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

**August 14, 2026**

**TECHMATRIX CORPORATION（code：3762）**

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# 目次





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



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# Business Highlights for FY2026 1Q（Consolidated)

- **Key KPIs（Consolidated）**

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



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# Business Highlights for FY2026 1Q (Consolidated)

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

(¥million)

| *FY2025 1Q=2025.4～2025.6<br>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.



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# 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% |



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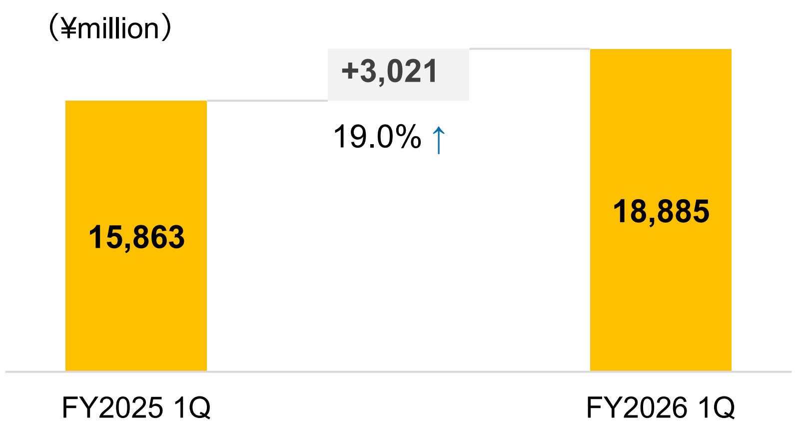
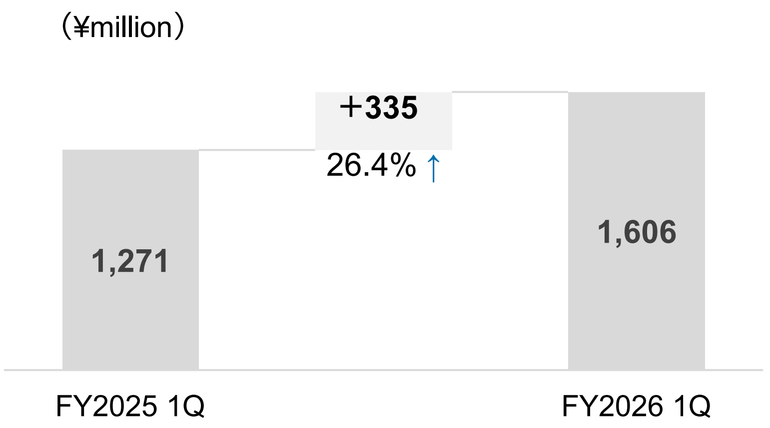
# Business Highlights for FY2026 1Q (Consolidated)

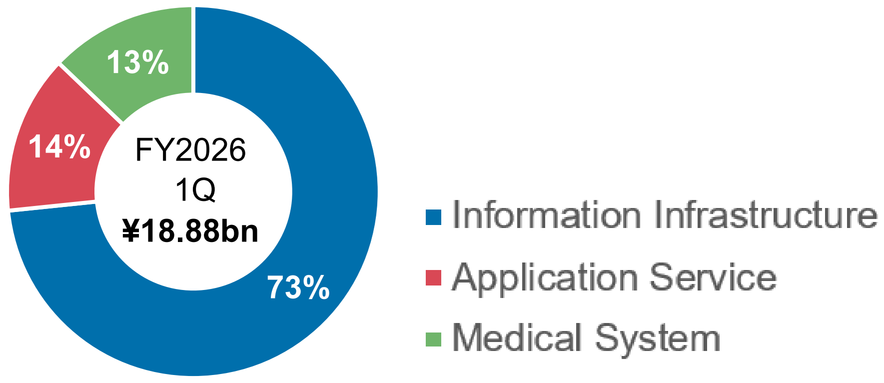
## Revenue



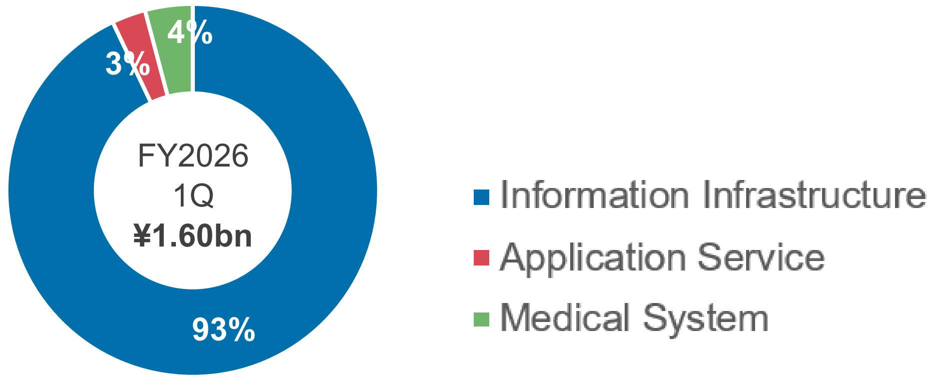

## Operating profit




## Revenue breakdown




## Operating profit breakdown



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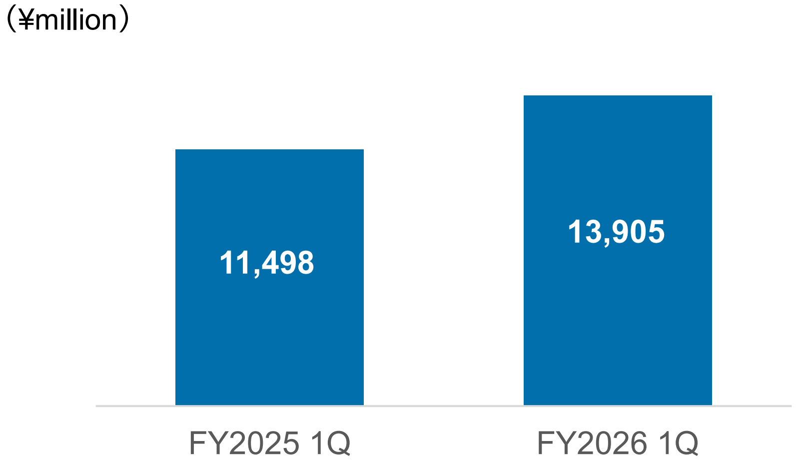
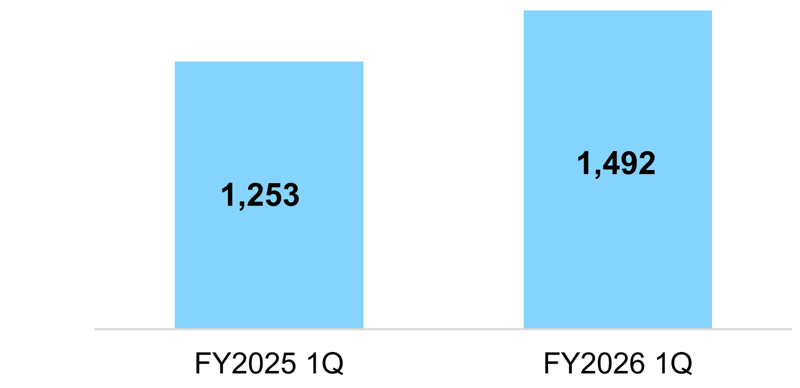
# Business Highlights for FY2026 1Q by Segment (Consolidated)
## Information Infrastructure Business

TechM@trix

**Revenue**




**Operating Profit**




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

**YoY**

**Revenue**

**+2,406 milllion 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 milllion yen　+19.1 %**

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

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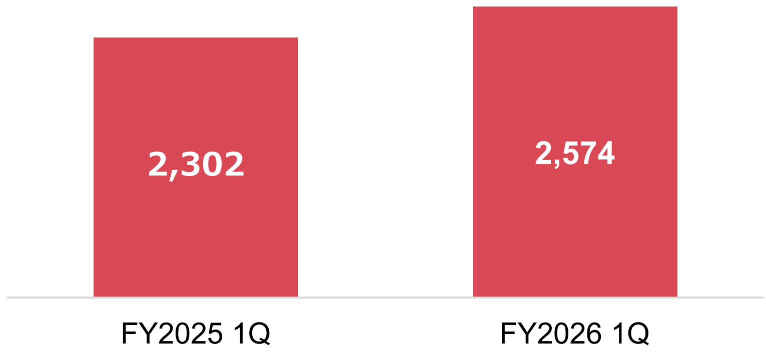
# Business Highlights for FY2026 1Q by Segment (Consolidated)

## Application Service Business

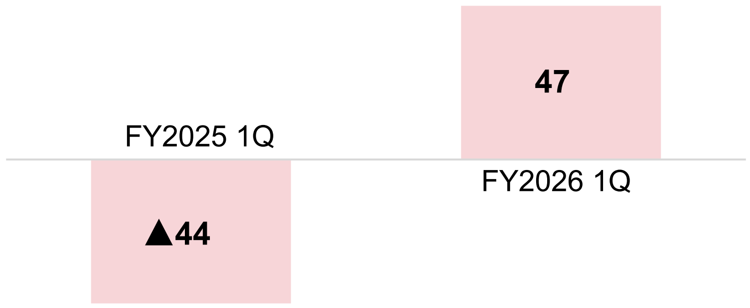
TechM@trix

**Revenue**

(¥million)




**Operating profit**




## Revenue and Operating profit increased YoY.

YoY

**Revenue**

**+271 milllion 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 milllion yen　— %**

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

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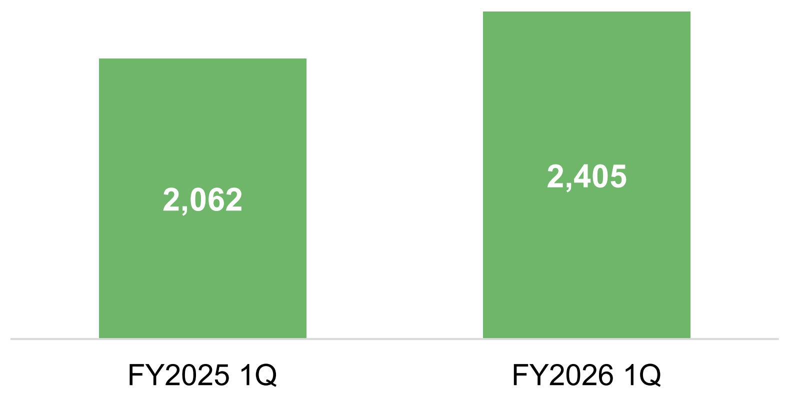
# Business Highlights for FY2026 1Q by Segment (Consolidated)

