

# Medium-Term Management Plan(2025–2027)

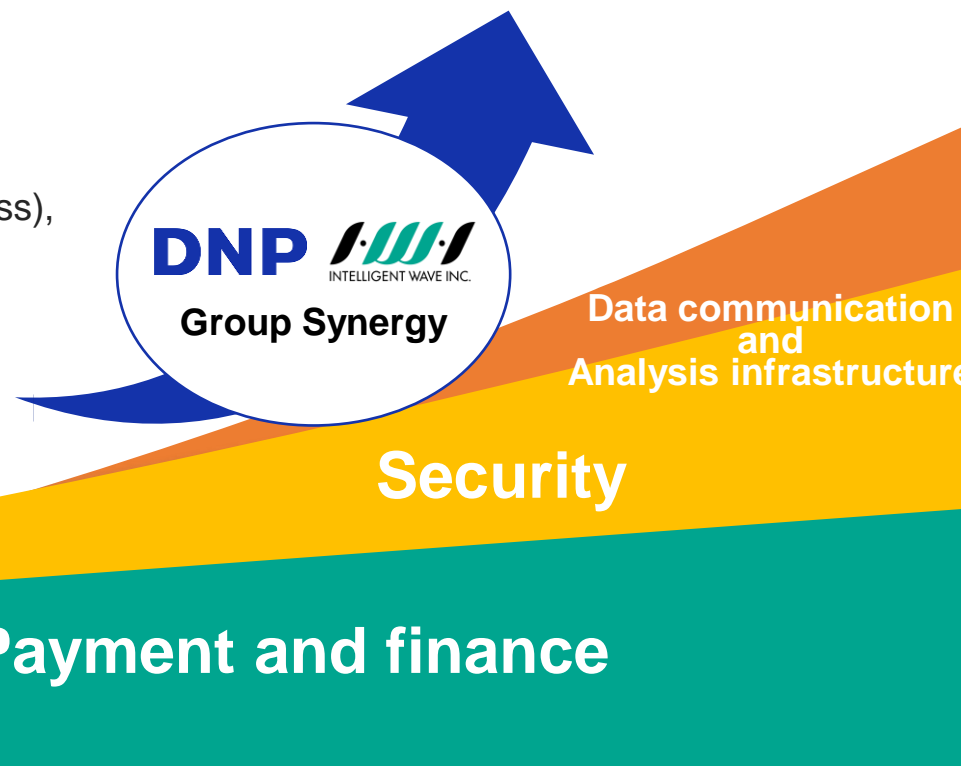
**We will aim to diversify our business and establish a foundation for sustainable growth, looking ahead to the 2030s. We will also develop our business in various fields, particularly in the payment, security, and technology domains, to bring value to people's lives and build enhanced trust.**

[ 1 ] In the payment domain, we will pursue sustainable growth by further expanding our business areas and leveraging our unique products and advantageous position in the payment industry.

[ 2 ] We will develop the security domain into a second pillar of our business.

