

**Results for the 3rd Quarter of 42nd  
business period  
(Fiscal Year Ending March 31, 2026)**



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**February 13, 2026**

**TECHMATRIX CORPORATION (code : 3762)**



1. Business Highlights for the 3rd Quarter of Fiscal Year ending March31, 2026 (Consolidated)
2. Forecast for Fiscal Year ending March31, 2026 (Consolidated)
3. Topics of Business activities



# 1. Business Highlights for the 3rd Quarter of Fiscal Year ending March 31, 2026 (Consolidated)



- Key KPIs (Consolidated)

Revenue

**+9.1%**  
YoY

¥50,985 m

Operating profit

**+6.2%**  
YoY

¥5,097 m

Orders

**+6.9%**  
YoY

¥64,903 m

Backlog

**+21.3%**  
YoY

¥102,073 m

Stock type sales  
(Recurring revenue)  
ratio

**83.3%**  
TECHMATRIX and  
PSP

Consecutive  
increase in revenue

**23years**  
in a row  
March 2024

Patients who stored  
medical images in  
NOBORI

**68.72 m**

Inspections stored in  
NOBORI

**461.9 m**



# Business Highlights for FY2025 3Q (Consolidated)

- The **highest** 3Q consolidated revenue, operating profit, profit before tax and profit attributable to owners of parent.

(¥million)

	FY2024 3Q	FY2025 3Q	YoY	
			Change	Change %
*FY2024 2Q=2024.4~2024.12 FY2025 2Q=2025.4~2025.12				
<b>Revenue</b>	46,730	50,985	+4,255	+9.1%
<b>Operating profit</b>	4,801	5,097	+296	+6.2%
<b>Profit ratio</b>	(10.3%)	(10.0%)		(Δ0.3P)
<b>Profit before tax</b>	4,541	5,122	+581	+12.8%
<b>Profit attributable to owners of parent</b>	2,901	3,348	+447	+15.4%

\*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 revised figures determined after finalizing the provisional accounting treatments.



# Business Highlights for FY2025 3Q (Consolidated)

<b>Special Factor</b>	<b>■ Special factors of the previous term</b>	
	• Temporary demand from ont-time factors[information Infrastructure]	: Revenue+¥1,734m、 Operating profit+¥201m
	• Changing the valuation of retirement benefit obligation [information Infrastructure /Application service]	: Operating profit+¥173m
	• Cost related to acquisition of Firmus share(one-time cost) [information Infrastructure]	: Operating profit▲¥189m
	<b>■ Special factor for this period</b>	
	• Recordng of software development expenses for the EdTech business [Application service]	: Operating profit▲¥136m

(¥million) FY2024 2Q=2024.4~2024.12 FY2025 2Q=2025.4~2025.12	FY2024 3Q	FY2025 3Q	YoY	
			Change	Change %
<b>Revenue</b>	46,730	50,985	+4,255	+9.1%
<b>*After excluding special factors (Actual revenue)</b>	44,996	50,985	+5,989	+13.3%
<b>Operating profit</b>	4,801	5,097	+296	+6.2%
<b>Profit ratio</b>	(10.3%)	(10.0%)		(Δ0.3P)
<b>*After excluding special factors (Actual operating profit)</b>	4,615 (10.3%)	5,234 (10.3%)	+618	+13.4% (+0.0%)



# Business Highlights for FY2025 3Q (Consolidated)

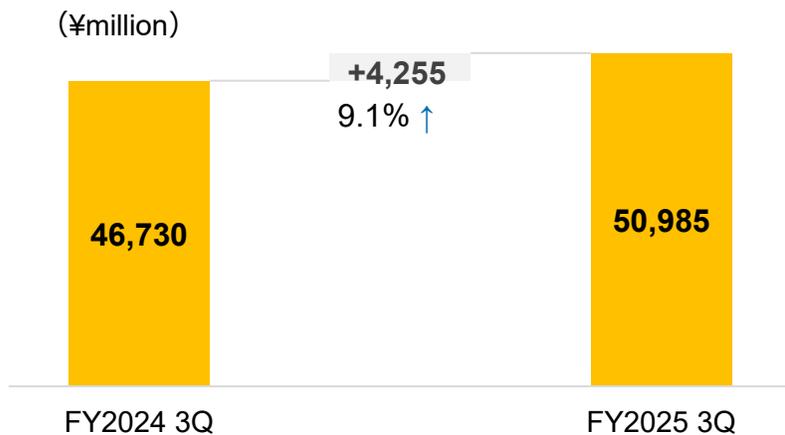
(¥million)

	FY2024 3Q			FY2025 3Q			YoY	
	Results	%	Profit ratio	Results	%	Profit ratio	change	Change %
<b>Revenue</b>	<b>46,730</b>	<b>100.0%</b>		<b>50,985</b>	<b>100.0%</b>		<b>+4,255</b>	<b>+9.1%</b>
Information Infrastructure	33,426	71.5%		37,043	72.7%		+3,617	+10.8%
Application Service	6,570	14.1%		7,146	14.0%		+575	+8.8%
Medical System	6,733	14.4%		6,795	13.3%		+62	+0.9%
<b>Operating profit</b>	<b>4,801</b>	<b>100.0%</b>	<b>10.3%</b>	<b>5,097</b>	<b>100.0%</b>	<b>10.0%</b>	<b>+296</b>	<b>+6.2%</b>
Information Infrastructure	3,971	82.7%	11.9%	4,641	91.1%	12.5%	+669	+16.9%
Application Service	282	5.9%	4.3%	△106	△2.1%	△1.5%	△389	-%
Medical System	546	11.4%	8.1%	562	11.0%	8.3%	+15	+2.9%

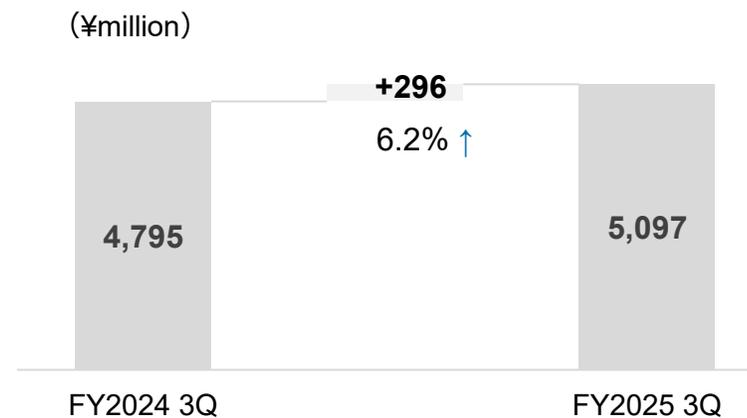


# Business Highlights for FY2025 3Q (Consolidated)

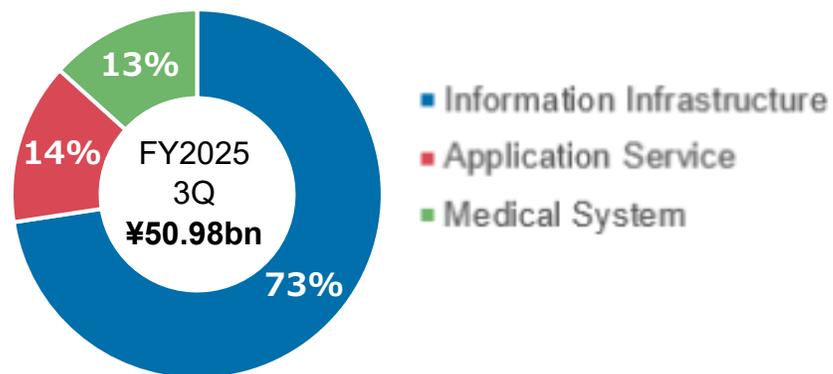
## Revenue



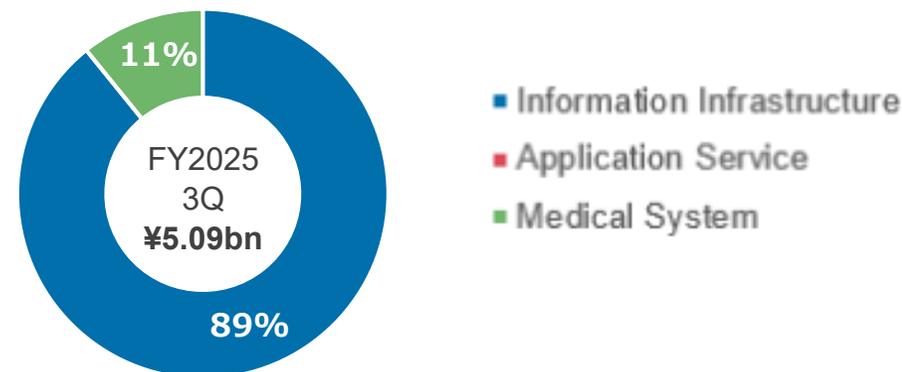
## Operating profit



## Revenue breakdown



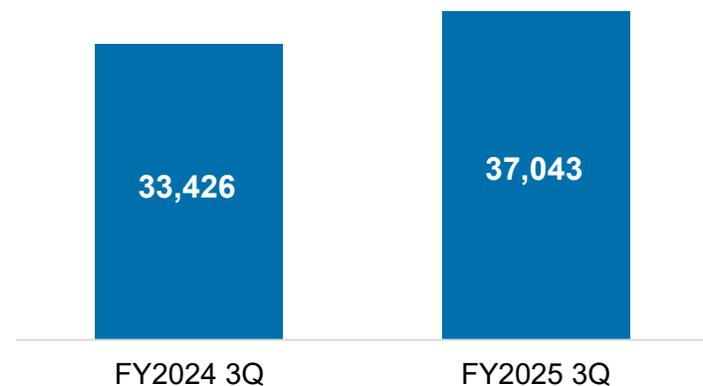
## Operating profit breakdown



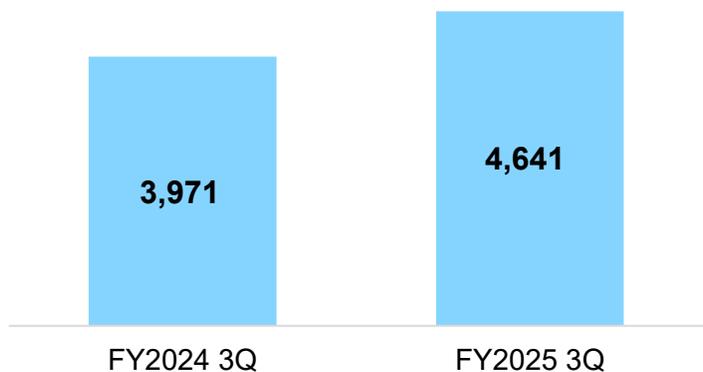


### Revenue

(¥million)



### Operating profit



The **highest** 3Q consolidated Revenue and Operating profit.

YoY

Revenue

**+ 3,617** million yen **+ 10.8** %

(+) In addition to conventional cloud-based security solutions, cross-selling of AI-powered SOC automation solutions is progressing.

(+) 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 1.7 billion yen) in the 2Q of the previous fiscal year.

Operating profit

**+ 669** million yen **+ 16.9** %

(+) Thoroughly conducted sales activities with profitability in mind

(-) A decline due to the temporary demand from one-time factors (operating profit 200 million yen) in the 3Q of the previous fiscal year.

(-) Return of retirement benefit expense(operating profit 73 million yen).

