

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



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May 14, 2026

TECHMATRIX CORPORATION ( code : 3762 )

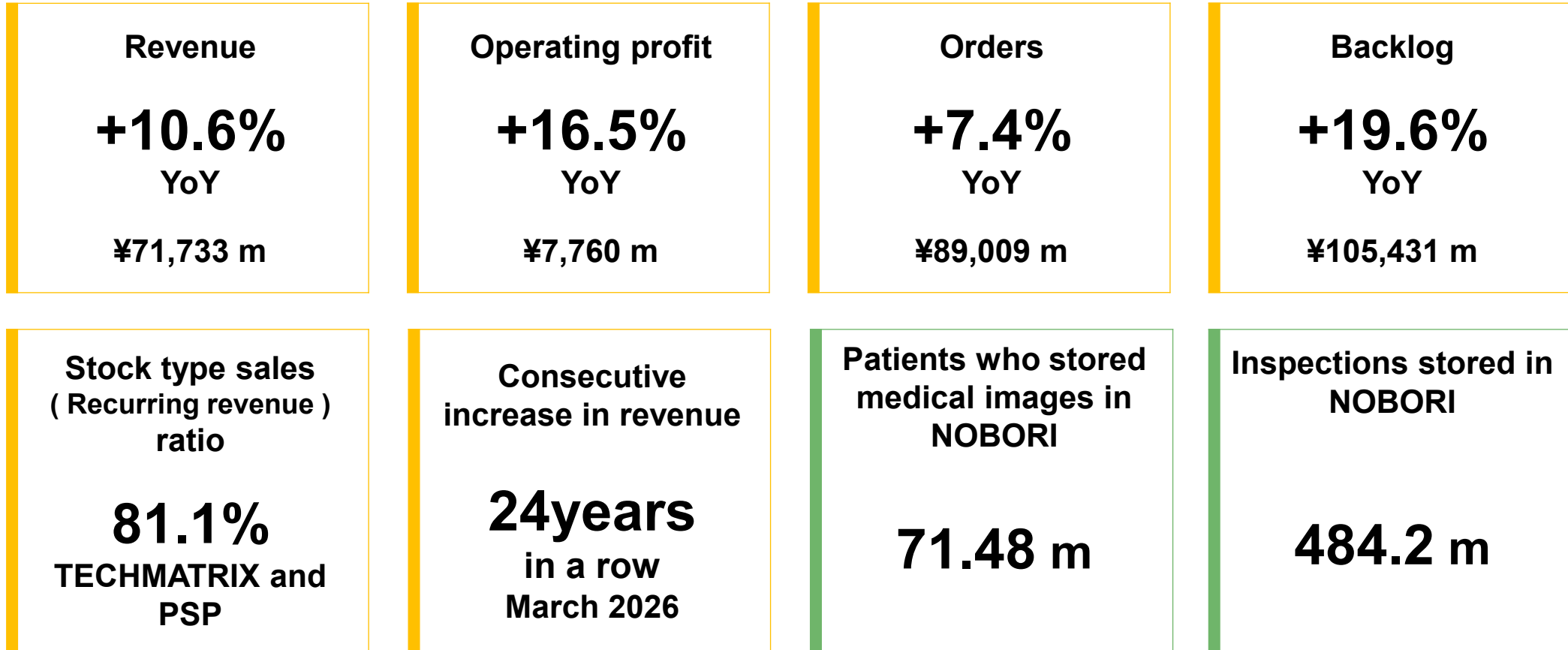


1. Business Highlights for Fiscal Year ending March31,2026  
(Consolidated)
2. Forecast for Fiscal Year ending March31, 2027
3. Topics of Business activities
4. Medium-Term Management Plan Review  
“Creating Customer Value in the New Era”



# 1. Business Highlights for Fiscal Year ending March 31, 2026 (Consolidated)

- **Key KPIs ( Consolidated )**





# Business Highlights for FY2025 ( Consolidated )

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

(¥million)

*FY2024=2024.4~2025.3 FY2025=2025.4~2026.3	FY2024	FY2025	YoY	
			Change	Change %
Revenue	64,882	71,733	+6,851	+10.6%
Operating profit	6,662	7,760	+1,097	+16.5%
Profit margin	(10.3%)	(10.8%)		(+0.5P)
Profit before tax	6,418	7,861	+1,442	+22.5%
Profit attributable to owners of parent	4,056	5,178	+1,121	+27.7%

•Provisions for salary system revision and review of refresh leave    Operating profit : ▲80m

\*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.



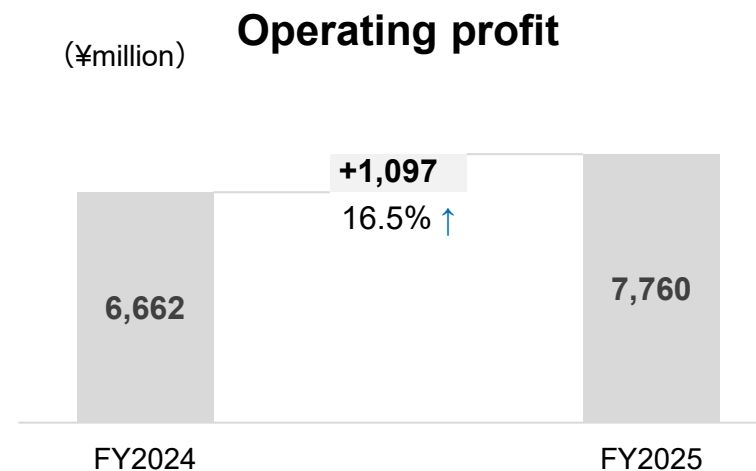
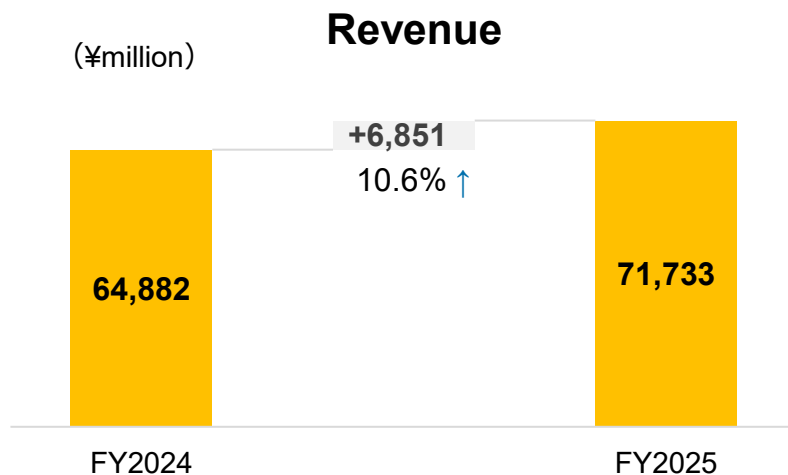
# Business Highlights for FY2025 (Consolidated)

(¥million)

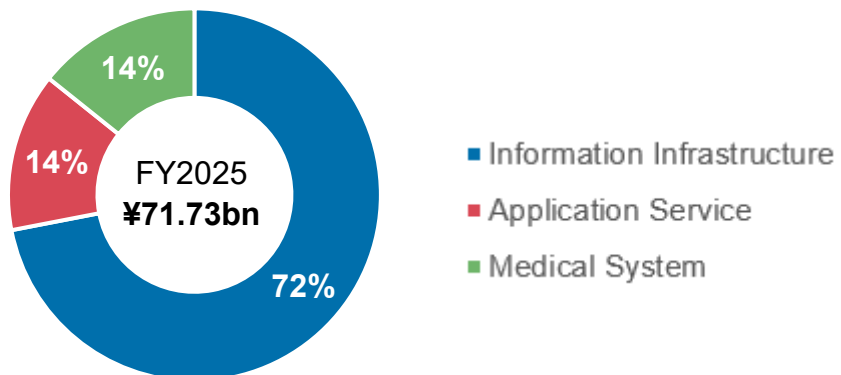
	FY2024			FY2025			YoY	
	Results	Com- position ratio	Profit margin	Results	Com- position ratio	Profit margin	Results	Com- position ratio
<b>Revenue</b>	<b>64,882</b>	<b>100.0%</b>		<b>71,733</b>	<b>100.0%</b>		<b>+6,851</b>	<b>+10.6%</b>
Information Infrastructure	45,585	70.3%		51,620	72.0%		+6,034	+13.2%
Application Service	9,177	14.1%		9,884	13.8%		+706	+7.7%
Medical System	10,119	15.6%		10,229	14.3%		+110	+1.1%
<b>Operating profit</b>	<b>6,662</b>	<b>100.0%</b>	<b>10.3%</b>	<b>7,760</b>	<b>100.0%</b>	<b>10.8%</b>	<b>+1,097</b>	<b>+16.5%</b>
Information Infrastructure	5,267	79.1%	11.6%	6,579	84.8%	12.7%	+1,311	+24.9%
Application Service	141	2.1%	1.5%	△148	△1.9%	-	△289	-
Medical System	1,253	18.8%	12.4%	1,329	17.1%	13.0%	+75	+6.1%



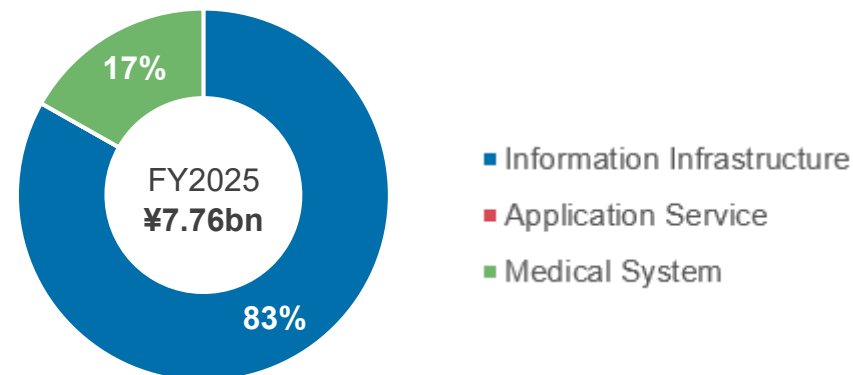
# Business Highlights for FY2025 ( Consolidated )



### Revenue breakdown



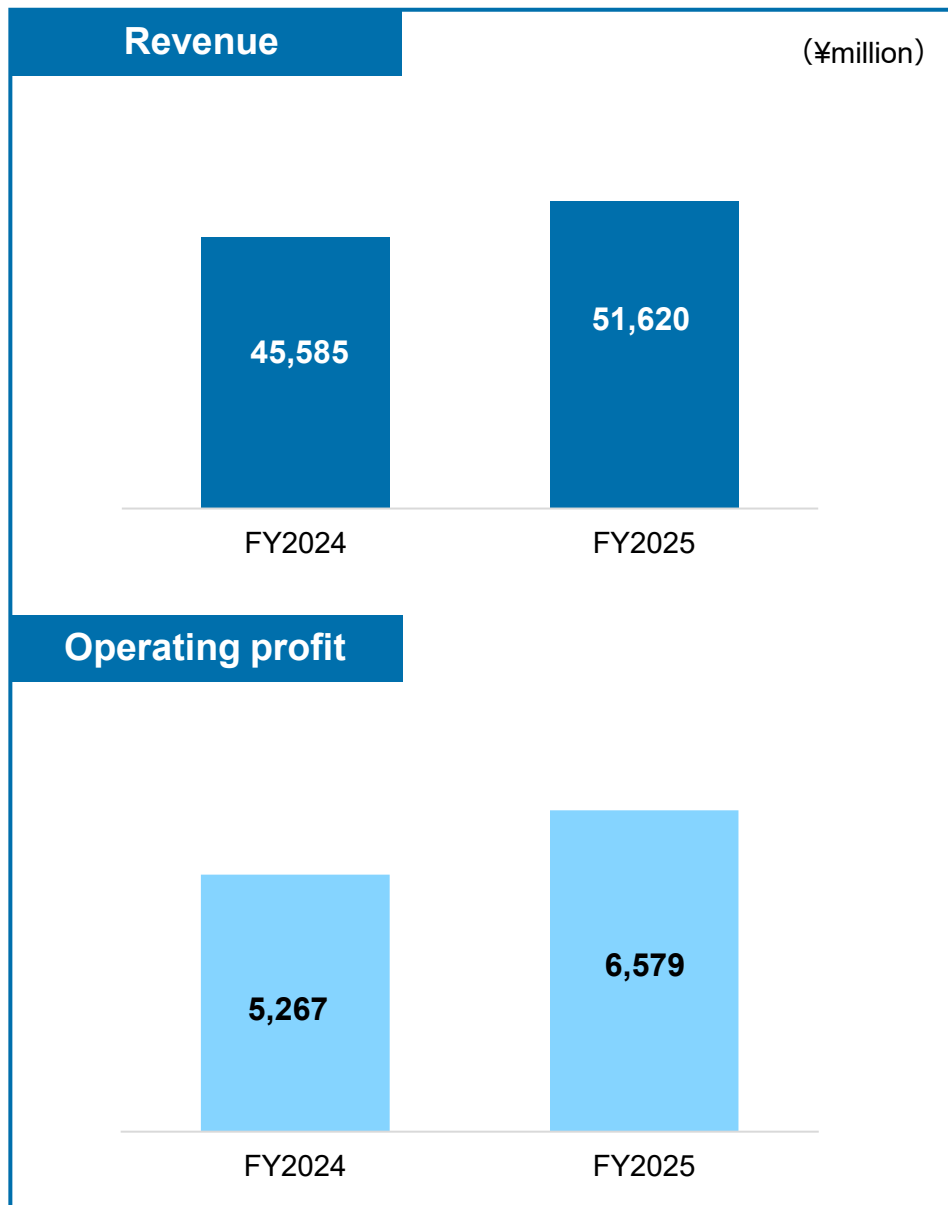
### Operating profit breakdown





# Business Highlights for FY2025 by Segment ( Consolidated )

## Information Infrastructure Business



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

YoY

Revenue

**+ 6,034** million yen      **+ 13.2** %

- (+) 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

**+ 1,311** million yen      **+ 24.9** %

- (+) The increase in SG&A expenses remained slight despite the growth in revenue.
- (-) 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).

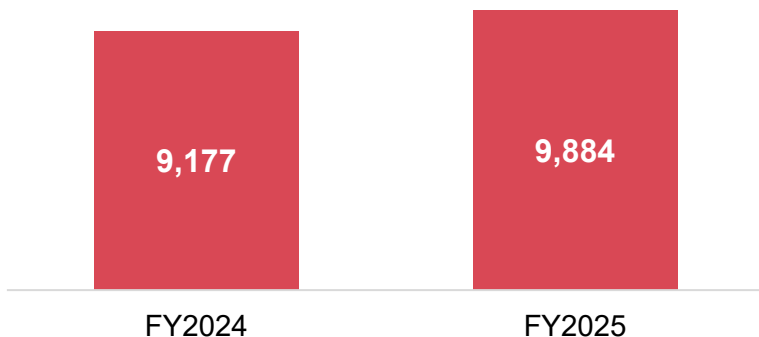


# Business Highlights for FY2025 by Segment ( Consolidated )

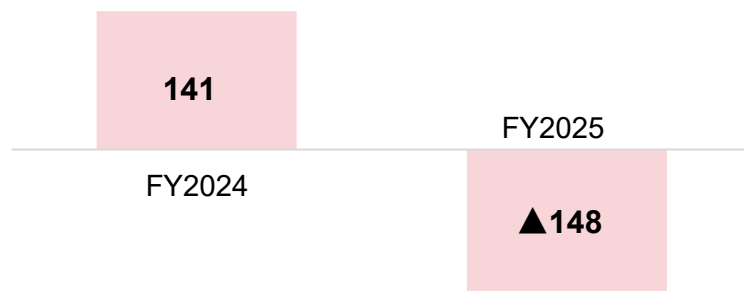
## Application Service Business

### Revenue

(¥million)



### Operating profit



Although sales revenue increased YoY, operating profit decreased due to changes in the method of recording software development costs in the EdTech business and an increase in expenses associated with the expansion of the CRM business.

YoY

Revenue

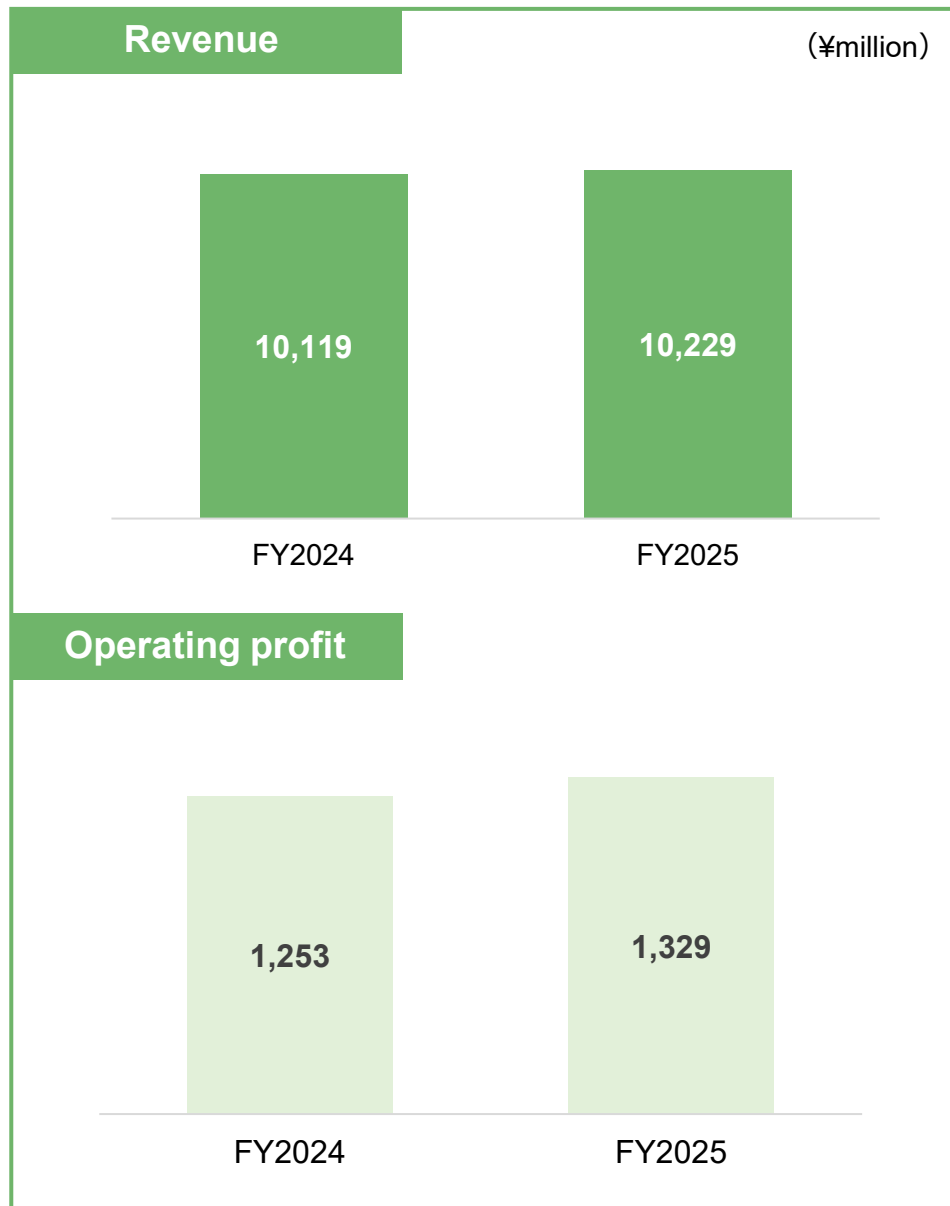
**+ 706** million yen      **+ 7.7** %

- (+) 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

**▲ 289** million yen      **—** %

- (-) All software development costs were recorded as research and development expenses.(Cumulative:▲184million yen)(EdTech)
- (-) Increase in personnel expenses and selling and administrative expenses due to business expansion(CRM)
- (-) Return of retirement benefit expense(operating profit 100 million yen).
- (+) Increase due to the rebound effect from the impairment loss on software assets in the previous period (operating profit ▲330 million yen).(EdTech)



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

**+ 110** million yen **+ 1.1** %

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

(+) Ichigo and A-Line performed well.

