

Appendix for the 1st Quarter of 43rd business period (Fiscal Year Ending March 31, 2027)



July 31, 2026

TECHMATRIX CORPORATION (code : 3762)



1. Business Highlights for the 1st Quarter (Consolidated)

- Key KPIs (Consolidated)

Revenue +19.0% YoY ¥18,885 m	Operating profit +26.4% YoY ¥1,606 m	Booking +11.5% YoY ¥22,913 m	Backlog +18.0% YoY ¥109,545 m
Stock type sales (Recurring revenue) ratio 84.6% TECHMATRIX and PSP	Consecutive increase in revenue 24years in a row March 2026	Patients who stored medical images in NOBORI 74.05 m	Inspections stored in NOBORI 505.9 m

- The **highest** 1Q consolidated revenue, operating profit, profit before tax and profit attributable to owners of parent.

(¥million)

*FY2025 1Q=2025.4~2025.6 FY2026 1Q=2026.4~2026.6	FY2025 1Q	FY2026 1Q	YoY	
			Change	Change %
Revenue	15,863	18,885	+3,021	+19.0%
Operating profit	1,271	1,606	+335	+26.4%
Profit ratio	(8.0%)	(8.5%)		(+0.5P)
Profit before tax	1,278	1,622	+344	+26.9%
Profit attributable to owners of parent	853	1,060	+207	+24.3%

- In FY2025 Q2, we carried out provisional accounting related to business combinations, and the figures for FY2025 Q1 reflect the finalized outcomes of those provisional accounting treatments.

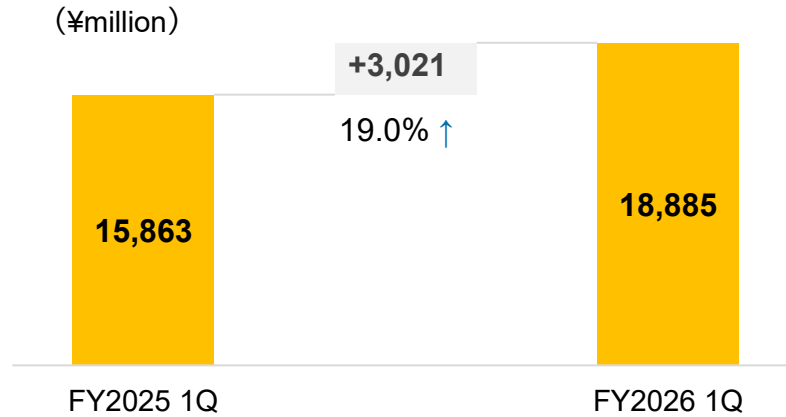


Business Highlights for FY2026 1Q (Consolidated)

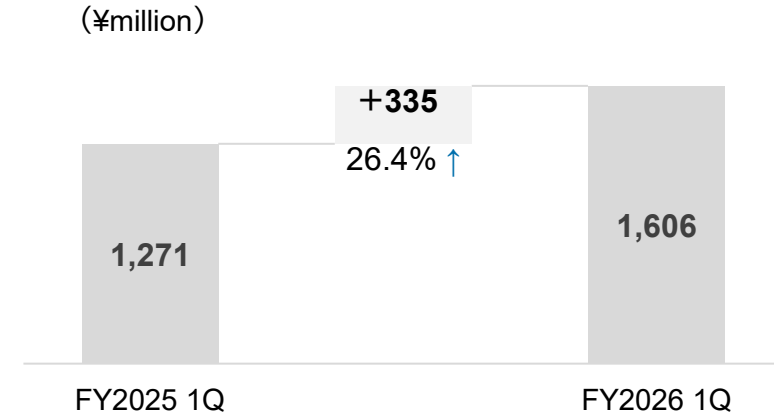
(¥million)

	FY2025 1Q			FY2026 1Q			YOY	
	Results	%	Profit ratio	Results	%	Profit ratio	change	Change %
Revenue	15,863	100.0%		18,885	100.0%		+3,021	+19.0%
Information Infrastructure	11,498	72.5%		13,905	73.6%		+2,406	+20.9%
Application Service	2,302	14.5%		2,574	13.6%		+271	+11.8%
Medical System	2,062	13.0%		2,405	12.7%		+343	+16.7%
Operating profit	1,271	100.0%	8.0%	1,606	100.0%	8.5%	+335	+26.4%
Information Infrastructure	1,253	98.6%	10.9%	1,492	92.9%	10.7%	+239	+19.1%
Application Service	△ 44	△3.5%	△2.0%	47	2.9%	1.8%	+92	—
Medical System	62	4.9%	3.0%	66	4.1%	2.8%	+3	+6.2%

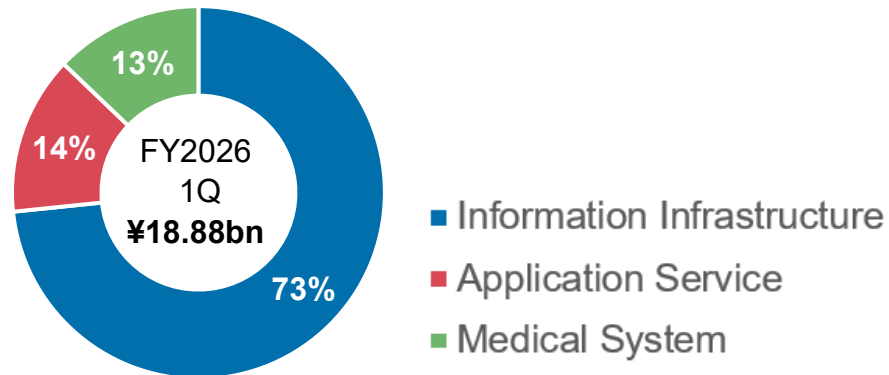
Revenue



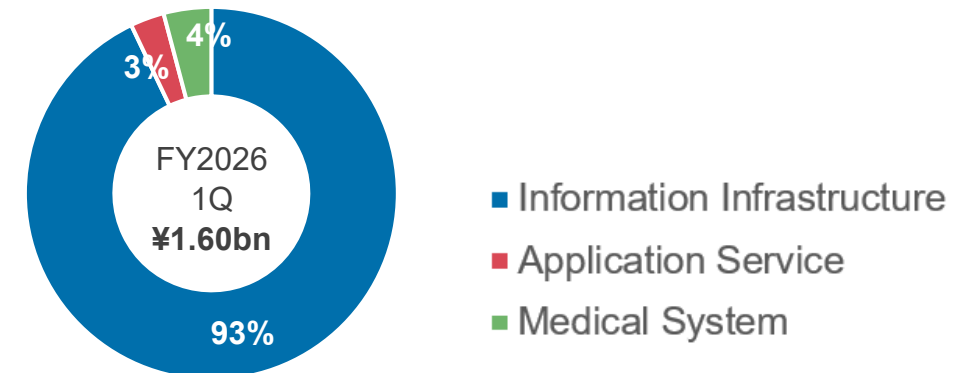
Operating profit



Revenue breakdown



Operating profit breakdown





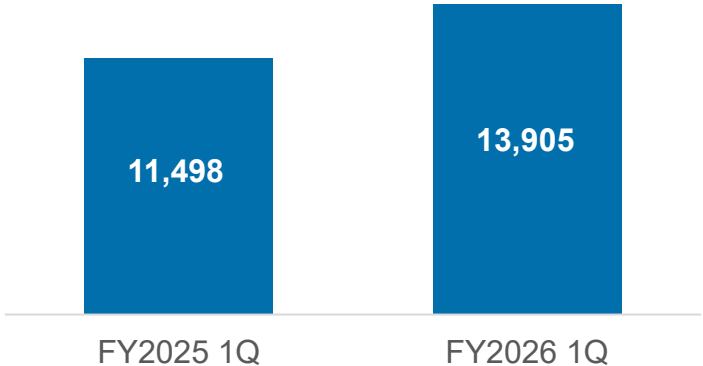
Business Highlights for FY2026 1Q by Segment (Consolidated)

Information Infrastructure Business

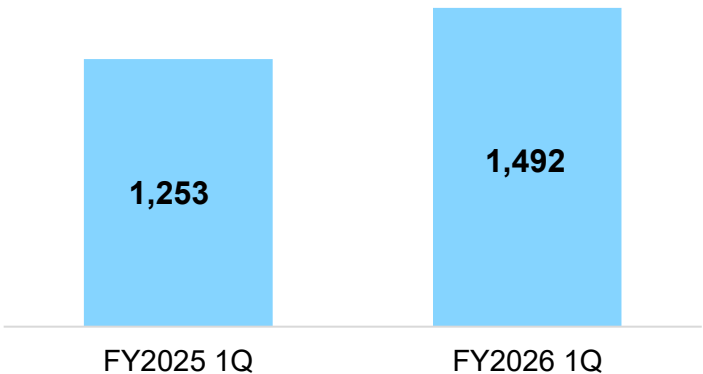
TechMatrix

Revenue

(¥million)



Operating Profit



The **highest** 1Q consolidated revenue and Operating profit.