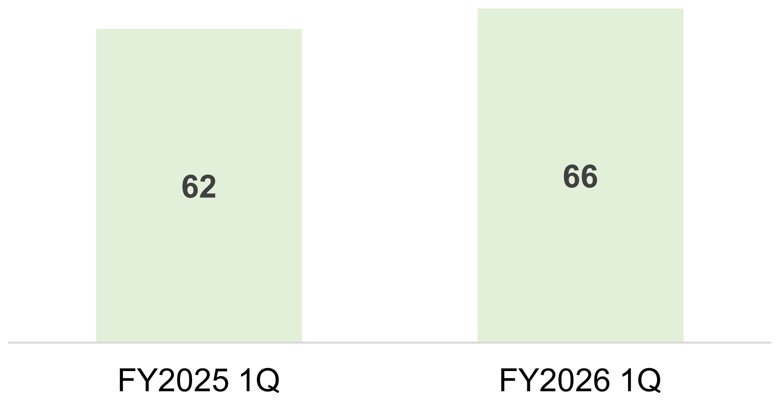
## Medical System Business

**Revenue**

(¥million)




**Operating profit**




**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 milllion 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 milllion yen** **+ 6.2 %**

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

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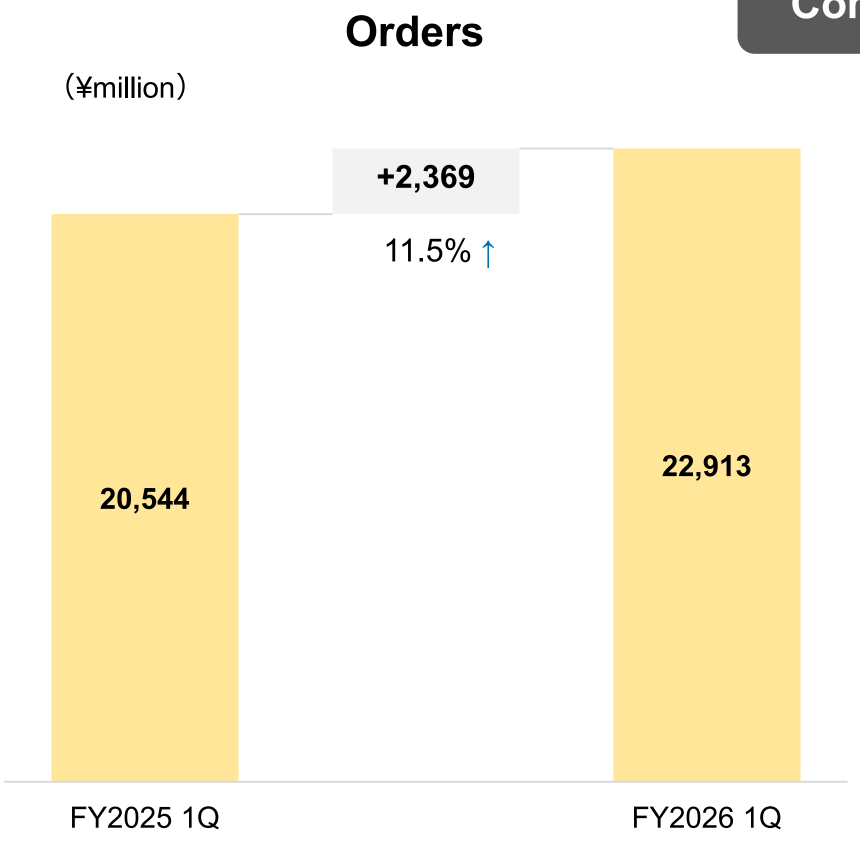
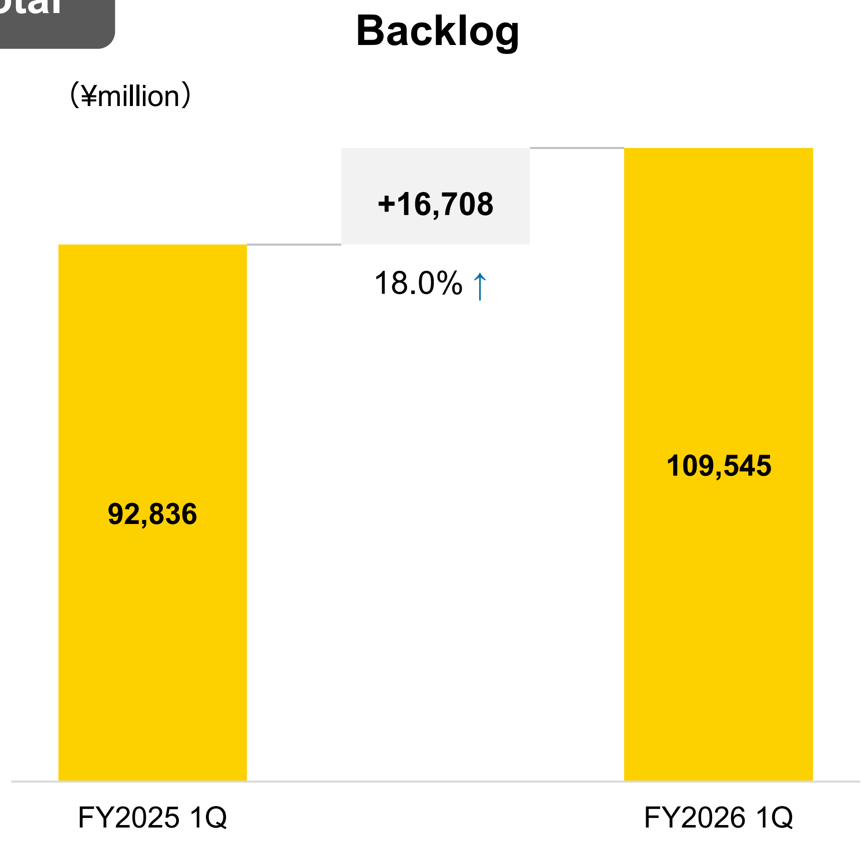
# Booking and Backlog for FY2026 1Q (Consolidated)

- 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.

**Company-wide total**

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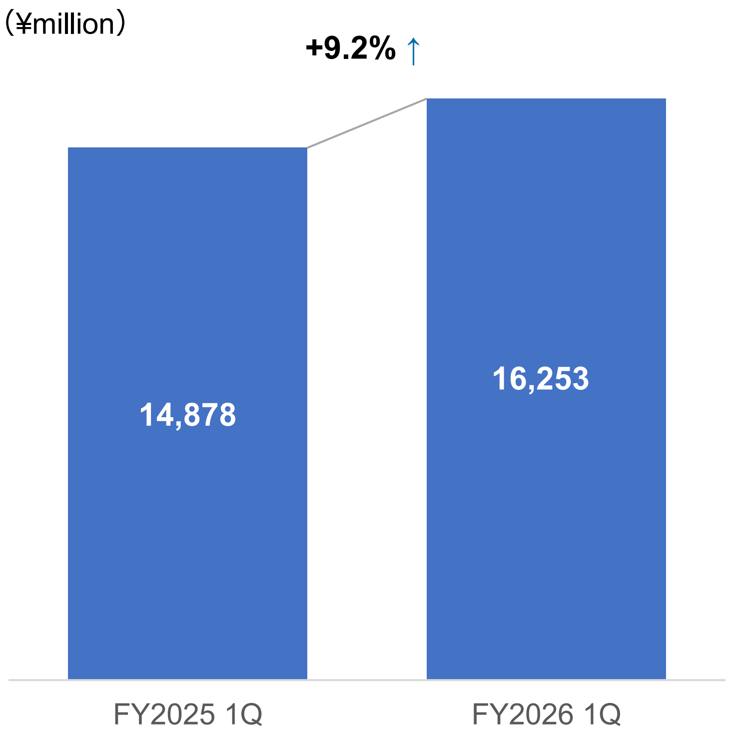
# Booking by Segment for FY2026 1Q (Consolidated)

**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.

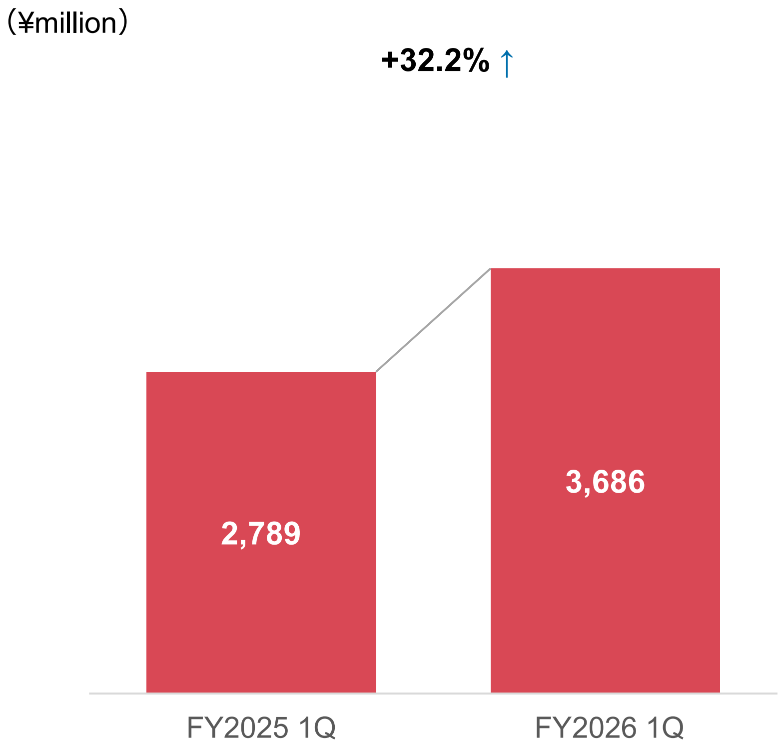
**Application Service Business** | The CRM field, software quality assurance field, and Business solution field are performing well.

