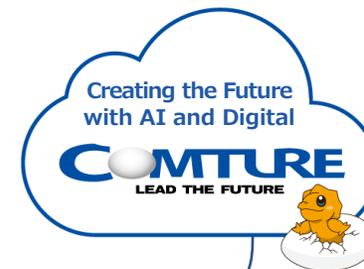


# 3Q of the Fiscal Year Ending March 31, 2026 Financial Results Materials



February 6, 2026  
COMTURE CORPORATION

**3Q of the FY Ending March 31, 2026**

# Results of Operations

# Financial Highlights

**Achieved 16 consecutive years of sales growth and sales and earnings climbing to record highs**

(Millions of yen)	3Q FY3/25		3Q FY3/26		YoY change	Progress ratio vs. plan <u>Average of the past three years</u>
	Amount	% to net sales	Amount	% to net sales		
Net sales	26,863	-	<b>28,041</b>	-	+4.4%	70.1% (72.6%)
Operating profit	3,237	12.1%	<b>3,167</b>	<b>11.3%</b>	-2.2%	63.3% (69.0%)
Ordinary profit	3,240	12.1%	<b>3,180</b>	<b>11.3%</b>	-1.9%	63.6% (68.9%)
Profit attributable to owners of parent	2,105	7.8%	<b>2,139</b>	<b>7.6%</b>	+1.6%	64.3% (68.9%)
Net income per share (yen)	66.02	-	<b>67.07</b>	-	+1.6%	-
EBITDA	3,625	13.5%	<b>3,646</b>	<b>13.0%</b>	+0.6%	-

\*EBITDA = Operating profit + Depreciation + Goodwill amortization

# Contributing Factors

## Net sales

**Up 4.4%** YoY

- + Growth of the data management and AI platform building businesses
- + Growth of business involving Microsoft and ServiceNow
- A delay in the restart of the second phase of large cloud consulting projects
- Shortage of resources, particularly PM professionals