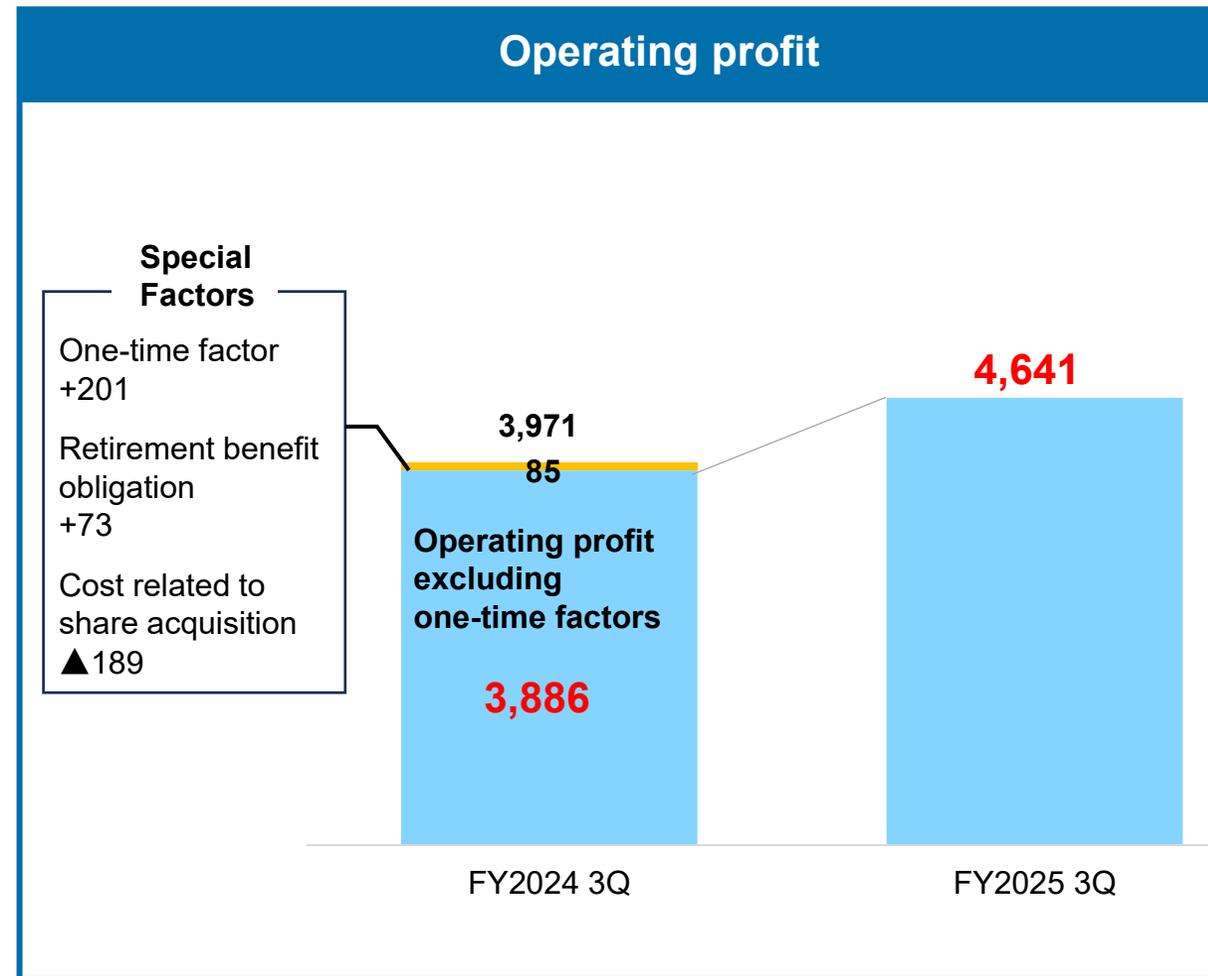
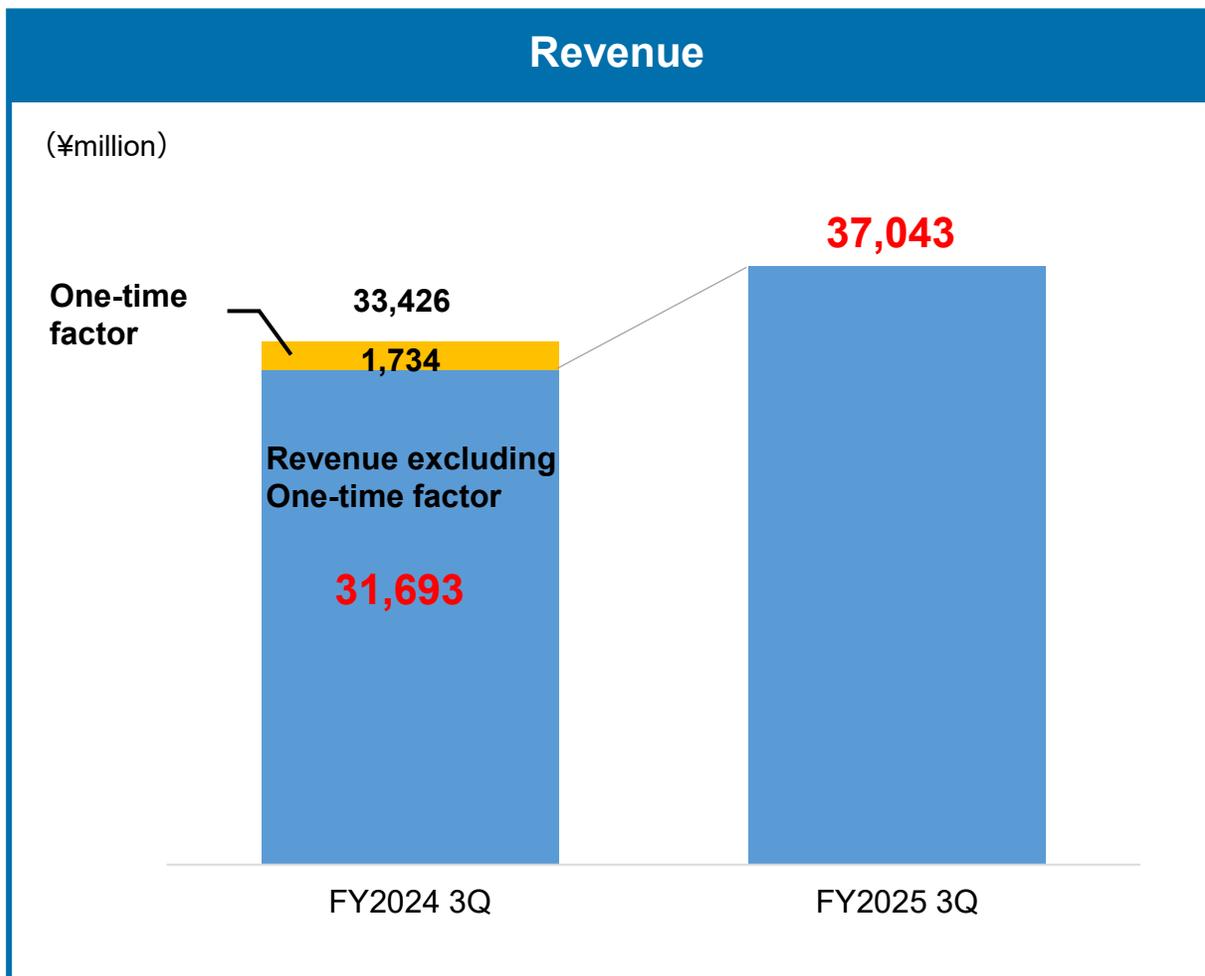


# Business Highlights for FY2025 3Q by Segment (Consolidated)

## Information Infrastructure Business



- Excluding one-time factors from the previous term, the growth rate was revenue **+16.9%** and operating profit **+19.4%** compared to the previous term.



\*FY2024 3Q=2024.4~2024.12  
FY2025 3Q=2025.4~2025.12

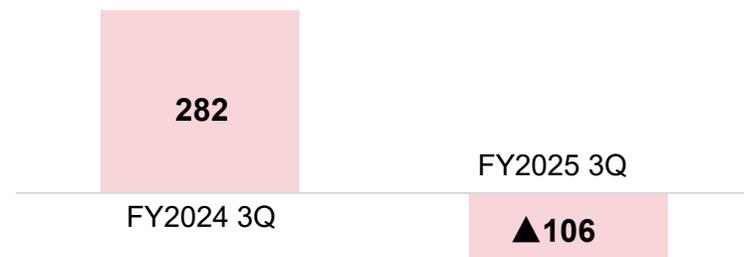


### Revenue

(¥million)



### Operating profit



Although revenue increased YoY, operating profit decreased due to higher expenses associated with the expansion of the CRM business and the profitability of certain cases in the BS business.

YoY

Revenue

+ **575** million yen + **8.8** %

- (+) 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

▲ **389** million yen — %

- (-) All software development costs were recorded as research and development expenses.(Cumulative:▲136million yen)(EdTech)  
\*Impact amount compared to full-year plan:▲199million 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)
- (-) Return of retirement benefit expense(operating profit 100 million yen).

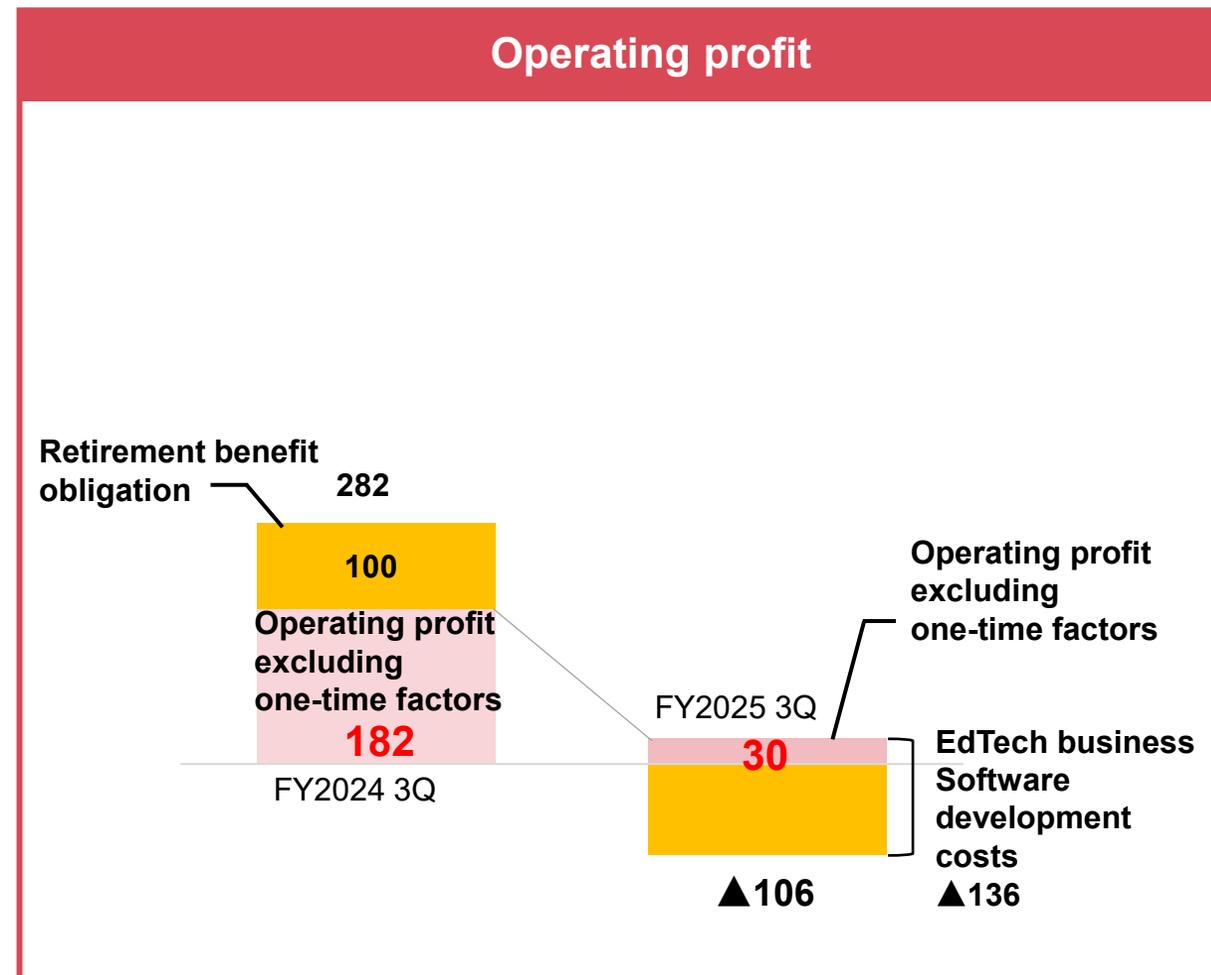
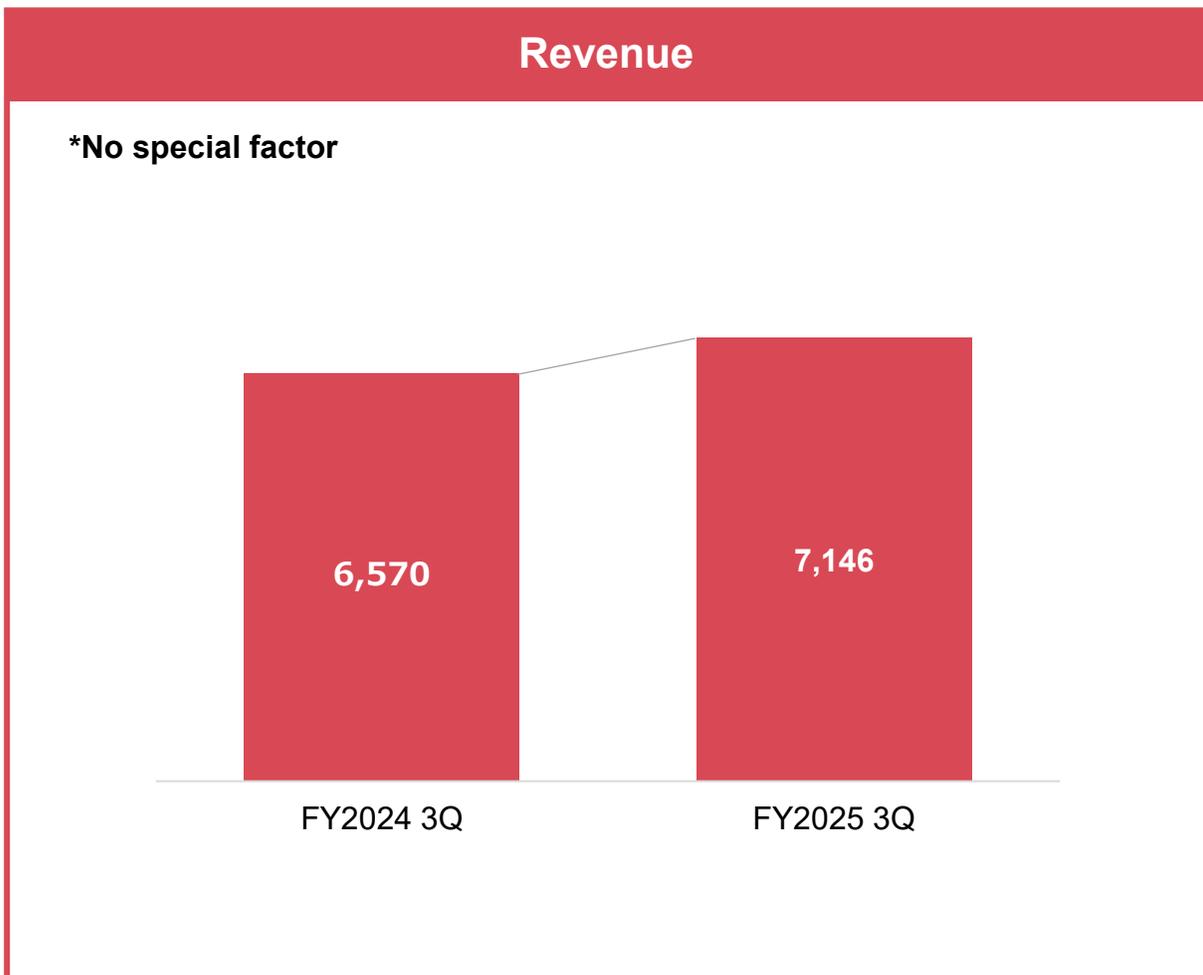


# Business Highlights for FY2025 3Q by Segment (Consolidated)

## Application Service Business



- Excluding Special factors from the previous term, the growth rate was revenue **+8.8%** and operating profit **▲83.5%(▲¥152M)** compared to the previous term.