**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.

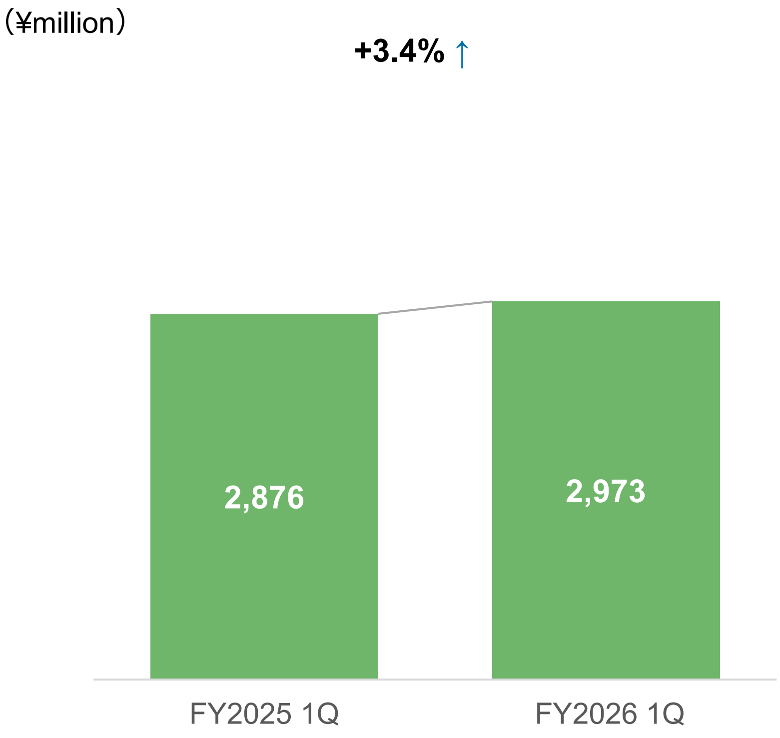
## Information Infrastructure Business




## Application Services Business




## Medical System Business



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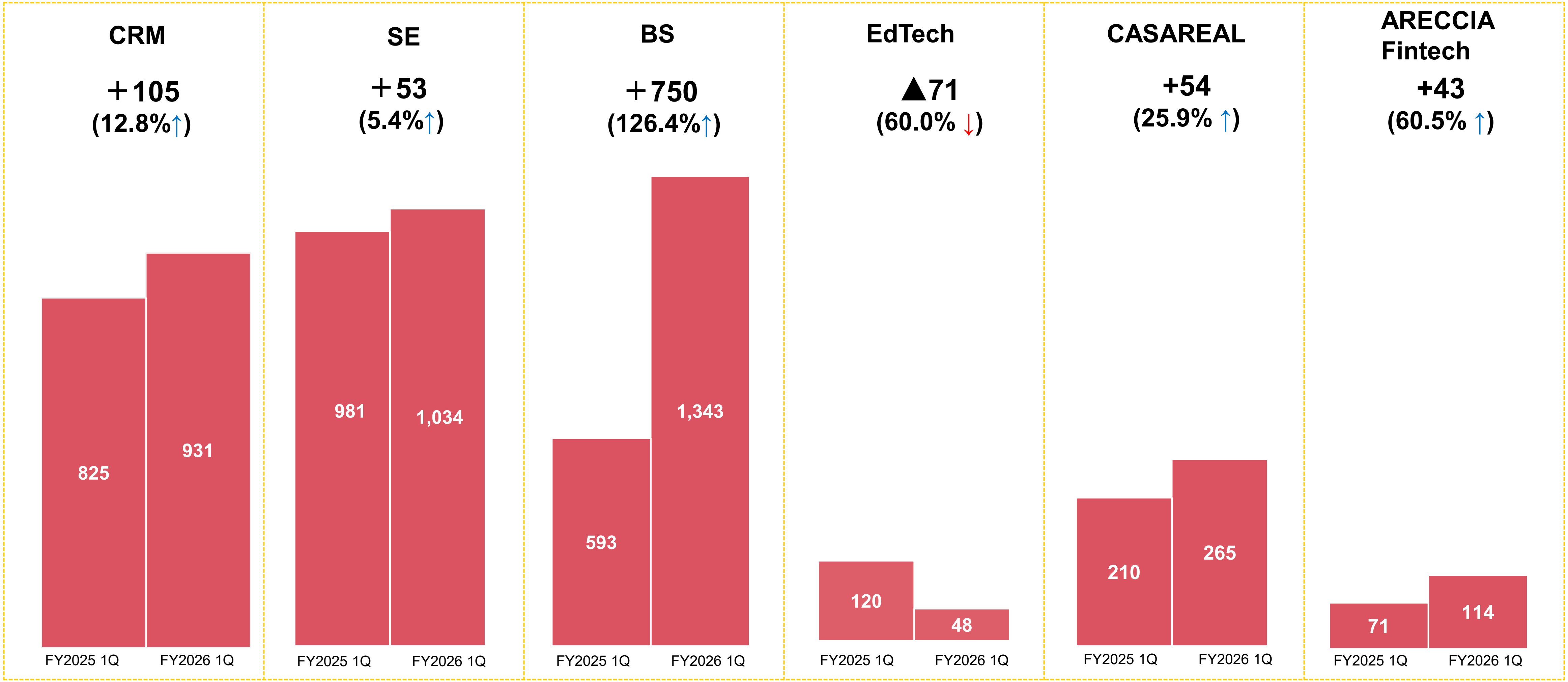
# Booking for FY2026 1Q by Field (Consolidated)

## 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



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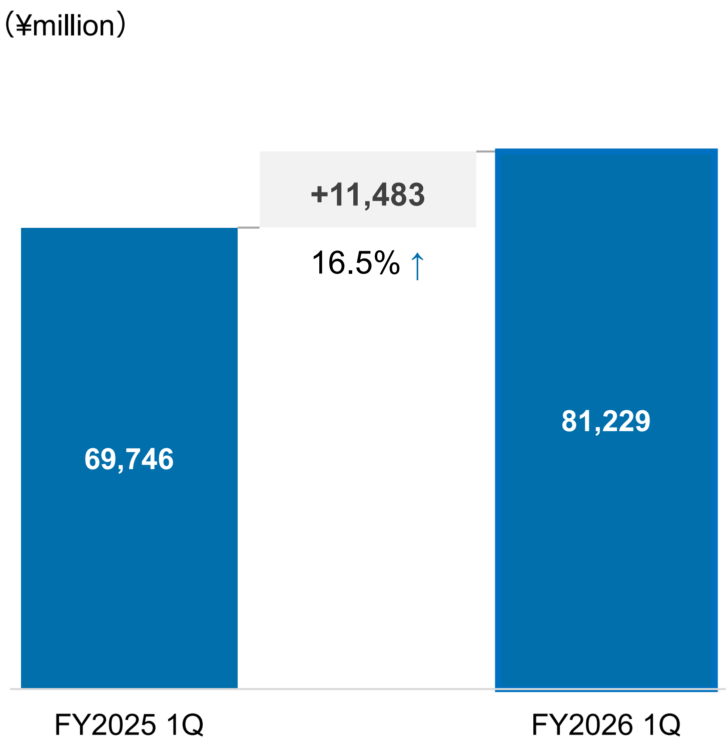
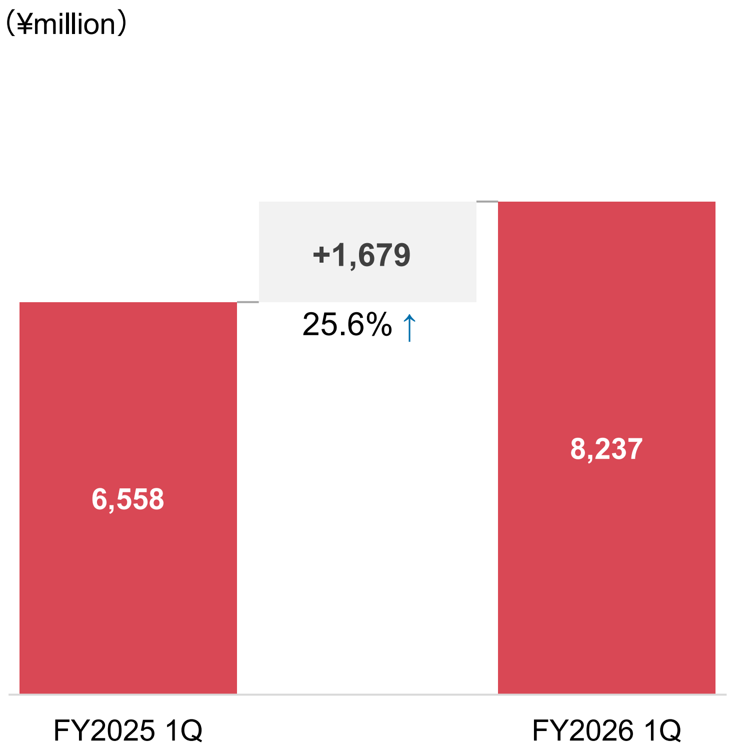
# Backlog by Segment for FY2026 1Q (Consolidated)