YoY

Revenue

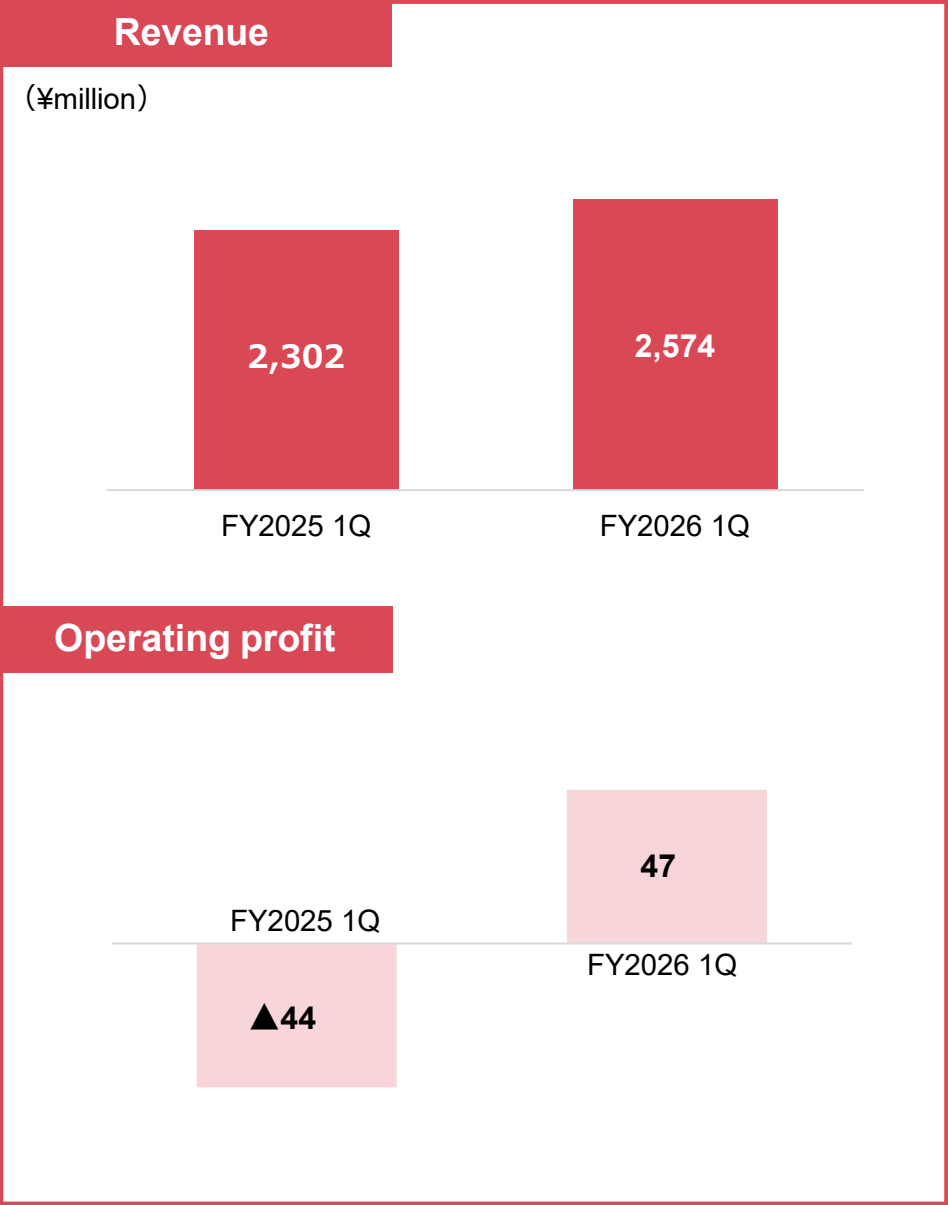
+ **2,406** million yen + **20.9** %

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

Operating profit

+ **239** million yen + **19.1** %

- (+) Firmus, Cross Head, and OCH operating profits improved compared to the same period last year



Revenue and Operating profit increased YoY.

YoY

Revenue

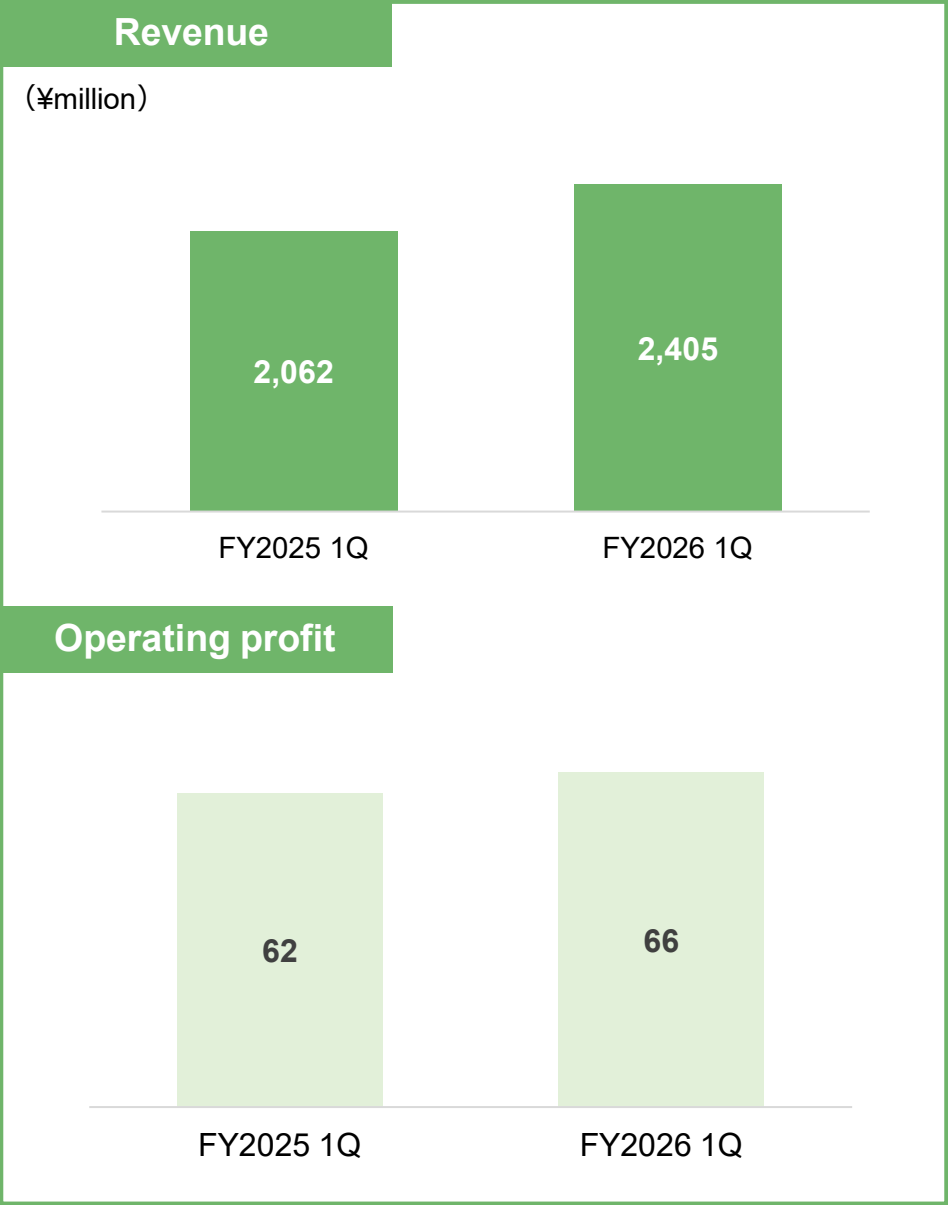
+ **271** million yen + **11.8** %

- (+) Strong demand for cloud-based contact center CRM system (FastHelp). (CRM)
- (+) Revenue increased due to the accumulation of new stock orders, the proportion of stock in sales has increased. (CRM、 SE、 EdTech)
- (+) Academic and public solutions are doing well.(BS)

Operating profit

+ **92** million yen — %

- (+) Kept the increase in selling, general, and administrative expenses down while sales are growing.(CRM)



Revenue increased YoY.
Operating profit accounted for Medmain's period losses during its investment phase, but was covered by the expansion of cloud service sales, keeping it at the same level YoY.

YoY

Revenue

+ 343 million yen **+ 16.7** %

- (+) NOBORI, a medical information cloud service and a PHR application, performed well.
- (+) Sales growth due to overlapping updates of on-premise products.
- (+) A-Line performed well.
- (+) Medmain periodic revenue (May–June 2026)
- (–) Gradual shift to cloud computing.