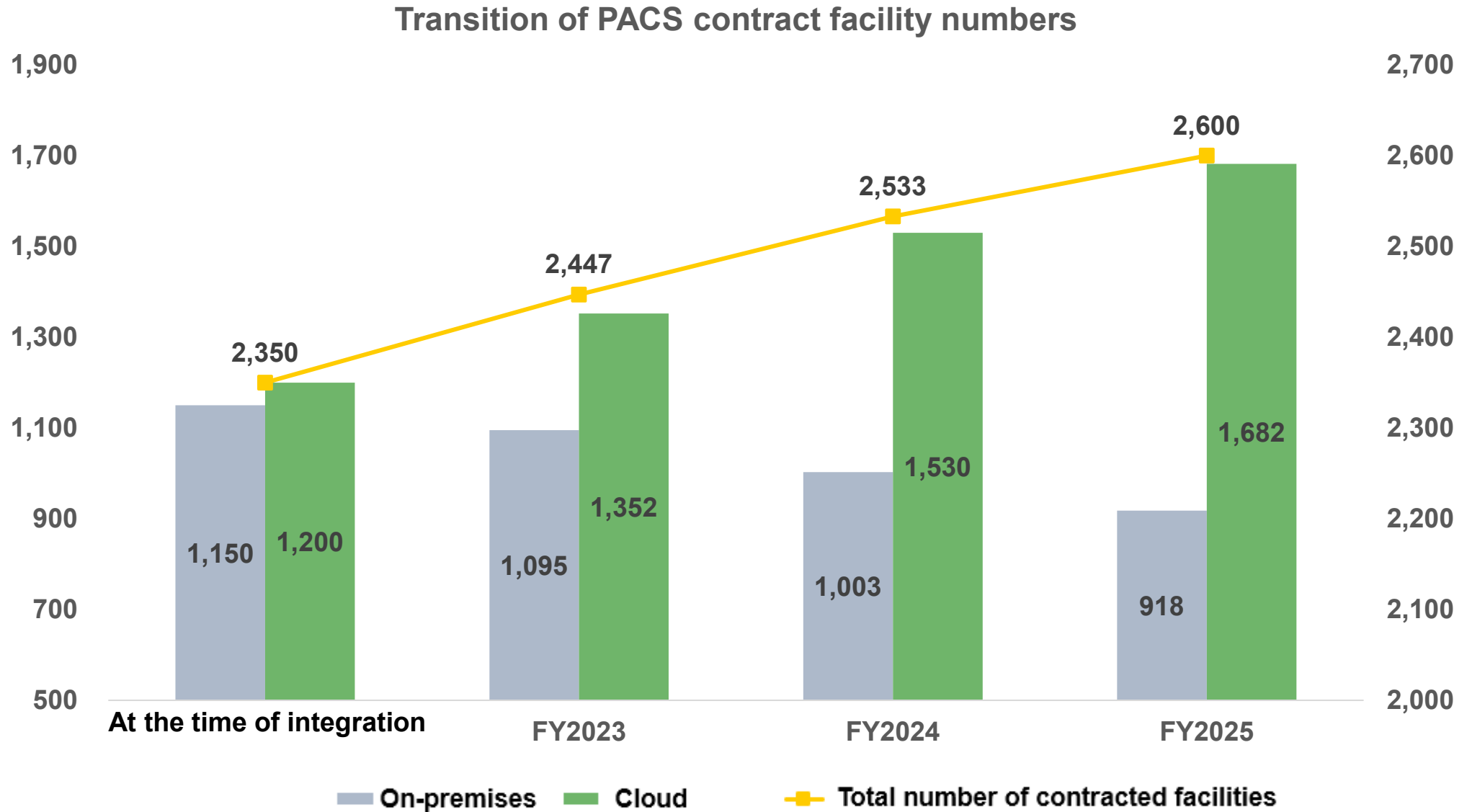
(-) Gradual shift to cloud computing.

Operating profit

**+ 75** million yen **+ 6.1** %

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

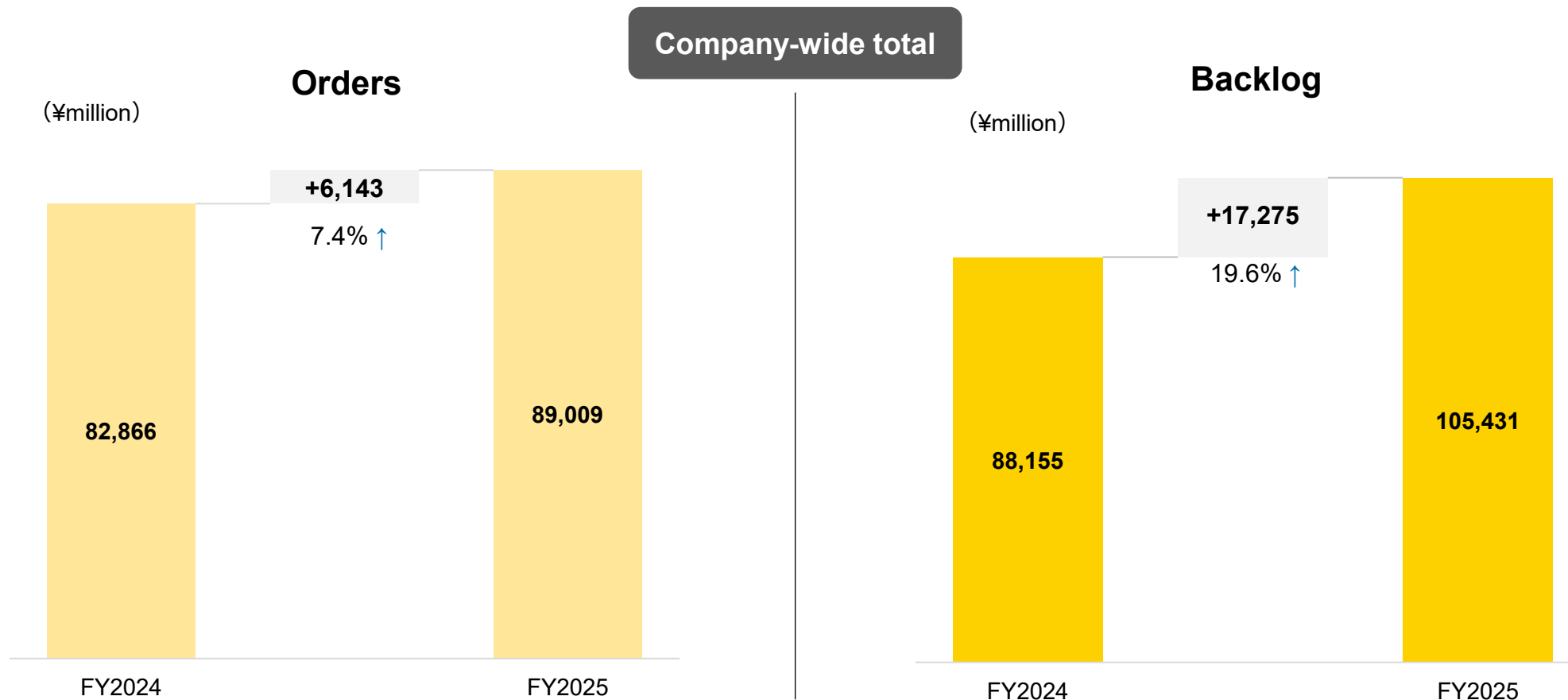
(-) Increased labor and investment costs.(PSP)





# Orders and Backlog for FY2025 ( Consolidated )

- Consolidated order intake increased year-on-year, as the Information Infrastructure business absorbed the decline from large-scale renewals in the previous fiscal year through the steady accumulation of new orders and renewal orders.
- The consolidated order backlog increased compared to the previous term due to a higher proportion of orders from stock-type projects.



\*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.



# Orders by Segment for FY2025 ( 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. It set a new record.

## Application Service Business

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

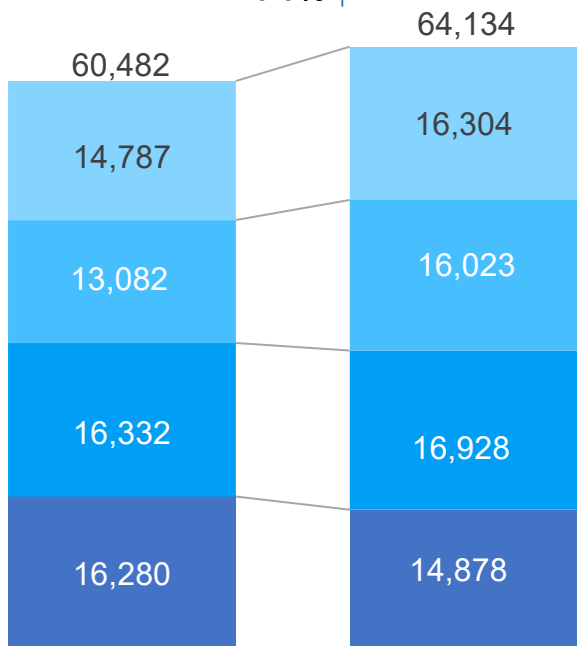
## Medical System Business

In addition to securing new projects and steadily accumulating renewal projects in the medical image management system (PACS), the company is also performing strongly in the AI business, having secured a large-scale project.

### Information Infrastructure Business

(¥million)

+6.0% ↑



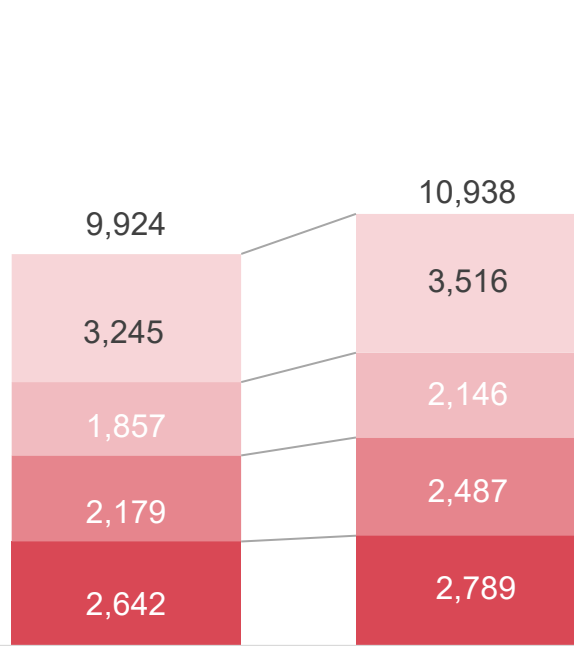
FY2024

FY2025

### Application Services Business

(¥million)

+10.2% ↑



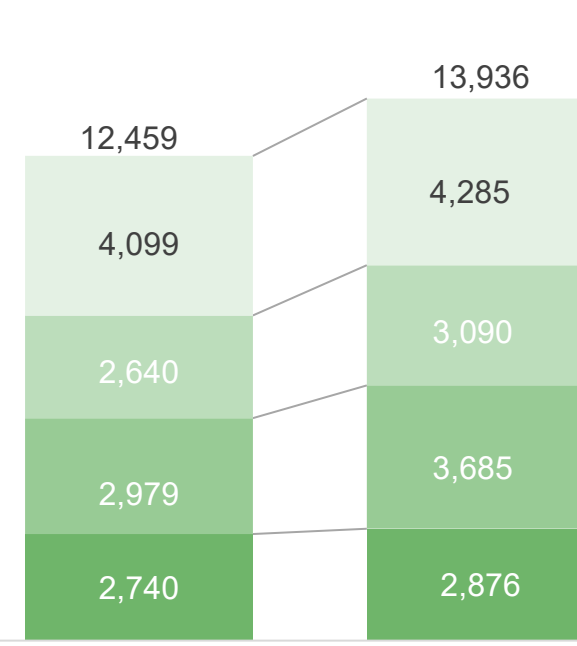
FY2024

FY2025

### Medical System Business

(¥million)

+11.9% ↑



FY2024

FY2025



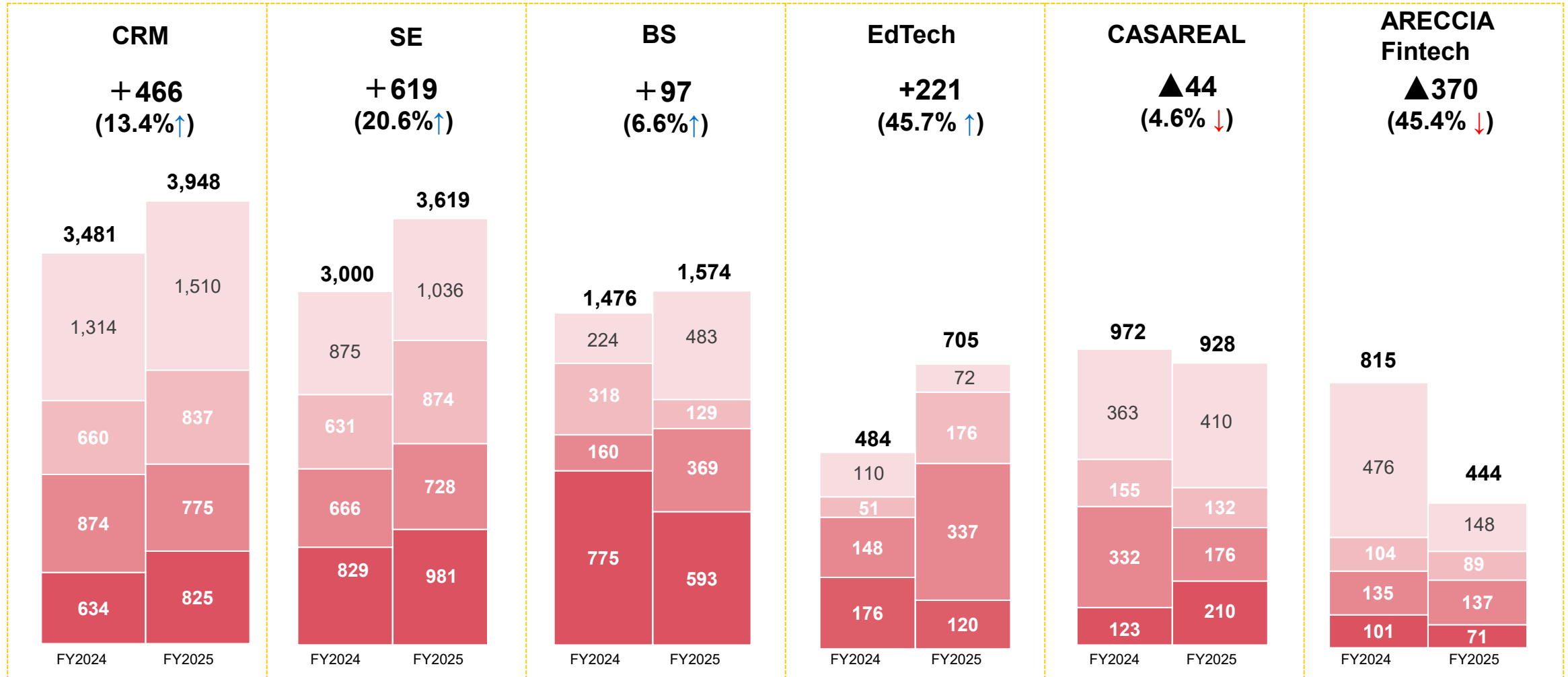
# Booking for FY2025 by Field (Consolidated)

## Application Service Business



(¥million) ※ Figures before consolidated accounting processing.