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

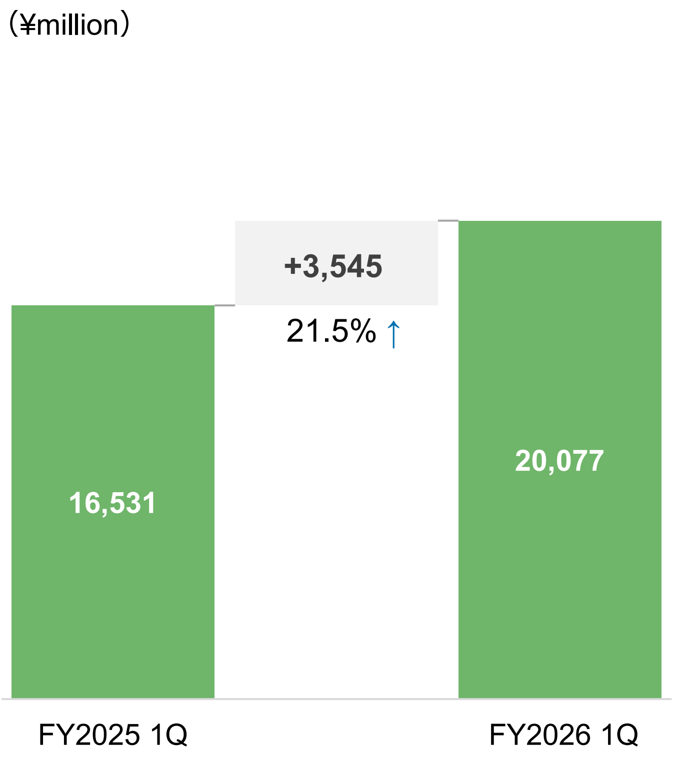
## Information Infrastructure Business




## Application Services Business




## Medical System Business



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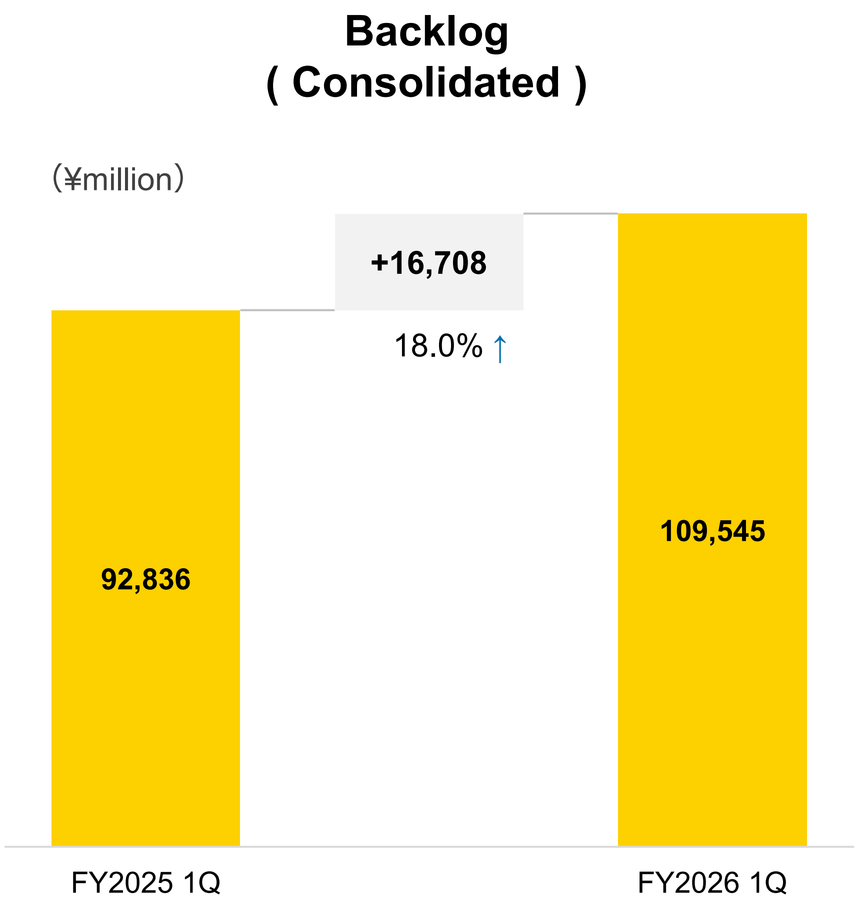
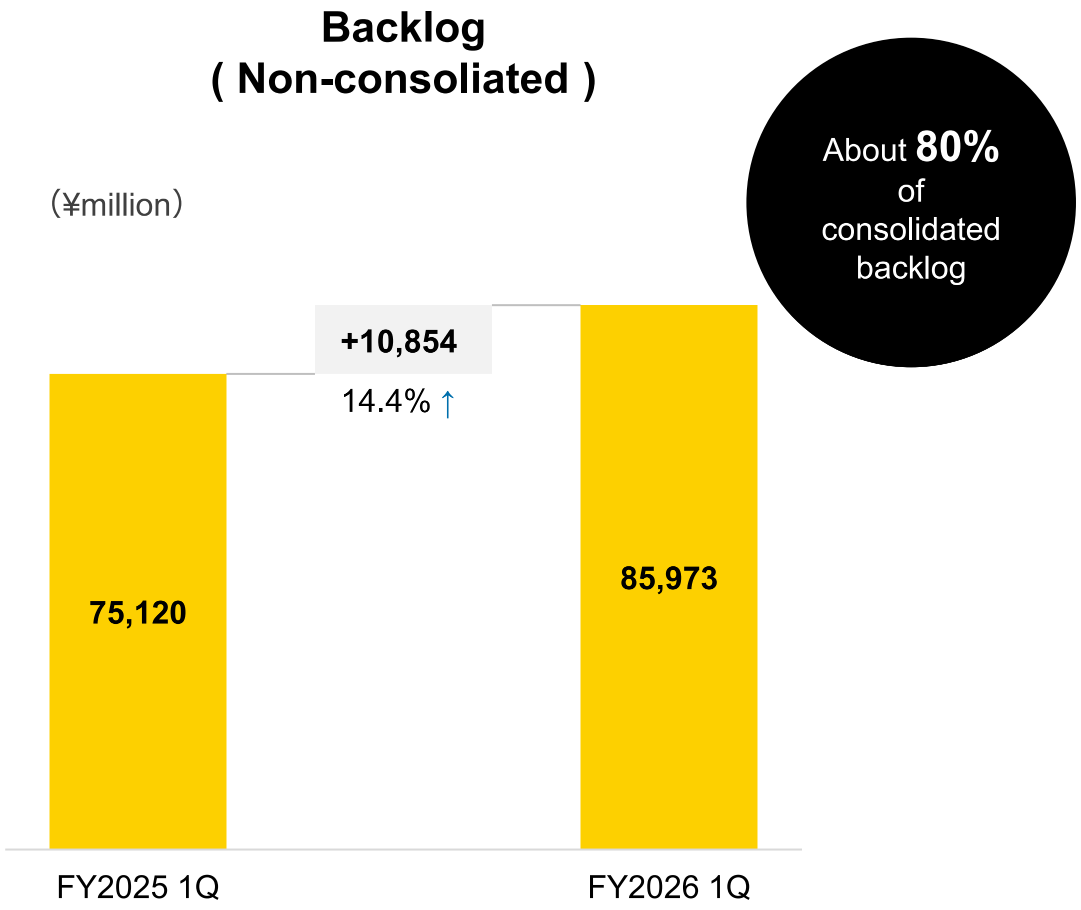
# Backlog for FY2026 1Q (Non-Consolidated)

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



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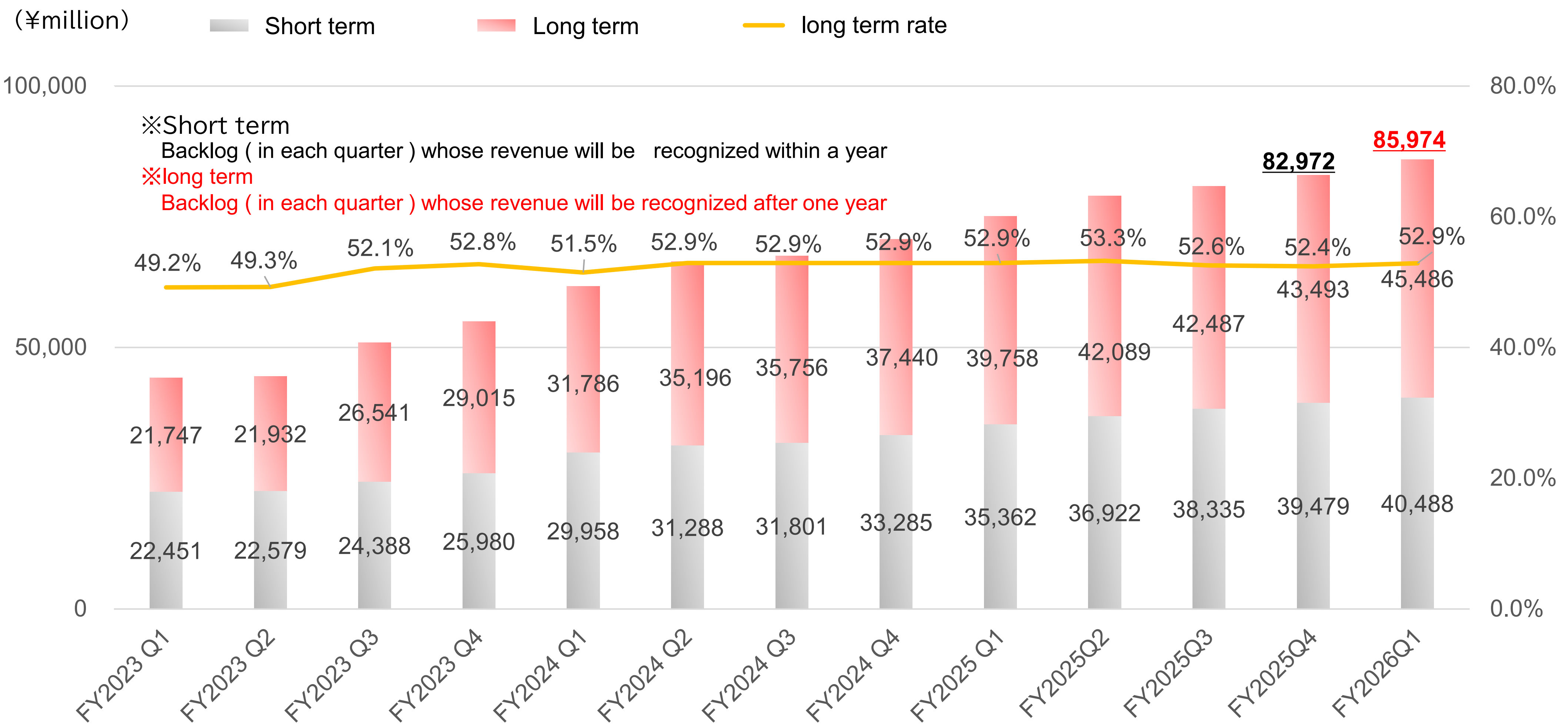
# Backlog for FY2026 1Q ( Non-Consolidated )

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



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# Weather chart by Segment (Based on revenue) for FY2026 1Q

| Information Infrastructure Business |  ＋10% and over  ＋5% ~ +10%  within±5%  within△10%  under△10% | YoY |
|---|---|---|
| Next-Generation Firewall / SASE / XDR / SOAR ( Palo Alto ) | • In addition to conventional cloud-based security products, cross-selling of AI powered SOC automation solutions has progressed.<br>• The stock-type business is steadily accumulating, and sales are increasing. |  |
| Next-Generation Mail security( ProofPoint ) | • Revenue increased due to building up a stock of cloud-based solutions that use DMARC to deal with phishing emails. |  |
| 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 ) | • Revenue has grown through the accumulation of medium-sized projects, mainly in the media and entertainment industry. |  |
| Load balancers ( F5 ) | • Revenue for application delivery / load balancer ( EDGE) increased as a result of the winning a major replacement project. |  |
| Personal Authentication Systems & Forensic Products ( RSA ) | • Revenue decreased due to a decrease in new RSA ID Plus (formerly SecurID) projects. |  |
| Security-related operation and monitoring services ( TPS ) | • Revenue for TPS remained steady, which was stimulated by increasing demands for cloud-based security products. |  |
| Other security products | • Strong demands for Web application vulnerability assessment tool. |  |
| CROSS HEAD & OCH | • CROAA HEAD：Revenue increased through Email security-related products are doing well.<br>• OCH：Sales increased due to orders for the new lineup of the latest UTM products. |  |
| Firmus | • New orders for the security solutions business are doing really well.<br>Revenue increased due to the accumulation of stock projects. |  |

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# Weather chart by Segment (Based on revenue) for FY2026 1Q

TechMatrix

| Application Services Business | ＋10% and over / ＋5% ~ +10% / within±5% / within△10% / under△10% | YoY |
|---|---|---|
| CRM field | • Market environment is favorable. Revenue increased due to the accumulation of new stock orders, the proportion of stock in sales has increased. | |
| Software Quality Assurance field | • Strong demands for testing tools, especially in the automotive industry.<br>• Revenue increased due to the accumulation of new stock orders, the proportion of stock in sales has increased. | |
| Business Solution field | • Academic and public solutions are doing well, and revenue are growing. | |
| EdTech field | • Increased revenue significantly due to deployment to public schools in addition to private schools that offer advanced education and the accumulation of projects | |
| CASAREAL | • Sales decreased due to a backlash from landing a big project in the previous term. | |
| ARECCIA Fintech | • Revenue decreased compared to the same period last year. | |

| Medical System Business | ＋10% and over / ＋5% ~ +10% / within±5% / within△10% / under△10% | YoY |
|---|---|---|
| PSP | • Continuous cloud shifts have increased the number of cloud-based PACS contracts, boosting revenue.<br>• New contracts, renewals, and replacements of cloud-based PACS were all steady. | |
| Ichigo | • Maintained stable sales growth for teleradiology and telepathology and exceeded the plan. | |
| A-Line | • Expanded the installation of radiation dose management systems for medical institutions due to the increased willingness of medical institutions to invest in safety management systems for medical radiation. | |