Operating profit

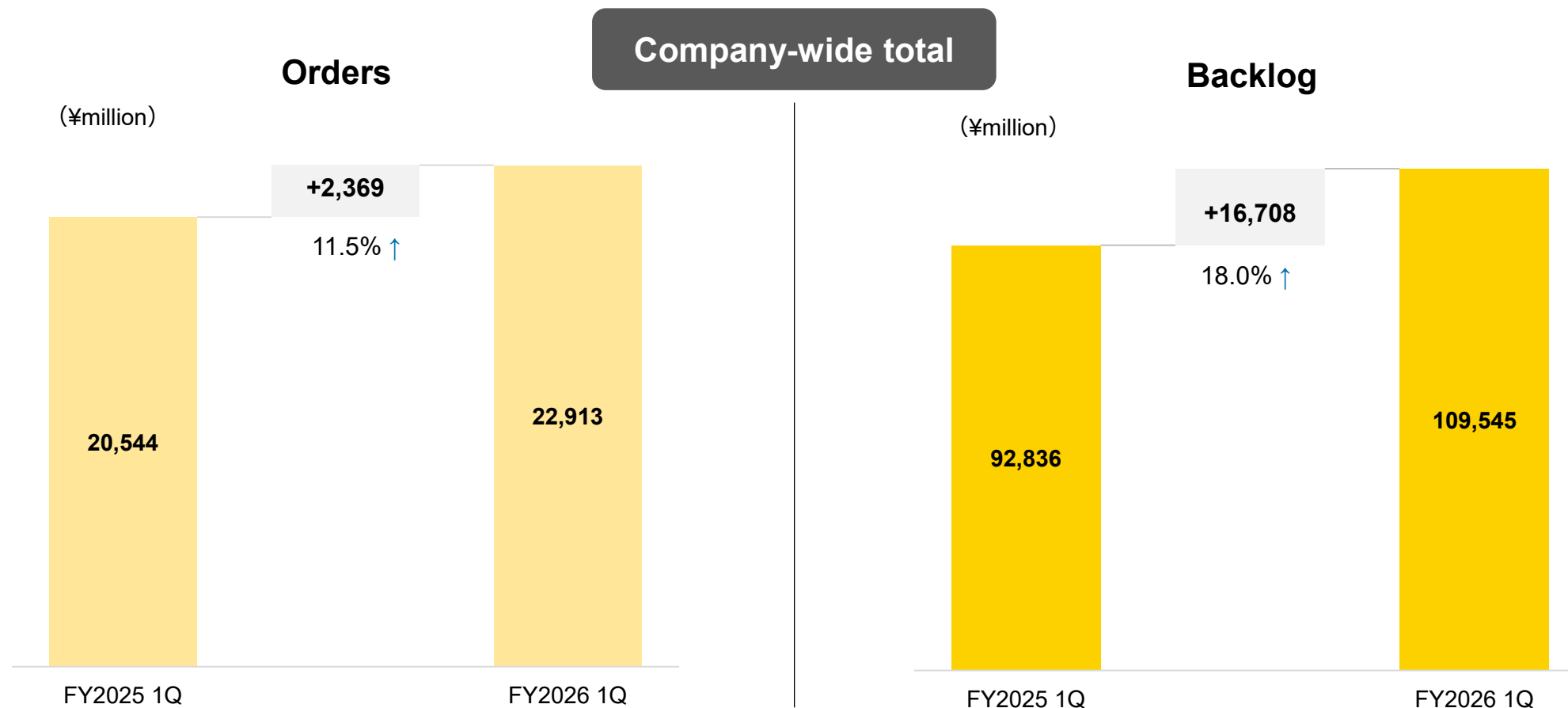
+ 3 million yen **+ 6.2** %

- (–) Increased labor and investment costs.(PSP)
- (–) Medmain period loss (May–June 2026)



Booking and Backlog for FY2026 1Q (Consolidated)

- The consolidated order increased year-on-year as accumulation of new orders and steadily accumulating renewal orders in the information infrastructure business.
- Strong backlogs, in particular, in Information Infrastructure business.
- Both consolidated orders and backlogs are steadily building up in the medical systems business and Application Service Business.





Booking by Segment for FY2026 1Q (Consolidated)

Information Infrastructure Business

In addition to conventional cloud-based security products, cross-selling of SOC operations automation solutions has progressed. Also, the security solutions business at Firmus is doing well.

Application Service Business

The CRM field, software quality assurance field, and Business solution field are performing well.

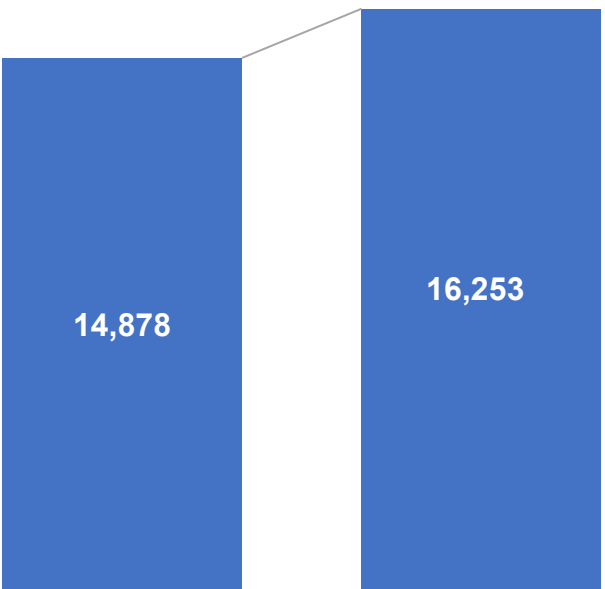
Medical System Business

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)

+9.2% ↑



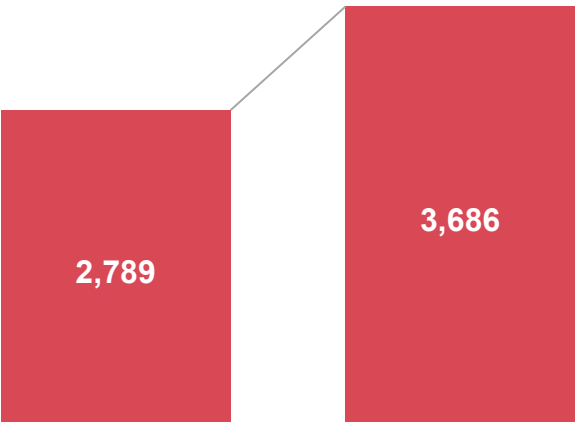
FY2025 1Q

FY2026 1Q

Application Services Business

(¥million)

+32.2% ↑



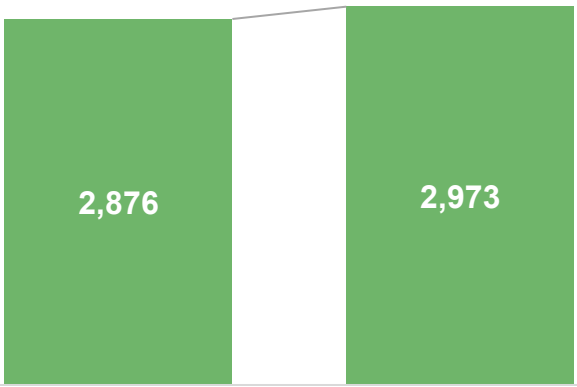
FY2025 1Q

FY2026 1Q

Medical System Business

(¥million)

+3.4% ↑



FY2025 1Q

FY2026 1Q

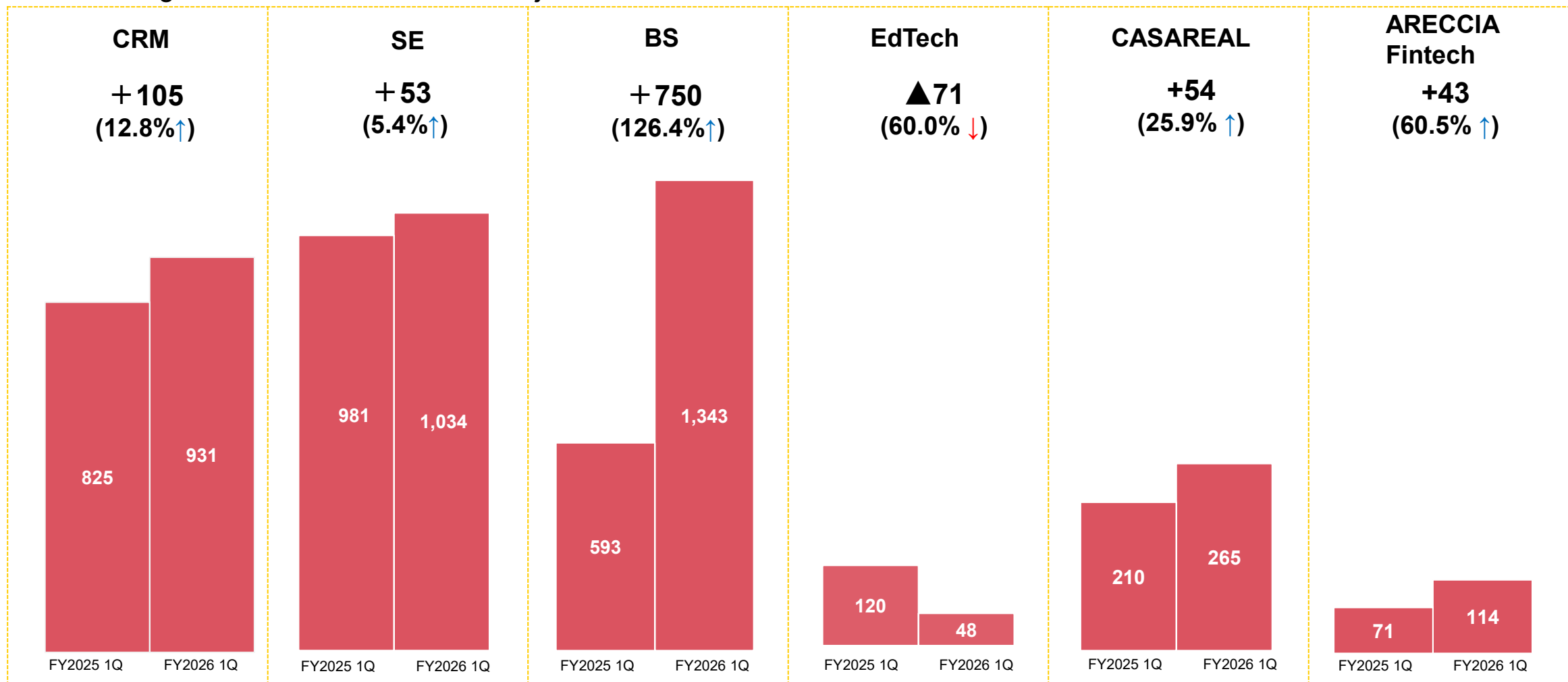


Booking for FY2026 1Q by Field (Consolidated)

