



DISCLAIMER: This English document is translated using a machine translation. You may use this for reference purposes only, fully understanding that it may include inaccurate translations. It is your sole responsibility if you rely not on the Japanese original but on this translation.

May 13, 2026

To whom it may concern,

1-2-20 Kaigan, Minato-ku, Tokyo
Systema Corporation
Representative Director and Chairman Yoshichika Hemmi
(Code: 2317; TSE Prime)
Contact Managing Director Hiroshi Kotani
Phone number +81-3-6367-3840
(the main switchboard number)
URL <https://www.systema.co.jp>

Notice Concerning Formulation of Medium-Term Management Plan

We hereby announce that Systema Corporation has formulated its medium-term management plan ending in fiscal 2028 (the fiscal year ending March 2029). Details are as follows.

1. Formulation of Medium-Term Management Plan

The Systema Group has been advancing its business operations based on the Medium-Term Management Plan announced on May 13, 2025, which set the fiscal year ending March 31, 2028, as its final year. As our strategies to date have proved successful and initiatives toward achieving our targets are progressing steadily, we have formulated a new three-year Medium-Term Management Plan ending in the fiscal year March 31, 2029, as a new challenge toward mid- to long-term growth.

In the current business environment, while uncertainty regarding social conditions that could impact our operations is increasing—such as fluctuations in semiconductor supply and demand and rising geopolitical risks—new growth opportunities are expanding, including the full-scale utilization of AI, the shift toward Software-Defined Vehicles (SDV) in the mobility sector, and the increasing complexity of customer needs. To capitalize on these opportunities, we will calmly assess environmental changes, build a resilient earnings structure that is not susceptible to specific businesses or market conditions, and establish a foundation for sustainable growth.

Under the new plan, we will further evolve our diverse business portfolio—a core strength of the Group—by focusing on strengthening the competitiveness of each business, driving further diversification through the creation of new businesses, and advancing human capital management. Through these initiatives, we aim to achieve net sales of 120.0 billion yen, operating profit of 20.1 billion yen, and an operating margin of 16.8% for the fiscal year ending March 31, 2029. By enhancing profitability through aggressive growth investments, we will evolve to a new stage as a company capable of delivering long-term, sustainable value to all stakeholders.

2. Management Policy

To achieve the targets of this plan, the Group will promote the following three basic policies.

(1) Strengthening Business Competitiveness and Evolving the Business Portfolio

The Group's strength lies in its diversified business structure, where multiple business units independently generate earnings. Under the new Medium-Term Management Plan, we will further enhance our technological capabilities, proposal-making strengths, and industry-specific domain expertise, aiming for each business to establish a presence that surpasses competitors in its respective market. In the Mobility Business, where the shift to Software-Defined Vehicles (SDVs) is accelerating, we will focus on expanding into global markets and capturing growth opportunities in the domestic market. Furthermore, by fostering collaboration between highly competitive businesses, we will create comprehensive value that cannot be achieved by any single business unit alone.

(2) Evolution of Profit Structure through Full-Scale Rollout of AI-Related Businesses and Expansion of Recurring Revenue Models

The Group will transform the changes brought about by the AI era into growth opportunities. Specifically,

we will enhance the continuity and reproducibility of our earnings by driving AI integration into existing businesses, expanding into new AI-related domains, and establishing diverse revenue models, including recurring (stock-type) business. Through these initiatives, we will evolve into a high-value-added profit structure.

(3) Evolving Human Capital Management and Strengthening the Foundation for Sustainable Growth
Human resources are the source of the Group's competitiveness, and their quality and productivity directly impact our earning power. Under the new Medium-Term Management Plan, we will link human capital to the creation of corporate value by enhancing our ability to recruit highly specialized talent, continuously increasing value-added per employee, and ensuring appropriate compensation levels. Simultaneously, we will establish a foundation for sustainable corporate growth by improving the effectiveness of our governance, addressing climate change, and developing an environment where diverse talent can thrive.

3. Performance target

(Millions of yen)

	FY2026 Actual results	FY2027 Forecast	FY2029 Plan
Net sales	94,400	98,000	120,000
EBITDA+S*	15,819	17,250	21,510
Operating profit	15,367	15,960	20,160
Operating profit margin	16.3%	16.3%	16.8%

* EBITDA+S = Operating profit + Depreciation and amortization + Stock-based compensation (Stock acquisition rights)