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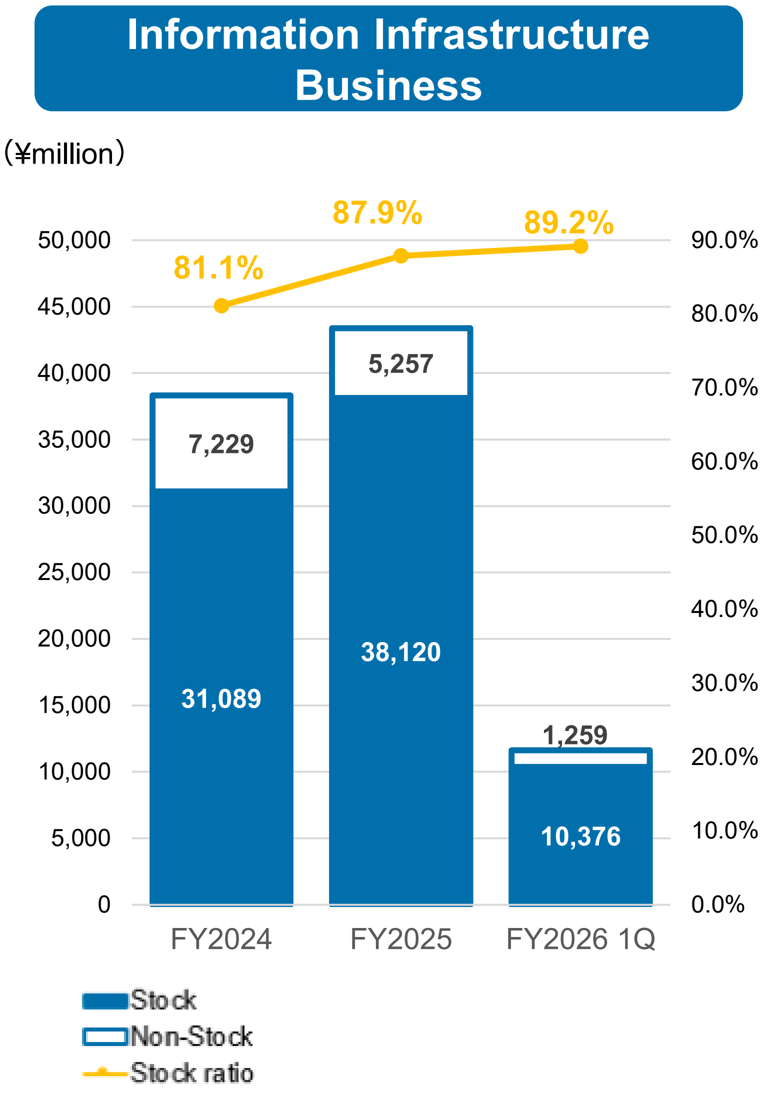
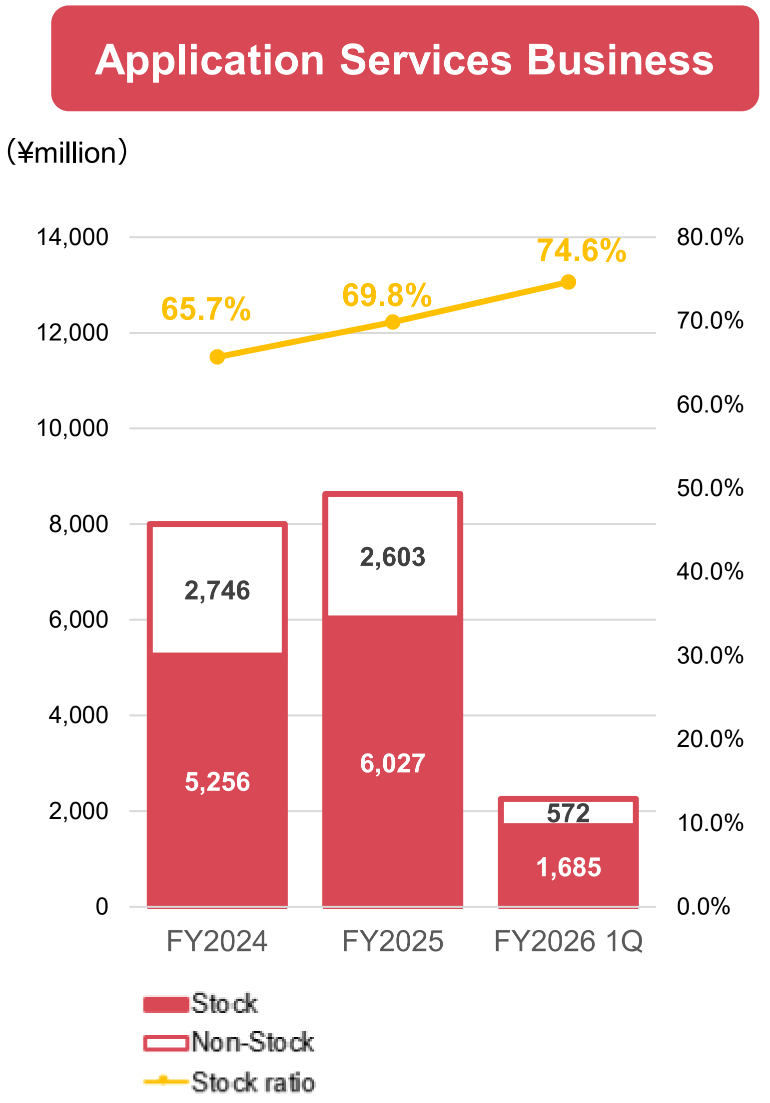
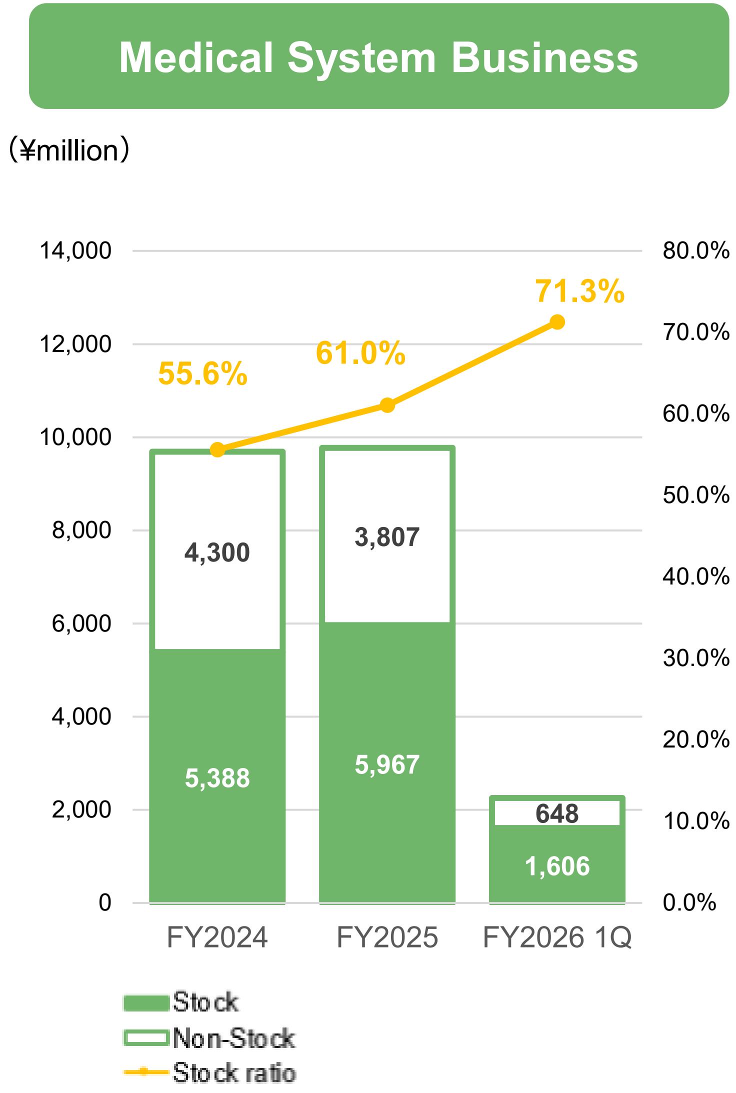
# Stock type sales (Recurring revenue) ratio of TECHMATRIX and PSP

TechMatrix

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



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# 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 |
|---|---|---|
| **Total current assets** | **101,405** | **99,215** |
| Cash and cash equivalents | 35,801 | 31,078 |
| Trade and other receivables | 7,035 | 5,709 |
| Other current assets (※) | 58,568 | 62,427 |
| **Total non-current assets** | **20,126** | **23,779** |
| Property, plant and equipment | 5,426 | 6,262 |
| Goodwill | 4,509 | 7,168 |
| Intangible assets | 3,828 | 4,366 |
| Other non-current assets | 6,361 | 5,982 |
| **Total assets** | **121,531** | **122,995** |

| | FY2025 | FY2026 1Q |
|---|---|---|
| **Total current liabilities** | **82,780** | **83,192** |
| Trade and other payables | 2,715 | 2,602 |
| Borrowings | 200 | 204 |
| Other current liabilities (※) | 79,865 | 80,384 |
| **Total non-current liabilities** | **6,070** | **6,965** |
| Borrowings | 1,550 | 1,510 |
| Other non-current liabilities | 4,520 | 5,454 |
| **Total liabilities** | **32,680** | **32,837** |
| 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 liabilities and equity** | **121,531** | **122,995** |

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# 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) |

| 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) | | | |

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

| 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.