Application Service Business



(¥million) ※ Figures before consolidation adjustments between divisions



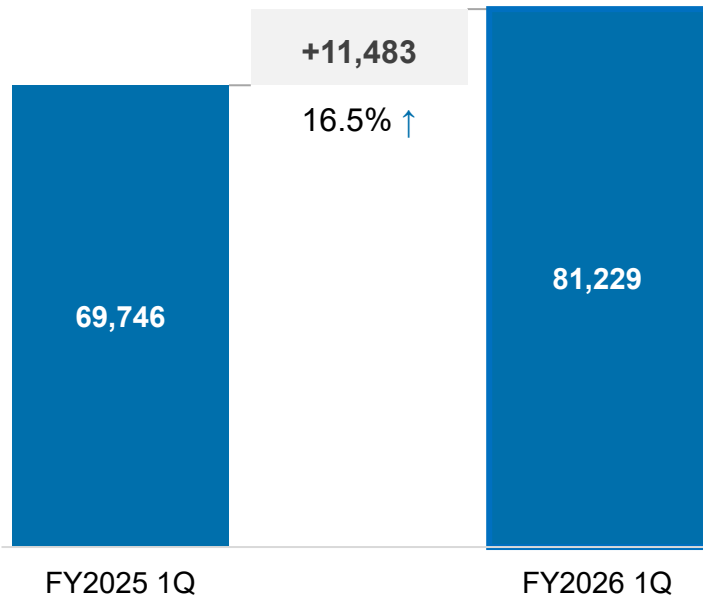
※ Division name abbreviation

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

- Increasing trend due to the growth of the subscription business(strengthening stock business).

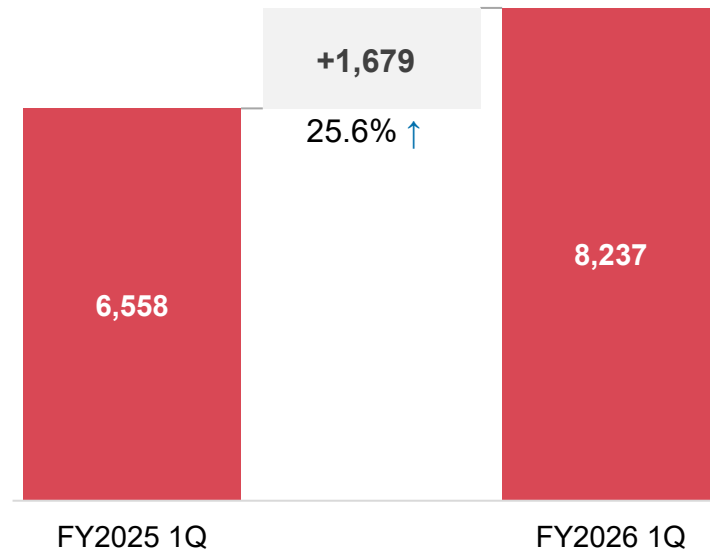
Information Infrastructure Business

(¥million)



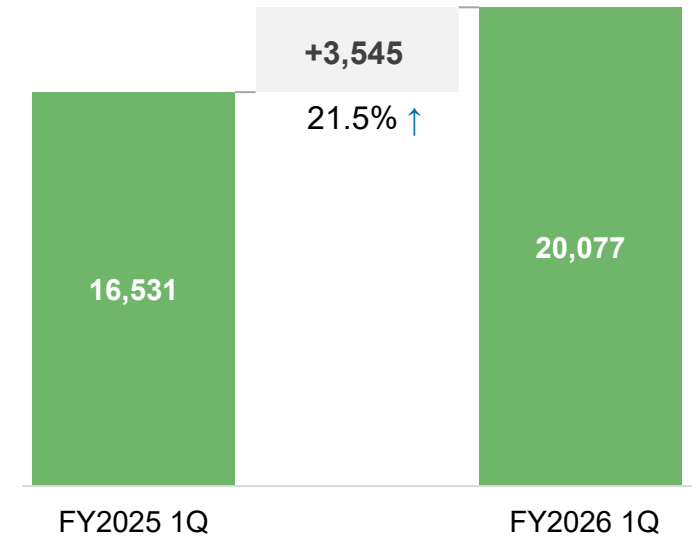
Application Services Business

(¥million)



Medical System Business

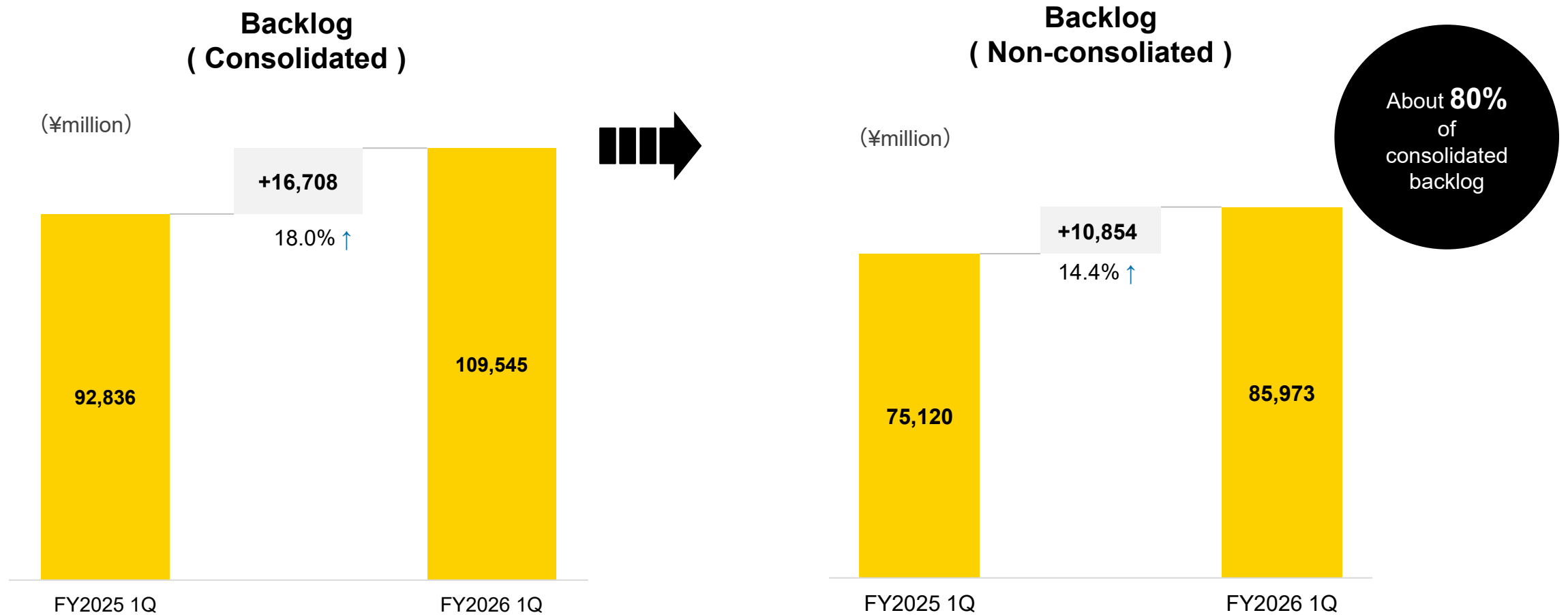
(¥million)





Backlog for FY2026 1Q (Non-Consolidated)