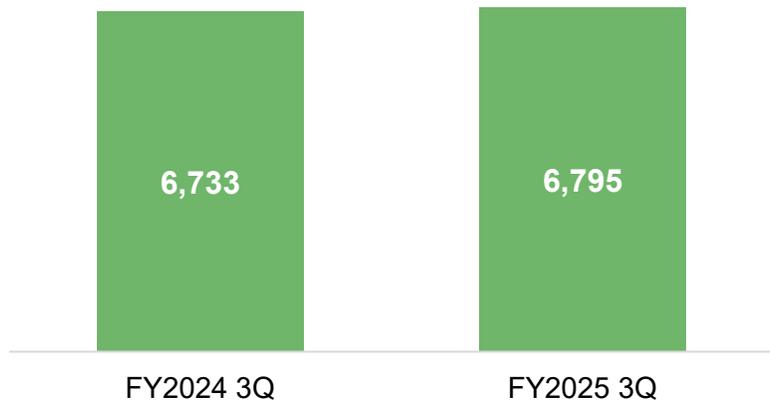


\*FY2024 3Q=2024.4~2024.12  
FY2025 3Q=2025.4~2025.12

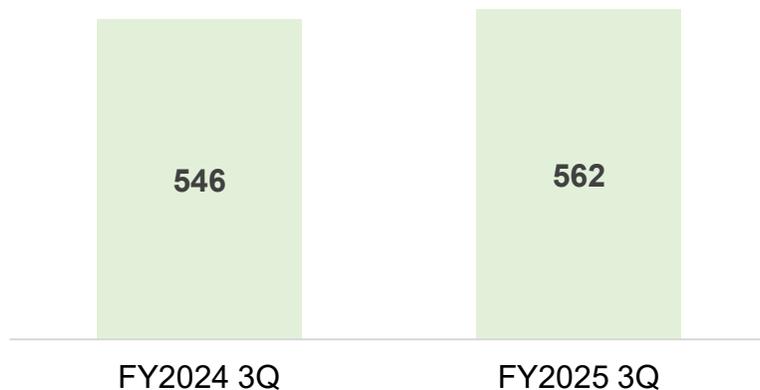


### Revenue

(¥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

+ **62** million yen + **0.9** %

(+) 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

+ **15** million yen + **2.9** %

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

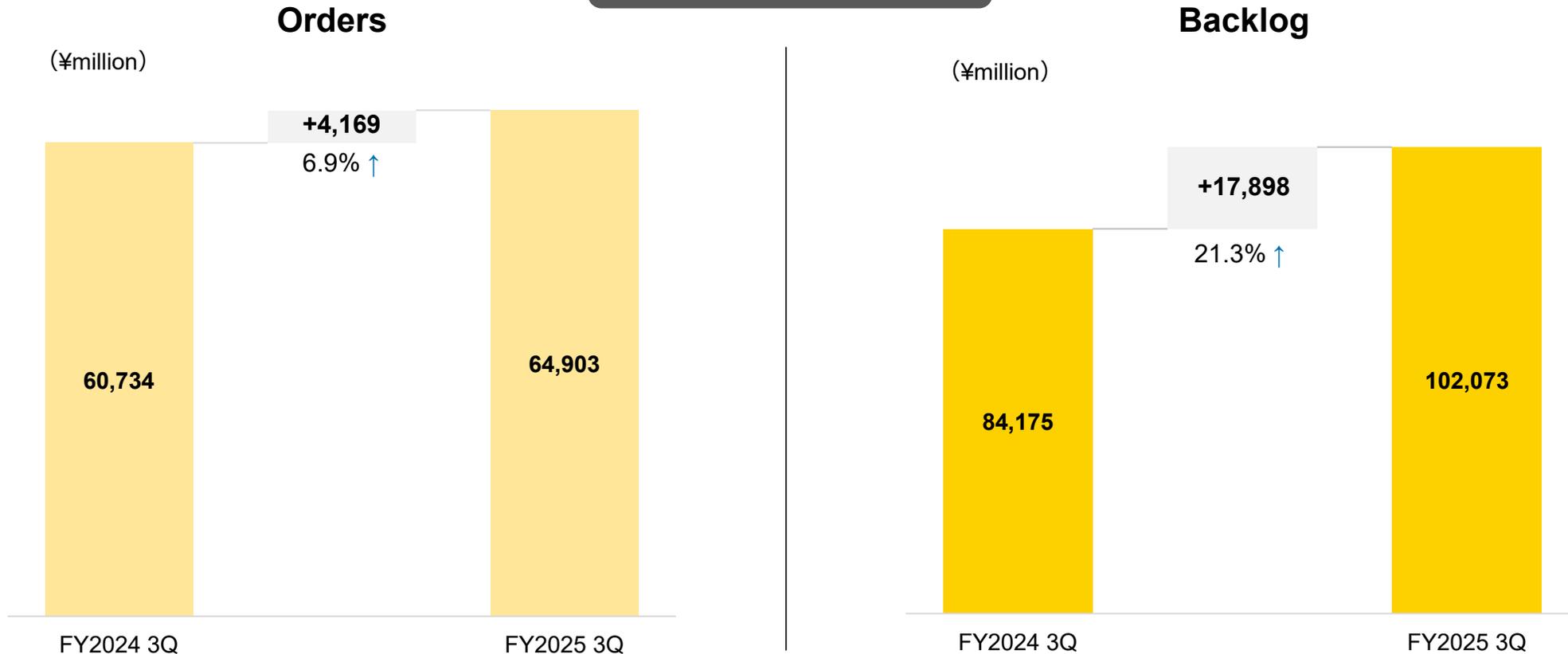
(-) Increased labor and investment costs(PSP)



# Booking and Backlog for FY2025 3Q (Consolidated)

- Consolidated orders remained at the same level YoY, covering the impact of multiple large-scale renewal orders in the previous fiscal year due to the acquisition of multiple new large-scale projects in the information infrastructure business.
- The consolidated order backlog increased YoY due to a higher proportion of stock-type projects in orders.
- Information Infrastructure, Application Service, and Medical System businesses all orders steadily increased.

## Company-wide total



\*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 3Q (Consolidated)

## Information Infrastructure Business

In addition to conventional cloud-based security products, cross-selling of SOC operations automation solutions has progressed. Through the acquisition of new projects and steady accumulation of contract renewals, the decline following large renewal projects in the previous term was offset, maintaining a level comparable to the same period last year.

## Application Service Business

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

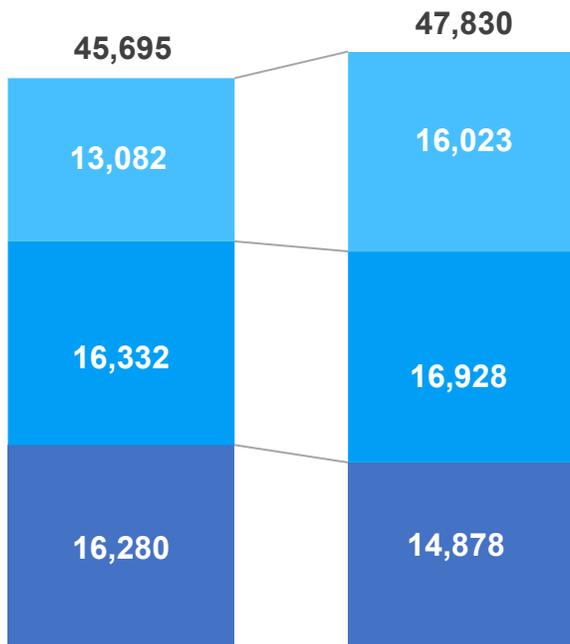
## Medical System Business

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)

+4.7% ↑



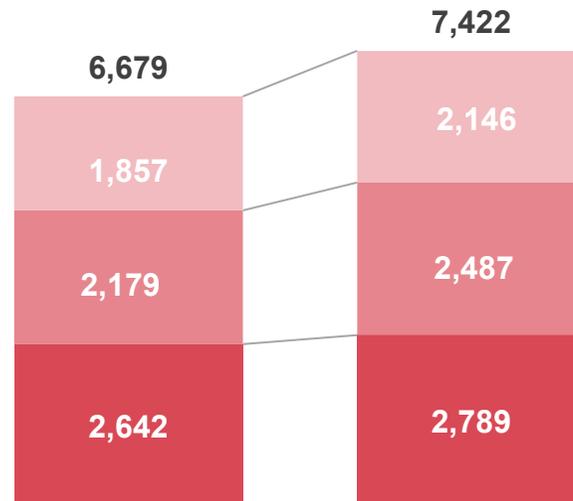
FY2024 3Q

FY2025 3Q

### Application Services Business

(¥million)

+11.1% ↑



FY2024 3Q

FY2025 3Q

### Medical System Business

(¥million)

+15.5% ↑



FY2024 3Q

FY2025 3Q



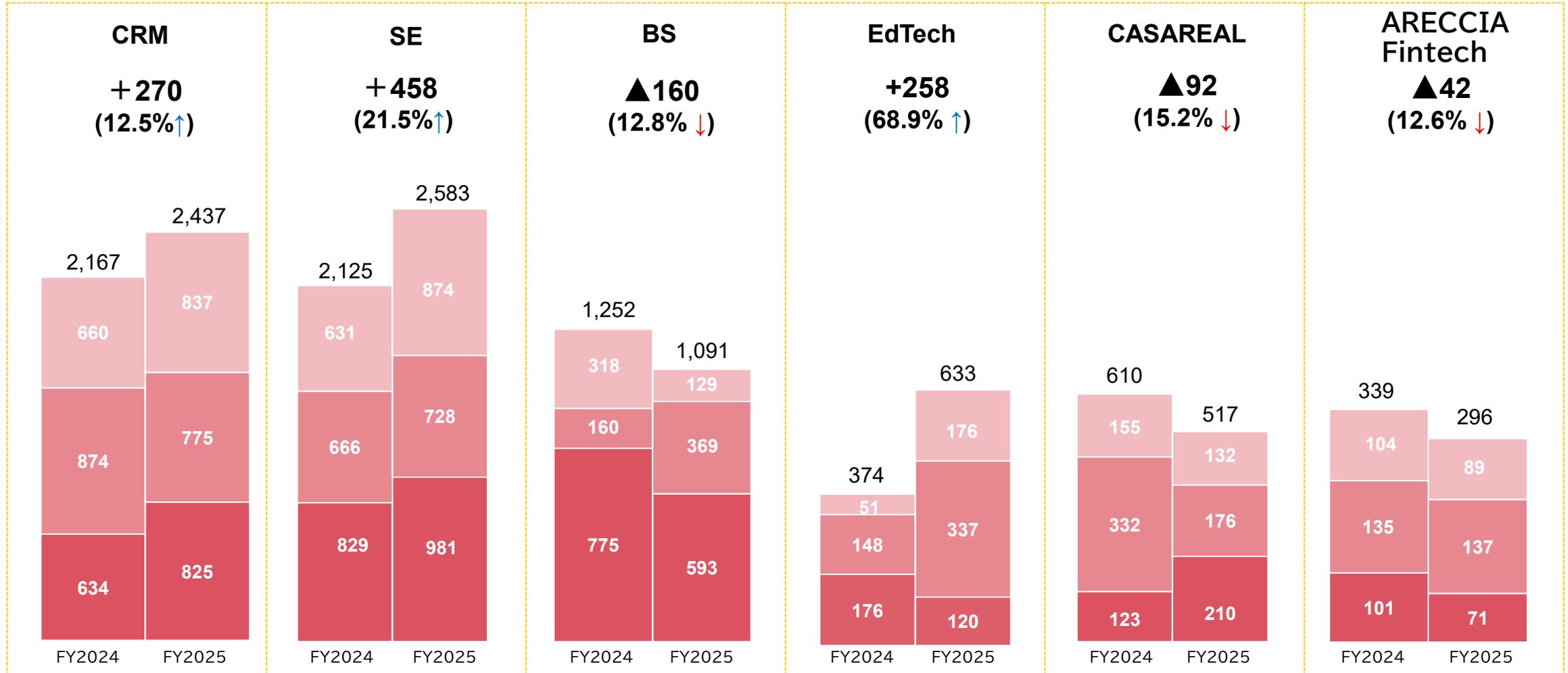
# Booking for FY2025 3Q by Field (Consolidated)

## Application Service Business



(¥million) ※ Figures before consolidated accounting processing.

■ 1Q ■ 2Q ■ 3Q



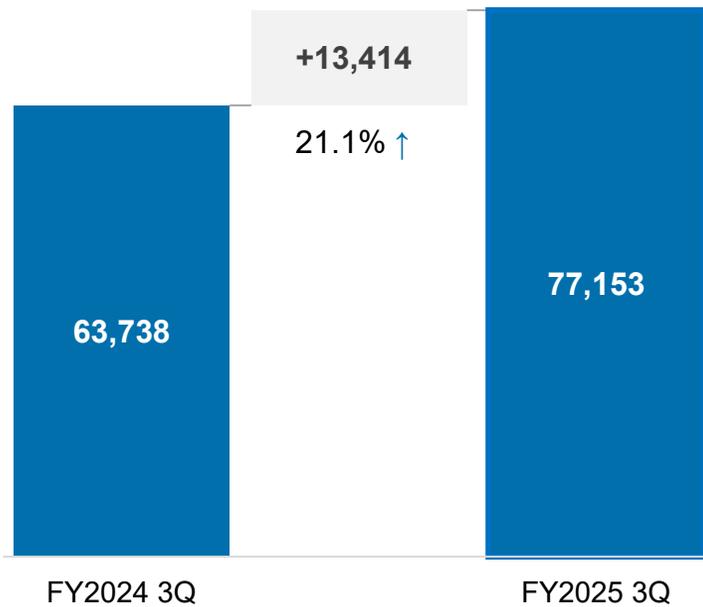
※ Division name abbreviation

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).