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# 2. Forecast for Fiscal Year ending March31, 2027



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# Consolidated Financial Forecast

- **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% |



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# 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% |

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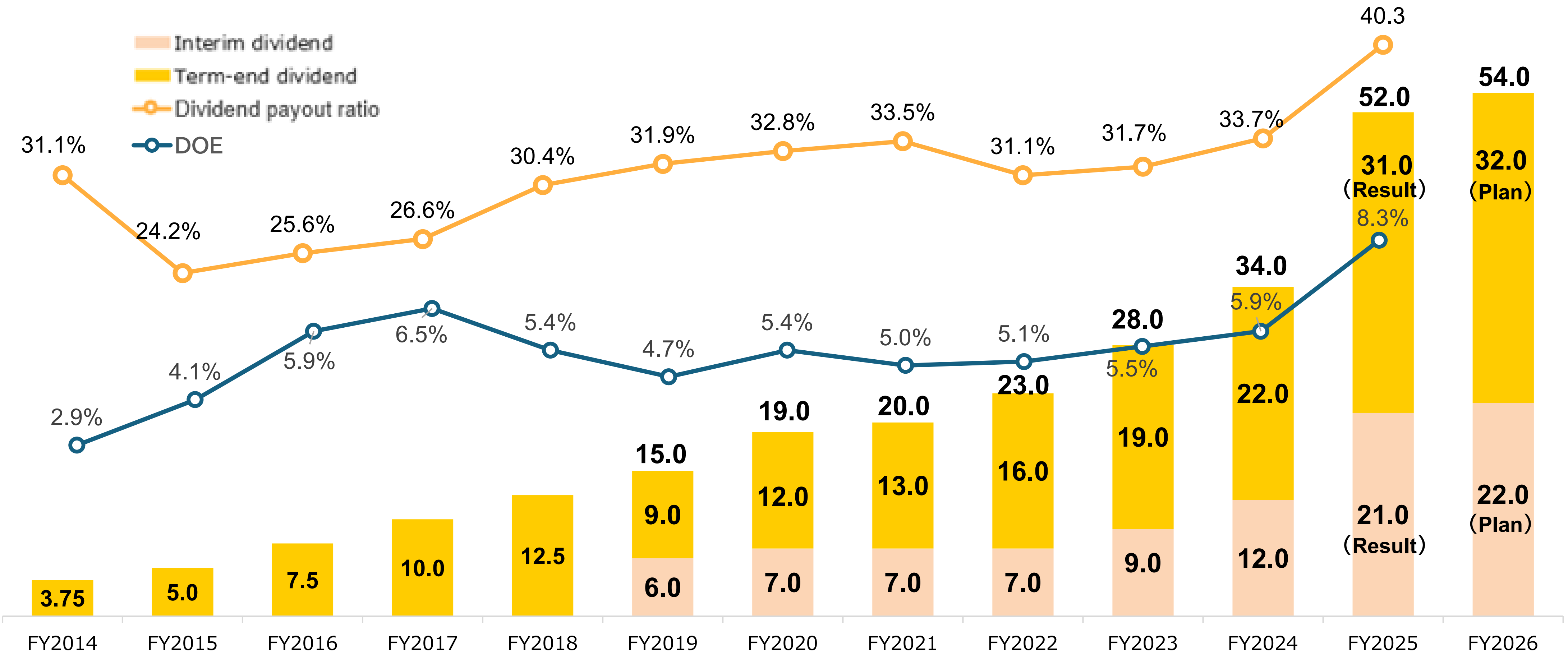
# Shareholder Rturns Dividend

## 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).



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# 3. Capital allocation to achieve continuous improvement of corporate value

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


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# Solid Revenue Base and Evolution into Recurring Business Model

## 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.



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# Journey of Evolution into a Solid Recurring Business Model

TechM@trix

1984 Founded
Import and domestic sales of advanced overseas technologies

1990
Launched financial and contracted systems development businesses (BS business)

1994
Launched software quality assurance business (SE business)

1996
Launched cybersecurity business (Information Infrastructure)

1996
Launched CRM business

1998
Launched medical system business

2012
Launched security-related operation and monitoring service (TPS) business

2012
Started providing cloud PACS "NOBORI" (Medical business)

2018
Spun off the Medical System Business (NOBORI Ltd.)

2021
Entered EdTech (education) business

2022
PSP Corporation and NOBORI Ltd. were merged, with PSP Corporation as the surviving company.

2025
Launched providing quality control dashboard (SE business)

Information Infrastructure Business

Application Services Business (CRM, SE, BS, EdTech businesses)

Medical System Business

**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.



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

TechMatrix

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**



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# Even as AI Evolves, Our Growth Continues Accelerating

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## 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.



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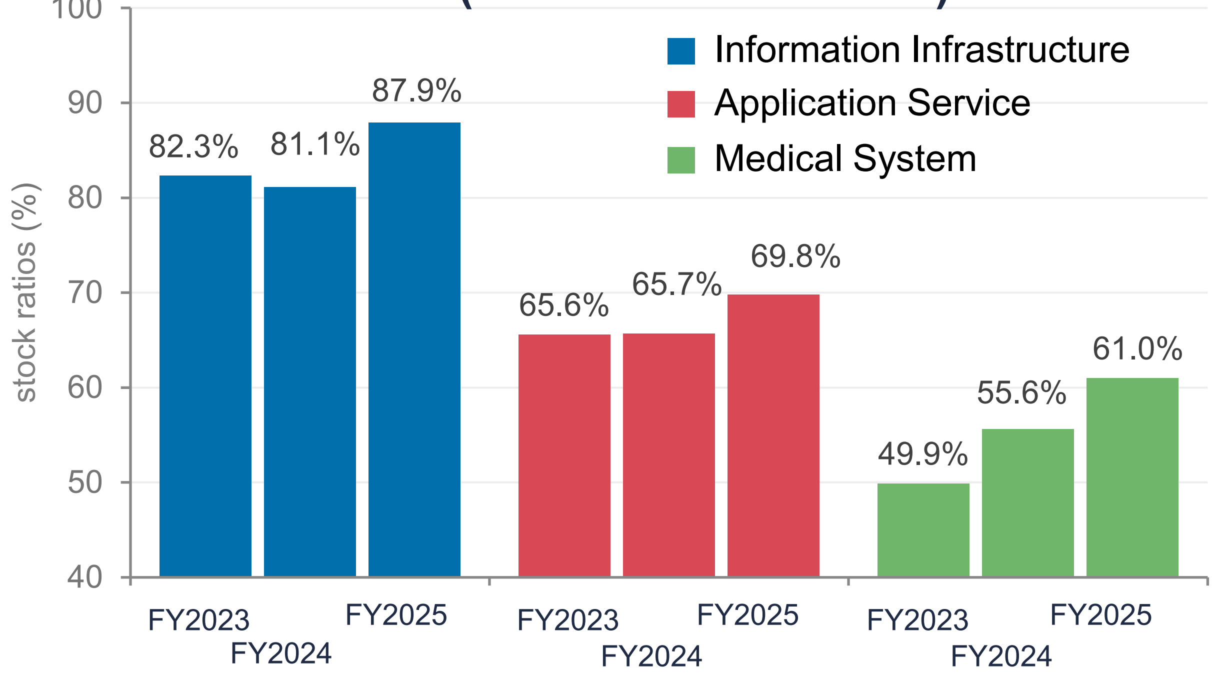
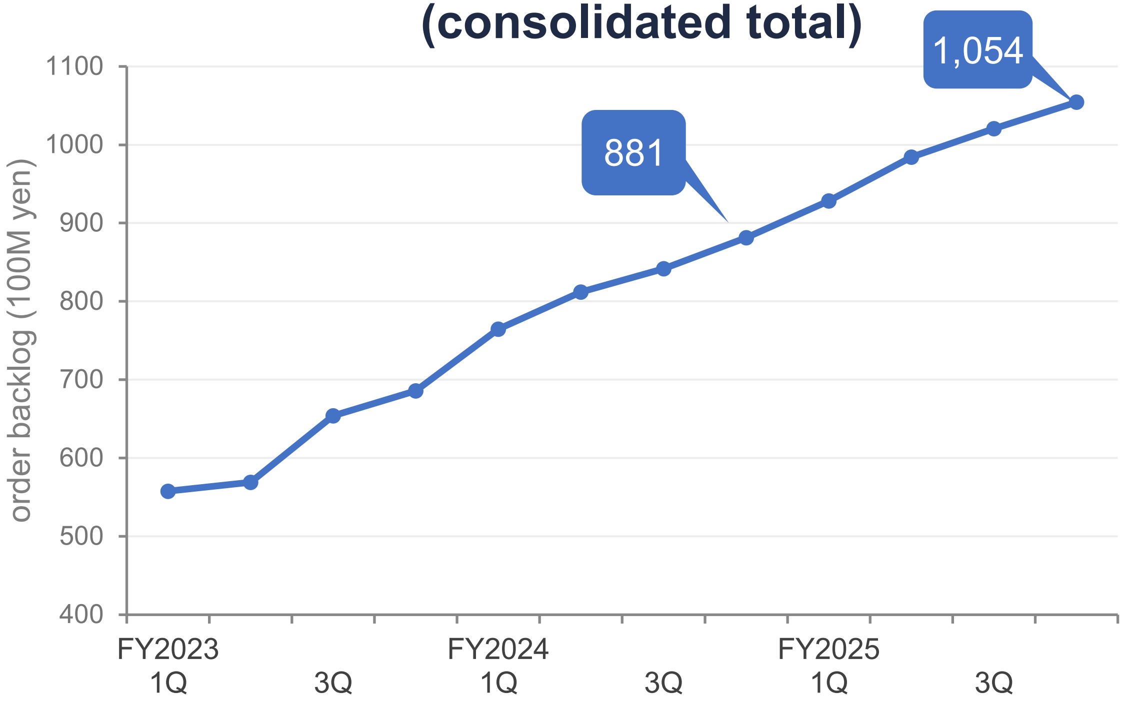
# Time-series of stock ratio and order backlog growth

- 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 | Information Infrastructure | Application Service | Medical System |
|---|---|---|---|
| **+19.6%** | **+18.9%** | **+17.4%** | **+23.6%** |
| (FY24→FY25) | Order backlog: 78.8 billion yen | Order backlog: 7.1 billion yen | Order backlog: 19.4 billion yen |



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# Growth Drivers and Further Growth Scenarios