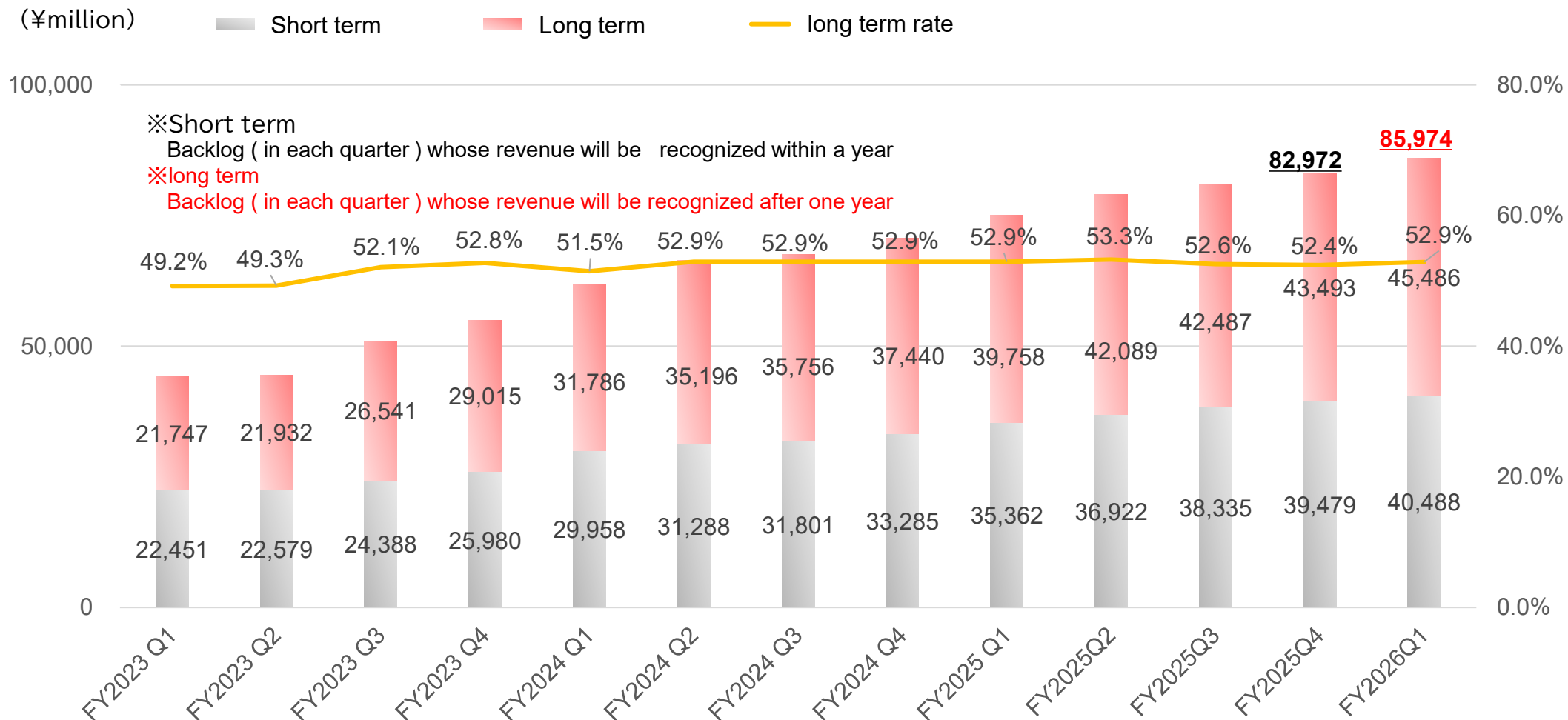
- Consolidated and non-consolidated (TechMatrix only) backlogs are as follows.





Backlog for FY2026 1Q (Non-Consolidated)

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

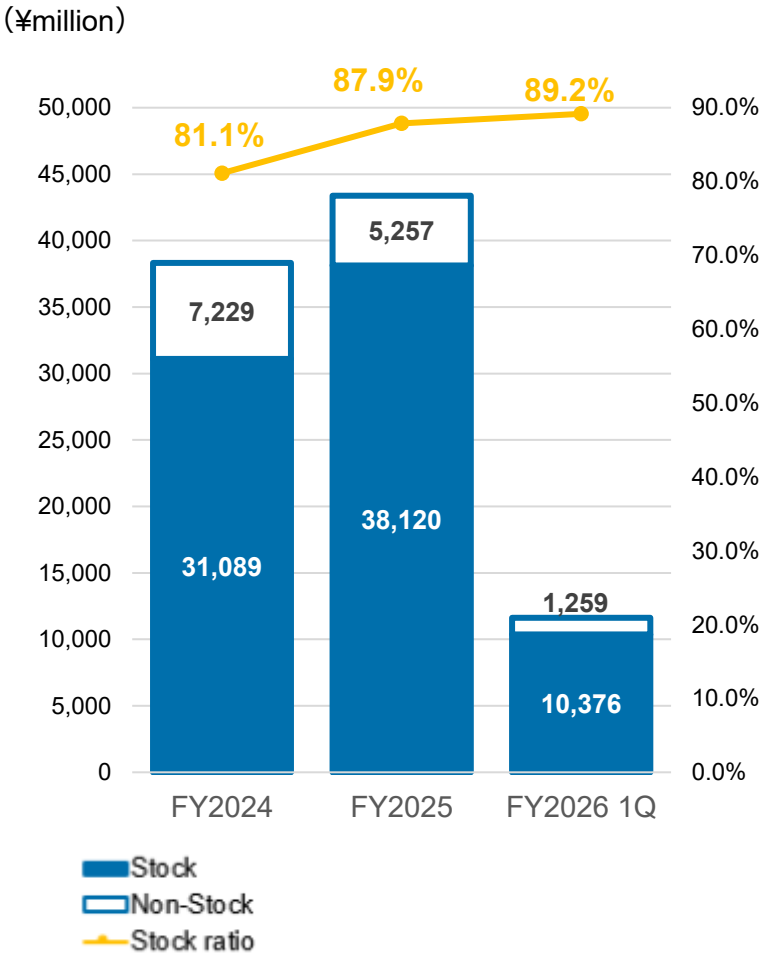




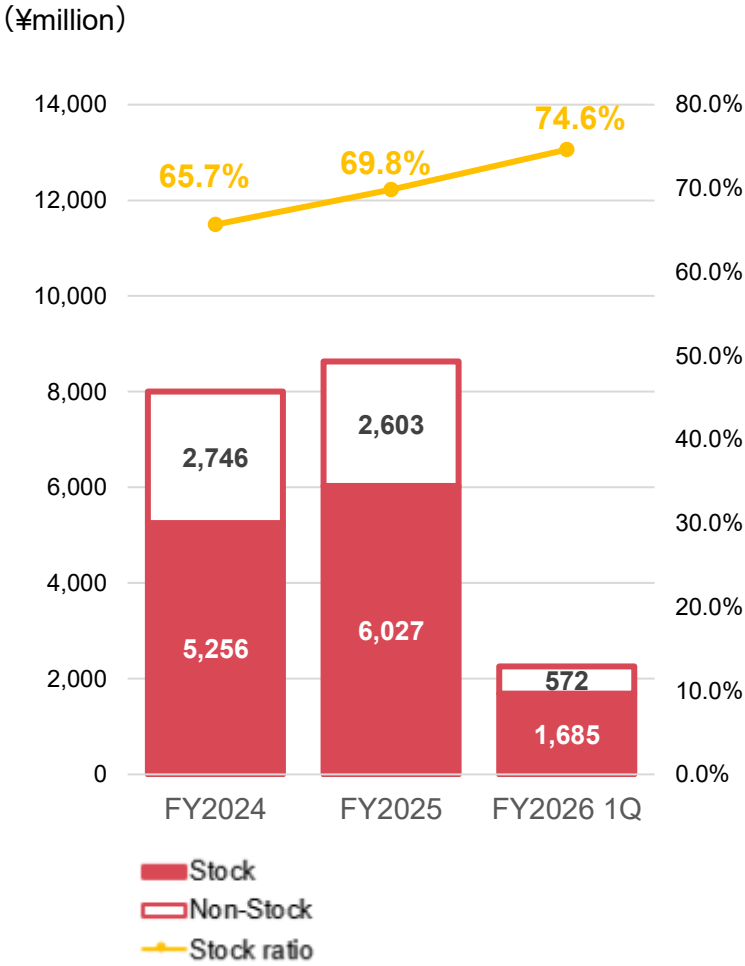
Stock type sales (Recurring revenue) ratio of TECHMATRIX and PSP

- Stock type sales ratio (Techmatrix and PSP) : 84.6%

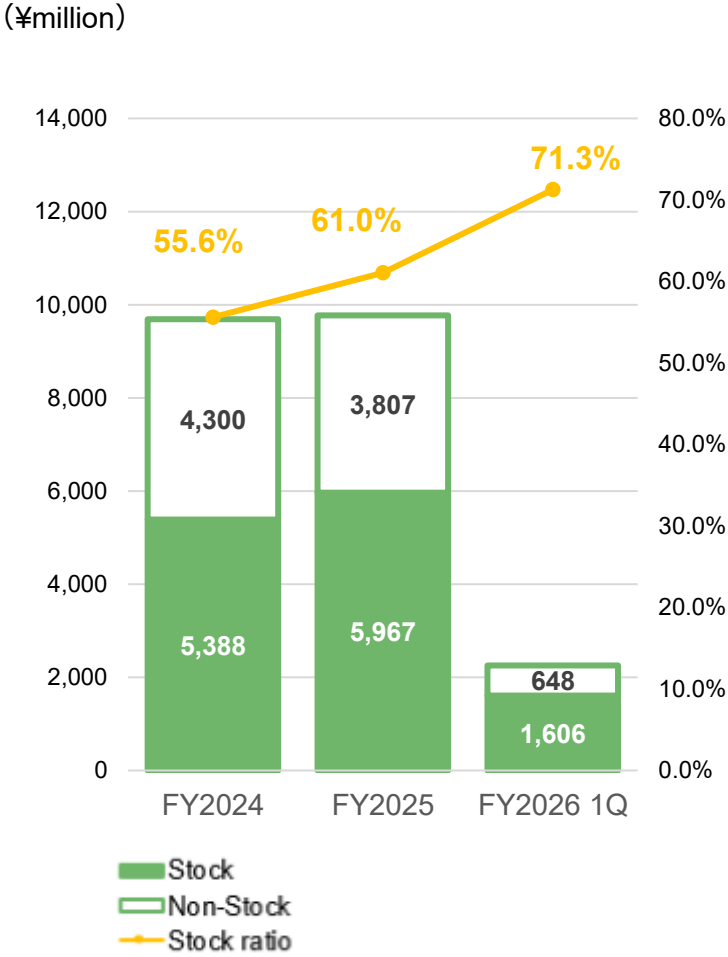
Information Infrastructure Business



Application Services Business



Medical System Business





Consolidated Statement of Financial Position

※Our company adopts a business model where we receive advance payments from customers at the time of contract and make upfront payments for things like license fees, which increases our total assets. The equity ratio may look low structurally, but that's because of the buildup of advance payments that will turn into future revenue.