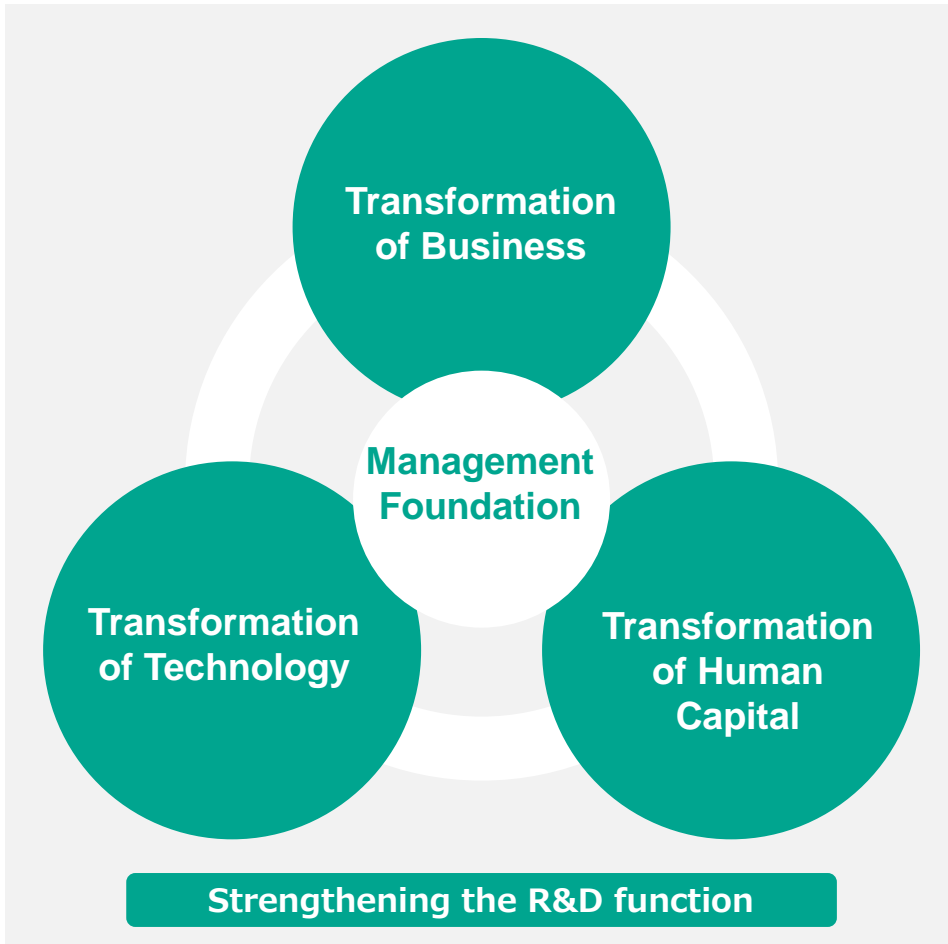
[ 3 ] In the data communication and analysis infrastructure domain (a new area of business), we will utilize our core technologies to expand into growth markets and create a third business pillar, following payment and security.

[ 4 ] By deepening our collaboration with the DNP Group and leveraging both customer bases, we will enhance our competitiveness and create synergies across the group.



**Our core technologies: High-speed, large-capacity data communication/analysis processing**

To prepare for the market environment of the 2030s, we will focus on three key areas of transformation: "business," "technology," and "human resources," to continue developing products and services that create new levels of reliability.



## 01 Transformation of Business

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- ① Maximize the value of existing and new businesses and the value of our proprietary solutions
- ② Expand business from the payment domain into new domain
- ③ Improving profitability through a review of the profit structure. Return to product orientation.

## 02 Transformation of Technology

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- ① Ensure superiority, maximize value, and create value by combining core technologies with cutting-edge technologies and DX
- ② Rationalization of development, maintenance and operations

## 03 Transformation of Human Capital

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- ① Development of business planning personnel ,Strengthening our consulting functions
- ② Strengthening the R&D function
- ③ Promoting the mobilization of talent in line with our business strategies

# Numerical Targets

We aim to achieve sales of ¥19 billion yen, operating income of ¥2.85 billion, and ROE of at least 17.0% by the fiscal year ending June 30, 2027.

By expanding our business areas and improving profitability in each domain, we aim to achieve sales of around ¥30 billion and an operating margin of at least 18.0% in the medium to long term.

Net sales[Million yen]

	FY06/2024 (Actual)	FY06/2025 (Forecast)	FY06/2026 (Plan)	FY06/2027 (Plan)
Net sales	14,518	16,000	17,000	19,000
Operating income (Operating margin)	2,030 [14.0 %]	2,250 [14.1 %]	2,400 [14.1 %]	2,850 [15.0 %]
ROE	15.8 %	FY06/2027 : 17.0% or more		