TechMatrix

## 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.

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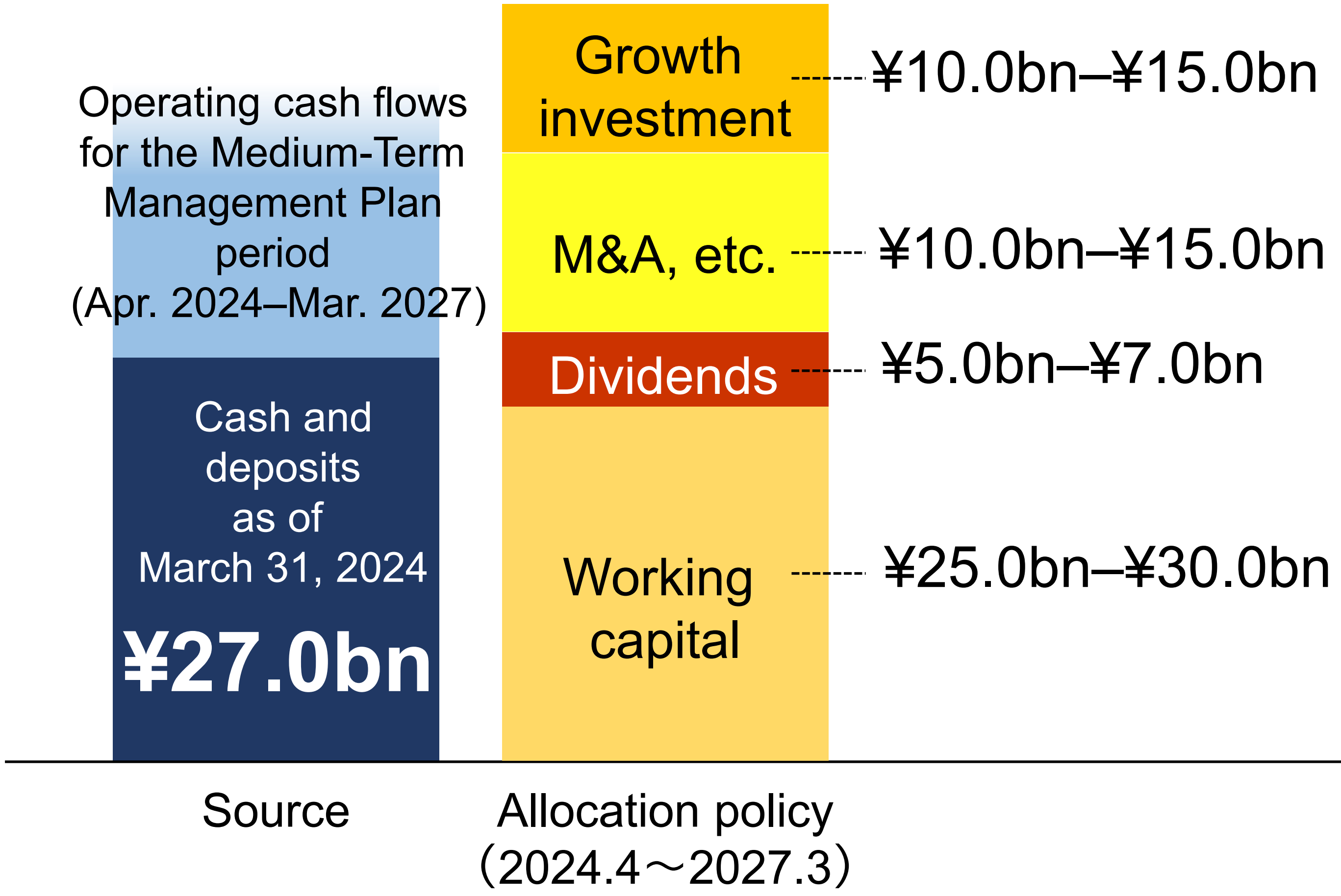
# The disclosed capital allocation policy

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




**Recruit and develop advanced IT talent, improve their working conditions, and invest in R&D**

・Acquire talent to expand portfolio services.

・Invest in R&D to enhance and expand proprietary solutions.

**M&A and capital and business alliances**

・Acquire cutting-edge technology, specialized expertise, and talent.

**Enhance shareholder returns**

**Funds for business continuity**

・To ensure business continuity, working capital must cover not only routine operating costs but also approximately one month's worth of order value. This reflects the time lag between payments to overseas suppliers and the collection of customer payments. The required working capital is increasing due to multi-year large-scale contracts.



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

TechM@trix

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.**



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# Future commitments: prioritizing and disciplined giving

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. )



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# Balancing growth and shareholder returns

**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

1. Steady expansion of recurring business leveraging foresight and business know-how
2. Continuous generation of robust operating cash flows

→ **Robust cash generation** →

3. Execution of strategic and proactive growth investments and M&A
4. **Policy to target a 100% total payout ratio (3.2 billion yen in 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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# EOF

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# (Reference)
## Medium-Term Management Plan
## "Creating Customer Value in the New Era"

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# 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.



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


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# 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** × **Business know-how** = **A better future**

**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.



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# 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



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# New Medium-Term Management Plan

## the New Era

| Decrease in the working population | × | Emergence of new technology | × | corporate social responsibility |
|---|---|---|---|---|
|  | |  | |  |



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# 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)



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# New Medium-Term Management Plan: Focus Areas

Information Infrastructure | Application Service | Medical System

| | Existing products and services | New products and services |
|---|---|---|
| Existing market | **Market penetration (deep-dive and market share increase)**<br>Cybersecurity measures<br>Deep-dive into strategic accounts in collaboration with our resellers.<br>SE：Development infrastructure construction and implementation support services<br>Strengthen the subscription model business (stock business) by shifting to the cloud PACS business | **Expansion of products and services**<br>Cybersecurity measures<br>Integrated security monitoring service－ TPS<br>CRM : Incorporate generative AI technology into service menu<br>SE：Development data analysis business<br>Expand the business of the AI-based medical image diagnosis support service |
| New market | **Market development**<br>Seek to develop business in Asia<br>CRM : Business expansion in the ASEAN region<br>EdTech：Full-scale promotion to public schools<br>BS：Carry out digital transformation (DX) of the public business and improve customer experience (CX)<br>Business expansion in Asia | **Diversification**<br>Expand PHR service business<br>Business expansion into the pathology area |

SE：Software Quality Assurance field

BS：Business Solution field



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# New Medium-Term Management Plan: Data utilization

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

Business know-how (solution)

＋

Data utilized

×

AI

＝

Automation labor saving

- **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 millio data items (as of March 2024)
- **CRM field**
  call history data
  Inquiry history data

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# (Reference) Data・Other



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# 74,057,000

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

# 505,927,000

The number of **inspections** stored in NOBORI

(June 31, 2026)



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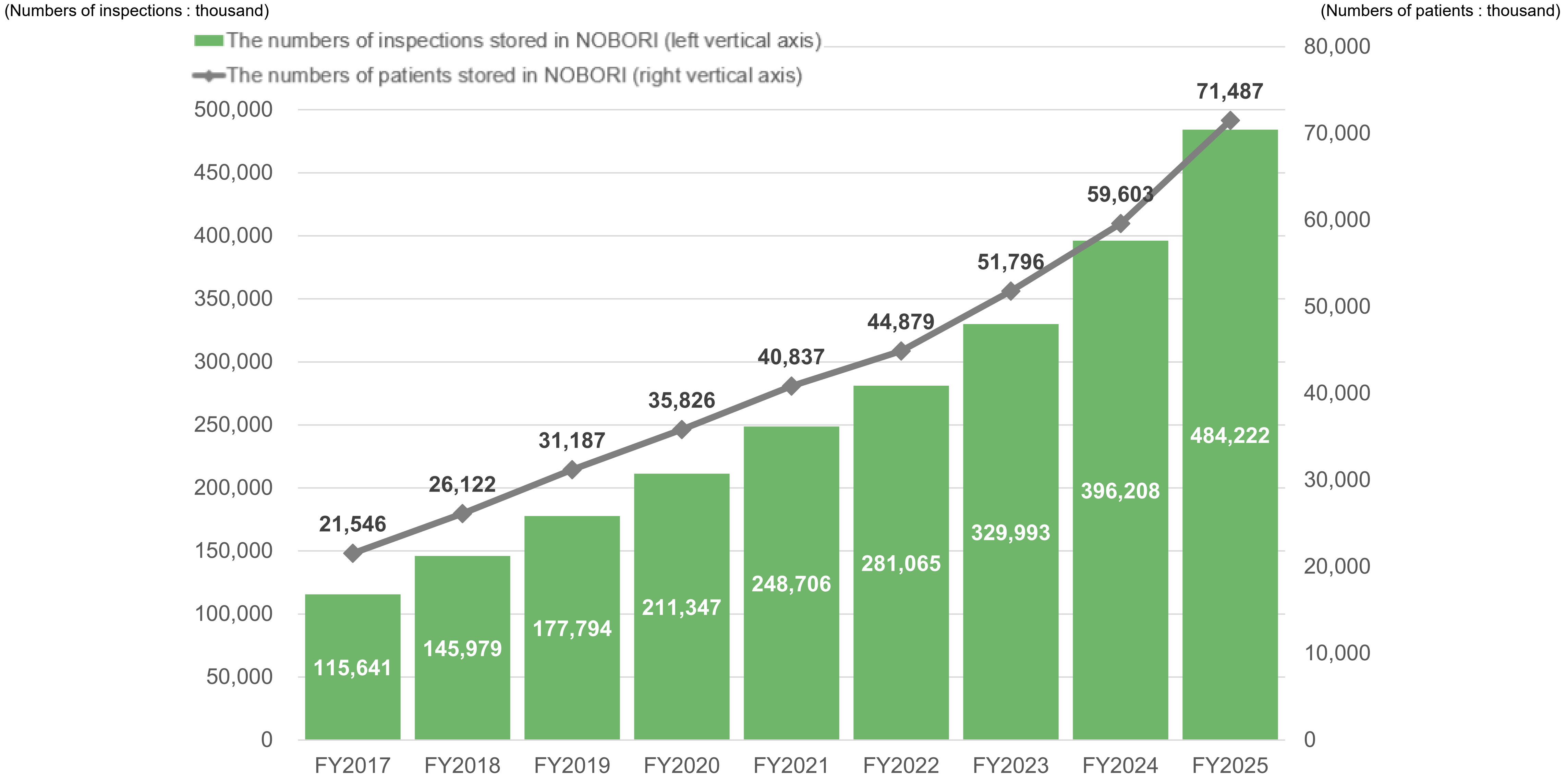
# Data Stored in NOBORI