■ 1Q ■ 2Q ■ 3Q ■ 4Q



※ Division name abbreviation

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

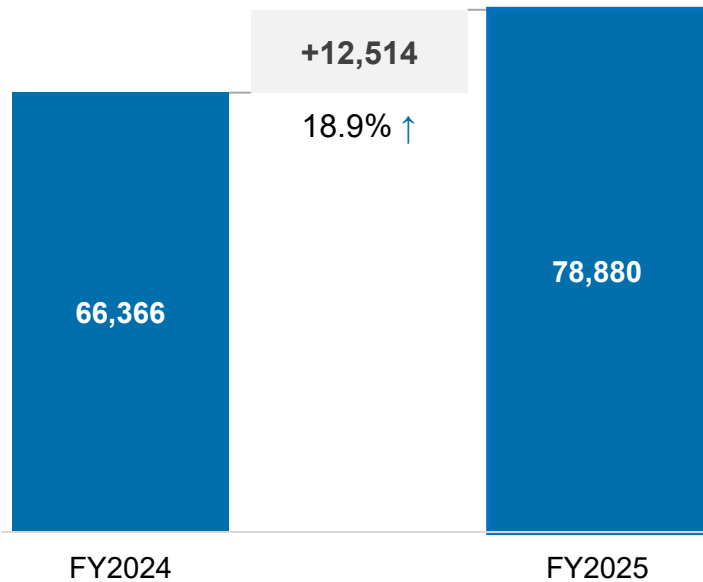


# Backlog by Segment for FY2025 ( Consolidated )

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

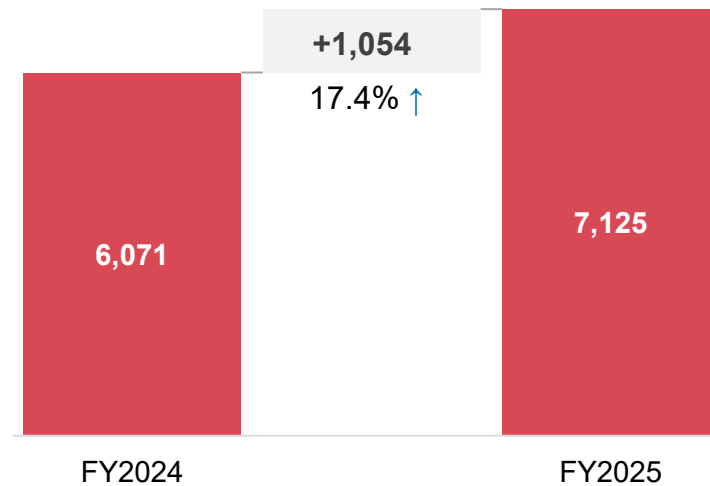
## Information Infrastructure Business

(¥million)



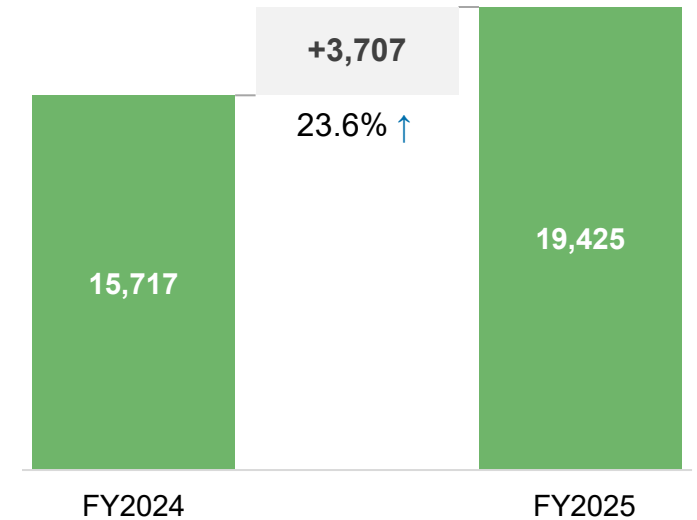
## Application Services Business

(¥million)



## Medical System Business

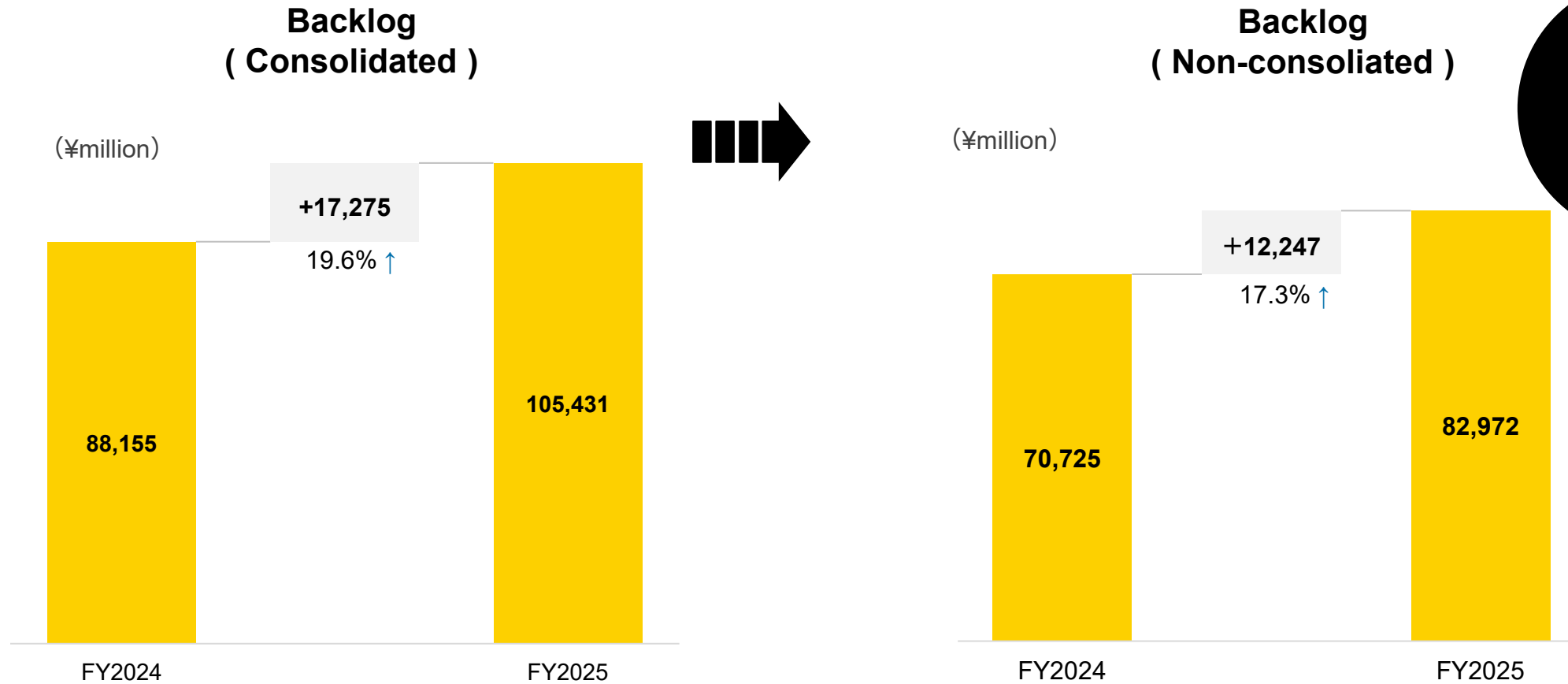
(¥million)





# Backlog for FY2025 ( Non-Consolidated )

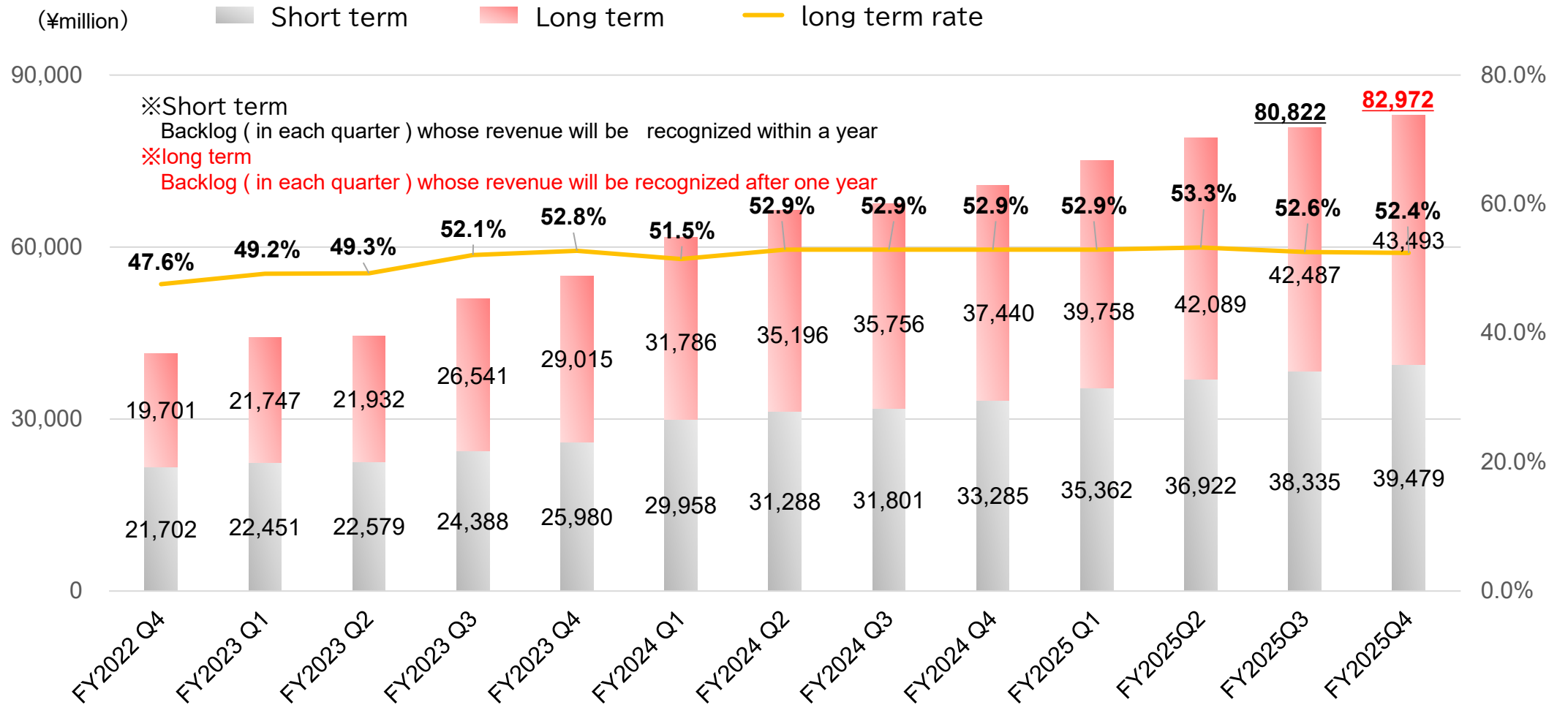
- Consolidated and non-consolidated ( TechMatrix only ) backlogs are as follows.





# Backlog for FY2025 ( Non-Consolidated )

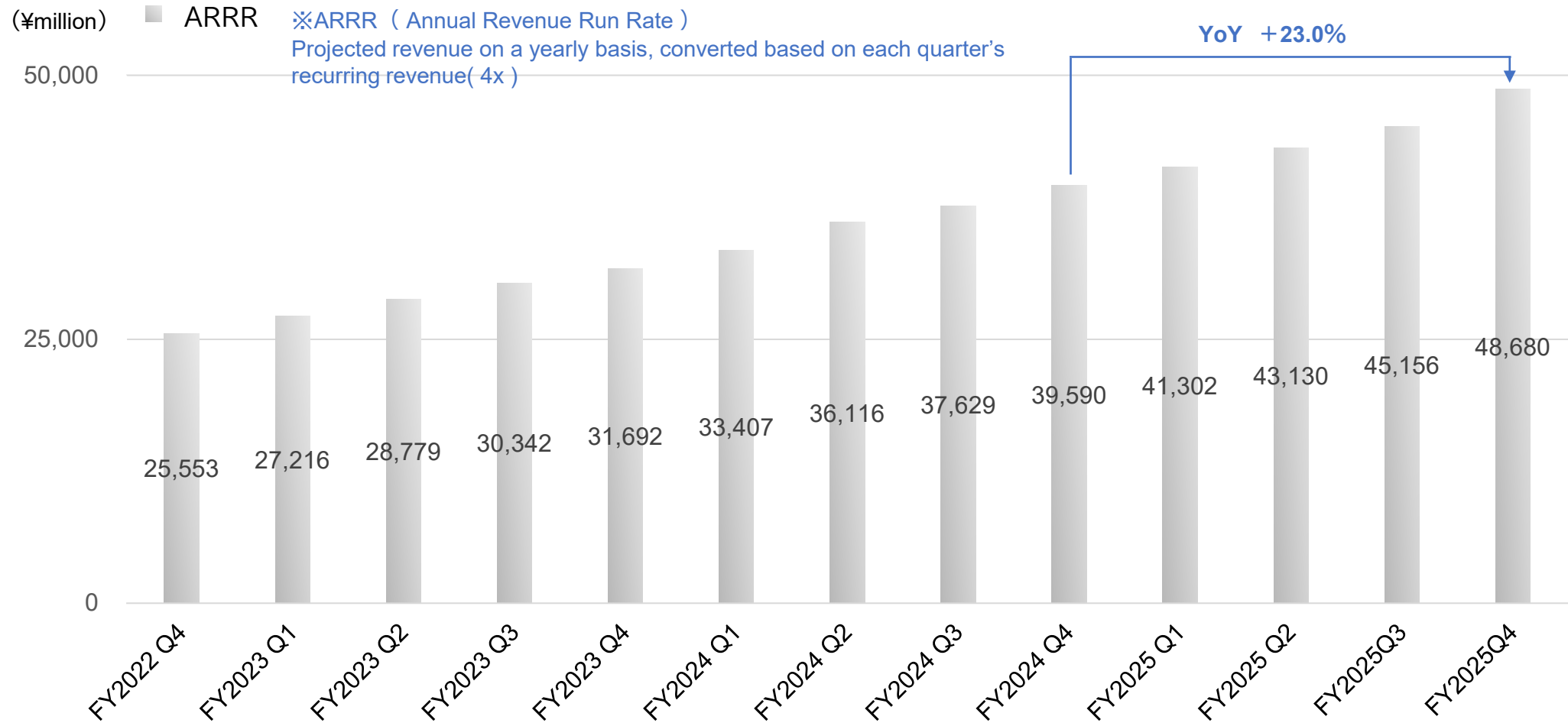
- Non-consolidated backlog ( or only TechMatrix ) are as follows.





# ARRR for FY2025 ( Non-Consolidated )

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





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

Information Infrastructure Business		YoY
Next-Generation Firewall / SASE / XDR / SOAR ( Palo Alto )	<ul style="list-style-type: none"> <li>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.</li> </ul>	
Next-Generation Mail security( ProofPoint )	<ul style="list-style-type: none"> <li>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.</li> </ul>	
Antivirus / Intrusion prevention Appliances / Security Information and Event Management(SIEM) / Web security ( Trellix, Skyhigh )	<ul style="list-style-type: none"> <li>Revenue increased YoY mainly through projects replacing unauthorized access prevention products.</li> </ul>	
Storage products ( Dell, Cohesity )	<ul style="list-style-type: none"> <li>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.</li> </ul>	
Load balancers ( F5 )	<ul style="list-style-type: none"> <li>Revenue for Web server software ( NGINX ) increased as a result of the accumulation of medium-sized projects.</li> </ul>	
Personal Authentication Systems & Forensic Products ( RSA )	<ul style="list-style-type: none"> <li>Revenue declined due to a decrease in NetWitness replacement projects.</li> </ul>	
Security-related operation and monitoring services ( TPS )	<ul style="list-style-type: none"> <li>Although orders are on the rise, sales decreased due to a backlash from receiving a medium-sized, temporary order in the previous period.</li> </ul>	
Other security products	<ul style="list-style-type: none"> <li>Strong demands for Cyber Hygiene tool.</li> </ul>	
CROSS HEAD & OCH	<ul style="list-style-type: none"> <li>CROSS HEAD: Sales decreased due to a rebound decline following the acquisition of a large-scale storage solution project in the previous term.</li> <li>OCH : Sales decreased due to a decline in sales performance of major distributors of new UT products.</li> </ul>	