(¥million)	FY2025	FY2026 1Q		FY2025	FY2026 1Q
Total current assets	101,405	99,215	Total current liabilities	82,780	83,192
Cash and cash equivalents	35,801	31,078	Trade and other payables	2,715	2,602
Trade and other receivables	7,035	5,709	Borrowings	200	204
Other current assets (※)	58,568	62,427	Other current liabilities (※)	79,865	80,384
Total non-current assets	20,126	23,779	Total non-current liabilities	6,070	6,965
Property, plant and equipment	5,426	6,262	Borrowings	1,550	1,510
Goodwill	4,509	7,168	Other non-current liabilities	4,520	5,454
Intangible assets	3,828	4,366	Total liabilities	32,680	32,837
Other non-current assets	6,361	5,982	Share capital and Capital surplus	4,306	4,316
			Treasury shares	△918	△917
			Retained earnings	21,902	21,741
			Other components of equity	1,036	1,119
			Total equity attributable to owners of parent	26,327	26,260
			Non-controlling interests	6,353	6,577
Total assets	121,531	122,995	Total liabilities and equity	121,531	122,995



Changes in Employees

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)
Consolidated total	1,812 (+226)	1,822 (+227)	1,821 (+122)	1,825 (+87)

FY2025	1Q	2Q	3Q	4Q
Non-Consolidated total	652 (+64)	654 (+56)	659 (+54)	666 (+47)

FY2026	1Q	2Q	3Q	4Q
Information Infrastructure	826 (+25)			
Application Service	491 (+30)			
Medical System	516 (+32)			
Corporate (Common)	67 (+1)			
Consolidated total	1,900 (+88)			

FY2026	1Q	2Q	3Q	4Q
Non-Consolidated total	694 (+42)			

※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



- The forecasts announced in May 2026 remains unchanged.

(¥million)

	FY2025	FY2026	YoY	
	Actual	Forecast	Change	Change %
Revenue	71,733	81,800	+10,067	+14.0%
Operating profit	7,760	8,200	+440	+5.7%
Profit margin	(10.8%)	(10.0%)		(△0.8P)
Profit before tax	7,861	8,280	+419	+5.3%
Profit attributable to owners of parent	5,178	5,380	+202	+3.9%



Forecast by segment(Consolidated)

- The forecasts announced in May 2026 remains unchanged.

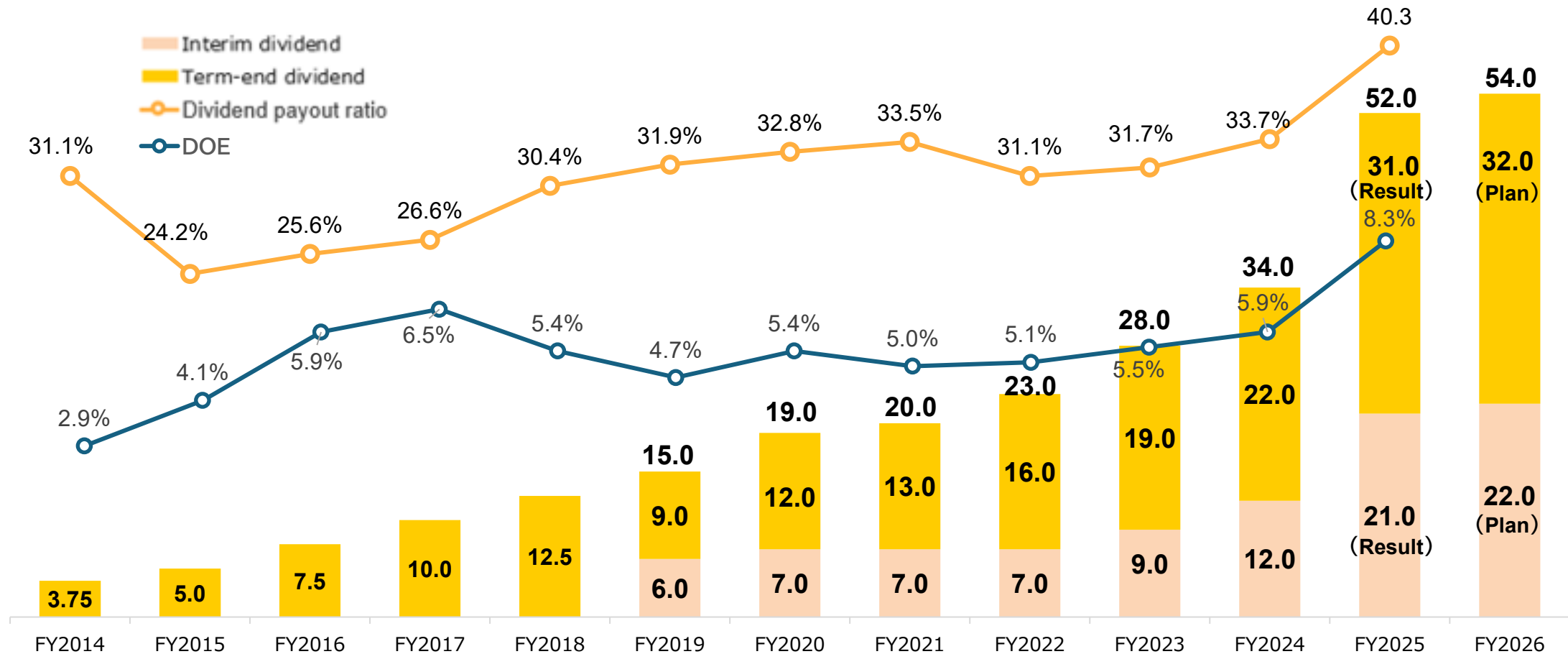
(¥million)

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. Capital allocation to achieve continuous improvement of corporate value

Proof of a Solid Revenue Base and Competitive Advantage in the AI Era



Foresight

Information Infrastructure Business, SE Business

- Discovering and delivering overseas state-of-the-art technologies
- Capabilities in selecting state-of-the-art technologies and an extensive track record in the Japanese market

Business know-how

Medical System Business, CRM Business, EdTech Business

- Delivering best practices tailored to specialized industries and business types as solution packages
- In-depth knowledge of specialized industries and business operations

(Results for the fiscal year ended March 31, 2026)

Accumulation of subscription contracts

Stock type sales ratio *

81.1%

(TechMatrix and PSP)

High profitability driven by a focus on technology and solution packages

**24 consecutive years
of revenue growth**

**12 consecutive years
of profit growth**

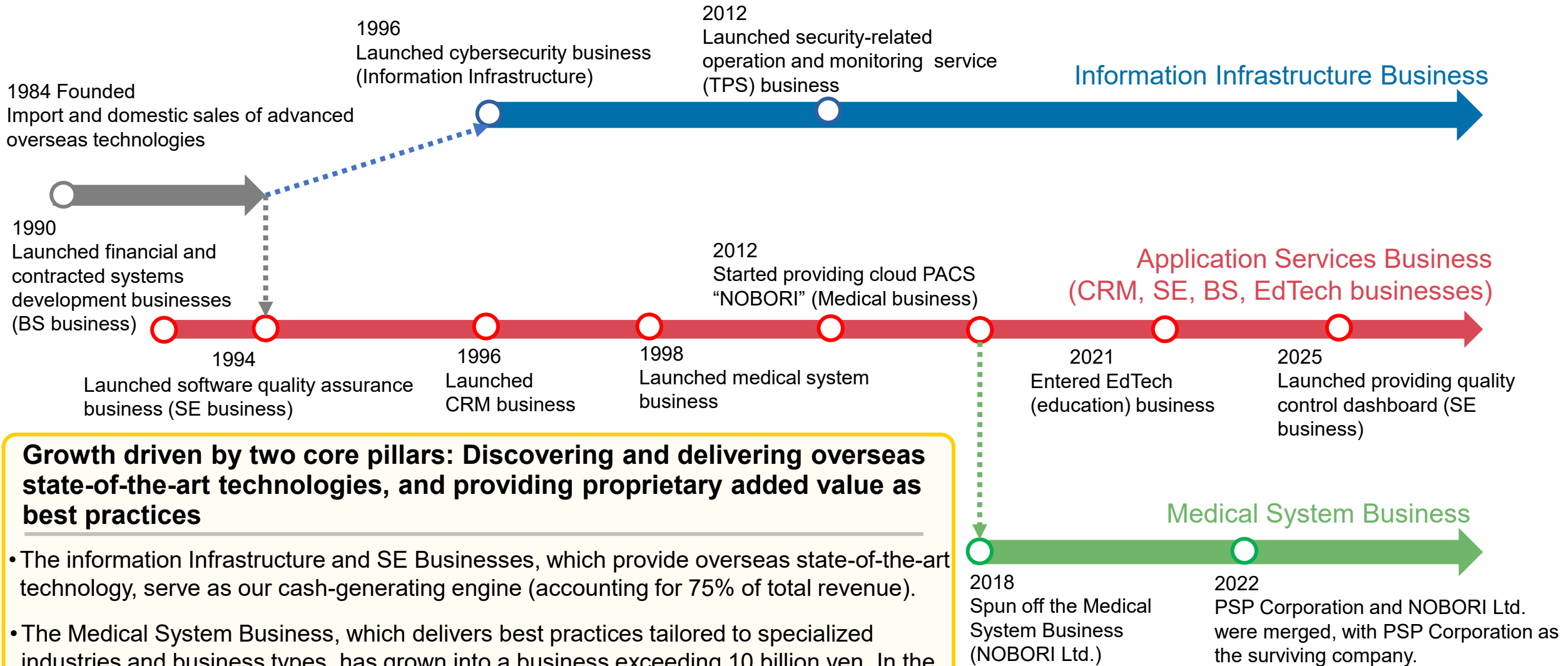
ROE 20.5%

Estimated cost of capital 7%

*Percentage of revenue from ongoing business.



