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Company name: COMTURE CORPORATION  
1-11-2, Osaki, Shinagawa-ku, Tokyo, Japan  
Representative: Chihiro Sawada, Representative Director,  
President  
Stock code: 3844  
Listing: Tokyo Stock Exchange, Prime Market  
Contact: Yoshihisa Nemoto, Executive Officer and  
Corporate Functional Officer,  
Corporate Planning/IT Unit  
Tel: +81-(0)3-5745-9700

### **Announcement of Medium-term Business Plan** **(April 1, 2024 to March 31, 2027)**

COMTURE CORPORATION has established a medium-term business plan for the three-year period ending in March 2027.

Digital transformation (DX) investments are growing in the IT services market as companies and society overall continue to increase the use of digital technologies. These investments are expected to climb at an average annual rate of more than 15%. Growth is due to the use of the DX for business model innovations, the creation of new businesses, measures for new working styles and many other reasons. The emergence of generative AI and other new technologies is further altering the business climate. To incorporate these changes, COMTURE performed a reexamination of the previous plan to formulate a new medium-term business plan.

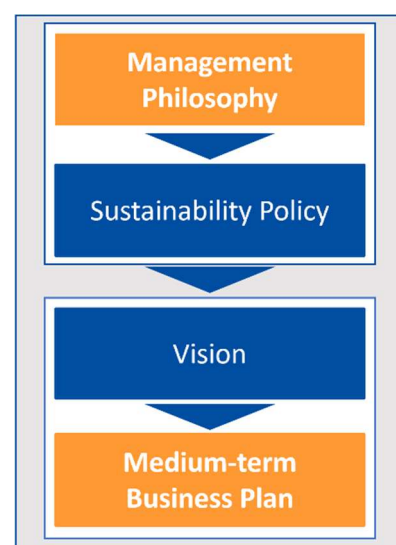
This new plan is positioned as the step for accomplishing the goal of raising sales to 100 billion yen by the fiscal year ending in March 2032.

#### **1. The New Medium-term Business Plan– Looking ahead to 2032**

By constantly creating innovative ideas, the COMTURE Group has grown at an average annual rate of 15% while consistently placing priority on businesses with substantial added value.

As the DX increases the pace of changes in society and contributes to making our lives even more fulfilling, the COMTURE Group is committed to deepening ties with all stakeholders to be an organization that can grow and prosper with these stakeholders.

The new plan is structured to accomplish this goal with actions that are based on the management philosophy of “being a source of excitement for customers and dreams for employees” and on COMTURE’s sustainability policy. Furthermore, by boosting the speed of concentrating the group’s resources on the DX domain, the plan is an important step toward achieving the sales goal of 100 billion yen in the fiscal year ending in March 2032.



## 2. A sustainability policy for actions based on our management philosophy

The COMTURE Group places priority on contributing to society and growing consistently. These two themes are expressed by the management philosophy (the company's slogan) and policies that have guided business activities since our inception. Progress regarding these themes will require raising our management and business activities to even higher levels while continuing to be a source of services that help solve social issues. This is why our sustainability policy and materiality are key guidelines for how we manage business operations.

### Our Slogan

**Be a source of excitement for customers and dreams for employees**

### Policies for business operations

1. Aim for mutual prosperity with society.
2. Be a provider of services that earn the trust of users.
3. Be a company with energetic people dedicated to a mission.
4. Constantly acquire and accumulate new technologies to be a company that can meet the needs of society.
5. Be a company recognized for the soundness of its corporate culture and growth in order to be an outstanding organization in every way.

### Management foundation

**Outstanding people, organizations and business frameworks**

### Sustainability Policy

**By assisting with our customers' digital transformation, we will help solve economic and social issues and maximize our social value.**

### Materiality

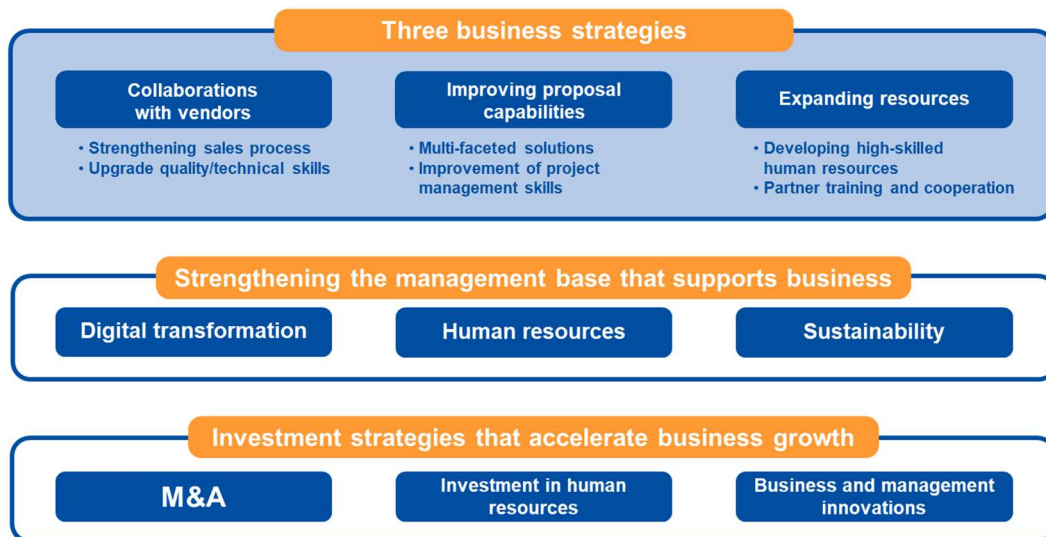
- Business activities for using the DX to help solve social issues
- Use upgraded proposal skills to maximize customer value
- Partnerships to support innovation; development of advanced technologies
- IT training and career management to support the DX of society
- Well-chosen investments and the higher capital efficiency for sustained growth
- Sound management of business operations to meet stakeholders' expectations
- Activities to combat climate change and recycle resources