+ 10% and over



+ 5% ~ +10%



within ±5%



within Δ 10%



under Δ 10%



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

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%

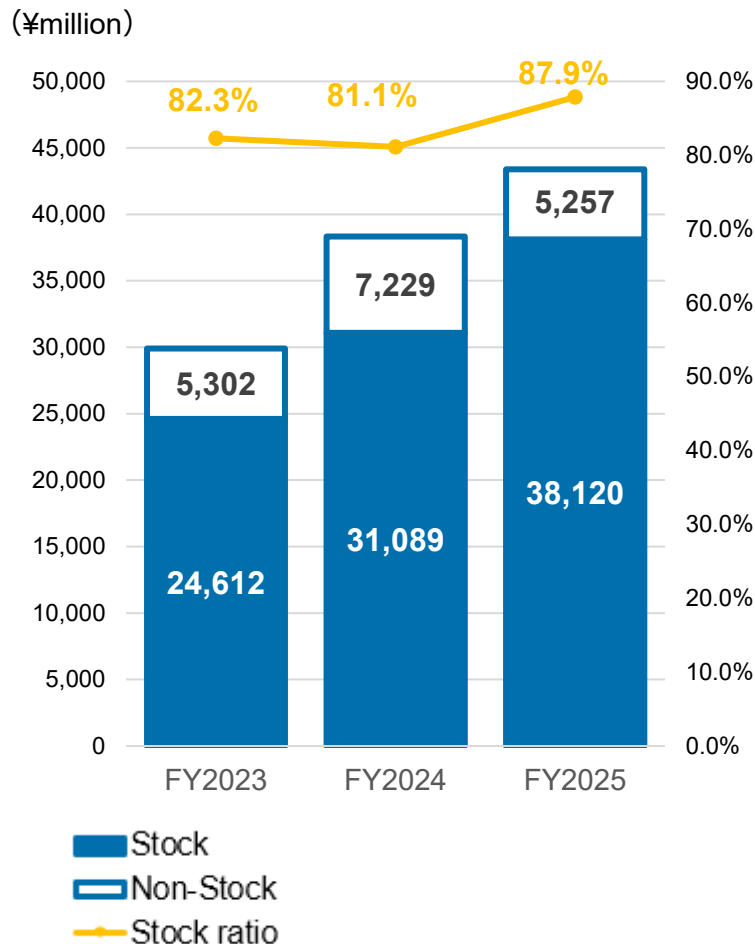


# Stock type sales ( Recurring Revenue ) ratio of TECHMATRIX and PSP

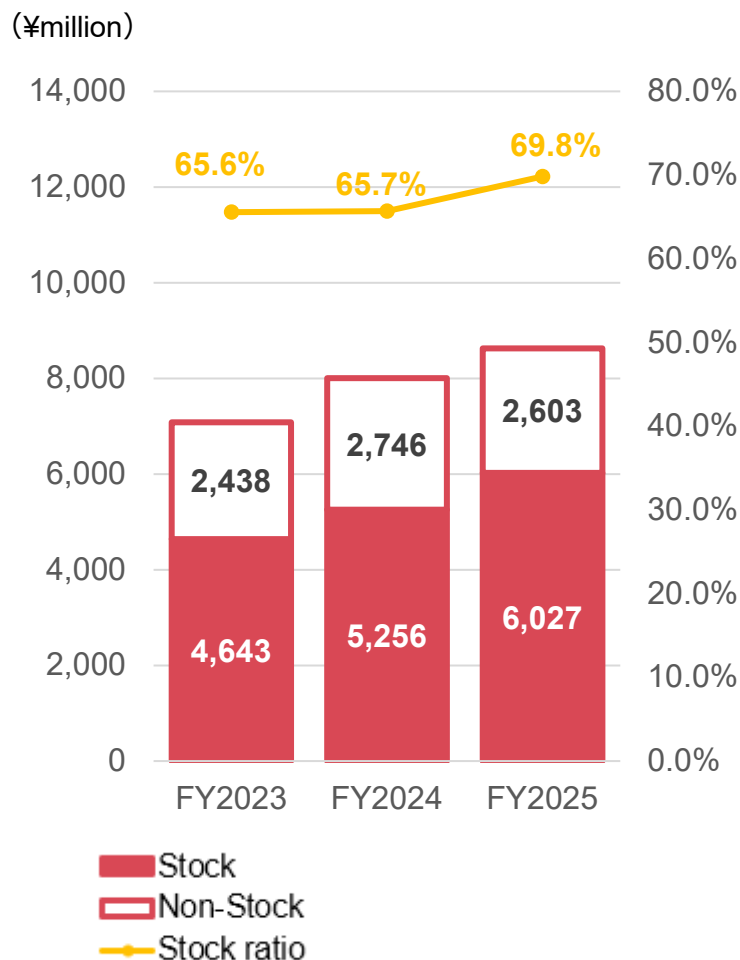


- Stock type sales ratio (Techmatrix and PSP): 81.1%

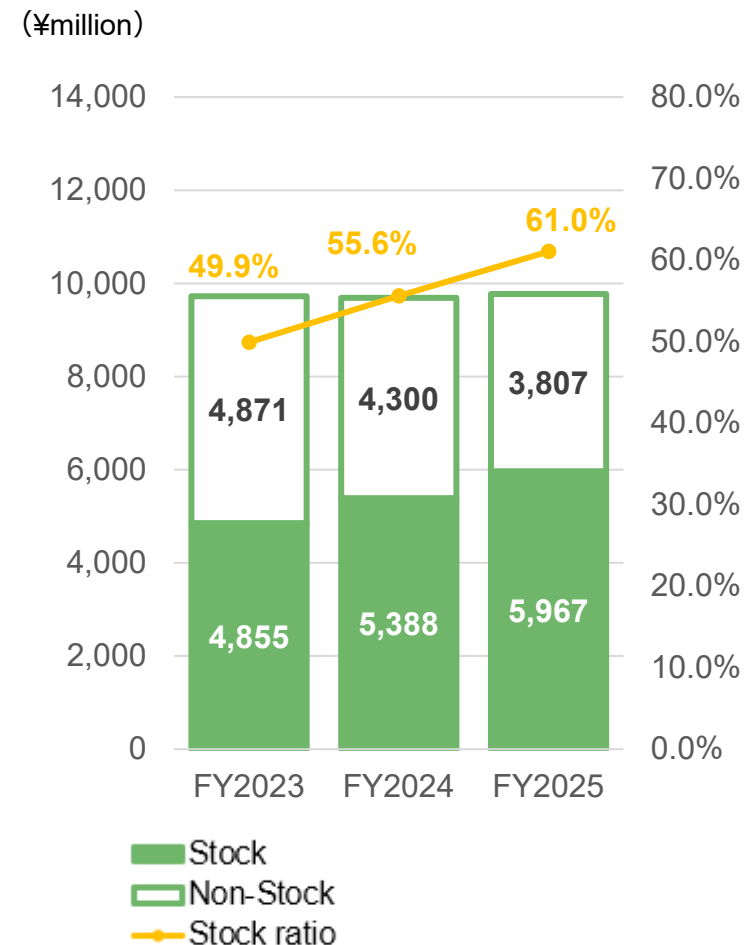
## Information Infrastructure Business



## Application Services Business



## Medical System Business



※ FY2024 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		FY2024	FY2025
<b>Total current assets</b>	<b>85,446</b>	<b>101,405</b>	<b>Total current liabilities</b>	<b>67,449</b>	<b>82,780</b>
Cash and cash equivalents	27,325	35,801	Trade and other payables	2,166	2,715
Trade and other receivables	7,699	7,035	Borrowings	510	200
Other current assets (※)	50,421	58,568	Other current liabilities (※1)	64,772	79,865
<b>Total non-current assets</b>	<b>20,051</b>	<b>20,126</b>	<b>Total non-current liabilities</b>	<b>8,056</b>	<b>6,070</b>
Property, plant and equipment	5,987	5,426	Borrowings	1,750	1,550
Goodwill	3,895	4,509	Other non-current liabilities	6,306	4,520
Intangible assets	3,509	3,828	<b>Total liabilities</b>	<b>29,992</b>	<b>32,680</b>
Other non-current assets	6,658	6,361	Share capital and Capital surplus	6,097	4,306
			Treasury shares	△921	△918
			Retained earnings	18,908	21,902
			Other components of equity	118	1,036
			Total equity attributable to owners of parent	24,202	26,327
			Non-controlling interests	5,789	6,353
<b>Total assets</b>	<b>105,497</b>	<b>121,531</b>	<b>Total liabilities and equity</b>	<b>105,497</b>	<b>121,531</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)
<b>Consolidated total</b>	<b>1,586 (+102)</b>	<b>1,595 (+106)</b>	<b>1,699 (+208)</b>	<b>1,738 (236)</b>
(Firmus Group)			(94)	(108)
FY2024	1Q	2Q	3Q	4Q
<b>Non-Consolidated total</b>	<b>588 (+30)</b>	<b>598 (+55)</b>	<b>605 (+64)</b>	<b>619 (+66)</b>

FY2025	1Q	2Q	3Q	4Q
Information Infrastructure	801 (+134)	804 (+145)	797 (+38)	800 (+21)
Application Service	461 (+45)	464 (+43)	469 (+48)	473 (+44)
Medical System	484 (+35)	488 (+31)	489 (+32)	486 (+21)
Corporate (Common)	66 (+12)	66 (+8)	66 (+4)	66 (+1)
<b>Consolidated total</b>	<b>1,812 (+226)</b>	<b>1,822 (+227)</b>	<b>1,821 (+122)</b>	<b>1,825 (+87)</b>
(Firmus Group)	(112)	(115)	(112)	(113)
FY2025	1Q	2Q	3Q	4Q
<b>Non-Consolidated total</b>	<b>652 (+64)</b>	<b>654 (+56)</b>	<b>659 (+54)</b>	<b>666 (+47)</b>

※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, 2027



# Consolidated Financial Forecast

(¥million)

	FY2026	Previous year comparison(FY2025)			Medium term comparison(FY2026)		
	Forecast	Actual	Change	Change %	Actual	Change	Change %
Revenue	81,800	71,733	+10,067	+14.0%	80,000	+1,800	+2.3%
Operating profit	8,200	7,760	+440	+5.7%	8,600	△400	△4.7%
Profit margin	(10.0%)	(10.8%)		(△0.8P)	(10.8%)		(△0.8P)
Profit before tax	8,280	7,861	+419	+5.3%	-	-	-
Profit attributable to owners of parent	5,380	5,178	+202	+3.9%	-	-	-



# Consolidated Financial Forecast

- Sales revenue grew, driven by the information infrastructure business.
- Operating profit is expected to reach the target for the third year of the medium-term management plan, excluding the impact of making Medmain a consolidated subsidiary in the medical systems business.

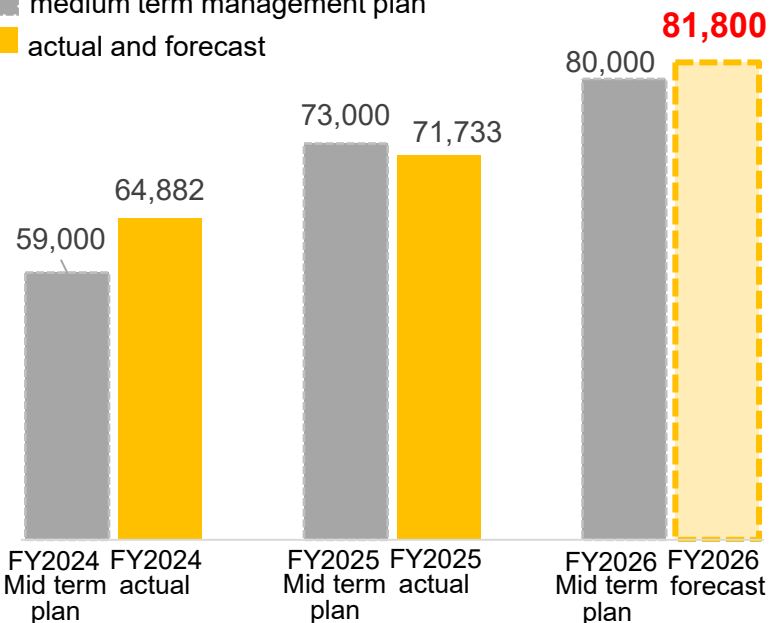
### Differences in assumptions with the medium-term plan

- ① Change in the method of recording software development casts in the EdTech business.(Application Service)
- ② Making Medmain a consolidated subsidiary.(Medical system)

## Revenue

(¥million)

■ medium term management plan  
■ actual and forecast



Vs. mid term plan

**+1,800**  
(+2.3%)

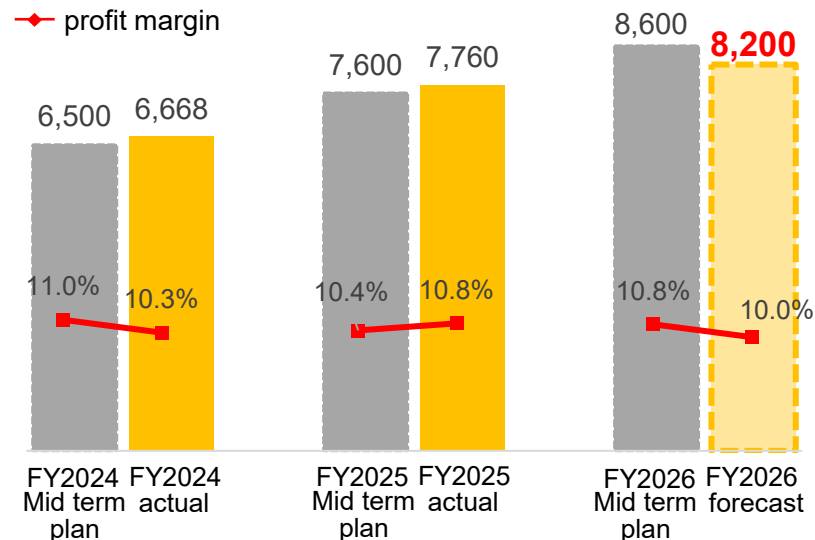
YoY

**+10,067**  
(+14.0%)

## Operating profit

(¥million)

■ medium term management plan  
■ actual and forecast  
◆ profit margin



Vs. mid term plan

**▲ 400**  
(▲4.7%)

YoY

**+440**  
(+5.7%)



Due to the accumulation of backorders resulting from the increase in stock-type projects and the progress of cross-selling AI-powered SOC task automation solutions, it is expected to exceed the plan for the third year of the medium-term management plan.

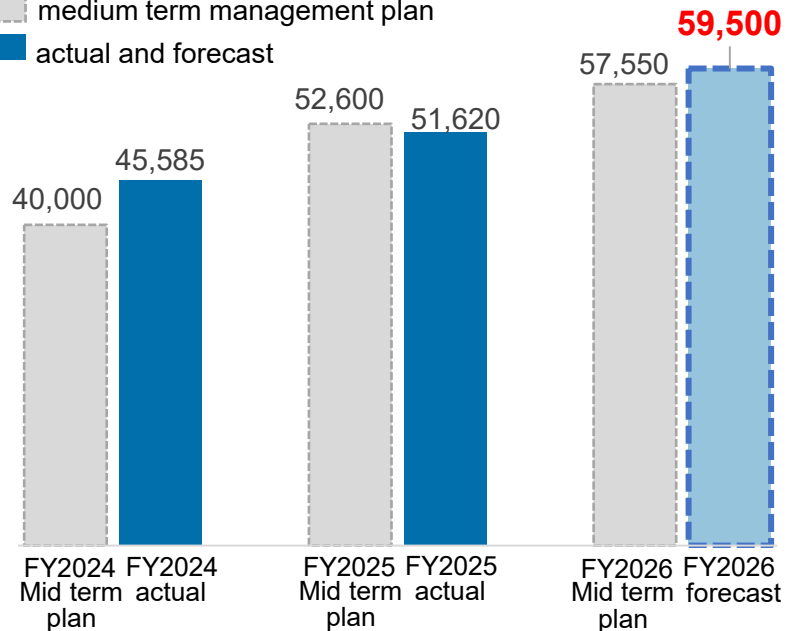
Differences in assumptions with the medium-term plan

None

### Revenue

(¥million)

medium term management plan  
actual and forecast



Vs. mid term plan

**+1,950**  
(+3.4%)

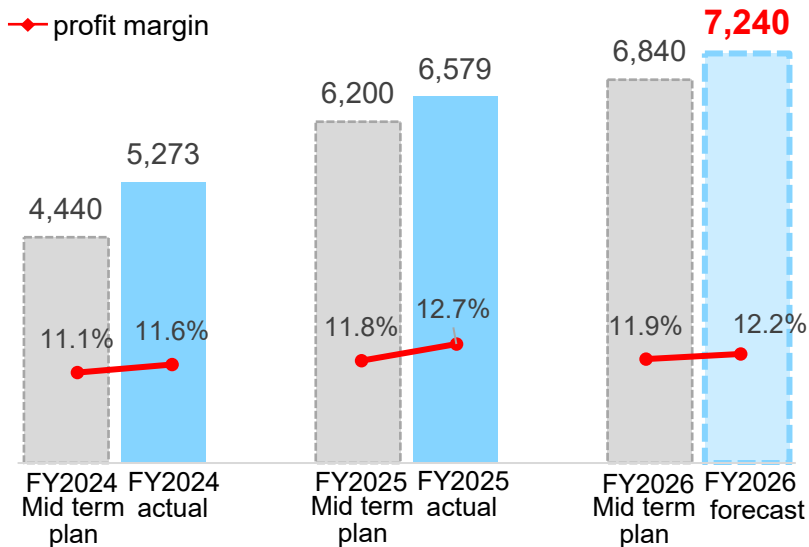
YoY

**+7,880**  
(+15.3%)

### Operating profit

(¥million)

medium term management plan  
actual and forecast  
profit margin



Vs. mid term plan

**+400**  
(+5.8%)

YoY

**+661**  
(+10.0%)



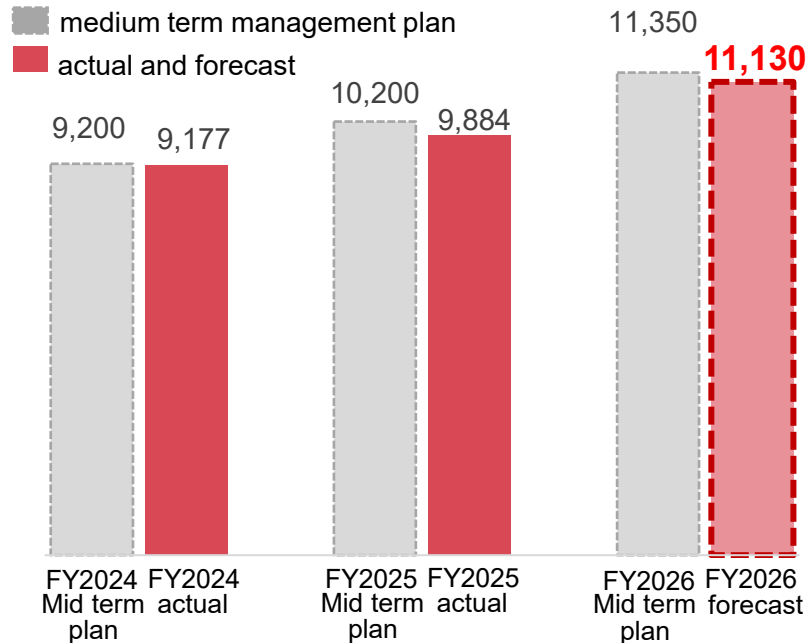
- Sales are expected to steadily accumulate from subscription performance and to land at roughly the same level as the plan for the third year of the medium-term management plan.
- Taking into account the trends of the previous term, we reviewed the operating profit plan.

Differences in assumptions with the medium-term plan

Changes in accounting treatment for EdTech business software development

### Revenue

(¥million)



Vs. mid term plan

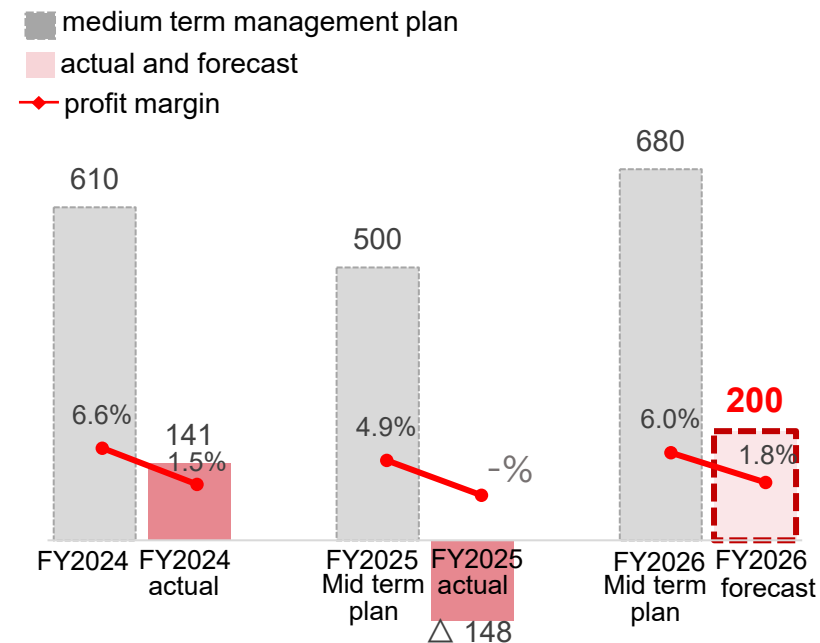
▲ 220  
(▲1.9%)

YoY

+1,246  
(+12.6%)

### Operating profit

(¥million)



Vs. mid term plan

▲ 480  
(▲70.6%)

YoY

+348  
( - %)



# Factors for Revenue and Profit

## Medical System Business

- Absorbing the decrease in sales due to the cloud shift through new customer acquisition
- In addition to strengthening personnel and investing in development for business expansion, we revised our operating profit plan due to the consolidation of Medomain Corporation as a subsidiary.