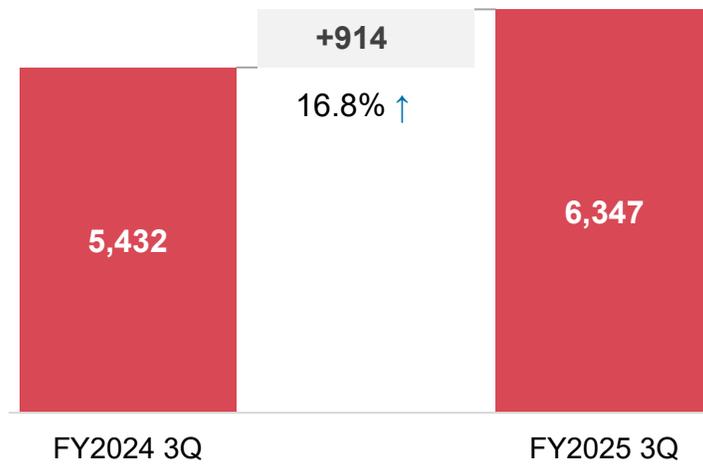
## Information Infrastructure Business

(¥million)



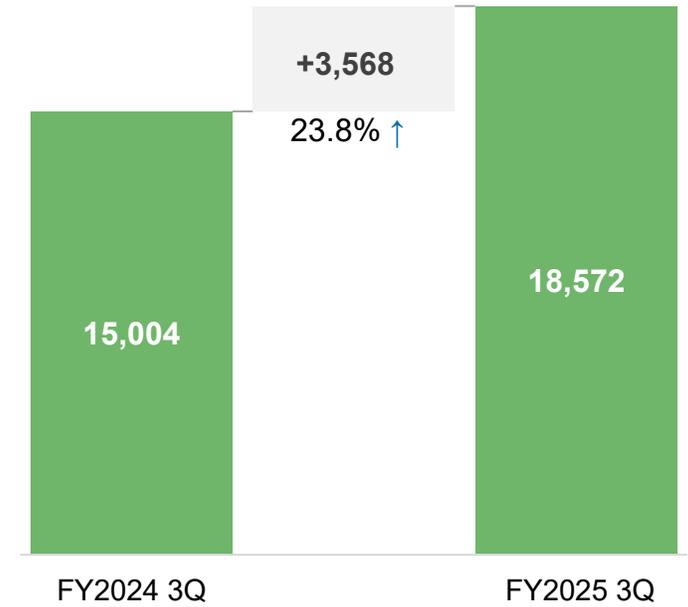
## Application Services Business

(¥million)



## Medical System Business

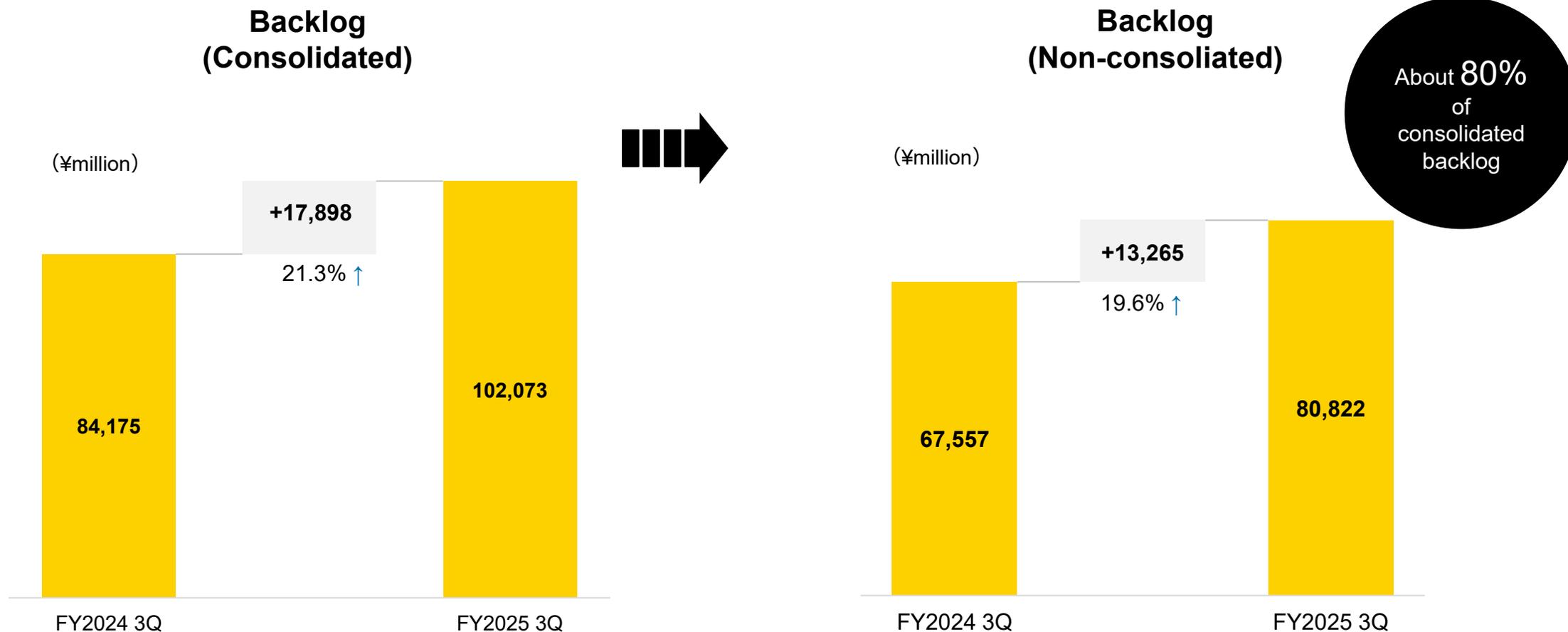
(¥million)





# Backlog for FY2025 3Q (Non-Consolidated)

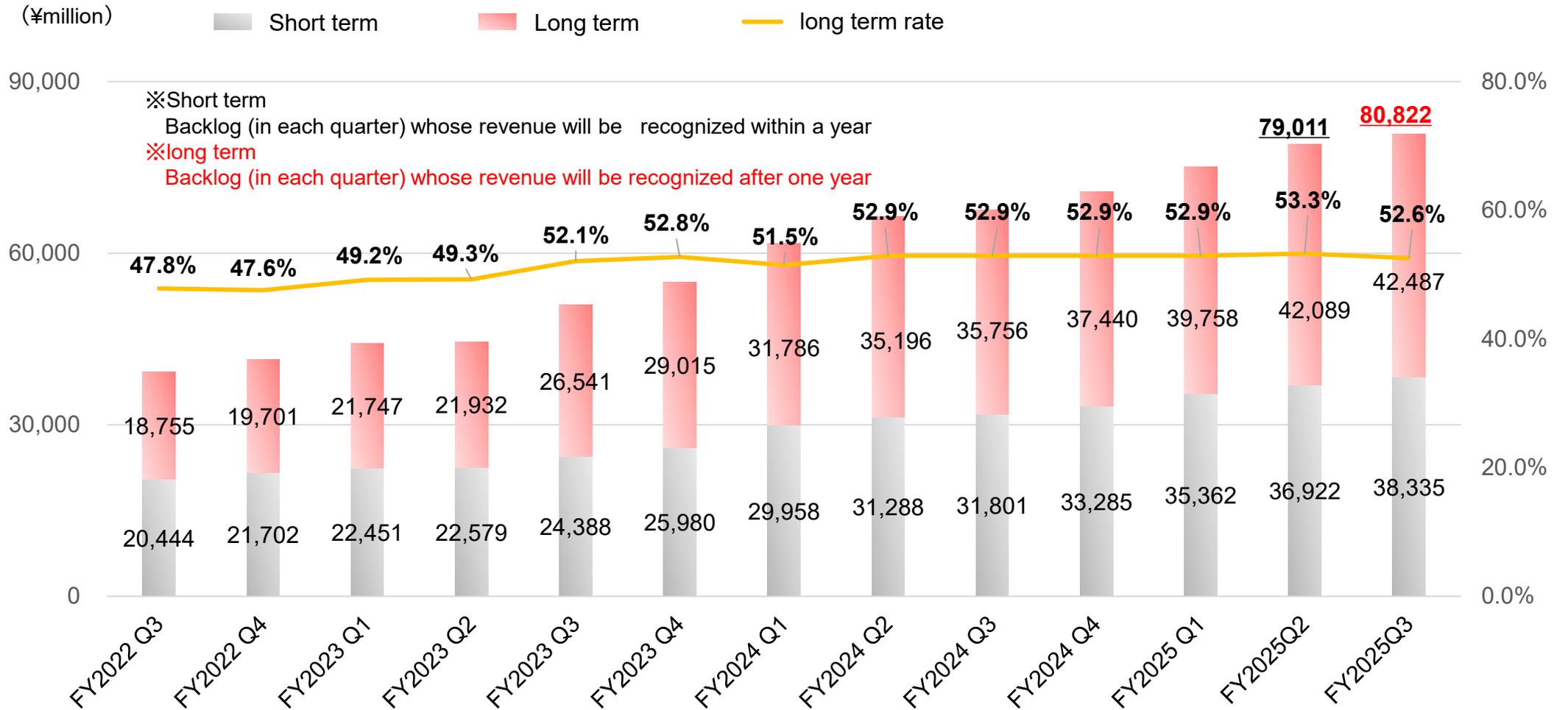
- Consolidated and non-consolidated (TechMatrix only) backlogs are as follows.





# Backlog for FY2025 3Q (Non-Consolidated)

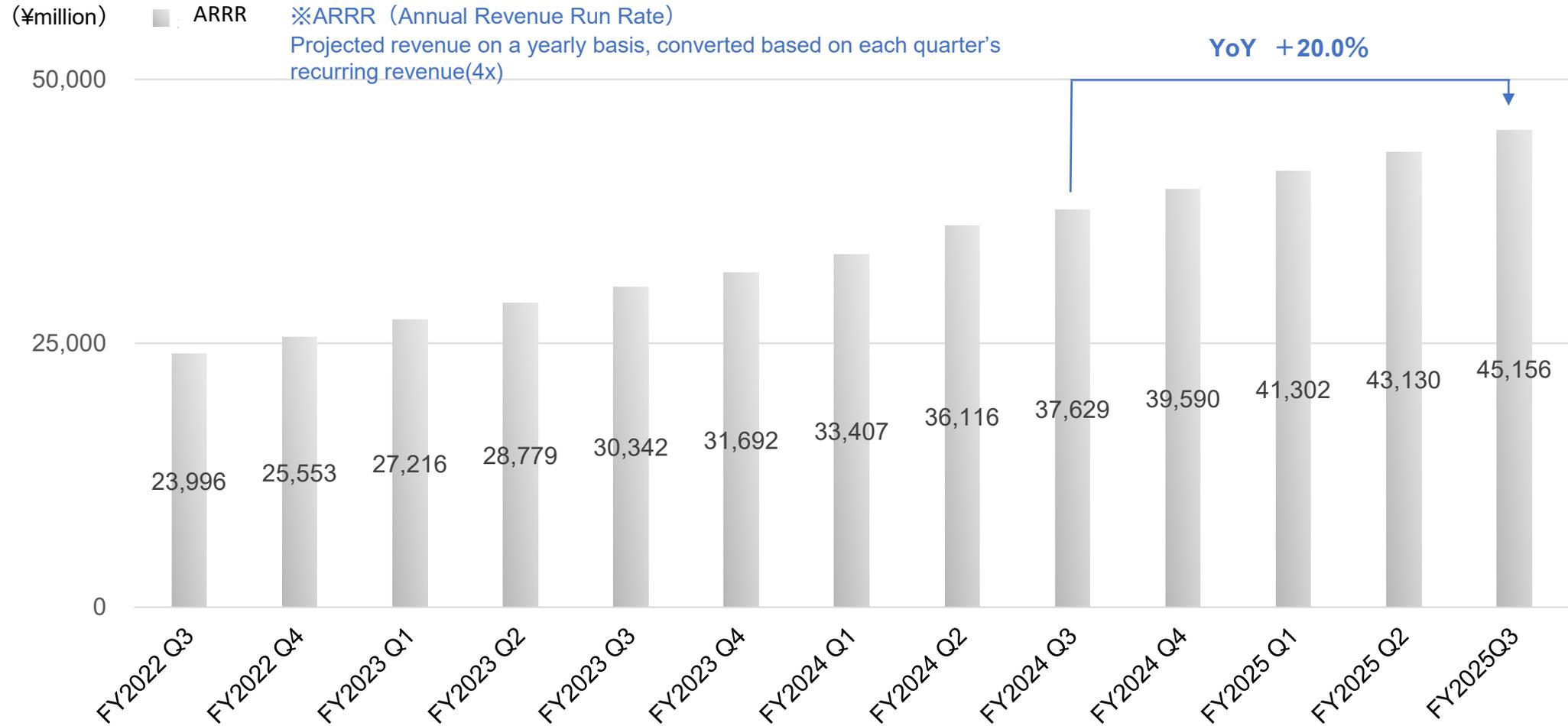
- Non-consolidated backlog (for only TechMatrix) are as follows.





# ARRR for FY2025 3Q (Non-Consolidated)

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





# Weather chart by Segment (Based on revenue) for FY2025 3Q

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, cross-selling of automated SOC solutions, in addition to conventional cloud-based security products, has progressed. The stock-type business is steadily accumulating, and sales are increasing.	
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 mainly through projects replacing unauthorized access prevention products.	
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 )	• Revenue declined due to a decrease in NetWitness replacement projects.	
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 Δ 10%



under Δ 10%



# Weather chart by Segment (Based on revenue) for FY2025 3Q

Application Services Business		YoY
CRM field	<ul style="list-style-type: none"> <li>Market environment is favorable. Revenue increased due to the accumulation of stock-type businesses accelerated by the progress of subscriptions.</li> </ul>	
Software Quality Assurance field	<ul style="list-style-type: none"> <li>Strong demands for testing tools, especially in the automotive industry.</li> <li>Revenue increased due to the accumulation of stock-type businesses accelerated by the progress of subscriptions.</li> </ul>	
Business Solution field	<ul style="list-style-type: none"> <li>Revenue increased due to large projects in academic and public solutions, but enterprise growth stagnated, maintaining the previous year's level.</li> </ul>	
EdTech field	<ul style="list-style-type: none"> <li>Increased revenue significantly due to deployment to public schools in addition to private schools that offer advanced education and the accumulation of projects.</li> </ul>	
CASAREAL	<ul style="list-style-type: none"> <li>Sales increased due to steady growth in the education business, including IT training.</li> </ul>	
ARECCIA Fintech	<ul style="list-style-type: none"> <li>Maintained the same level as the previous year.</li> </ul>	
Medical System Business		YoY
PSP	<ul style="list-style-type: none"> <li>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.</li> <li>New contracts, renewals, and replacements of cloud-based PACS were all steady.</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>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.</li> </ul>	