Journey of Evolution into a Solid Recurring Business Model



Growth driven by two core pillars: Discovering and delivering overseas state-of-the-art technologies, and providing proprietary added value as best practices

- The information Infrastructure and SE Businesses, which provide overseas state-of-the-art technology, serve as our cash-generating engine (accounting for 75% of total revenue).
- The Medical System Business, which delivers best practices tailored to specialized industries and business types, has grown into a business exceeding 10 billion yen. In the Application Services Business, the CRM Business has scaled beyond 3.5 billion yen. While the EdTech Business requires upfront investment at this stage, we are developing it into a future growth pillar.



Even in the situation of an Anthropic Shock, our business strengths remain solid.

In early 2026, the launch of autonomous AI agents (e.g., Claude Cowork) by U.S.-based Anthropic PBC triggered a fundamental shift in the role of software, resulting in approximately 42 trillion yen (\$285B) in market capitalization being wiped out from the software market.

1. End of traditional SaaS user-ID-based pricing model and GUIs

- ▶ **No need for GUIs:** We are entering an era where AI agents operate systems directly.
- ▶ **Collapse of ID-based pricing models:** User-based pricing models collapse as AI agents replace humans in task processing.

Impacted businesses are transitioning into “AI-era data foundations” (detailed on Slide 29 CRM Business)

2. Disappearance of low value-added SI businesses

- ▶ **Limits of man-month business model:** The time-based compensation business is no longer viable.
- ▶ **AI-driven in-house development:** As AI replaces coding, development man-hours drop drastically, accelerating in-house development.

Not applicable to our business portfolio

3. Liberation from legacy system maintenance

- ▶ **Automated modernization of legacy languages:** The emergence of tools like Claude Code enables automatic conversion of legacy systems into modern languages, eliminating the need for life-extension and maintenance

Not applicable to our business portfolio

4. Direct replacement of digital labor sourcing

- ▶ **Complete replacement of tasks:** AI agents take over the majority of simple digital tasks, leading to a sharp drop in unit pricing to a fraction of former levels.

Not applicable to our business portfolio



Information Infrastructure Business

- **Control and defense mechanisms** provided by security hardware cannot be replaced by AI.
- The needs for next-generation security solutions and security operations powered with AI are growing.
- New market opportunities are emerging in **AI security**.



CRM Business

- Human involvement remains indispensable for SLA responses **requiring approval** and emotional handling such as complaints.
- We are transitioning toward performance- and volume-based pricing models.
- An evolution into a **data foundation for AI-enabled contact center operations** creates a structure to scale revenue.



SE Business

- In core domains like automotive, **stringent safety and accountability** requirements, including ISO 26262, make complete AI replacement extremely difficult.
- The acceleration brought about by AI-driven development conversely **heightens quality risks**, dramatically increasing demand for verification, testing, and other services.



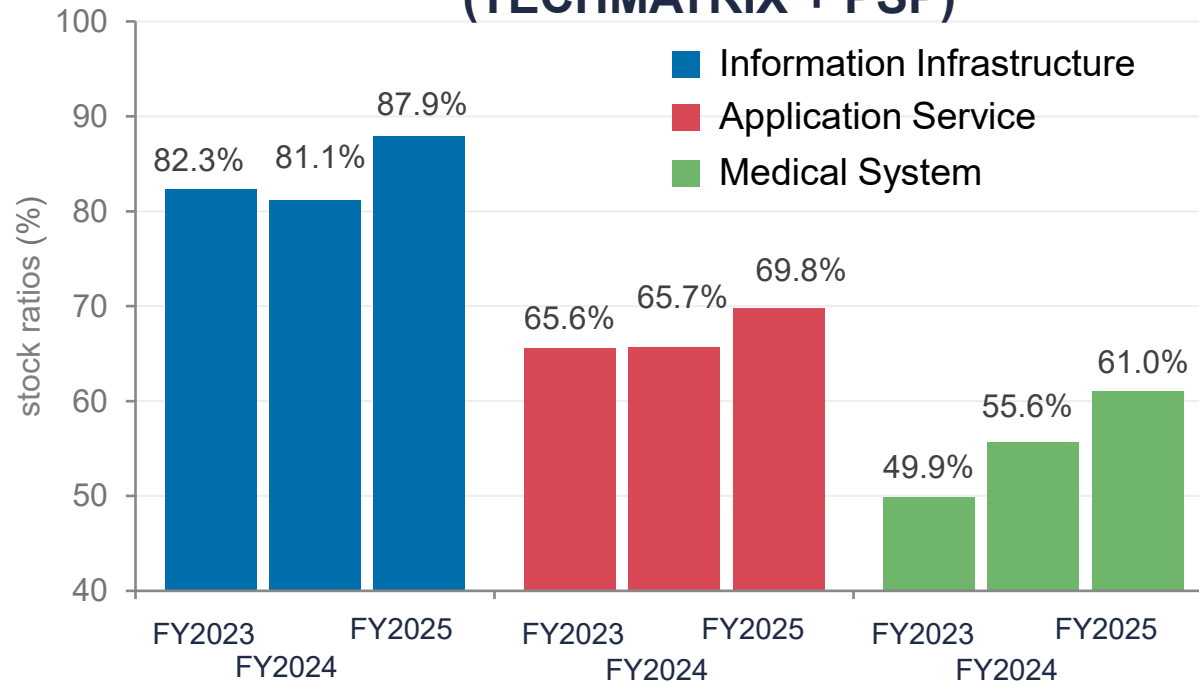
Medical System Business

- Increased processing speed and data volume driven by AI directly boost revenue growth under our **usage and capacity-based pricing models**.
- We are **creating new revenue streams** by proactively embedding AI into our proprietary services and delivering them to the market.

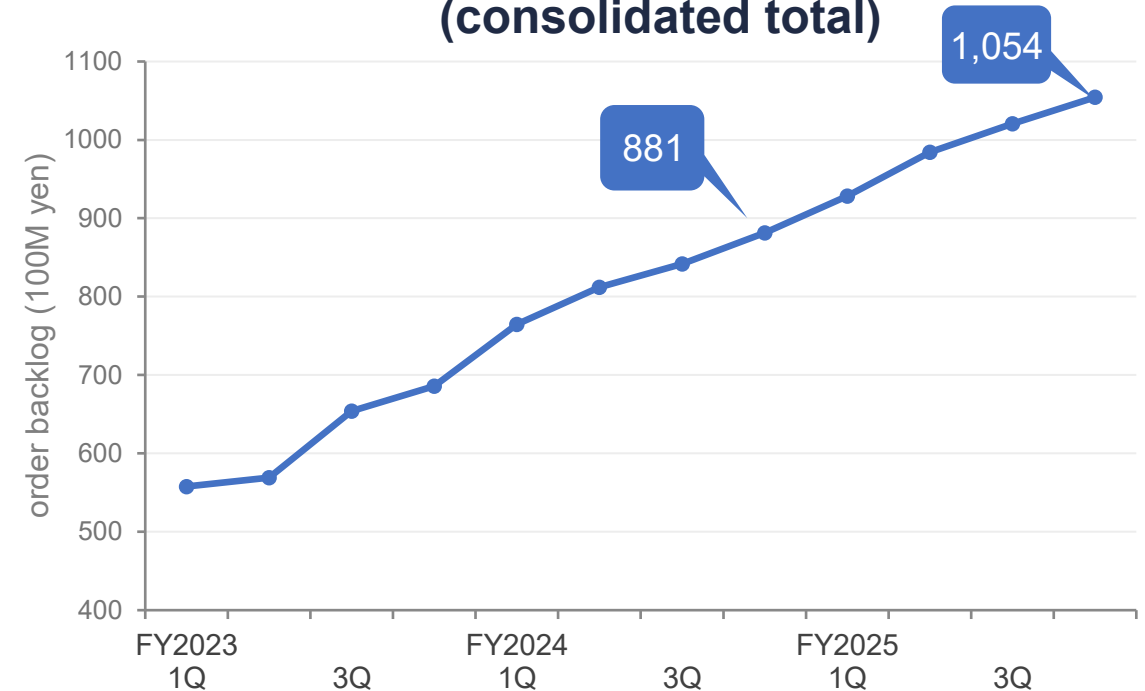


- The strength of a revenue base created by foresight and business know-how

Trends in stock type sales ratios by segment
(TECHMATRIX + PSP)



Quarterly trend of order backlog
(consolidated total)



Company-wide backorders

+19.6%

(FY24→FY25)

Information Infrastructure

+18.9%

Order backlog: 78.8 billion yen

Application Service

+17.4%

Order backlog: 7.1 billion yen

Medical System

+23.6%

Order backlog: 19.4 billion yen



Information Infrastructure

Current situation

(The numbers are last year's results)

- Stock ratio 87.9% (+5.6 points in 3 years)
- Backlog 78.8 billion yen (+18.9%)
- Revenue of 51.6 billion yen and operating profit of 6.6 billion yen, both record highs (+13.2%/+24.9%)



Growth driver

- Expanding the range of products, growing business in the 'AI security' area.
- Enhancing security operation services through AI use and collaboration with Firmus.
- Expanding into ASEAN (Malaysia, Singapore, etc.) centered around Firmus.