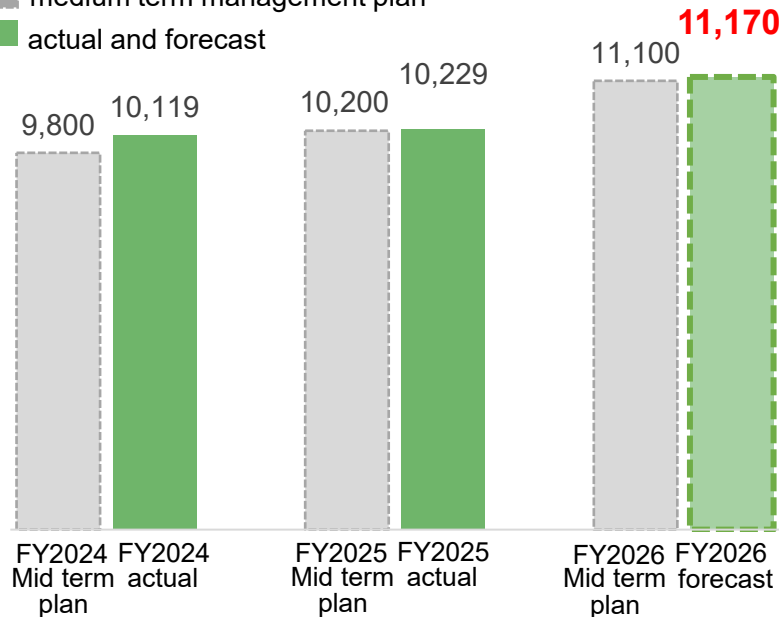
Differences in assumptions with the medium-term plan

Making Medmain a consolidated subsidiary

### Revenue

(¥million)

medium term management plan  
actual and forecast



Vs. mid term plan

**+70**  
(+0.6%)

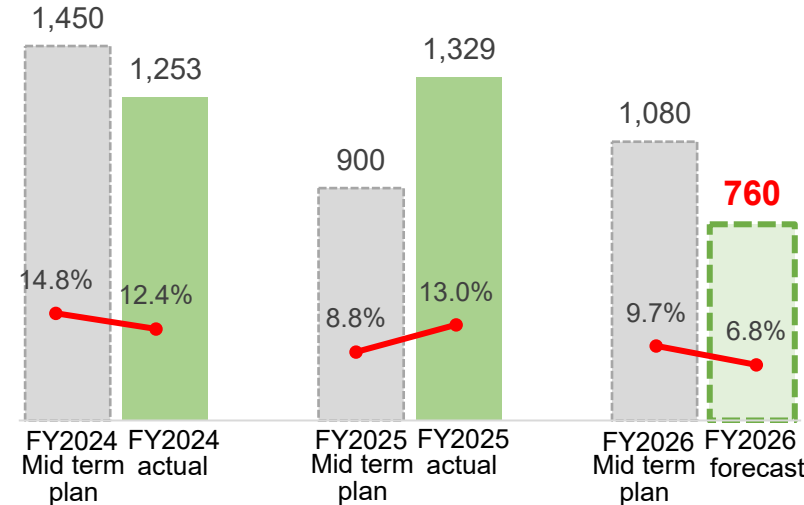
YoY

**+941**  
(+9.2%)

### Operating profit

(¥million)

medium term management plan  
actual and forecast  
profit margin



Vs. mid term plan

**▲ 320**  
(▲29.6%)

YoY

**▲ 569**  
(▲42.8%)



# Forecast by segment

## (Compared to medium term management plan )

(¥million)

Revenue	FY2026	FY2026	Vs. Medium term management plan	
	Medium term management plan	Forecast	Change	Change %
Information Infrastructure	57,550	59,500	+1,950	+3.4%
Application Service	11,350	11,130	▲220	▲1.9%
Medical System	11,100	11,170	+70	+0.6%

Operating profit	FY2026	FY2026	Vs. Medium term management plan	
	Medium term management plan	Forecast	Change	Change %
Information Infrastructure	6,840	7,240	+400	+5.8%
Application Service	680	200	▲480	▲70.6%
Medical System	1,080	760	▲320	▲29.6%



# Forecast by segment(Compared to previous period )

(¥million)

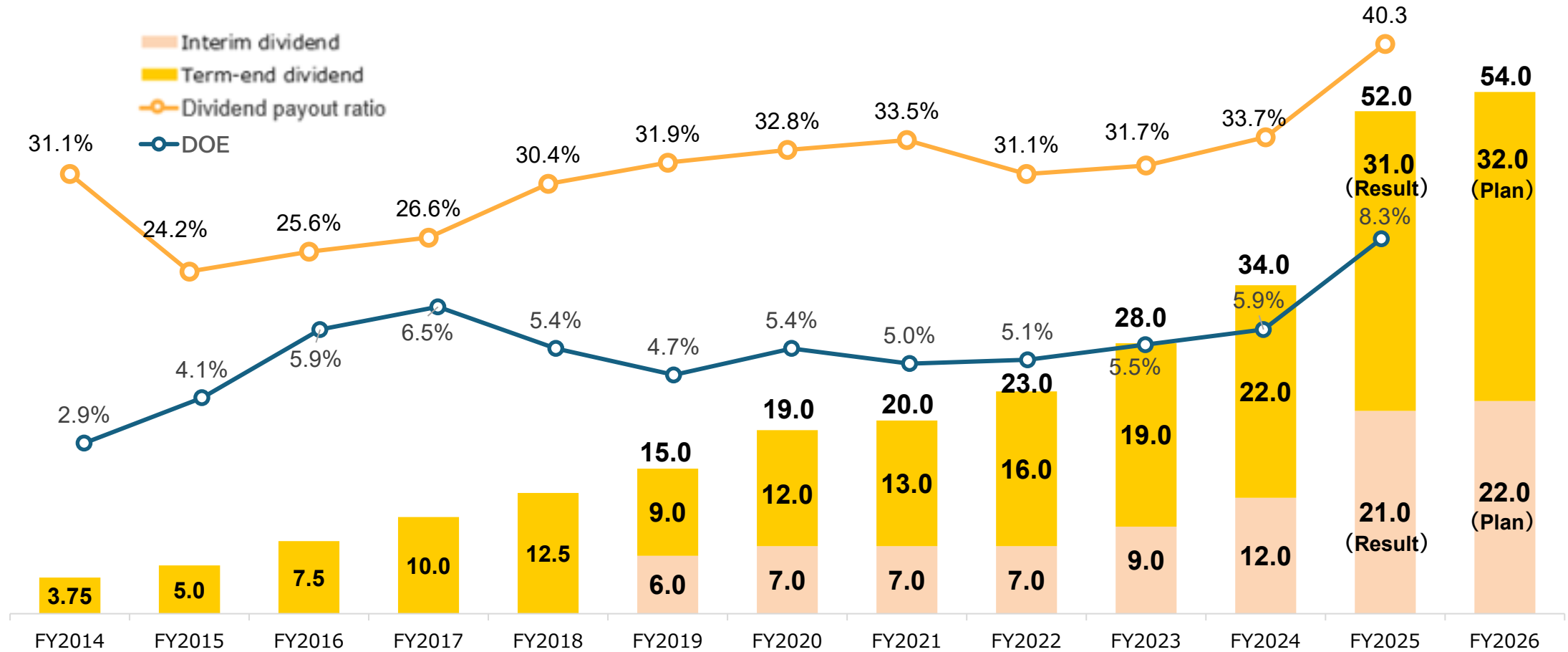
Revenue	FY2025	FY2026	YoY	
	Actual	Forecast	Change	Change %
Information Infrastructure	51,620	59,500	+7,880	+15.3%
Application Service	9,884	11,130	+1,246	+12.6%
Medical System	10,229	11,170	+941	+9.2%

Operating profit	FY2025	FY2026	YoY	
	Actual	Forecast	Change	Change %
Information Infrastructure	6,579	7,240	+661	+10.0%
Application Service	▲148	200	+348	—
Medical System	1,329	760	▲569	▲42.8%



## Anticipating dividend increase for 11th consecutive fiscal years.



※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).

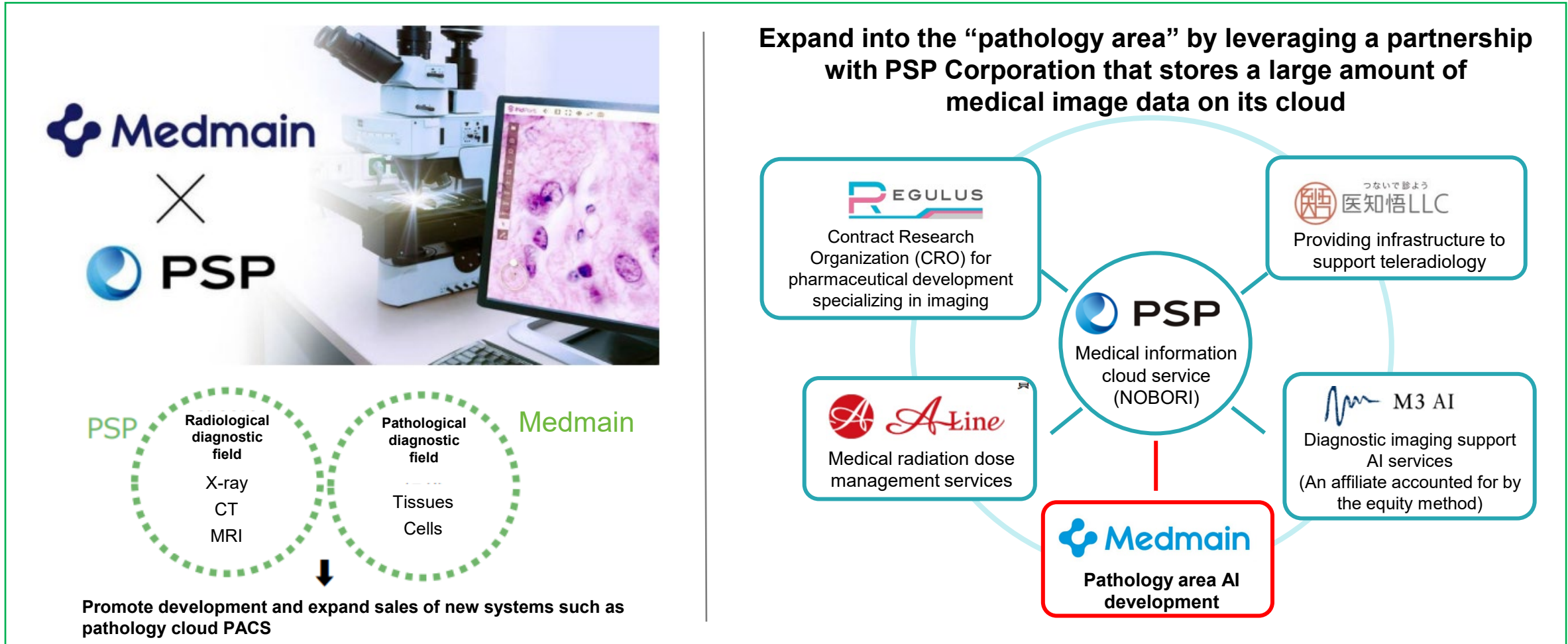


# 3. Topics of Business activities



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

- Made Medmain Inc. (“Medmain”) a consolidated subsidiary. Medmain possesses technologies and systems related to pathological diagnosis, including AI development technologies.





## Background: Social issues

### Sluggish digitization in pathological diagnosis

- Use of an **analog method**: Pathologists examine glass slides (preparations) under a microscope for pathological diagnosis  
⇒ Preparations need to be **physically mailed**, hindering prompt linkage even for consultations on a case where diagnosis is difficult

### Shortage of pathologists

- Due to a chronic shortage of pathologists, many medical institutions have only one full-time pathologist or none at all (with many relying on outsourcing).  
⇒
  - Unable to perform double-checks in pathological diagnosis, causing significant mental burden and workload for the diagnostic pathologist
  - Many facilities outsource pathological diagnoses to other hospitals or hygiene inspection centers, and it takes a long time for the diagnostic results to come out, which is a burden for patients.

There are limits to solving current challenges while continuing analog operation



**Solutions through digitization and use of AI**

\*Pathology: Observing areas affected by illness to determine what changes have occurred, what conditions they are in, and what the cause is, thereby making a diagnosis. This diagnosis is definitive. Since treatment is based on it, this is an extremely critical diagnosis that is central to medical care.

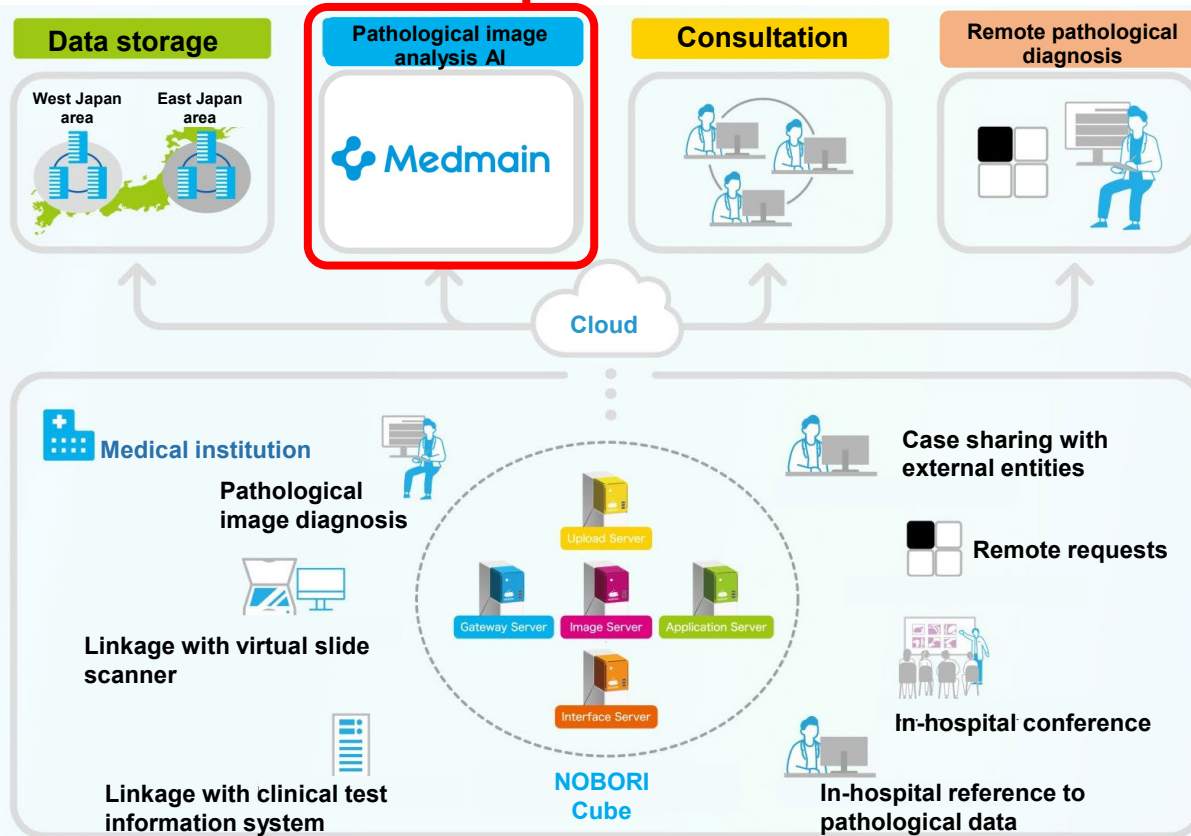


## Goal of this initiative: Accelerate the social implementation of pathology AI

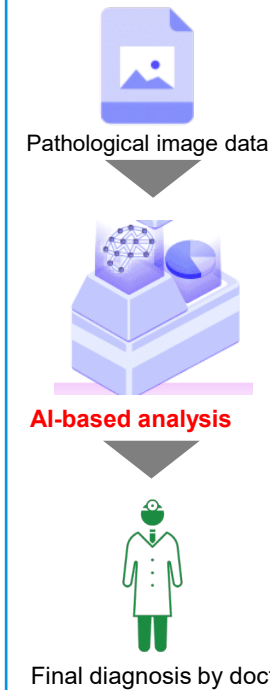
Develop a digital pathology diagnosis platform with advanced AI technology integration and incorporate it into service menu

Drive digitization of pathological diagnosis irreversibly by implementing AI in the pathological diagnosis market as a trigger, creating new markets

Service for the pathology area: NOBORI



Digitize glass slides data to support diagnosis with AI



**Image analysis AI**  
as a partner to pathologists

Develop own AI that instantly analyzes pathological image data with high accuracy

AI with an ROC-AUC of 0.95 or higher (equivalent to a medical specialist) double-checks all cases

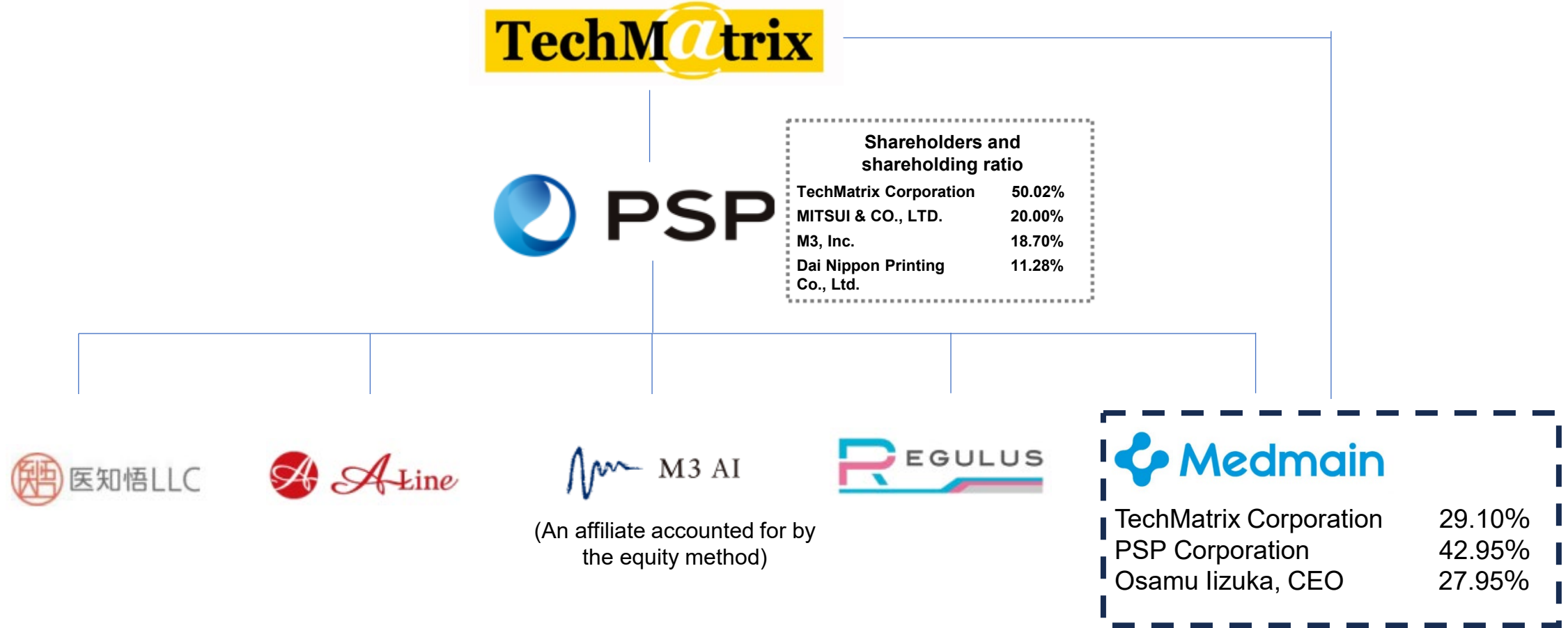
AI, which never tires, serves constantly as “a second eye,” ensuring standardized high-quality diagnosis

**The assistance of AI leads to accurate pathological diagnosis by doctors**



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

- Made Medmain Inc. (“Medmain”) a consolidated subsidiary. Medmain possesses technologies and systems related to pathological diagnosis, including AI development technologies.