+ 10% and over



+ 5% ~ +10%



within ±5%



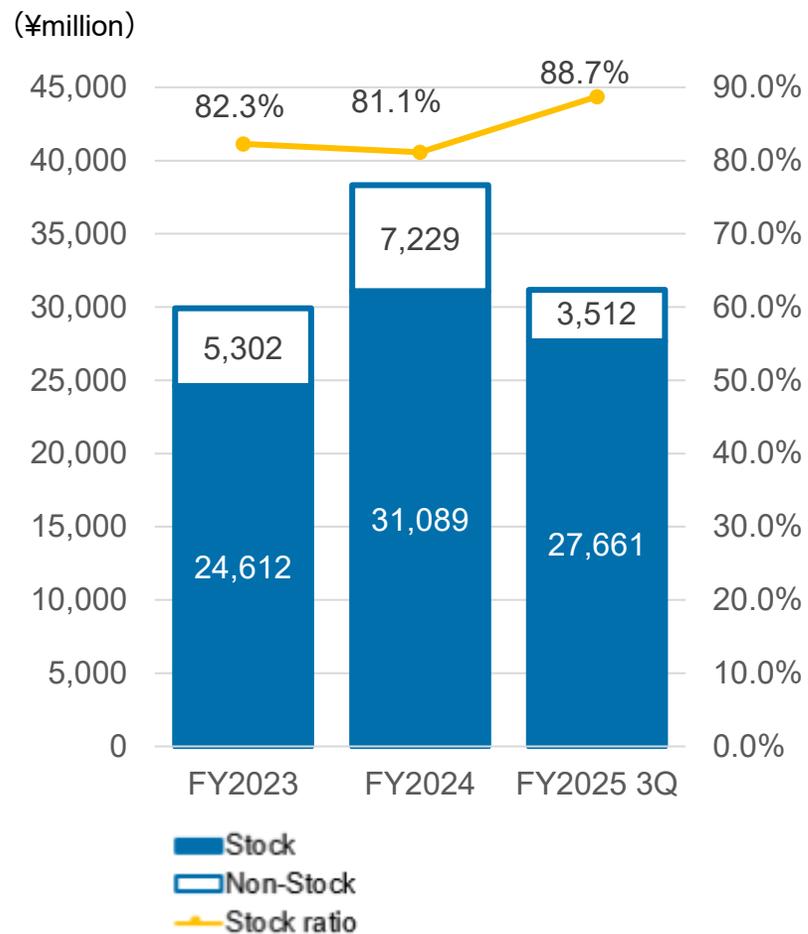
within Δ 10%



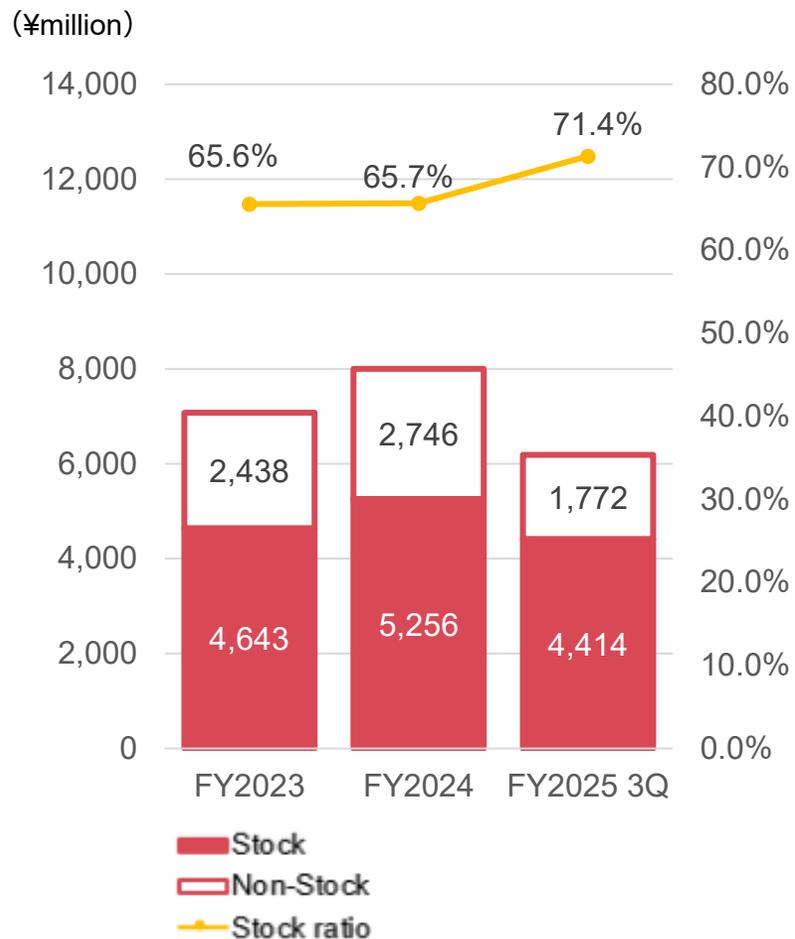
under Δ 10%



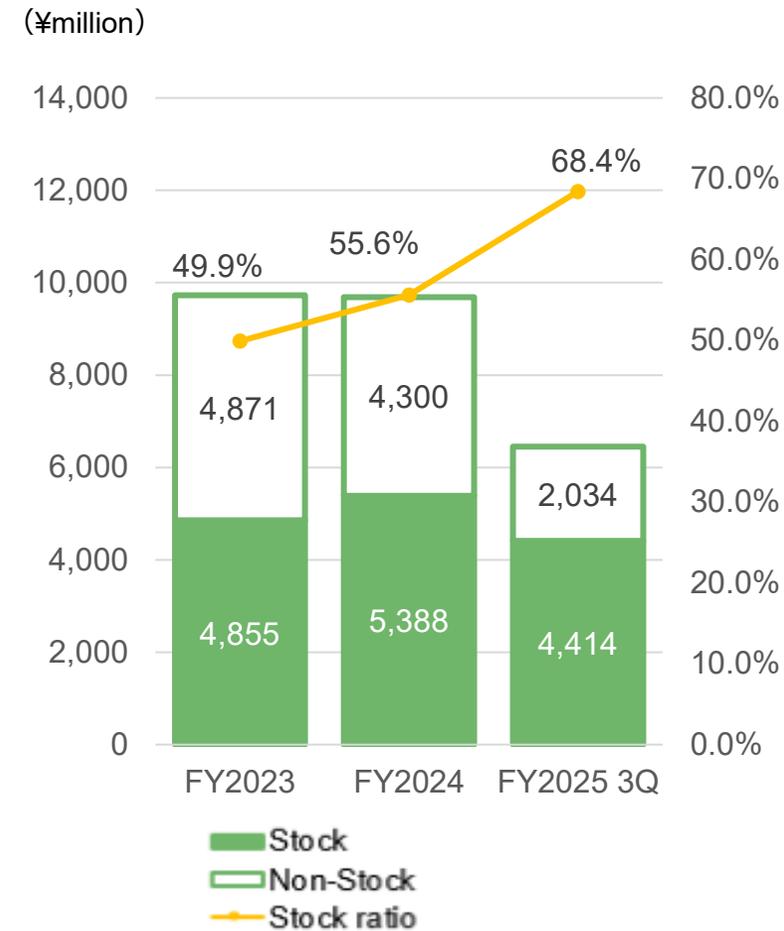
## Information Infrastructure Business



## 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 3Q		FY2024	FY2025 3Q
<b>Total current assets</b>	<b>85,446</b>	<b>96,899</b>	<b>Total current liabilities</b>	<b>67,449</b>	<b>78,165</b>
Cash and cash equivalents	27,325	32,938	Trade and other payables	2,166	2,149
Trade and other receivables	7,699	5,099	Borrowings	510	200
Other current assets (※)	50,421	58,861	Other current liabilities (※)	64,772	75,816
<b>Total non-current assets</b>	<b>20,051</b>	<b>20,424</b>	<b>Total non-current liabilities</b>	<b>8,056</b>	<b>6,557</b>
Property, plant and equipment	5,987	5,526	Borrowings	1,750	1,600
Goodwill	3,895	4,397	Other non-current liabilities	6,306	4,957
Intangible assets	3,509	3,755	<b>Total liabilities</b>	<b>29,992</b>	<b>32,601</b>
Other non-current assets	6,658	6,745	Share capital and Capital surplus	6,097	6,116
			Treasury shares	△921	△918
			Retained earnings	18,908	20,548
			Other components of equity	118	831
			Total equity attributable to owners of parent	24,202	26,577
			Non-controlling interests	5,789	6,023
<b>Total assets</b>	<b>105,497</b>	<b>117,324</b>	<b>Total liabilities and equity</b>	<b>105,497</b>	<b>117,324</b>

\*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)	797 (+38)	-
Application Service	461 (+45)	464 (+43)	469 (+48)	-
Medical System	484 (+35)	488 (+31)	489 (+32)	-
Corporate (Common)	66 (+12)	66 (+8)	66 (+4)	-
Consolidated total	1,812 (+226)	1,822 (+227)	1,821 (+122)	-
(Firmus Group)	(112)	(115)	(112)	-
FY2025	1Q	2Q	3Q	4Q
Non-Consolidated total	652 (+64)	654 (+56)	659 (+54)	-

※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



- The forecasts announced in May 2025 remains unchanged.

(¥million)

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

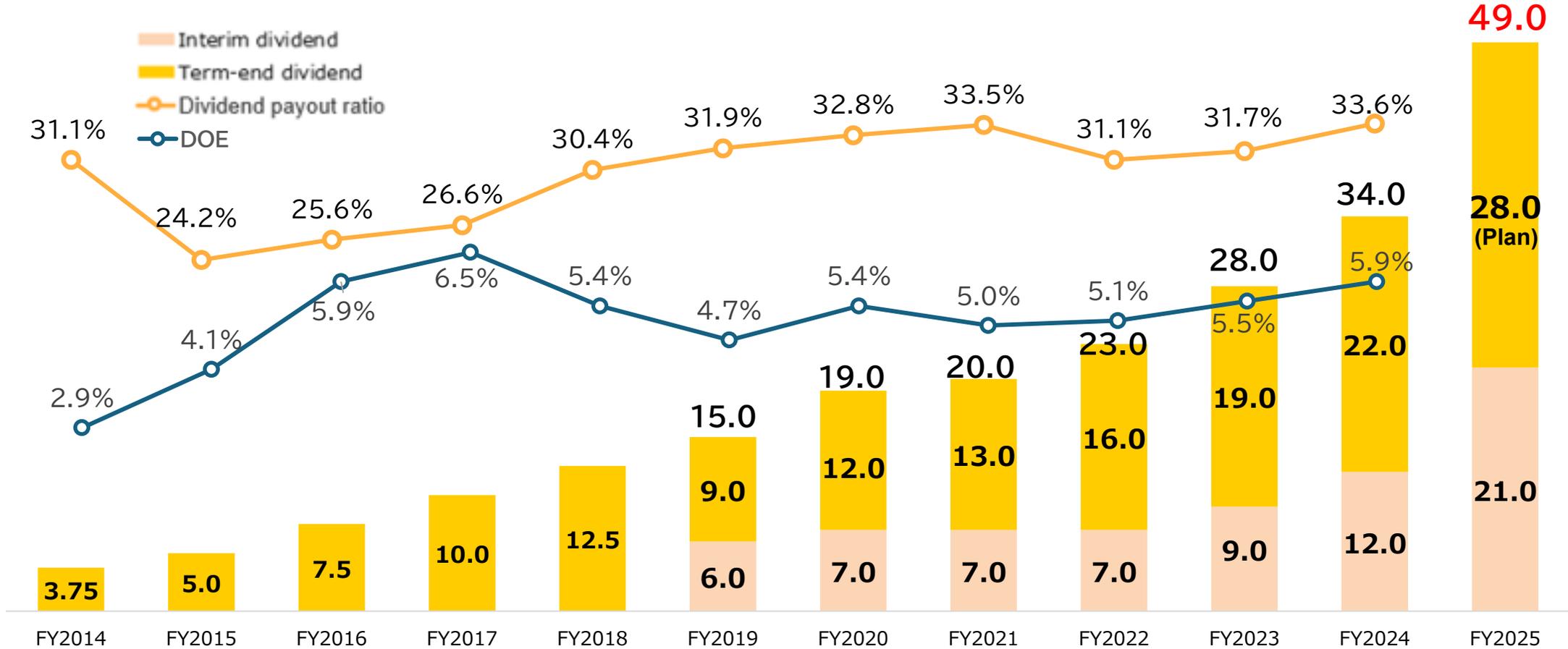
Operating profit	FY2024	FY2025	YoY	
	Actual	Forecast	Change	Change %
Information Infrastructure	5,267	6,200	+933	+17.7%
Application Service	141	500	+359	+254.6%
Medical System	1,253	900	▲353	▲28.2%

\*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.



# Shareholder Returns Dividend

- 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%.



※As a result of the 1:2 stock split implemented in Marth 2017 and July 2020, the amount of dividends for prior periods presented assuming that the stock split was implemented.

※ Since FY2020, DOE has been calculated based on International Financial Reporting Standards (IFRS).

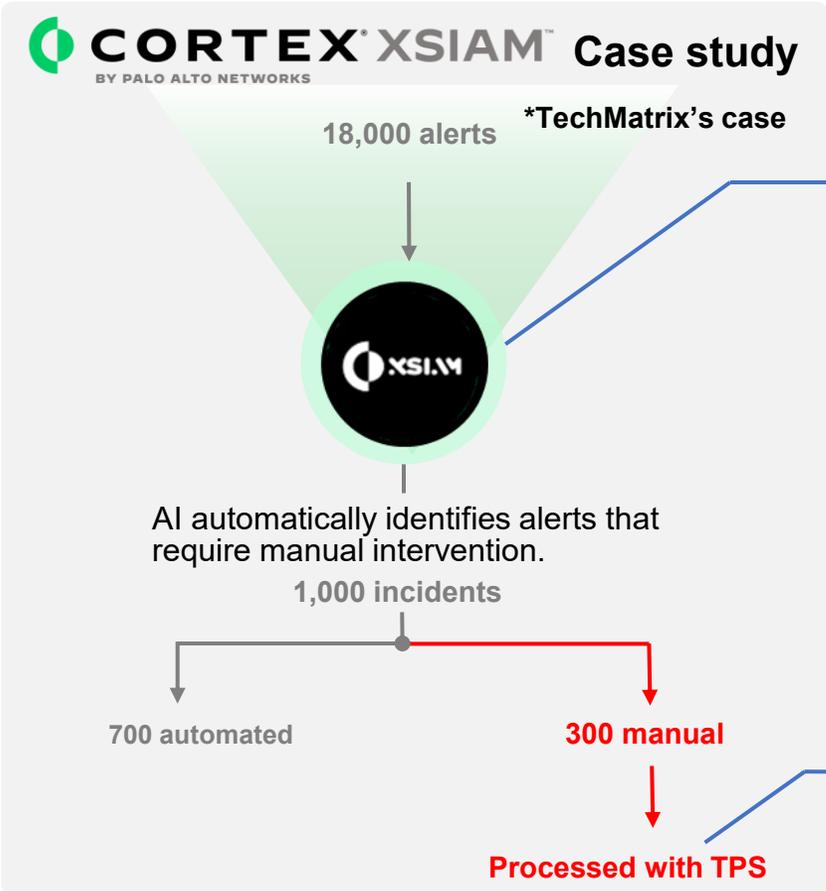


# 3. Topics of Business activities



**SOC automation: Automating security monitoring and tasks of operations department with tools and mechanisms, not with manual work**

<b>Rising market demand</b>	<ul style="list-style-type: none"> <li>• Increasing cyberthreats</li> <li>• Explosion in alert volumes</li> <li>• Human resource shortage, cost constraints</li> </ul>	▶	<p>As the enterprise scale expands, the number of alerts increases, and manual responses become increasingly difficult.</p> <p><b>SOC automation demand is an expanding trend.</b></p>
-----------------------------	--	---	--



**Effects of installing Cortex XSIAM**

AI automatically identifies alerts that require manual intervention. Efficiency (manual ⇒ automation) and competence (human ⇒ AI) are improved.

- Accurate detection and visualization of threats
- Accelerated incident response through automation

**Issues on installation**

The installation requires sophisticated skills and insights due to its high technical difficulty.

