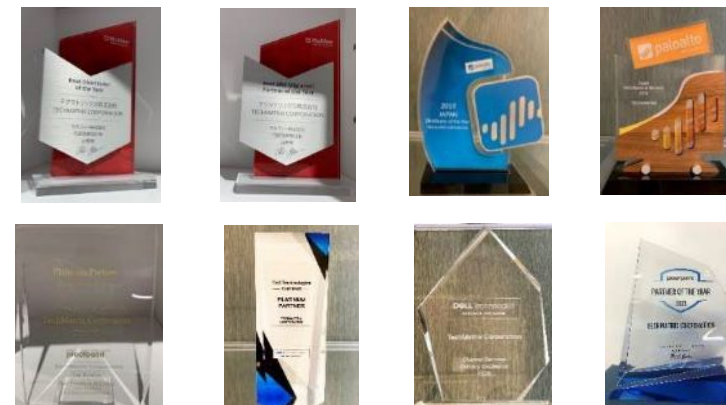
- Deal registration of the year (2022, 2023, 2025)



2022 Award

APJ Marketing Partner of the Year

【Others】





<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.

<Contact>

TECHMATRIX CORPORATION Corporate Planning Department ir@techmatrix.co.jp