## Outline of Medmain

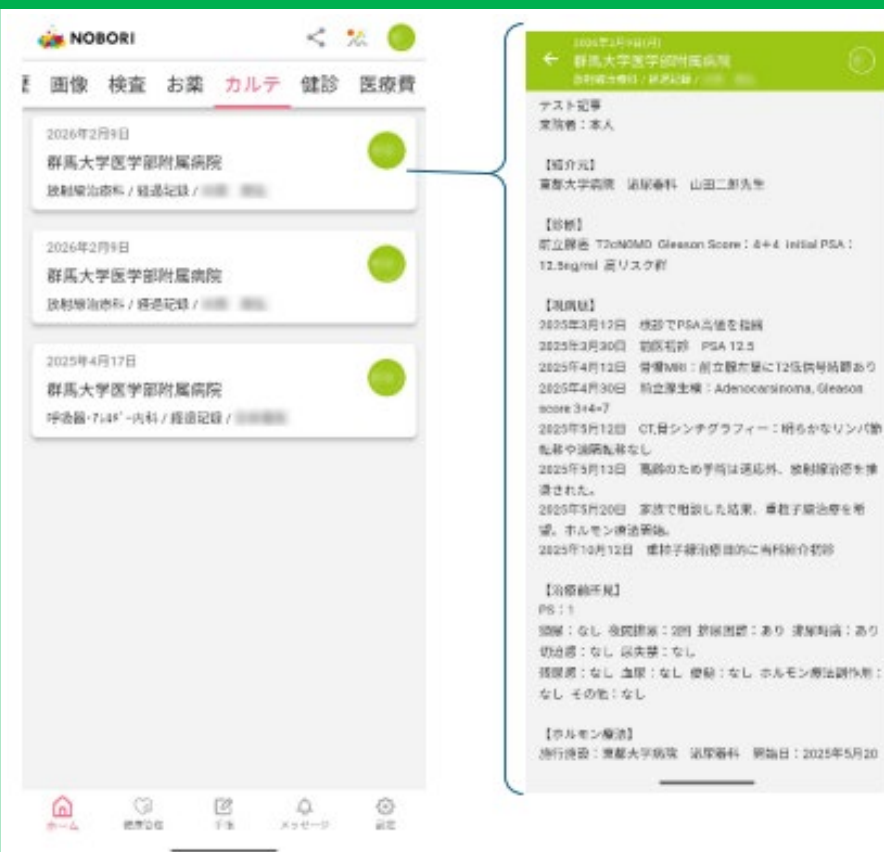
	Medmain Inc.	TechMatrix Corporation
Location	2-4-5 Akasaka, Chuo-ku, Fukuoka	SHINAGAWA SEASON TERRACE 24F 2-70 Konan 1-chome, Minato-ku, Tokyo
Name and title of the representative	Osamu Iizuka, CEO	Takaharu Yai, President and CEO
Business areas	Planning, development, operation and sales of pathological diagnosis support AI software, cloud service	Provision of services such as sales consulting and maintenance of IT-related software, hardware and solutions Provision of cutting-edge network and security products and operation monitoring services in the Information Infrastructure business
Share capital	¥100 million	¥1,298 million
Number of employees	15 (As of December 31, 2025)	1,825 (As of March 31, 2026)
Revenue	¥158 million (Fiscal year ended December 31, 2025)	¥71,730 million (Fiscal year ended March 31, 2026)
Operating profit	△¥396 million (Fiscal year ended December 31, 2025)	¥7,760 million (Fiscal year ended March 31, 2026)
Operating profit margin	–	10.8% (Fiscal year ended March 31, 2026)
Ordinary profit (profit before tax)	△¥362 million (Fiscal year ended December 31, 2025)	¥7,861 million (Fiscal year ended March 31, 2026)
Profit (Profit attributable to owners of parent)	△¥362 million (Fiscal year ended December 31, 2025)	¥5,178 million (Fiscal year ended March 31, 2026)
Profit per share (Basic earnings per share)	–	¥128.88 (Fiscal year ended March 31, 2026)



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

- National University Corporation Gunma University Hospital (“Gunma University Hospital”) and PSP Corporation (“PSP”) have launched a service that allows patients to view their electronic medical records on their smartphones

### Features



Overview

- Jointly developed based on NOBORI, a personal health record (PHR) application provided by PSP
- Allows patients to view almost all information recorded by the medical team in one place on their smartphones

#### Information shared

- History: Outpatient visits and hospital admissions
- Images: CT, MRI, and other images
- Inspections: Results of blood tests and other tests
- Medicines: Prescriptions and injections
- Medical records: Doctors’ medical records, departmental records

Effects

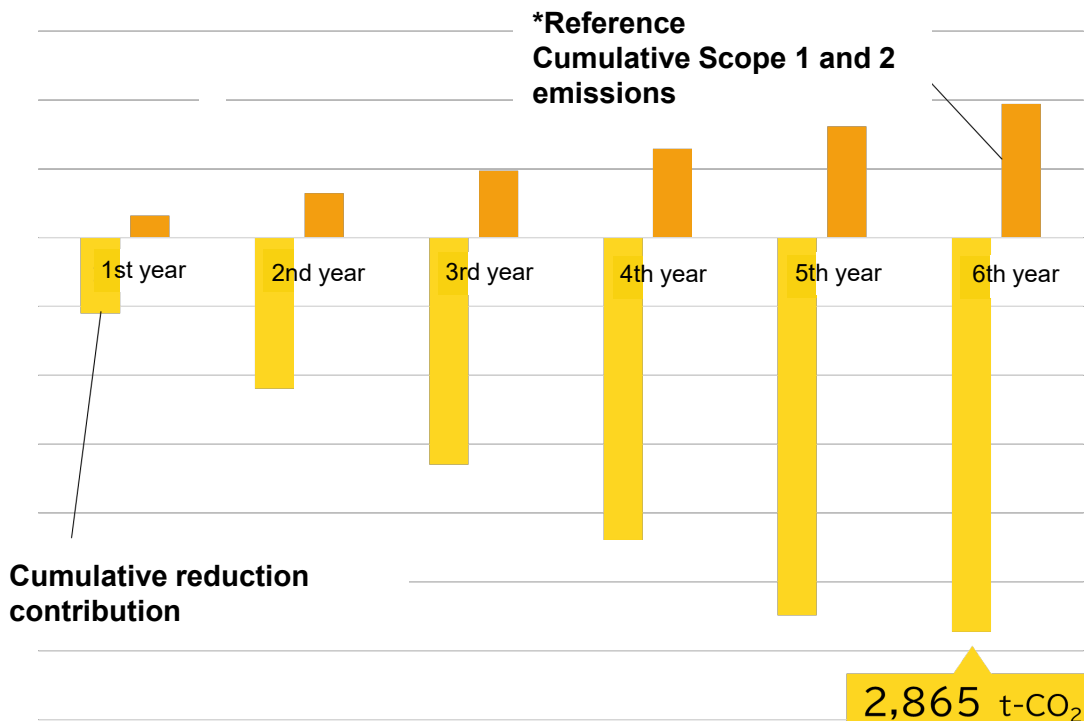
- Improve the quality of care
- Share information with families
- Ensure patient safety and trust

This service creates an environment where patients can deeply understand their treatment process and actively participate in their cares as a part of the medical team



## Calculate GHG emissions for two of our group's products and services based on LCA\*, and make emission reductions visible

Over-time changes in the GHG reduction contributions of the Group's products and services



Products and services for which LCA is calculated and the emission reduction contributions are made visible:

### Application Services Business (CRM)

Contact center CRM system, Fast Series

### Medical System Business (PSP)

Image management cloud system for medical institutions, NOBORI

With sale of these two products for one year:

Fast Series for streamlining operations (reduction in operating hours); and NOBORI for reducing physical servers and improving operational energy efficiency through cloud migration,

**a total of 2,865 t-CO<sub>2</sub> of GHG emission can be avoided**

\*Expected period of use: 6 years for Fast Series, 5 years for NOBORI  
Emissions reduction contribution = greenhouse gas reduction per functional unit × product sales volume × contribution rate of the product under evaluation

\*A method of quantitatively calculating the environmental impact across the entire life cycle of products and services, including resource extraction, manufacturing, transportation, use, and disposal



# 4 . Medium-Term Management Plan Review “Creating Customer Value in the New Era”



## 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)

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

Expanding portfolio of products and services

Utilization of AI

Developing and retaining talents (including promotion of diversity)

Creation of synergies by strengthening group collaboration

# 2nd year of Creating Customer Value in the New Era: Review of Key Strategies

## ■ Expanding business domains **Assessment: O**

Key Strategies	Business	Progress
Expansion of products and services	Information Infrastructure	<p>Signed a partnership agreement with OT security company Dispel (U.S.). Launched "Pentera," an automated penetration testing tool.</p> <p>Accelerated the introduction of "Palo Alto Cortex XSIAM," which uses AI to support SOC automation.</p> <p>Launched a service that supports installation, operations, and monitoring of Cortex XSIAM.</p>
Full-scale deployment in public schools in the education business	EdTech	<p>Deployment in public schools progressed following adoption by leading private schools./Formed a business alliance with Benesse Corporation.</p> <p>Expanded the number of private and public schools that select "Tsumugino," and accelerated creation of new projects through partnership with Benesse.</p>
Launching a development data analytics business by introducing in-house developed products	Software Quality Assurance	<p>Launched "Quomiru," a software development support dashboard tool developed in-house.</p> <p>Enabled real-time analysis and grasp of the development status, thereby supporting quick decision-making.</p>
Exploring new markets through digital transformation (DX) in pathology area	Medical	<p>Acquired all shares of Regulus inc., which specializes in clinical research and clinical trials using medical imaging, making it a wholly-owned subsidiary.</p> <p>Provided cloud-based medical image management system "NOBORI" for the pathology area.</p> <p>Reached a basic agreement to acquire Medmain Inc., a pioneer in digital pathology AI solutions, as a subsidiary.</p> <p>Accelerated digitization in the pathology area, where digitization is still under-penetrated.</p>
Other	CRM	Expanded voicebot and chatbot product offering for contact centers on an OEM basis from Mobilus (an affiliate accounted for by the equity method).
	Financial (BS)	Launched ARECCIA®.PRS, a power trading risk management service tailored to the Japanese market.

# 2nd year of Creating Customer Value in the New Era: Review of Key Strategies

## ■ Expanding business in the overseas market **Assessment:** △

Key Strategies	Business	Progress
Seek to develop business in Asia	Information Infrastructure	Acquired all shares of Firmus Sdn. Bhd., Malaysia's largest cybersecurity specialist, making it a wholly-owned subsidiary, and promoted PMI, including staffing for Firmus Sdn. Bhd.
Business expansion in the ASEAN region	CRM	Progressed collaboration with partners of our local subsidiary in Thailand, and acquired large-scale projects.
Entry into ASEAN regional business	Medical	NOBORI cloud environment launched in Singapore, Thailand, and Malaysia. Initial operation of cloud PACS.

## ■ Creating businesses by utilizing data **Assessment:** ○

Key Strategies	Business	Progress
Improving contact center efficiency using generative AI	CRM	Launched FastGenie, a range of generative AI features. Enhances contact center efficiency through response assistance and conversation summarization.
Commercialize in-house developed AI	Medical	Launched a medical imaging data as anonymously processed medical information under the Next Generation Medical Infrastructure Act. Collaborating with Life Data Initiative and NTT DATA Japan Corporation. Formed business alliances with CANON MEDICAL SYSTEMS and M3 AI for use of AI technology.
Establish a B2B2C business model with the PHR	Medical	Integrated Toray's "Miracle DIMCS" with "NOBORI" to provide services for dialysis patients. Eased the workloads of dialysis medical team and enhanced patient care. Promoted joint development with Gunma University Hospital and Cancer Institute Hospital, based on the PHR application provided by PSP. Accelerated the expansion of services on the PHR application to support the promotion of patient-centered care.
Expand the AI-based medical image diagnosis support service	Medical	Expanded significantly the number of medical institutions that have introduced the AI-based medical image diagnosis support service.



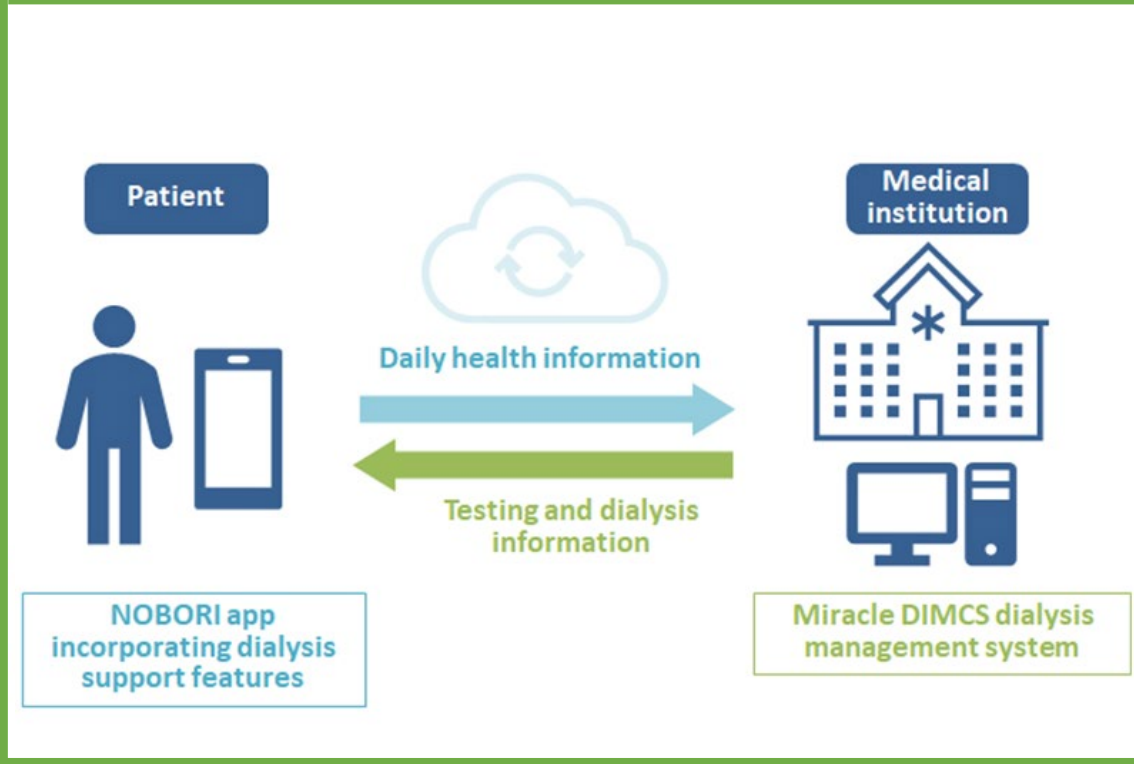
# (Reference (reposted)) 1Q Topics for FY2025



## 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.

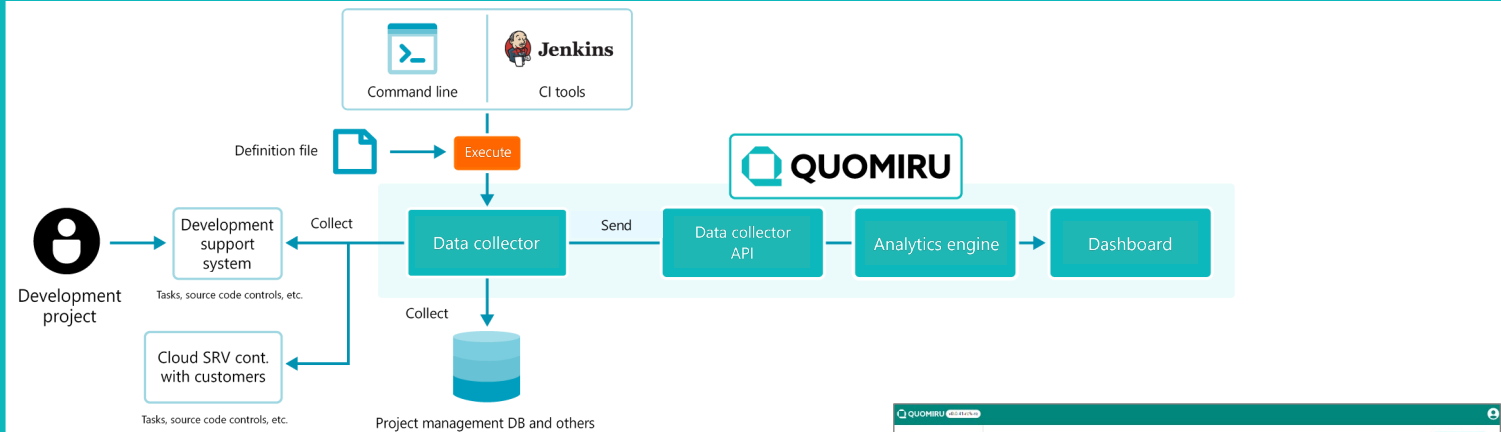


## Medium-term Management Plan: Expanding portfolio of products and services



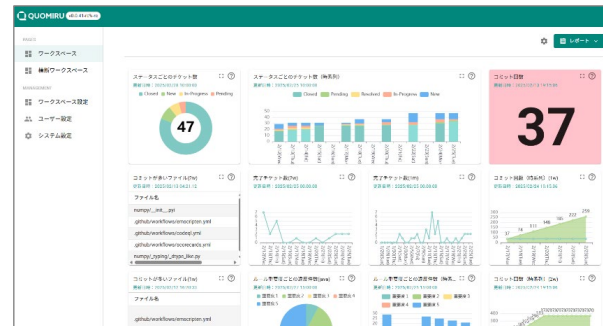
- Launched a software development support dashboard tool “Quomiru”, our first proprietary product in the SE field