⇒ **TechMatrix supports installation with our profound insights into the Palo Alto products.**

**TPS processes alerts that require response.**

TPS (TechMatrix Premium Support) processes alerts identified by AI as requiring manual intervention.



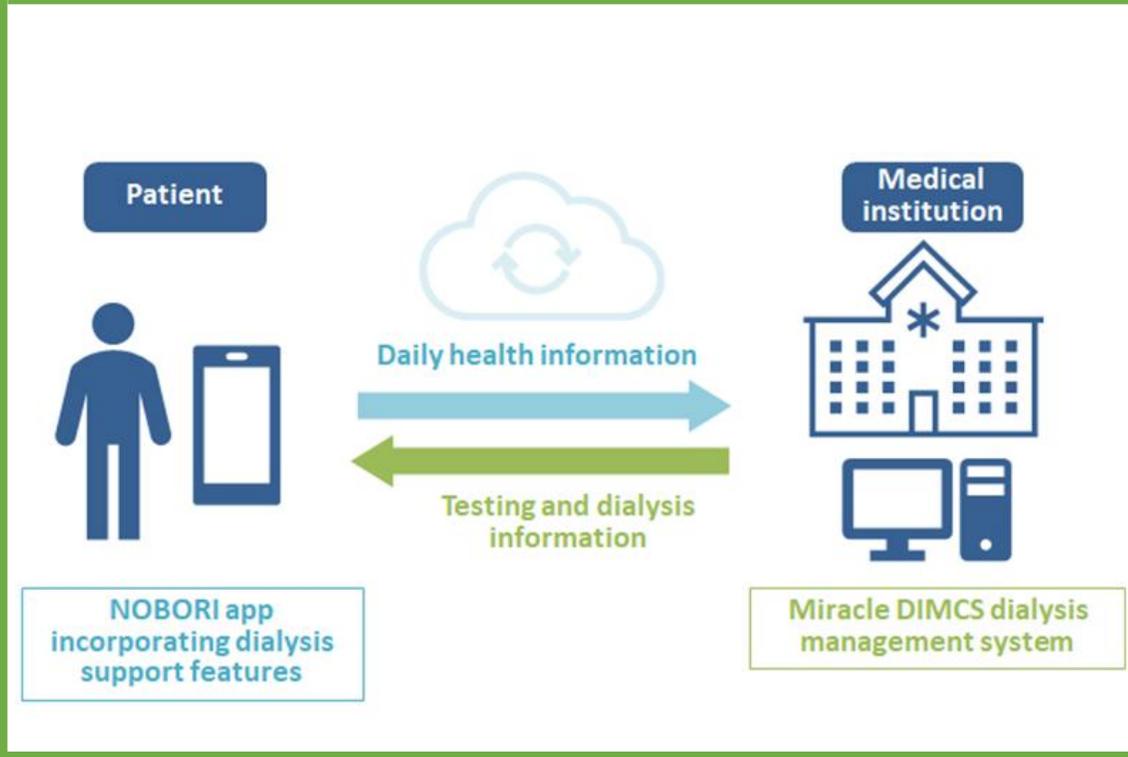
# (Reference (reposted)) 1Q Topics for FY2025



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

In June 2025, the three companies, Toray Industries, Inc., Toray Medical Co., Ltd., and PSP Corporation collaborated to integrate PSP’s personal health record (PHR) application “NOBORI” with Toray Medical’s dialysis management system “Miracle DIMCS”, and then its verification test for patients started at selected medical institutions.

### Integration of PHR app “NOBORI” and dialysis management system “Miracle DIMCS”



### Background

- Dialysis medical settings are likely to see more complicated medical treatment and run short of healthcare professionals.
- Streamlining operations and easing the workloads of frontline caregivers is required.

### Effect of system development and integration

- Dialysis patients can:
  - Check their schedules and test results on their own.
  - Manage their own health data proactively.
  - Report their off-site life record to the hospital.
  - Build health awareness and improve self-care.
- Medical institutions can:
  - Provide medical information to patients.
  - Collect health data from patients.
  - Share patients’ health data among medical team.
  - Streamline operations to enhance patient care.

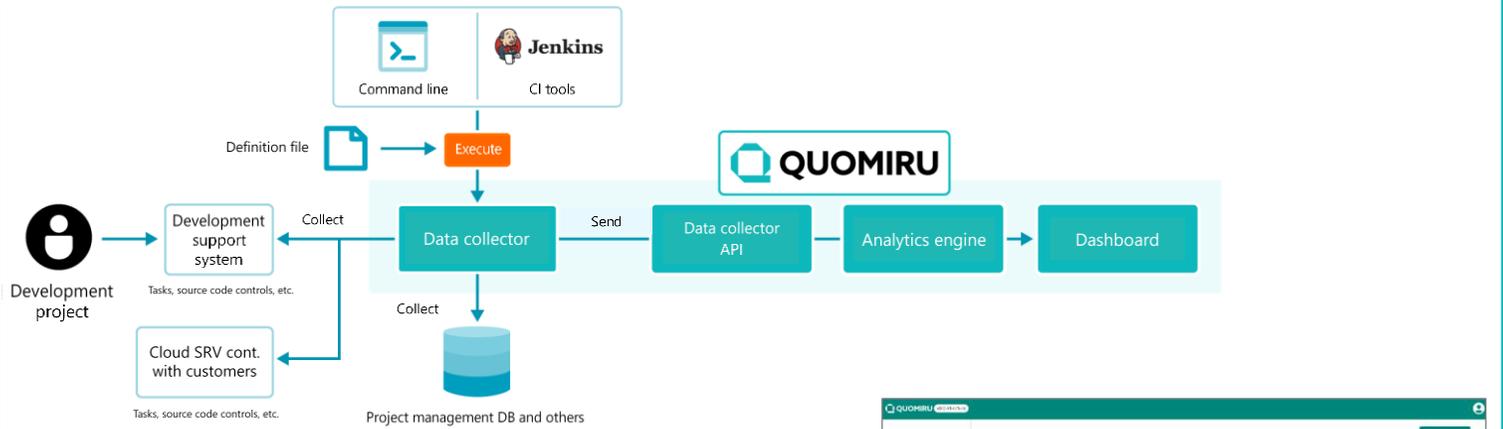


## Medium-term Management Plan: Expanding portfolio of products and services



- Launched a software development support dashboard tool “Quomiru”, our first proprietary product in the SE field

### Features



- Design based on expertise accumulated on our development scene
  - Rich set of widgets specific for software development
  - Retrieval of useful data from collected ones, as well as flexible configurability
- ⇒ **A business intelligence tool to ease workload on software development and maintenance processes**



### Problems on the development scene

- Complicating software development
- Transcribing error, overlook of info, lack of real-time sense and other concerns due to manual-based collection of data dispersed in multiple tools
- Lower product quality and customer satisfaction due to failure to identify the status of progress and risks

Dashboard tool that can visualize the development progress, product quality, and risks in the software development processes on a real-time basis

Helps identify potential risks by allowing the system to automatically collect and visualize development data



# (Reference (reposted)) 2Q Topics for FY2025



## 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.

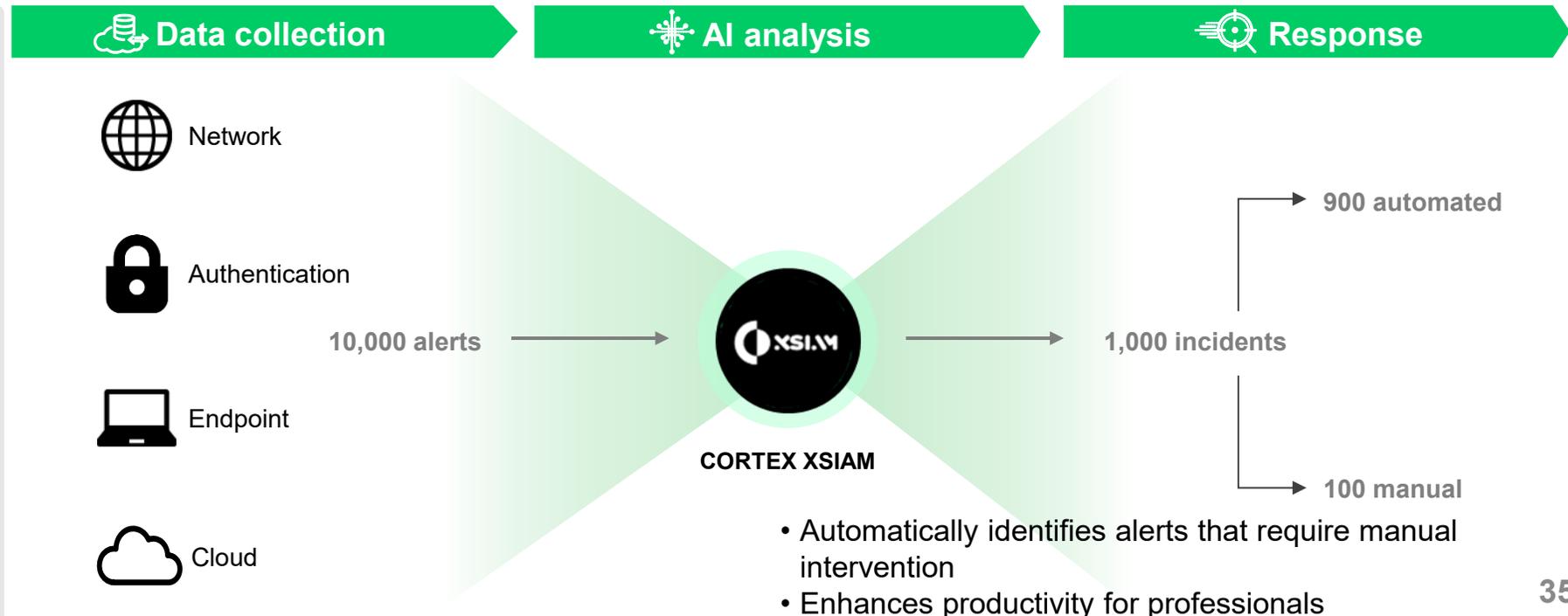
### <Market demand>

- 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.

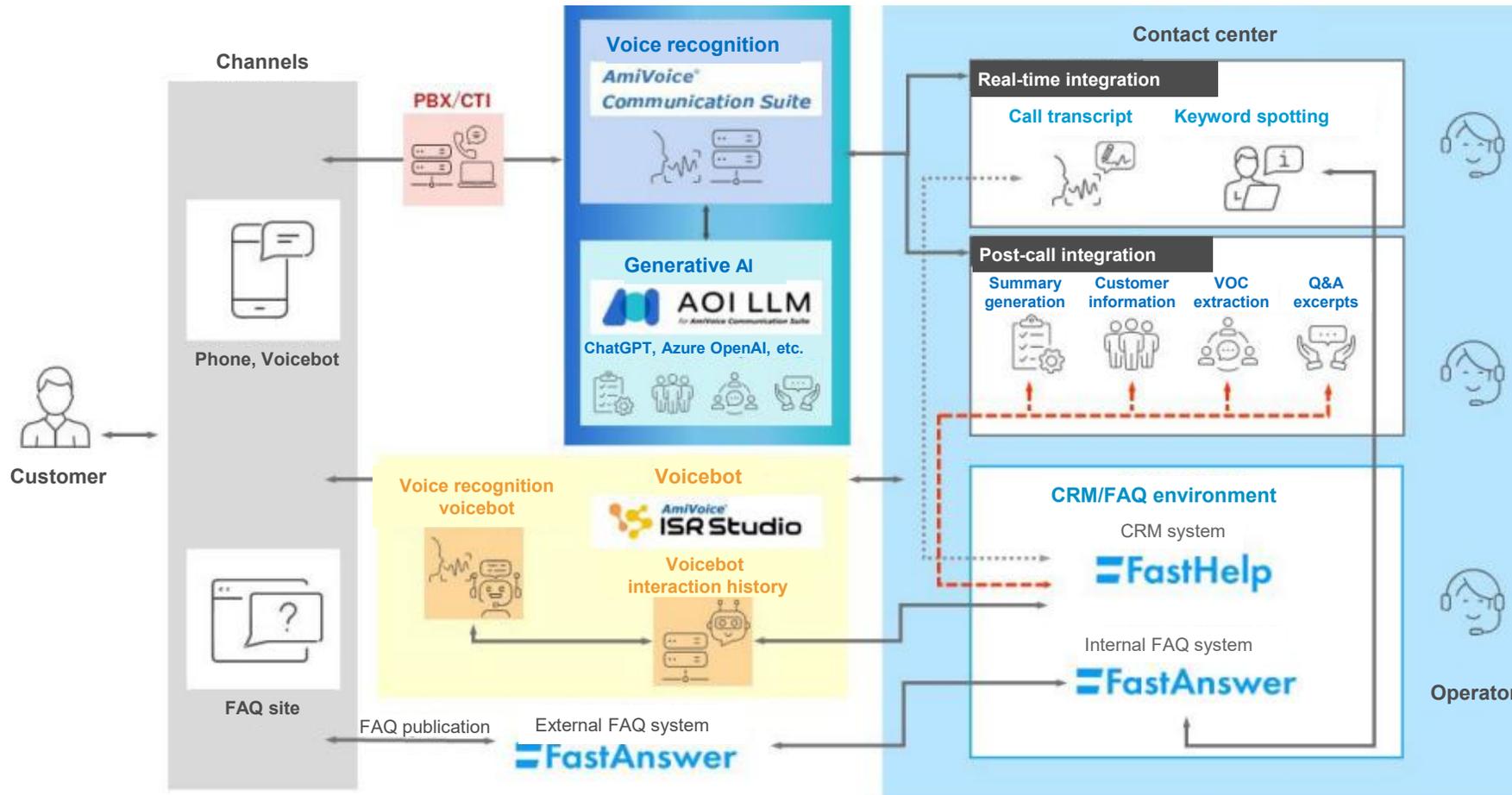
\* The press release is available on our IR website (in Japanese).