Growth Scenario

- A high stock ratio has increased backorders, and the rise in handled products is directly linked to business growth.
- Improving profit margins by expanding the security operations service business

Application Services Business

Current situation

(The numbers are last year's results)

- Stock ratio 69.8% (+4.2 points in 3 years)
- Backlog 7.1 billion yen (+17.4%)
- Revenue hits a record high of 9.8 billion yen (+7.7%), EdTech posts an operating loss due to upfront investments



Growth driver

- Enhancing the added value of CRM through the service commercialization of generative AI technology (such as FastGenie).
- Expansion of products handled in the SE business and deployment of in-house solutions.
- The full-scale expansion of EdTech in public schools.
- Expanding the CRM business in ASEAN and turning it profitable.



Growth Scenario

- The stock ratio has improved for CRM, SE, and EdTech. The backlog of orders keeps growing.
- Reducing sales losses for EdTech and CRM in ASEAN and making AI-related sales a new source of revenue

Medical System Business

Current situation

(The numbers are last year's results)

- Stock ratio 61.0% (+11.1 points in 3 years)
- Backlog 19.4 billion yen (+23.6%)
- Revenue of 10.2 billion yen, operating profit of 1.3 billion yen (+1.1%/+6.1%)



Growth driver

- Accelerating the shift of PACS to the cloud and expanding its share.
- Expansion of new businesses in PHR and pathology fields.
- Expansion of the 'AI Image Diagnosis Support' Platform.
- Business expansion in ASEAN and other countries. (Thailand, Malaysia, Philippines, Nepal, etc.)



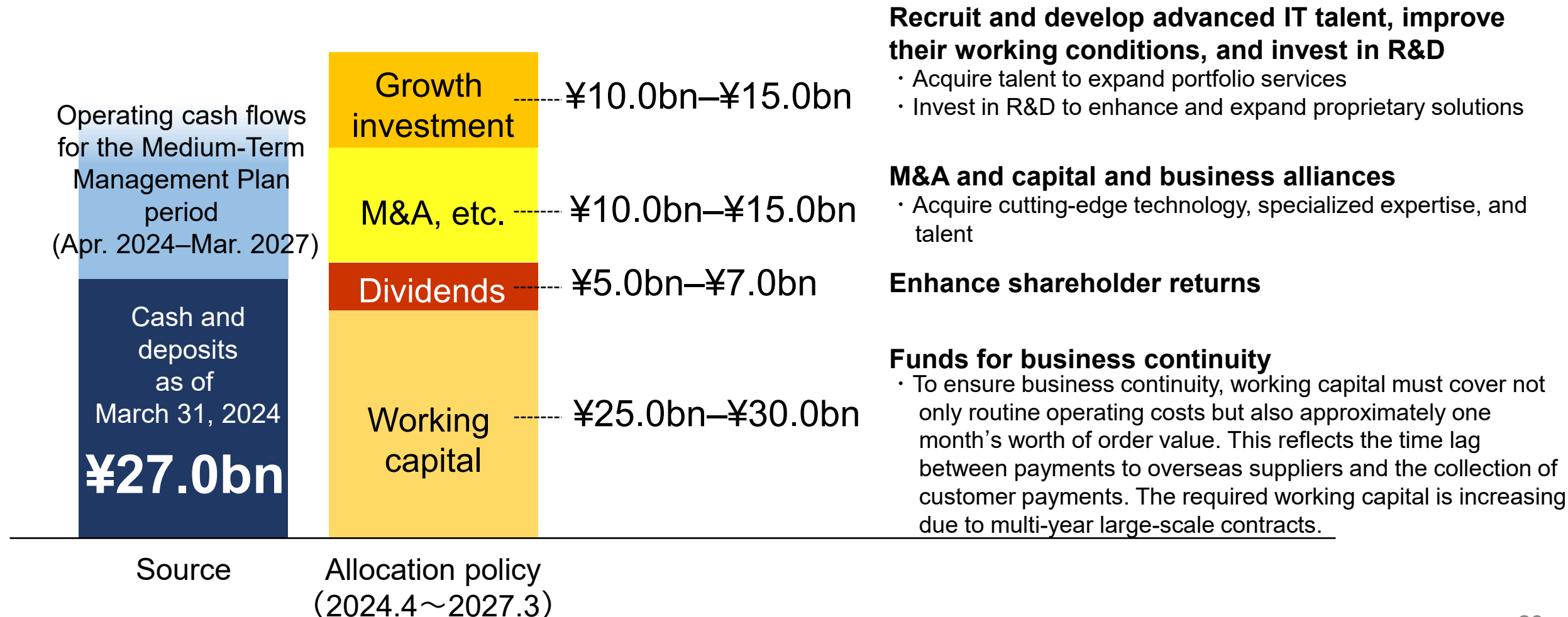
Growth Scenario

- With the shift of PACS to the cloud, the stock ratio has improved, and the backlog of orders has also grown.
- AI image diagnosis and digital pathology are advancing, and revenue contribution is set to accelerate in the next medium-term plan.



The disclosed capital allocation policy

The three-year capital allocation policy for the medium-term management period (FY2024–FY2026) announced in October 2025





Investment Results for the First Two Years of FY2024–FY2026 Medium-Term Management Plan

Invested approx. **17.5 billion yen** over the first two years

Growth investment for human capital

Approx.
10
billion yen

- **Accelerated recruitment and development of advanced IT talent ahead of schedule**, invested through the hiring of over 300 new employees and improvements in working conditions across group companies (**approx. 4.5 billion yen**)
- Drove the **expansion of proprietary solutions**, including feature enhancements such as AI diagnostic support in medical business, development of AI-powered product lines in CRM business, and cloud-based school administration support in EdTech business (**approx. 5.5 billion yen**)

Strategic M&A and R&D

Approx.
7.5
billion yen

Investments serving
as future growth
pillars

- **Executed large-scale investments in Firmus Sdn. Bhd. in November 2024 and Medmain Inc. in March 2026**



1



Growth investment

(Continuing to invest in business growth and aiming for even more revenue growth)

2



M&A, etc.

(Strategic business expansion and achieving discontinuous growth)

3



Shareholder returns (dividends and share buybacks)

(When it comes to share buybacks, we aim to have a total payout ratio of 100%, and if we judge that there's a gap with the market valuation within that target range, we actively carry them out.)

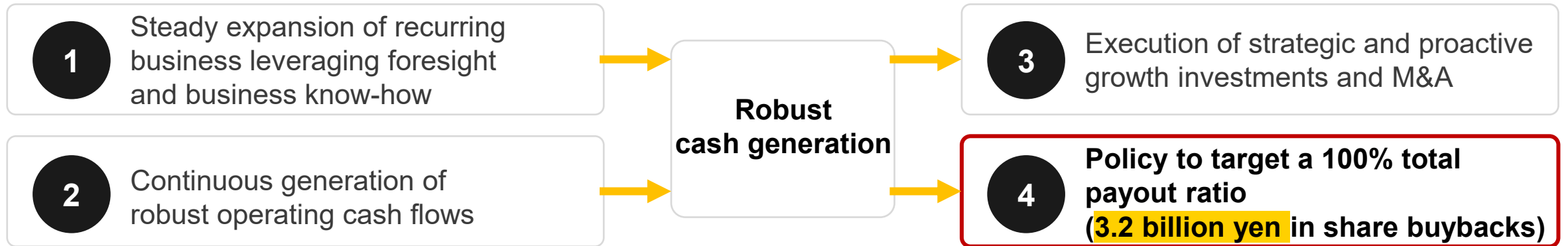


Disciplined capital allocation policy targeting a 100% total payout ratio, while maintaining the principle of prioritizing growth investment and M&A

- Four-year period: FY2026-FY2029 (through the end of the next Medium-Term Management Plan)
- Conduct 3.2 billion yen in share buybacks to achieve a 100% total payout ratio for the current FY

Maintain the current dividend policy targeting the higher of a 40% payout ratio or a 7% DOE

Targeting a 100% total payout ratio in each fiscal year through dividends and flexible share buybacks



- The 100% total payout ratio applies to future net income and is separate from funding for growth investments and M&A
- Continued execution of growth investments and M&A under a 100% total payout ratio policy.
Maintaining financial flexibility through the use of cash on hand (¥25-30 billion working capital buffer) and debt financing as needed
- Further details on capital allocation will be presented with the next Medium-Term Management Plan.



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

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

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

<Contact>

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