### 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.

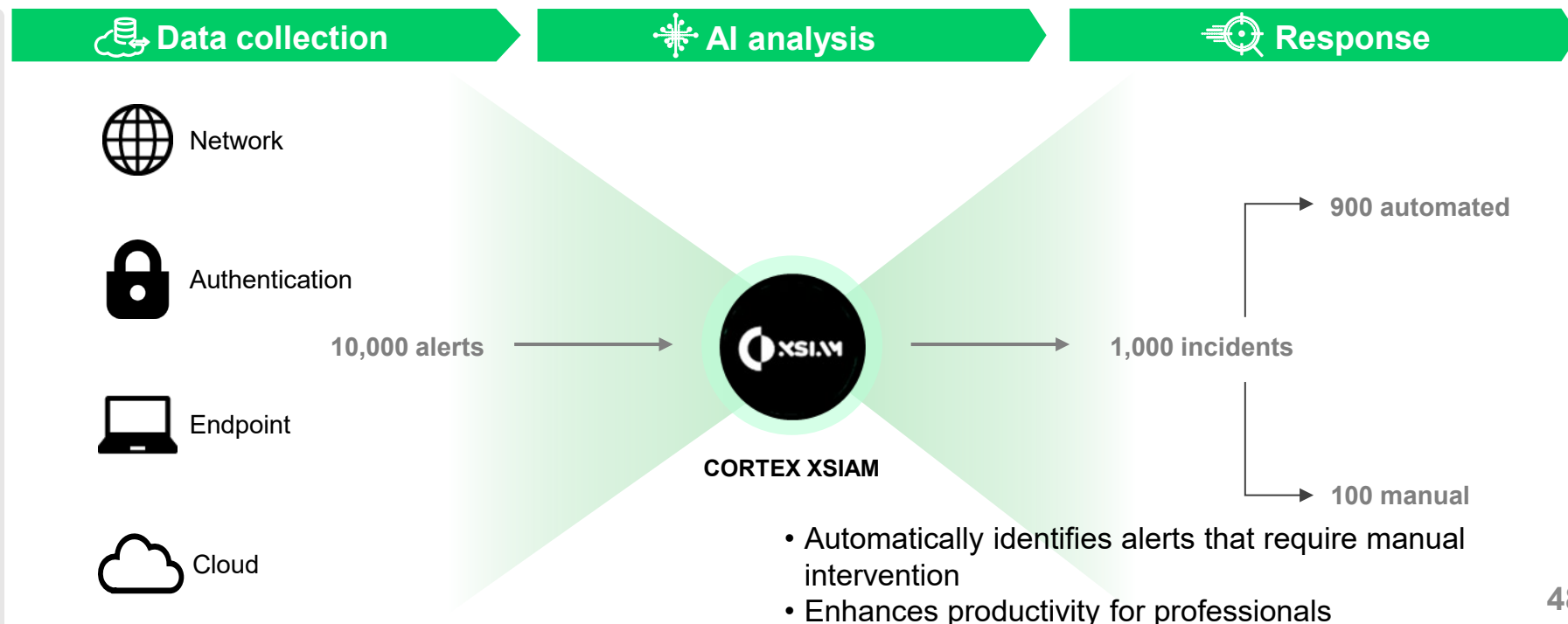
### <Market demand>

- 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.

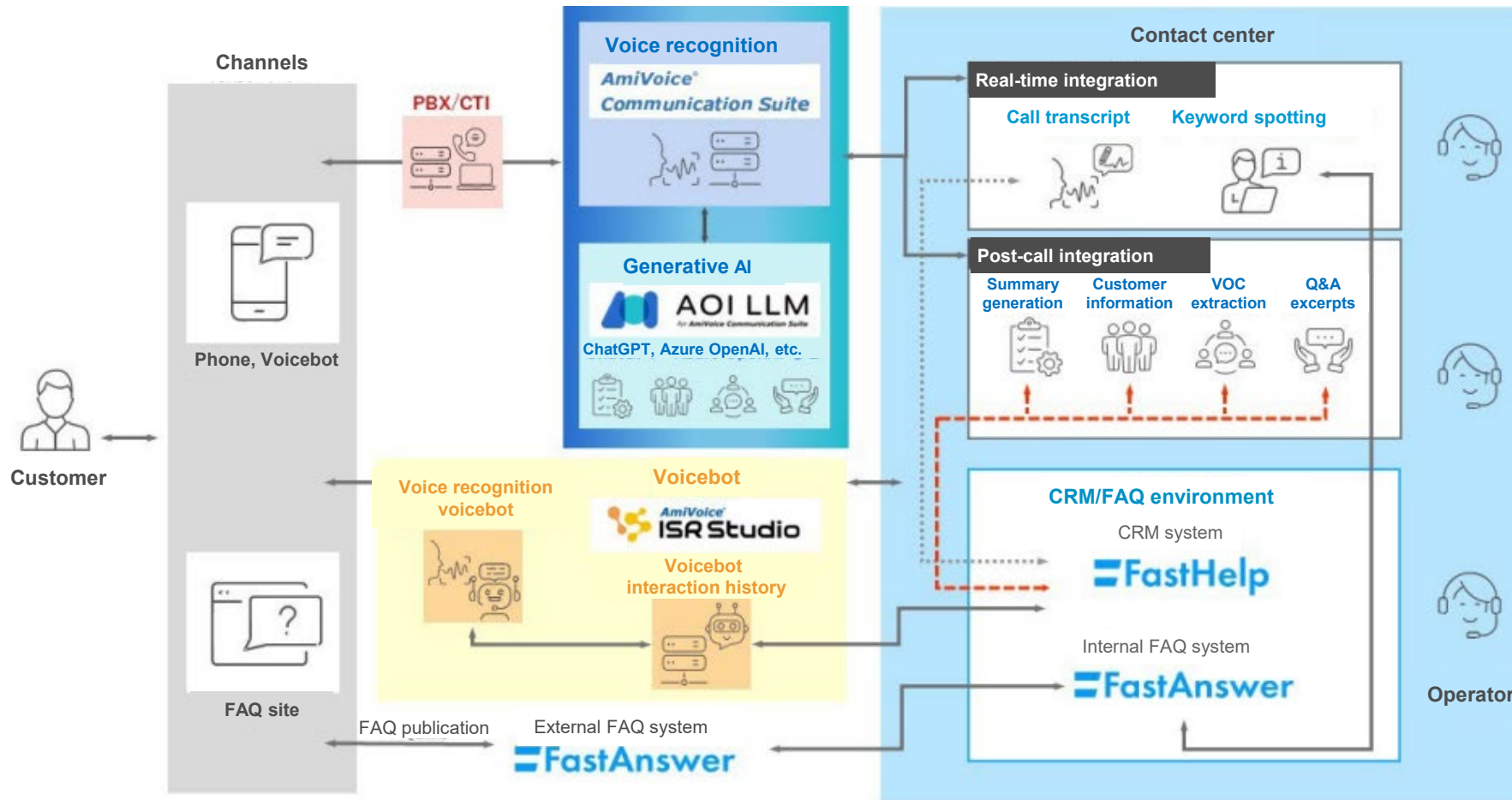
\* The press release is available on our IR website (in Japanese).

[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)) 3Q Topics for FY2025



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

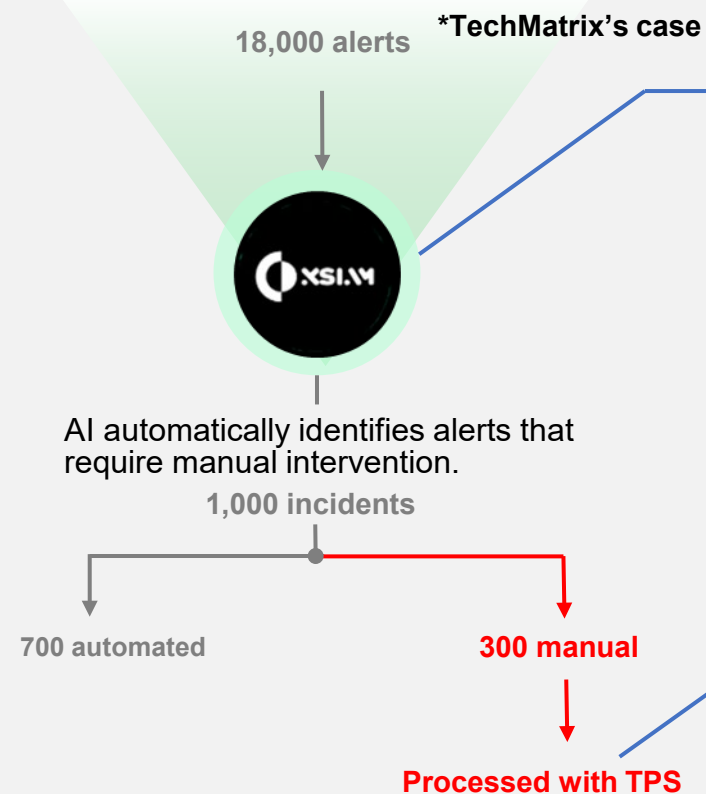
**Rising market demand**

- Increasing cyberthreats
- Explosion in alert volumes
- Human resource shortage, cost constraints



As the enterprise scale expands, the number of alerts increases, and manual responses become increasingly difficult.  
**SOC automation demand is an expanding trend.**

## CORTEX XSIAM™ Case study



### 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.

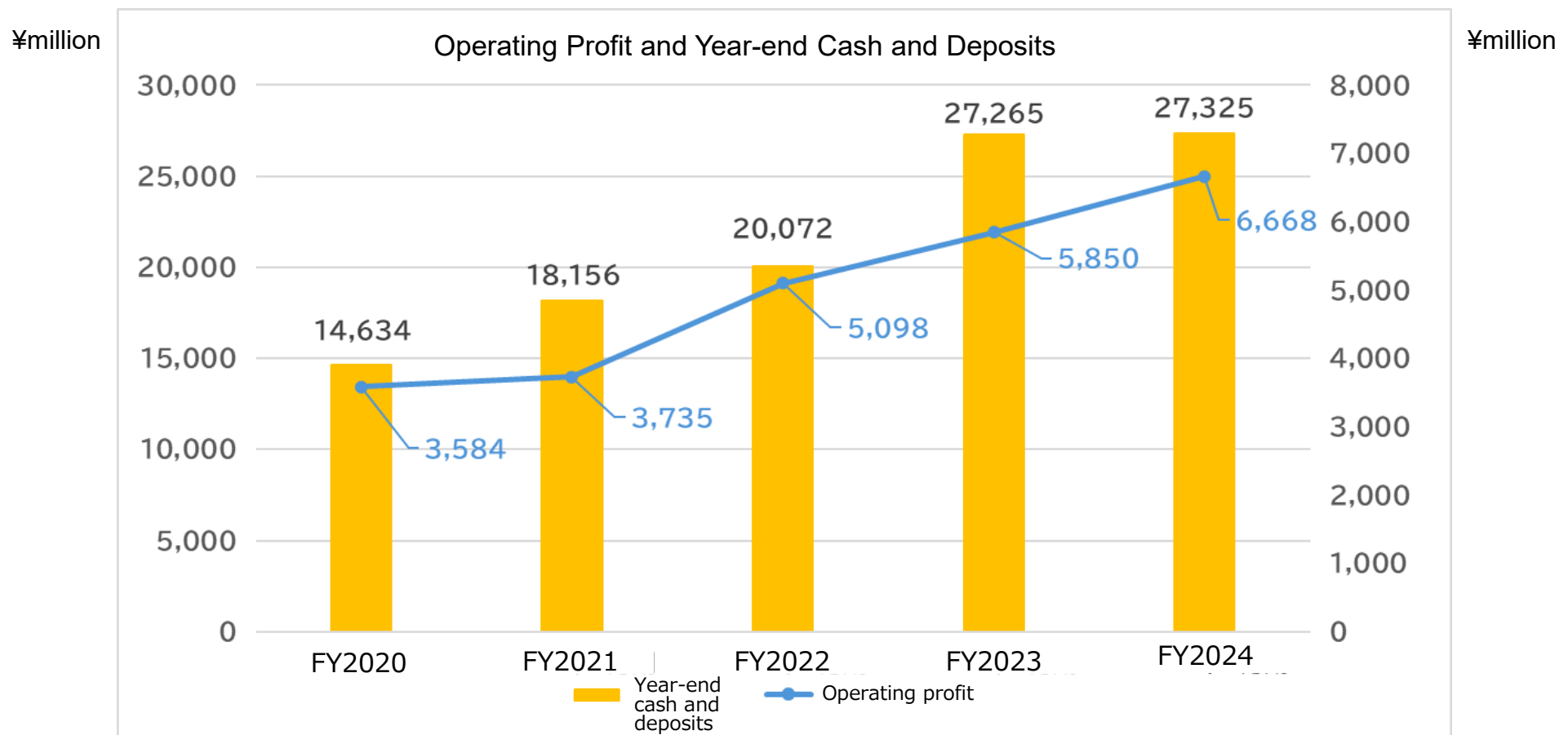
TPS (TechMatrix Premium Support) processes alerts identified by AI as requiring manual intervention.



(Reference (reposted))  
Revise of shareholder return policy



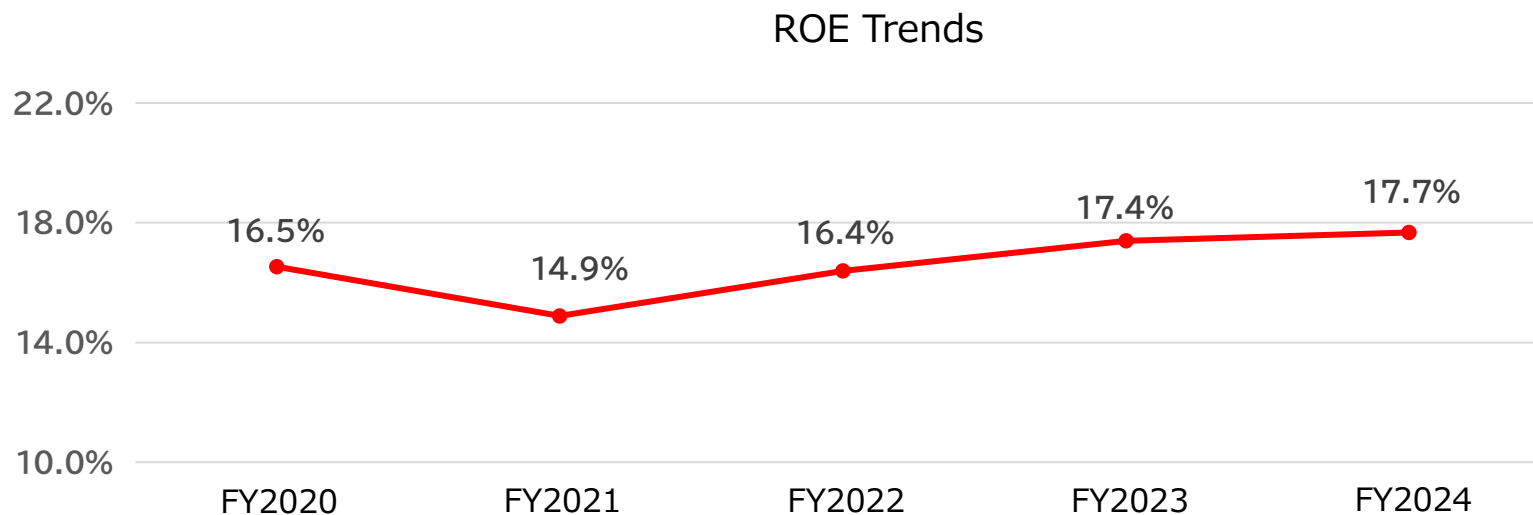
- Through **11 consecutive years of profit growth**, we have accumulated strong cash and deposit balances.
- **Our solid customer base and expansion of stock businesses** have laid **the foundation for stable profit generation**.
- We will now focus on maintaining and improving capital efficiency with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