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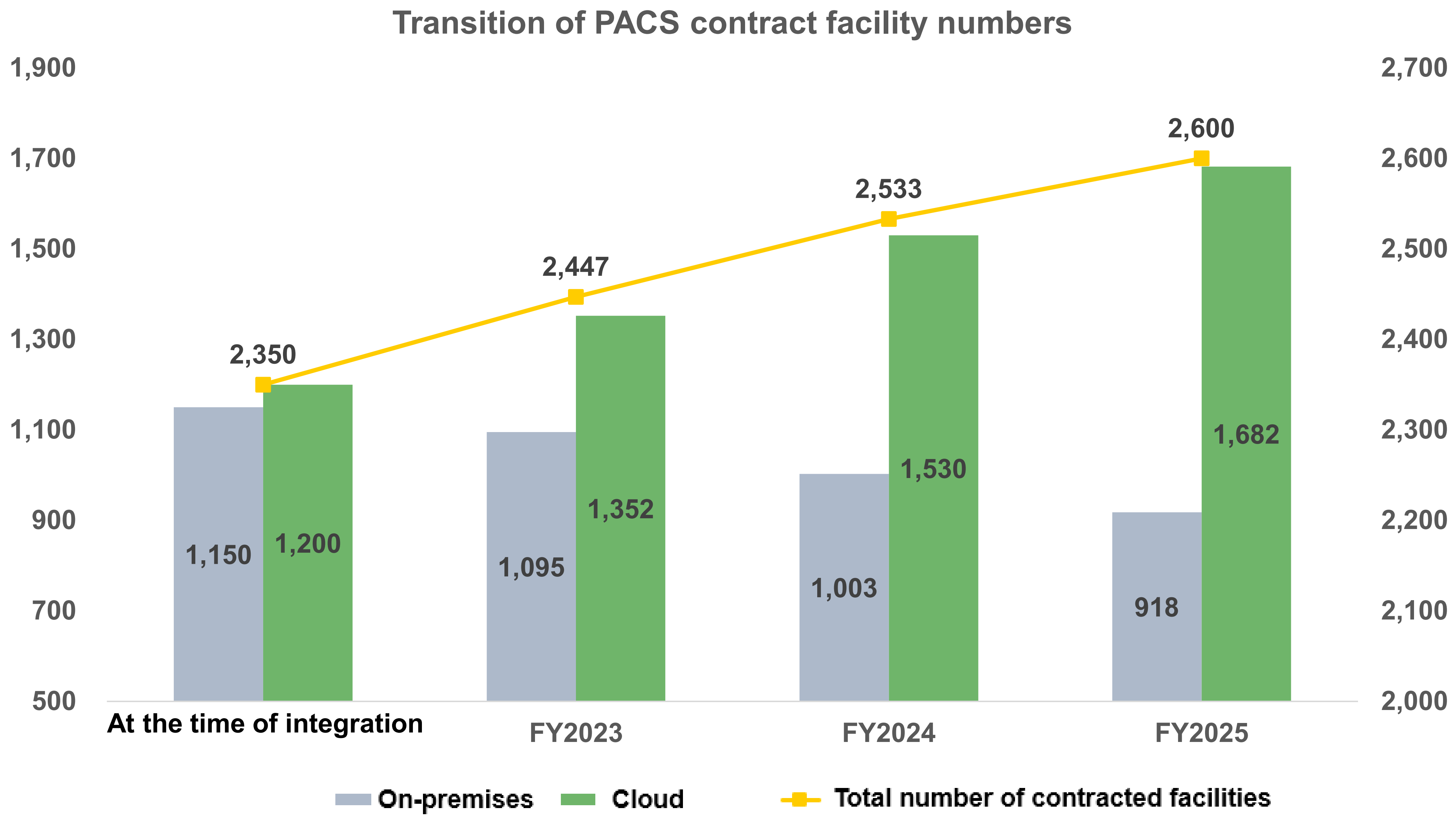
# Medical System Business

## Transition of PACS contract facility numbers



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# (Reference) Network security market environment

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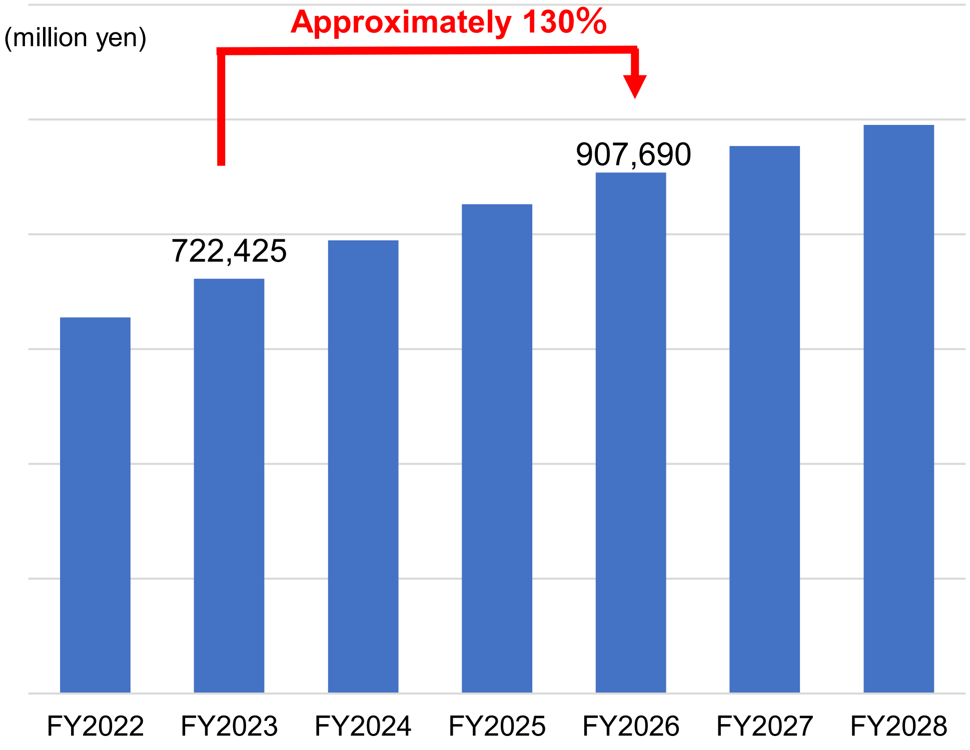
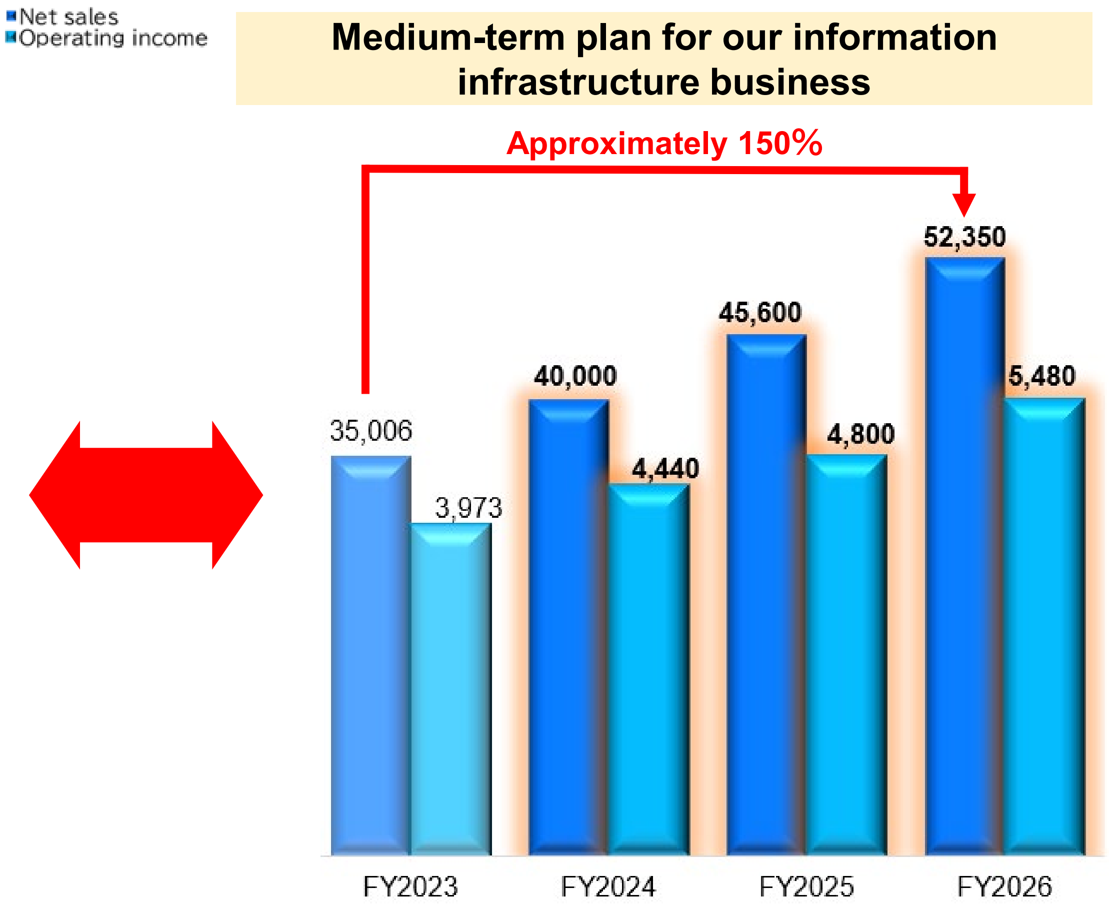
Network security business market is expected to continue expanding

**Domestic market forecast for network security business**




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

**Medium-term plan for our information infrastructure business**



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# （Reference）Network security market environment

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% |

(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」

**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.**



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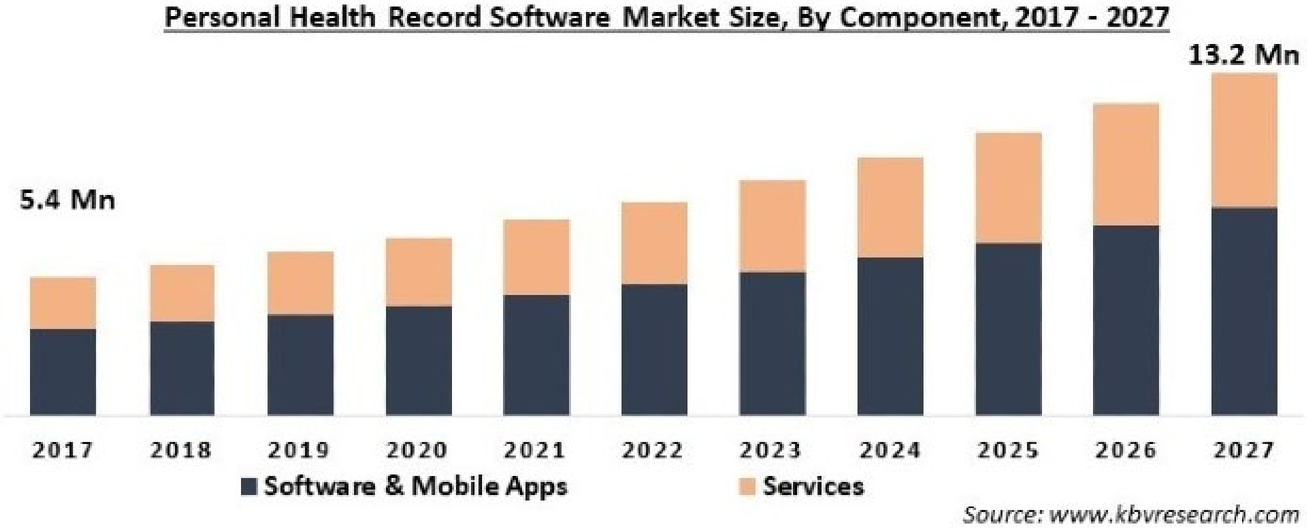
# Medical field　※Reference

## 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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# Relation of sales partners

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

**paloalto NETWORKS**

**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)

**proofpoint.**

**2025 Award**
・ Regional Partners of the Year
**6 years in a row**
・PARTNER OF THE YEAR
(2021, 2022, 2023, 2024,2025,2026)
**2022~2023、2025 ~2026Award**
・Deal registration of the year
(2022, 2023, 2025, 2026)

**TANIUM**

**2021 Award**
・ MVP Partner of the year

**2022 Award**
・ Most Dedicated Partner of the Year

**COHESITY**

**2022 Award**
APJ Marketing Partner of the Year

**DELL Technologies**

**2019～2021,2023～2024 Award**
Channel Services Delivery Excellence Award
（Former Services Delivery Excellence Awards ）

【Others】



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<Handling of this material>

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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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