[3762\\_20250930564861\\_P01\\_.pdf](#)



## 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.

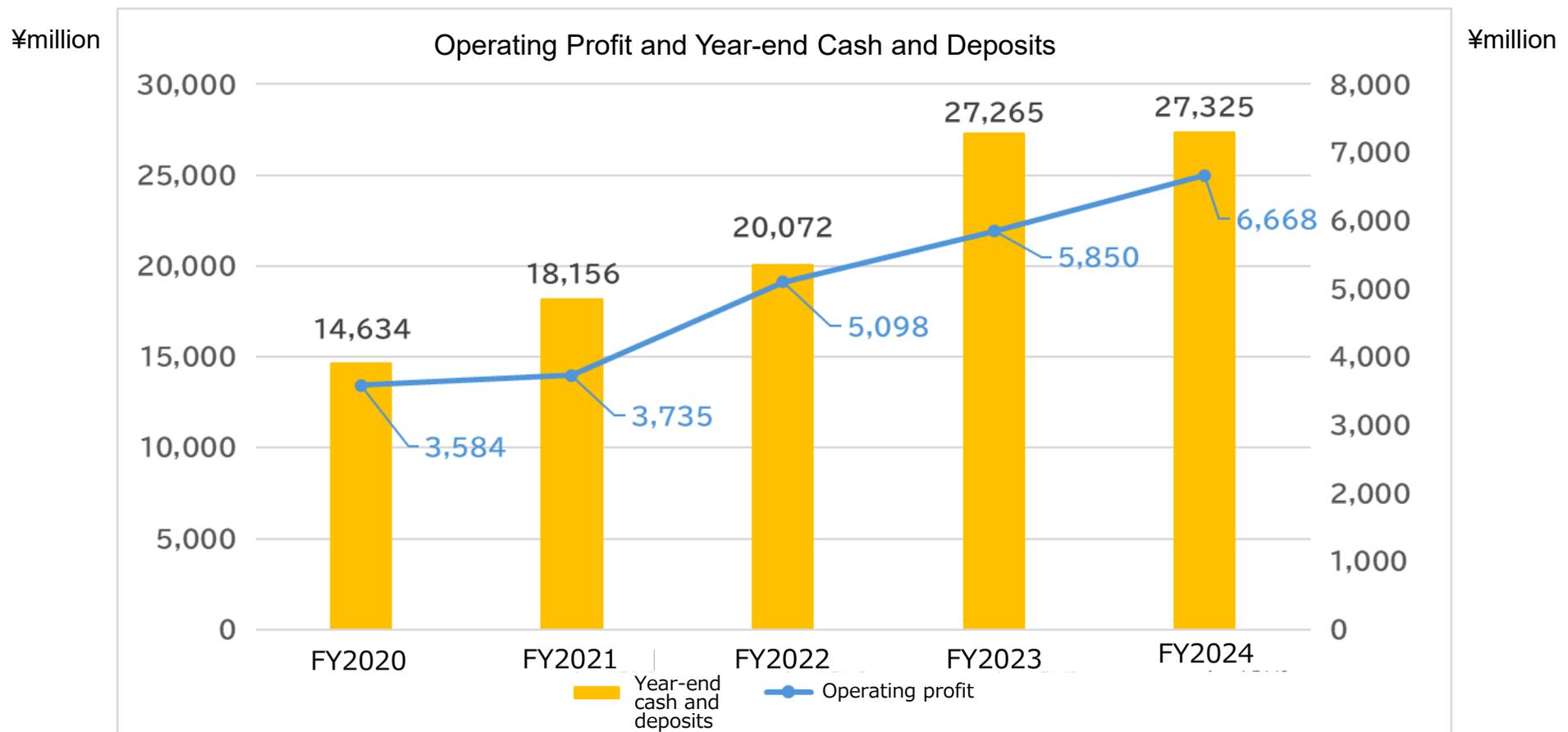
- Improved response speed and quality
- Accurate VOC extraction
- Utilization for FAQ knowledge base
- Automated registration of voice recognition results in the CRM interaction history
- Automated, real-time linking of keywords in FAQ search
- Automated registration of voicebot interactions in the CRM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



(Reference (reposted))  
Revise of shareholder return policy



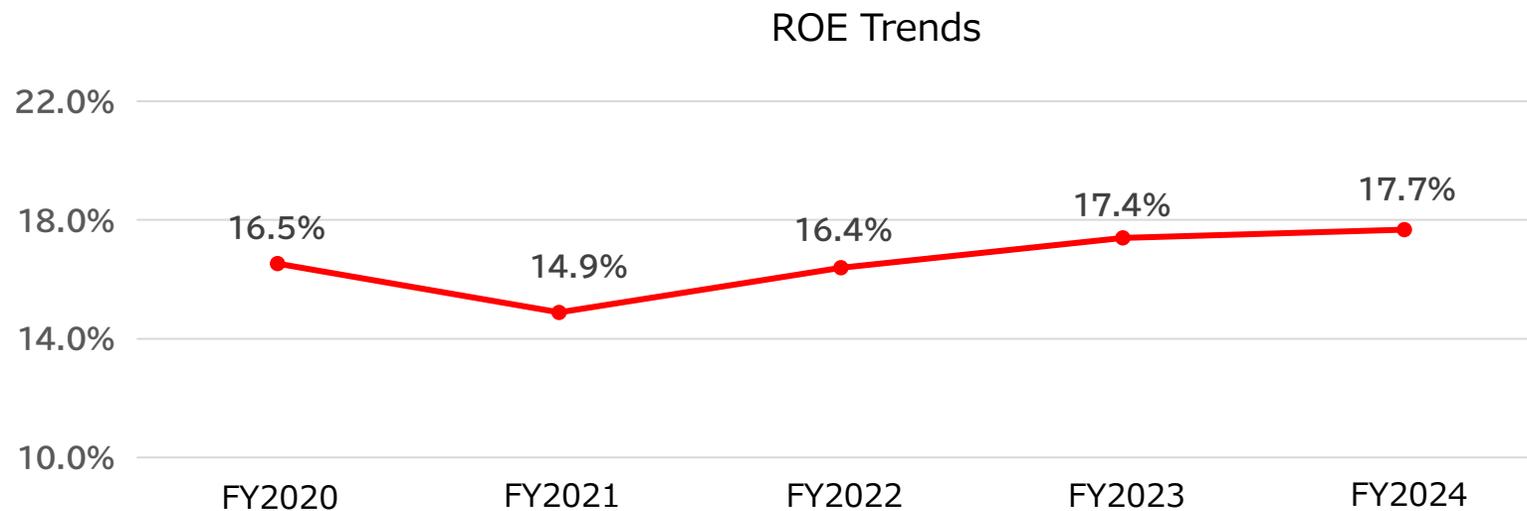
- Through **11 consecutive years of profit growth**, we have accumulated strong cash and deposit balances.
- **Our solid customer base and expansion of stock businesses** have laid **the foundation for stable profit generation**.
- We will now focus on maintaining and improving capital efficiency with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





# Our Understanding of Management Efficiency

- 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  $\beta$  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

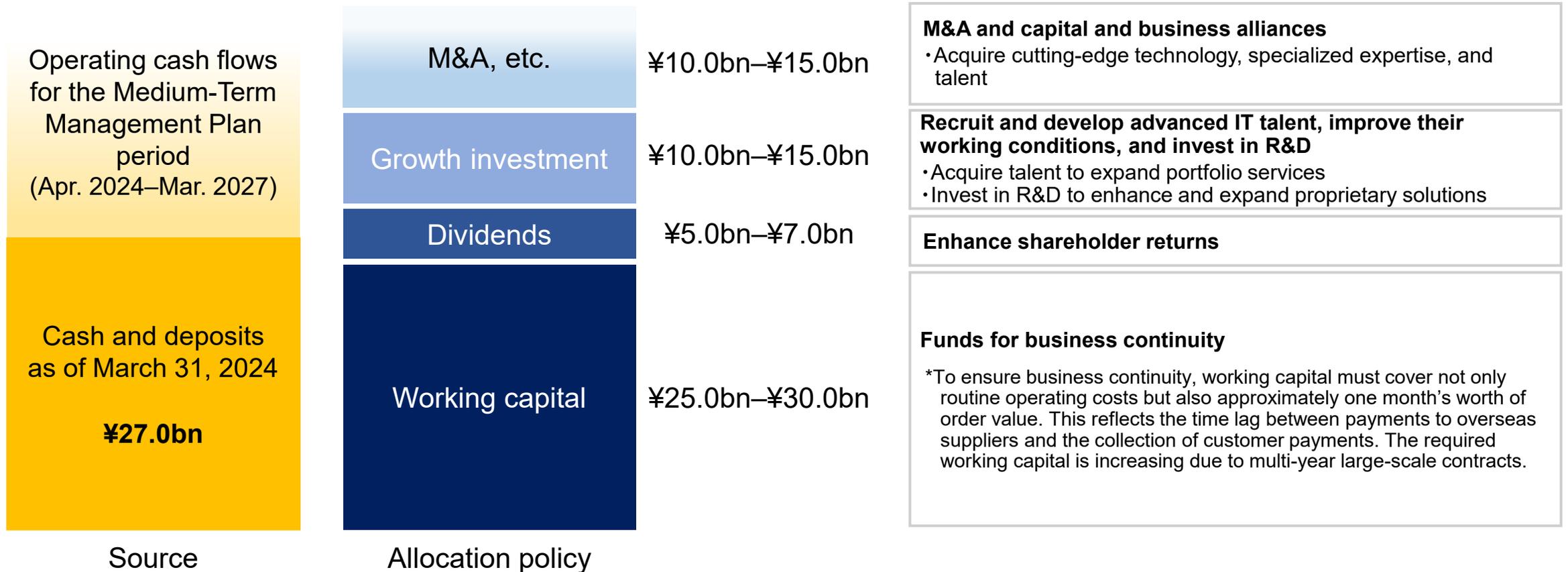
M&A and business alliances

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

\* 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.



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



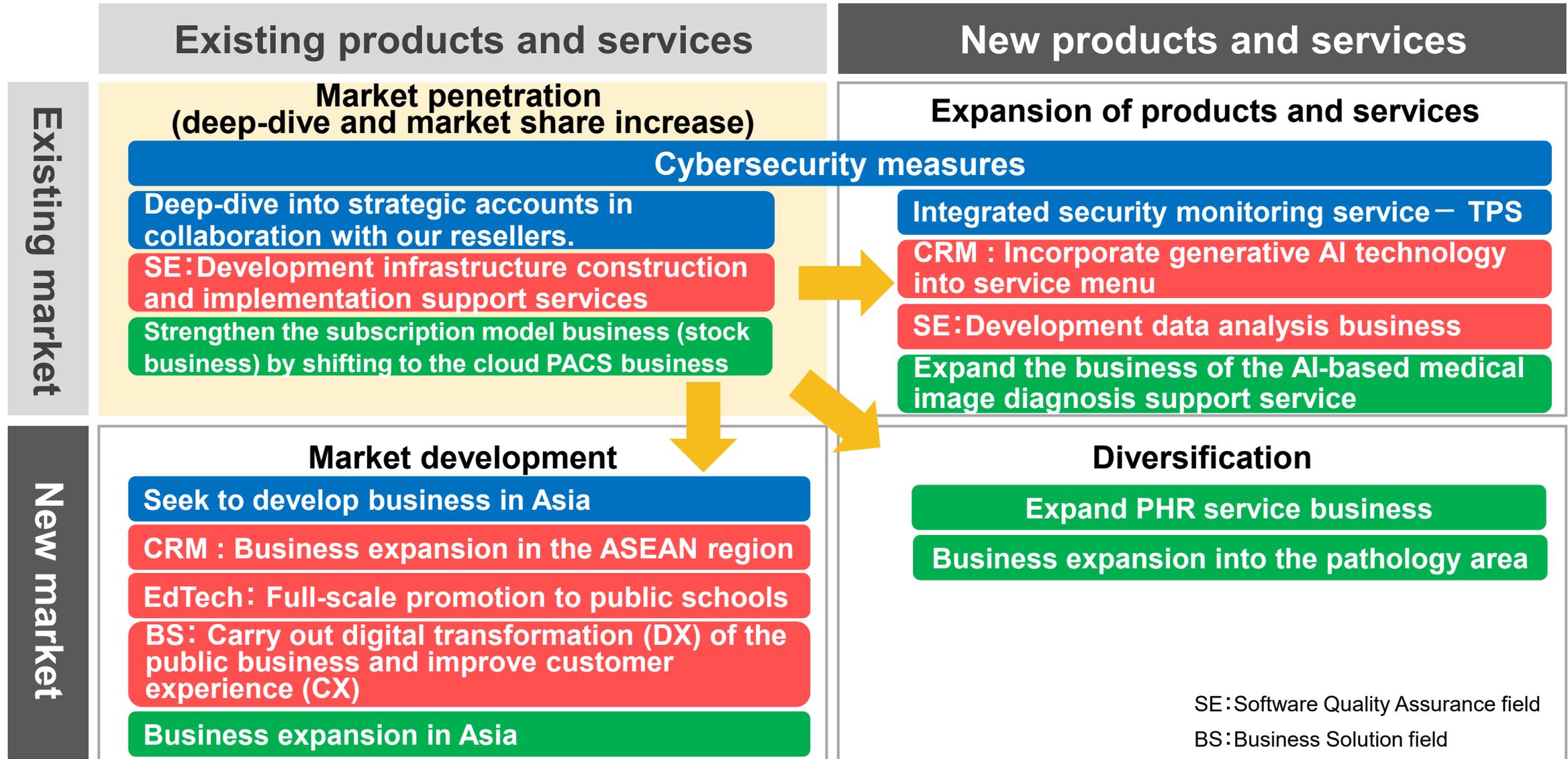
Information Infrastructure



Application Service



Medical System

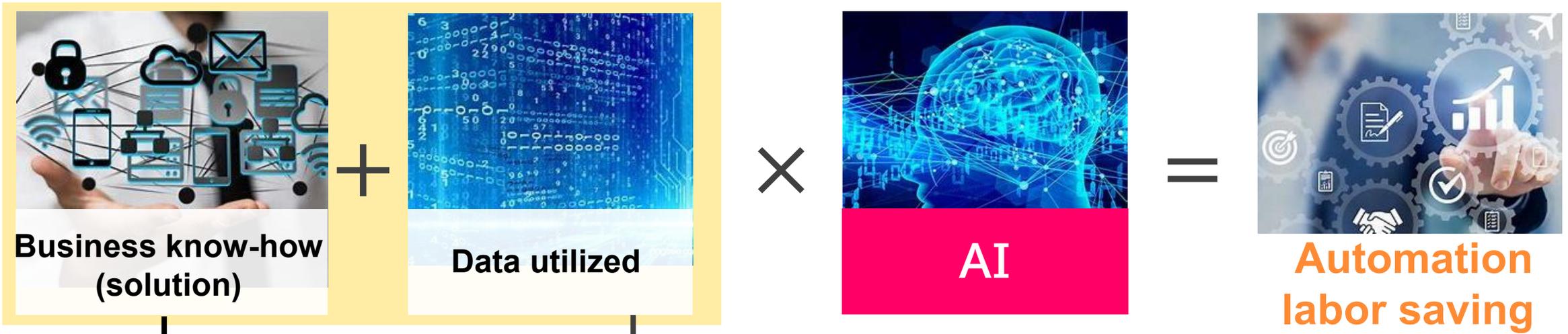


SE: Software Quality Assurance field

BS: Business Solution field

# 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



Based on the disclosure content for the 3rd 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)