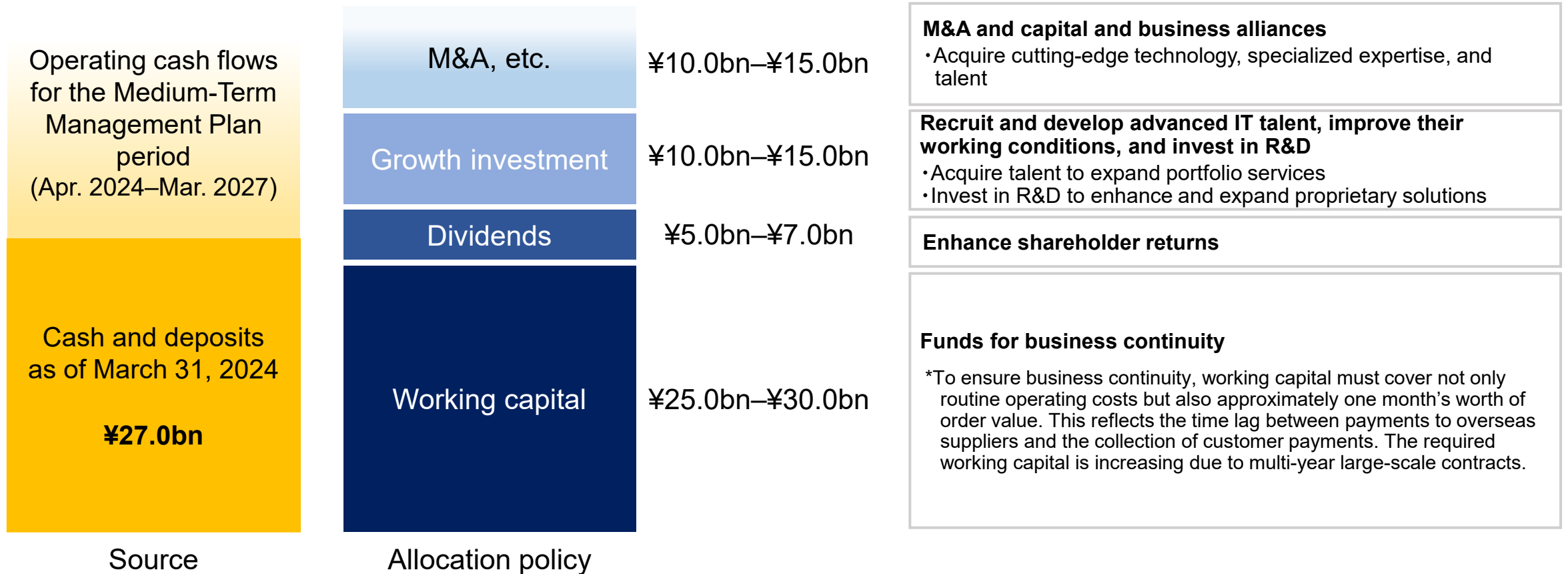
M&A and business alliances

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



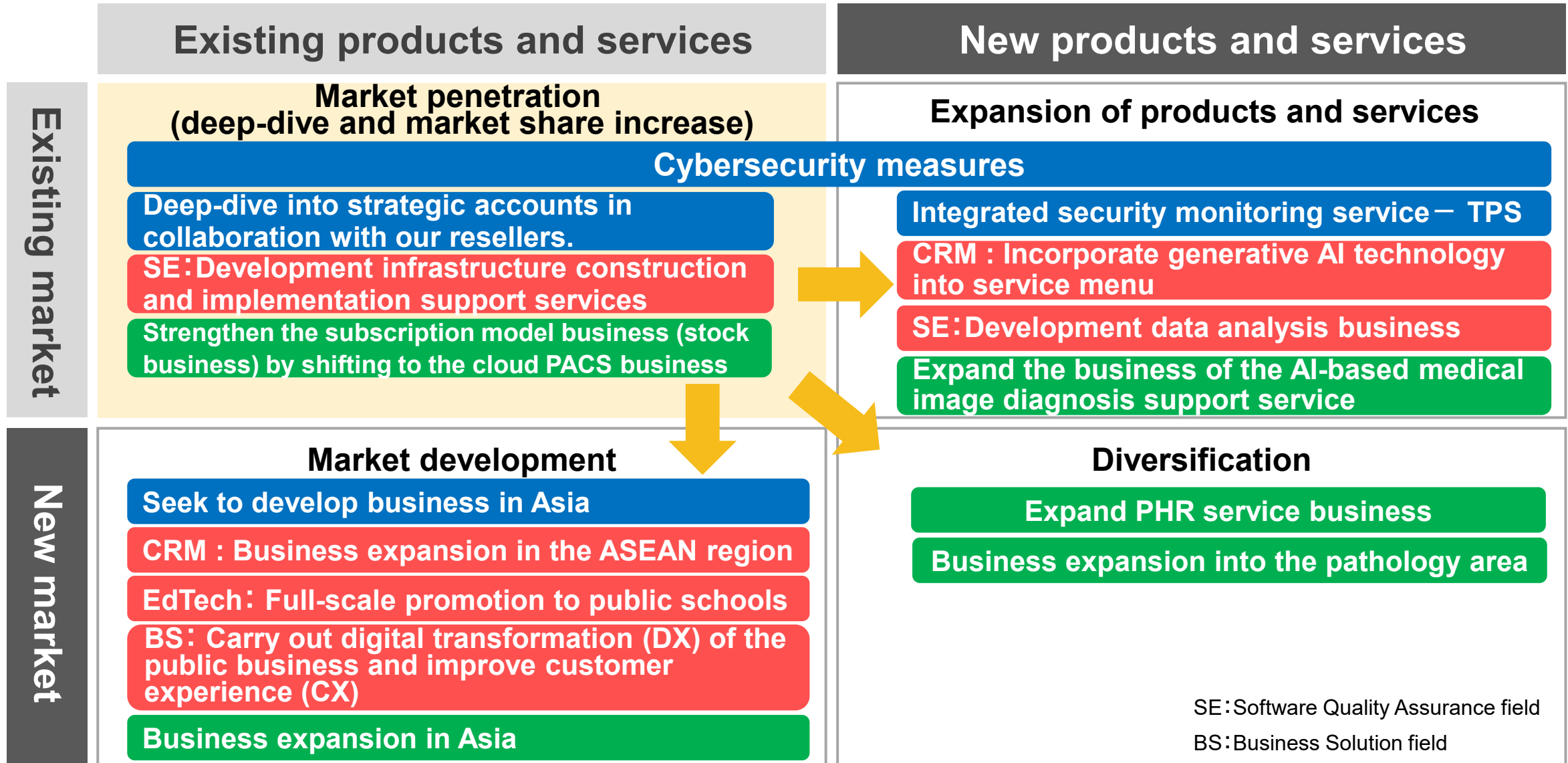
Information Infrastructure



Application Service



Medical System

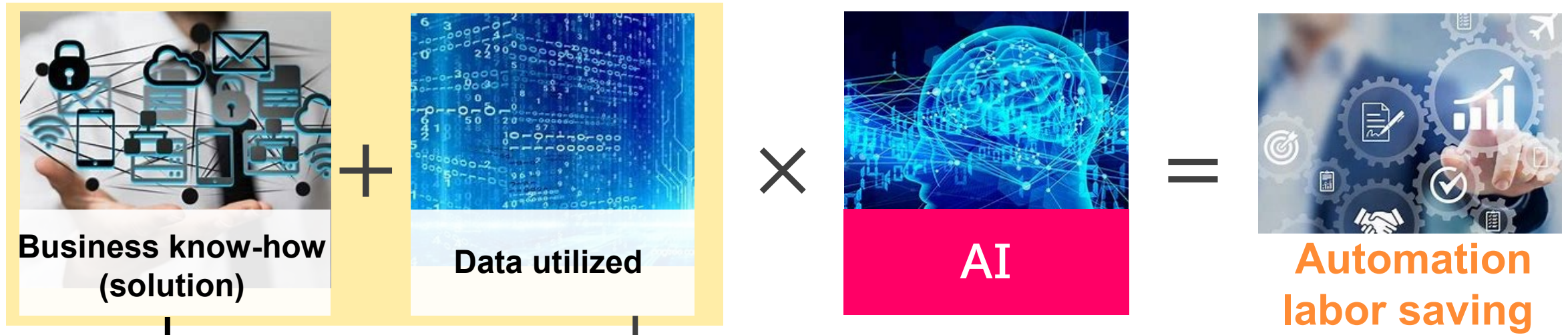


SE: Software Quality Assurance field

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)

1~4Q

184 million yen

# 71,487,000

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

# 484,222,000

The number of **inspections** stored in NOBORI

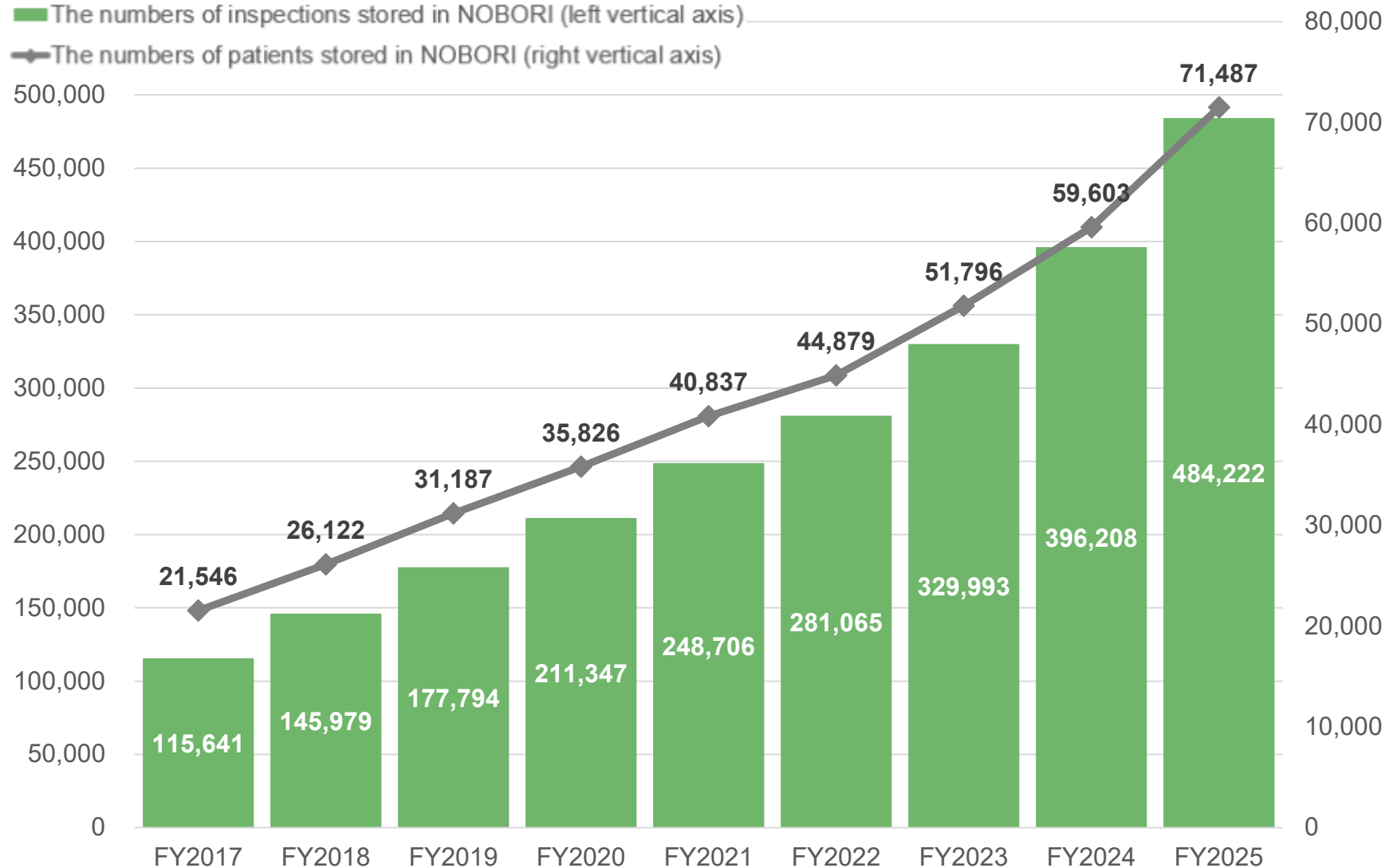
(March 31, 2026)



## Data Stored in NOBORI

(Numbers of inspections : thousand)

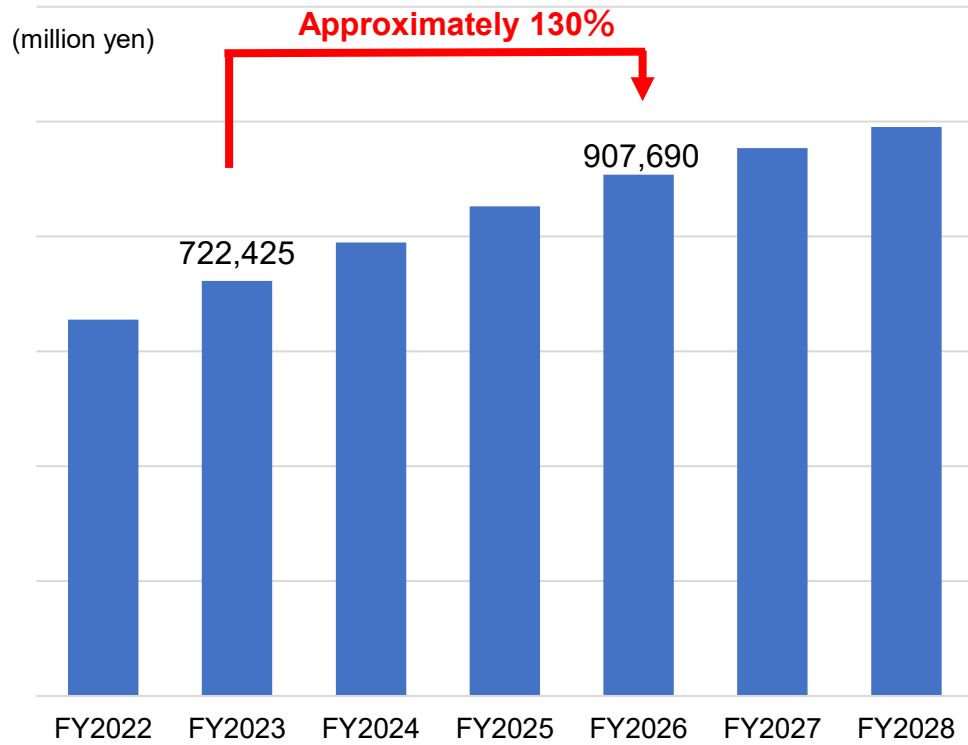
(Numbers of patients : thousand)





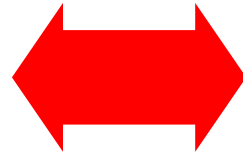
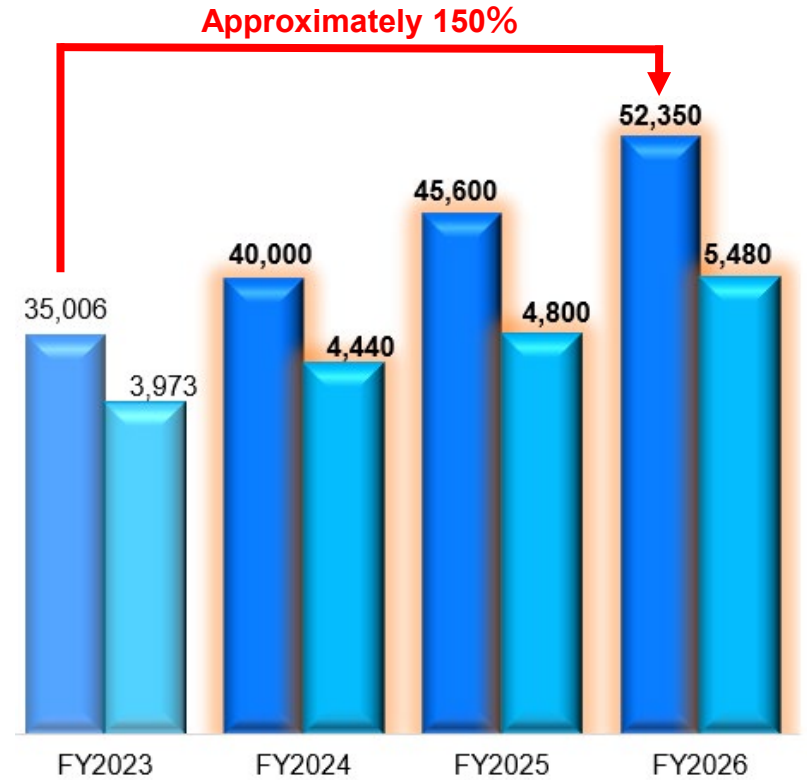
Network security business market is expected to continue expanding

### 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

(million 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.

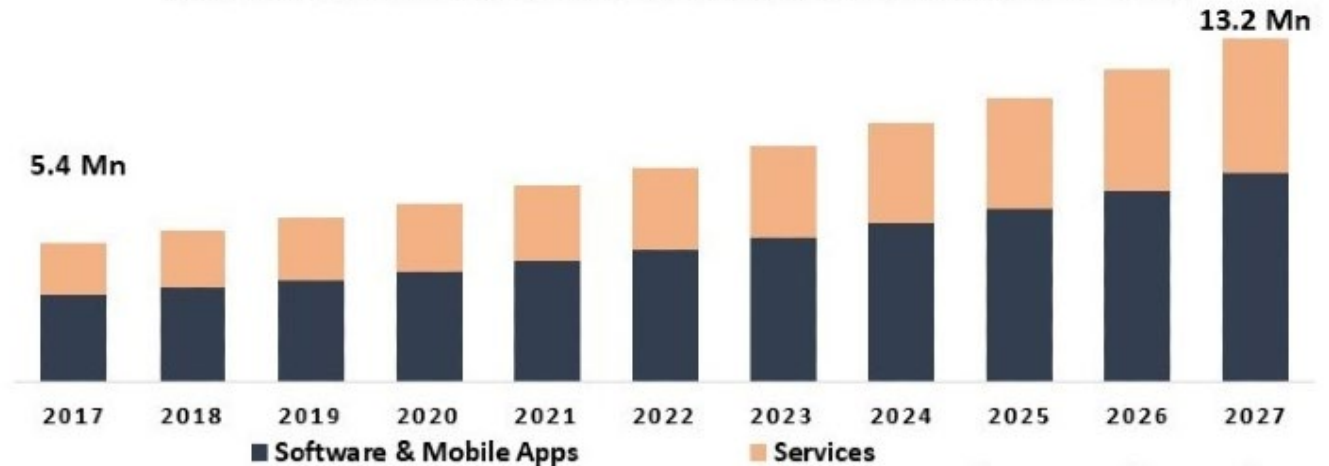
Source : Global Information, Inc.

"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**

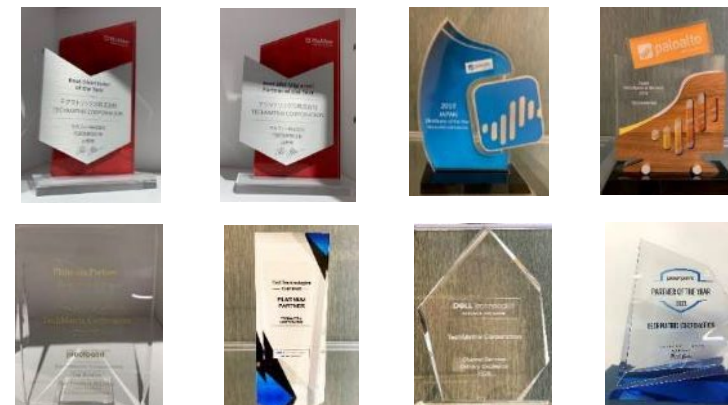
- Deal registration of the year (2022, 2023, 2025)



**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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