## 3. Our vision for the future

Based on the sustainability policy, we will continue providing value-added services that enable customers to fully benefit from the DX and that solve their problems. In addition, we will build a stronger foundation for business operations, such as by providing a pleasant and productive workplace environments for employees. By taking these actions, we are determined to grow even faster as we aim to become a group with annual sales of 100 billion yen by the fiscal year ending in March 2032.

#### 4. Medium-term Business Plan (April 2024 to March 2027)

To raise sales to 100 billion yen, COMTURE has established a three-year business plan beginning with the fiscal year ending in March 2025 that is centered on three business strategies. The plan will be backed by measures to build a stronger foundation for business operations and by a large volume of investments. Operating businesses with even more added value and achieving sustained growth are the objectives.



#### Business strategies

##### - Collaborations with vendors (Global platform vendors)

- Increase the volume of projects by using joint activities beginning with the proposal phase for strengthening the entire sales process.
- Upgrade technological skills and the quality of services by training engineers to earn platform-linked qualifications and developing a solution menu.
- Create solutions that use two or more vendors to meet the increasingly complex needs of our customers.

##### - Improving proposal capabilities

- Further increase customer satisfaction by becoming a team that “transforms customers’ needs into solutions” through the constant creation of innovative proposals.
- Add more value to services for customers by using a standardized proposal process that utilizes a powerful framework for creating proposals.
- Train people to become project managers, strengthen two-way communications and facilitate the sharing of knowledge to build a more powerful framework for project management.

##### - Expanding resources

- Hire people with outstanding skills by using SPI\* aptitude tests and use relationships with business partners to enlarge engineering resources.
- In the DX domain, increase business opportunities by raising the number of people assigned to DX operations, mainly by using reskilling programs for the reassignment of people in legacy business domains.
- Speed up the hiring and training of people with the required skills by using the education expertise of Edifist Learning, Inc., a member of the COMTURE Group, at other group companies.

\*SPI (synthetic personality inventory) is a comprehensive aptitude test that covers academic and other knowledge as well as an individual’s personality and other characteristics concerning suitability for a job.

## A stronger foundation for business operations

### - Digital transformation

- Improve efficiency and productivity by using generative AI and other technologies for business process reforms and upgrading the group's IT infrastructure.

### - Human resources

- Take actions for the retention and growth of employees, such as programs to increase job satisfaction and motivation and help people stay healthy and talent management for the visualization of skills of the group's workforce.

### - Sustainability

- Growth of corporate value supported by rigorous internal compliance programs and stronger relationships for cooperation with business partners

## Investment strategies

### - M&A

- Make investments with emphasis on the efficient use of capital for the growth of business activities in the DX domain.

### - Investment in human resources

- Strengthen the structure by hiring talented people needed for sustained growth and providing training that includes reskilling for shifting resources to other sectors
- Increase engagement with our workforce by constantly improving the workplace environment and remuneration and benefits.

### - Business and management innovations

- Raise public awareness of the COMTURE Group by increasing corporate branding activities
- Strengthen internal controls by reviewing business processes and establishing systems for these processes and by using rigorous project management for risk management.

## KPI

Plan for 17 consecutive years of sales growth, 16 consecutive years of earnings growth and 22 consecutive years of higher dividends.

	FY3/24 Results	FY3/25 Forecast	FY3/27 Forecast	Average annual growth rate (FY3/24-FY3/27)
Net sales	34,185 million yen	37,700 million yen	50,000 million yen	10.0% or more
Operating profit	4,600 million yen	4,900 million yen	6,500 million yen	10.0% or more
Operating profit margin	13.5%	13.0%	13.0%	-
ROE	19.7%	18.4%	20.0% or more	-
Payout ratio	46.8%	47.1%	45.0% or more	-

\*For more information, please refer to “Medium-term Business Plan (April 2024 to March 2027)”

<https://www.comture.com/ir/management/pdf/202405.pdf> (Japanese text only)

\*Some of the above materials are included in “Financial Results Materials (FY3/24)”

[https://www.comture.com/en/ir/library/pdf/The\\_Fiscal\\_Year\\_Ended\\_March\\_31\\_2024\\_Financial\\_Results\\_Material\\_240522.pdf](https://www.comture.com/en/ir/library/pdf/The_Fiscal_Year_Ended_March_31_2024_Financial_Results_Material_240522.pdf)

Note: Statements regarding future performance are based on information available to the management of COMTURE at the time this document was prepared. Actual results may differ from these forecasts due to changes in market conditions or many other reasons.