1~3Q

136 million yen

4Q

About 63 million yen

# 68,724,000

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

# 461,917,000

The number of **inspections** stored in NOBORI

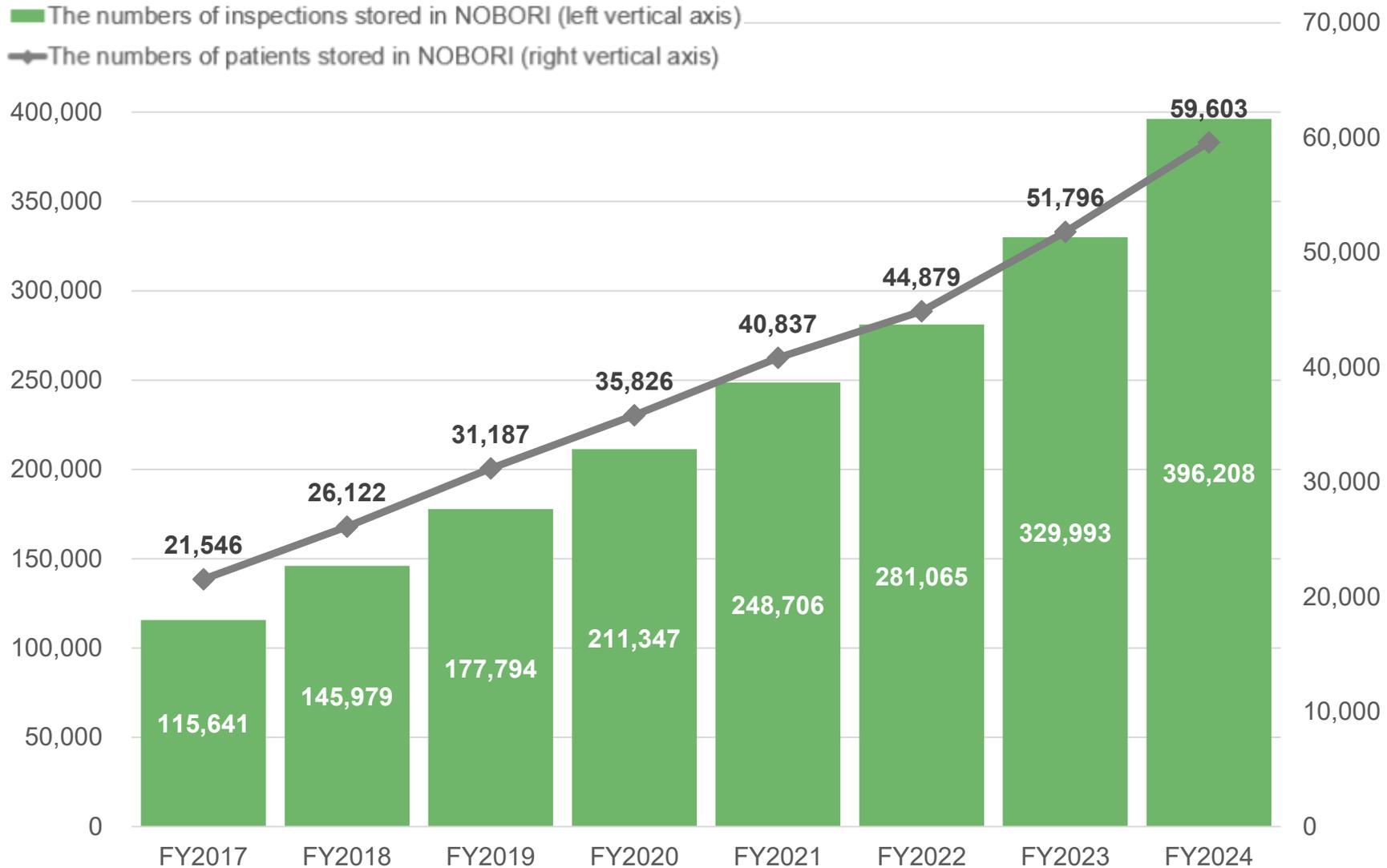
(December 31, 2025)



## Data Stored in NOBORI

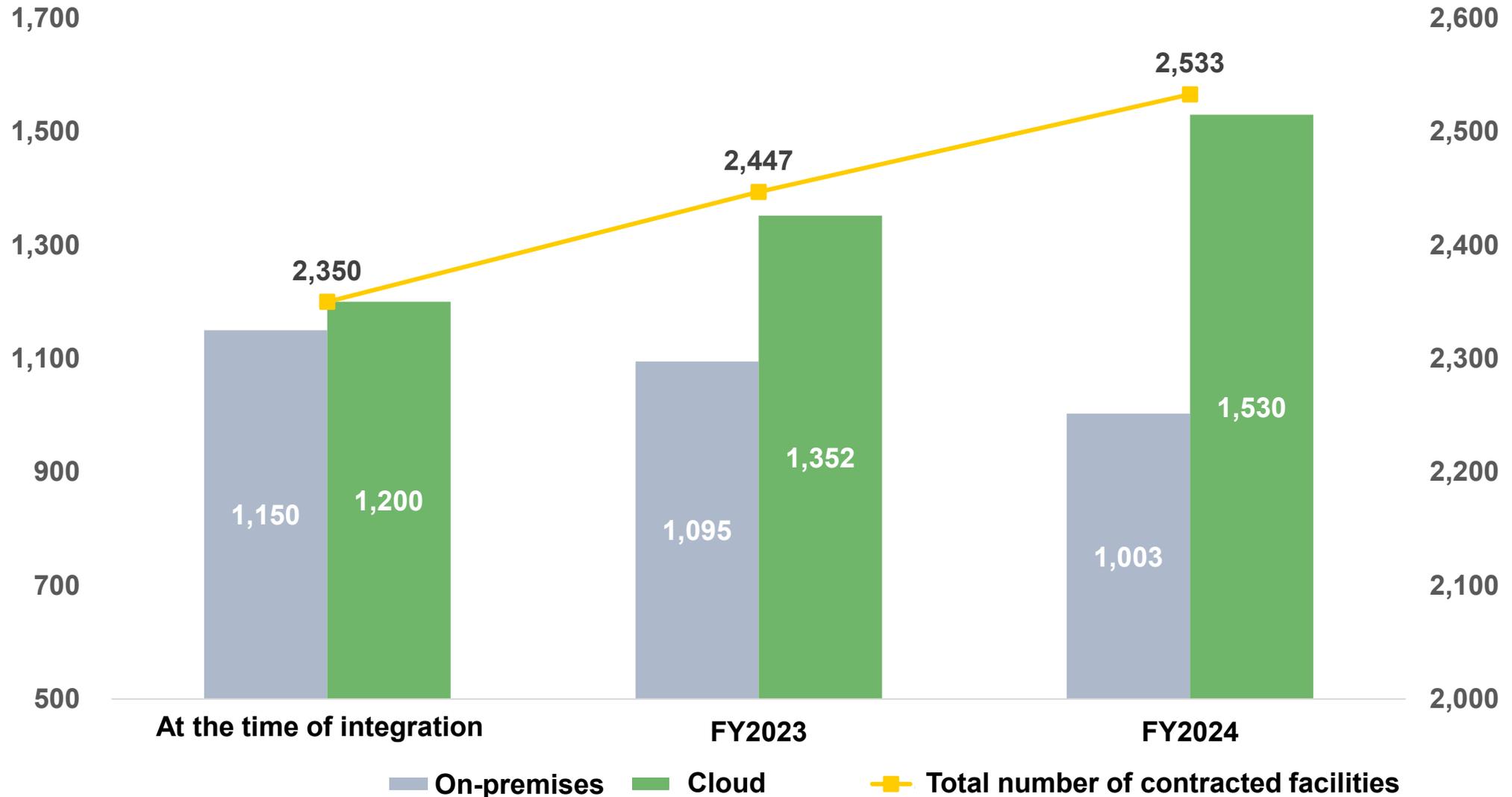
(Numbers of inspections : thousand)

(Numbers of patients : thousand)





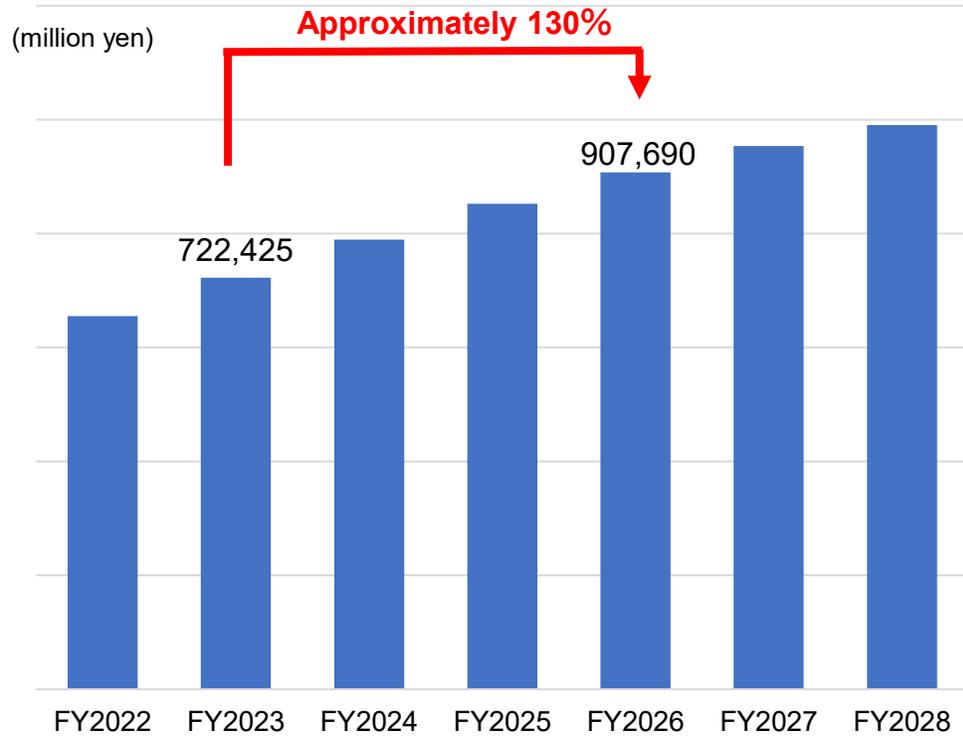
### Transition of PACS contract facility numbers





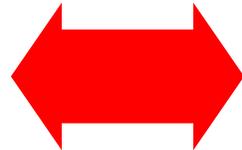
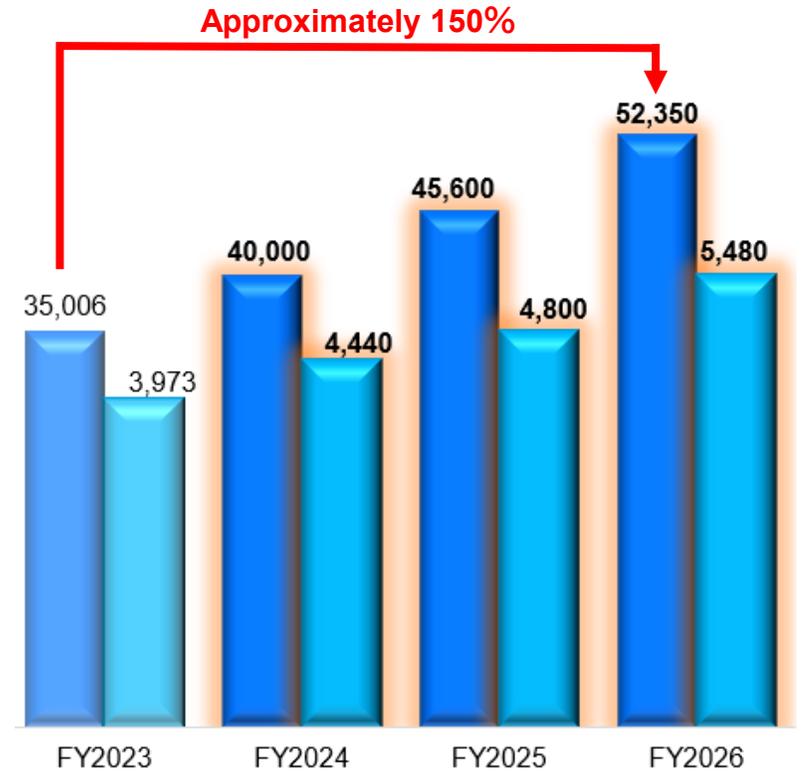
Network security business market is expected to continue expanding

### 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%

**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.**

(employees)

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

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.

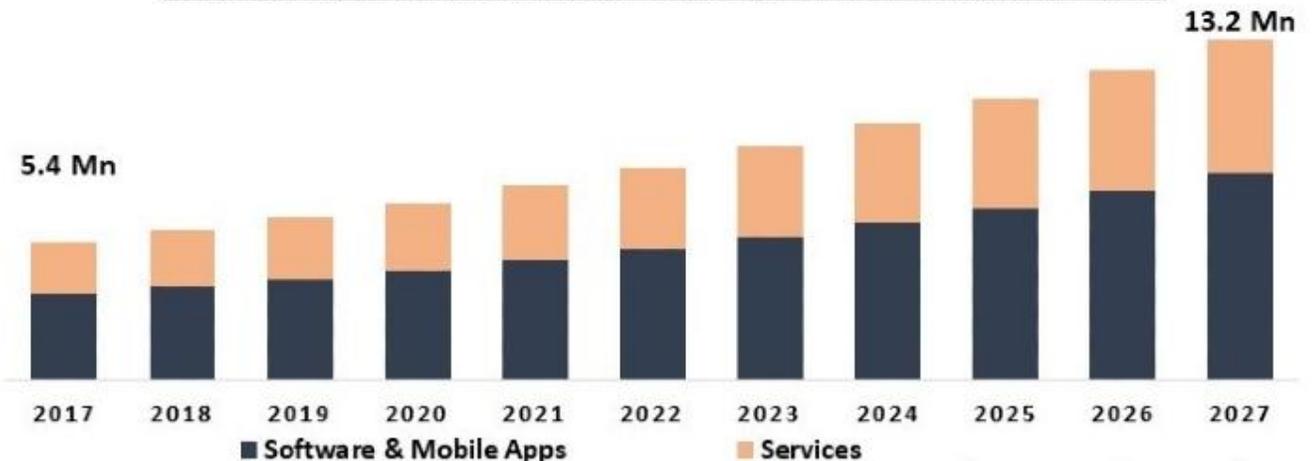
Source : Global Information, Inc.

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



Source: www.kbvresearch.com



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>

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