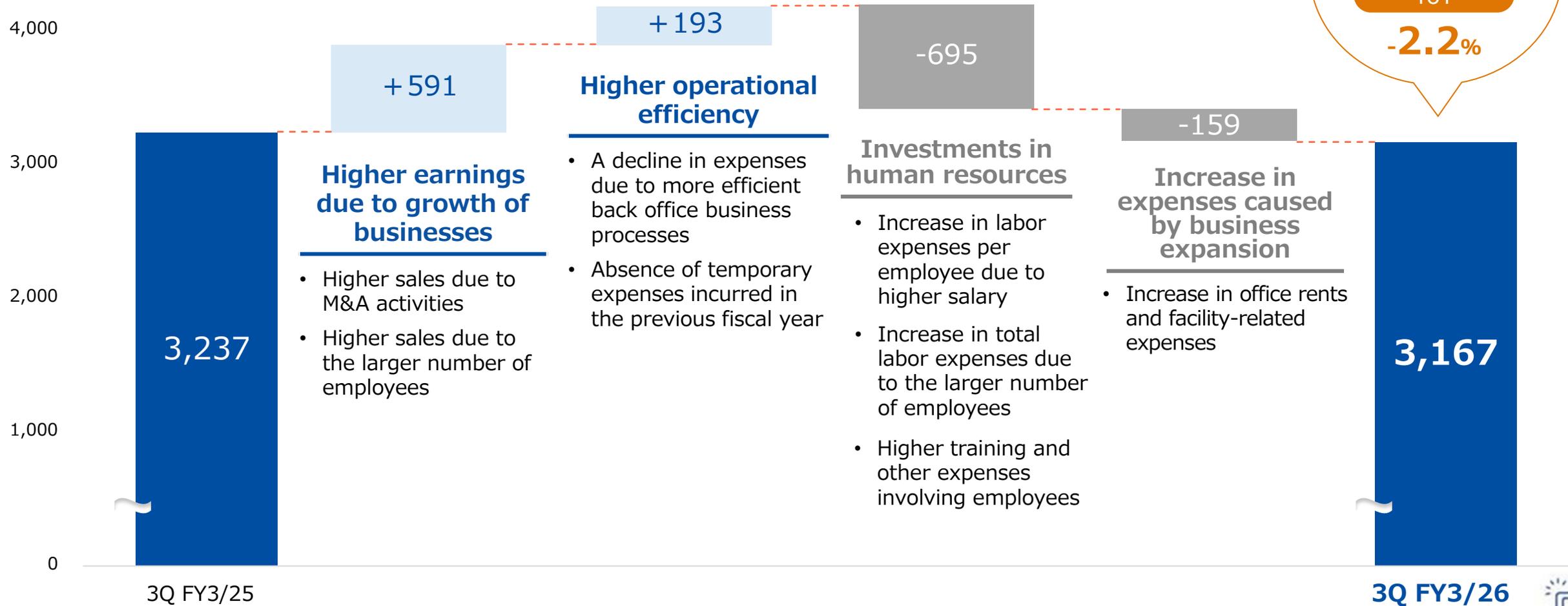
## Operating profit

**Down 2.2%** YoY

- + An increase in earnings due to the acquisition of Human Interactive Technology inc. (HIT)
- + A decline in outsourcing expenses due to more efficient back office business processes
- An increase in personnel expenses due to larger number of employees and higher salaries at business units
- Increase in office rents and facility-related expenses

# Components of Changes in Operating Profit

(Millions of yen)



## Higher earnings due to growth of businesses

- Higher sales due to M&A activities
- Higher sales due to the larger number of employees

## Higher operational efficiency

- A decline in expenses due to more efficient back office business processes
- Absence of temporary expenses incurred in the previous fiscal year

## Investments in human resources

- Increase in labor expenses per employee due to higher salary
- Increase in total labor expenses due to the larger number of employees
- Higher training and other expenses involving employees

## Increase in expenses caused by business expansion

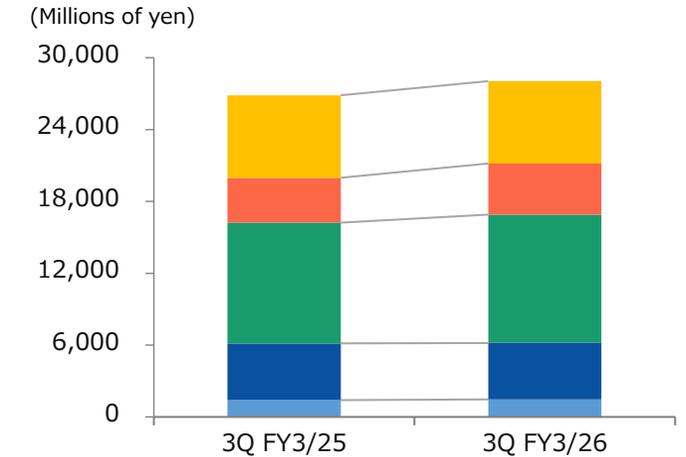
- Increase in office rents and facility-related expenses

# Business Segment Performance

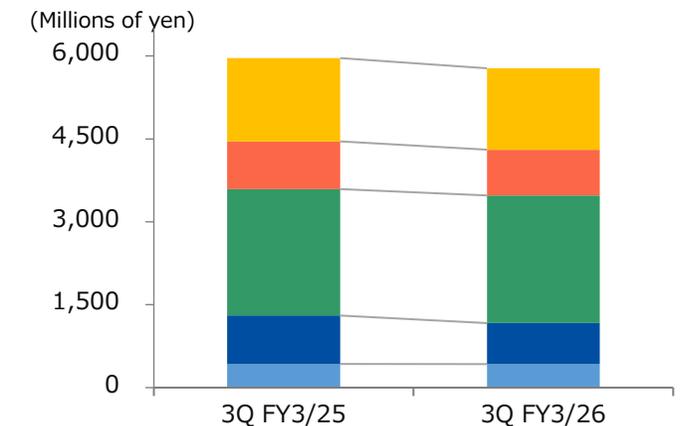
(Millions of yen)	3Q FY3/25	3Q FY3/26	YoY change
Net sales	26,863	<b>28,041</b>	+4.4%
<span style="color: yellow;">■</span> Cloud Solutions	6,886	<b>6,876</b>	-0.1%
<span style="color: red;">■</span> Digital Solutions	3,751	<b>4,269</b>	+13.8%
<span style="color: green;">■</span> Business Solutions	10,083	<b>10,722</b>	+6.3%
<span style="color: blue;">■</span> Platform, Operation Services	4,739	<b>4,707</b>	-0.7%
<span style="color: lightblue;">■</span> Digital Learning	1,402	<b>1,466</b>	+4.5%
Gross profit	5,964	<b>5,779</b>	-3.1%
<span style="color: yellow;">■</span> Cloud Solutions	1,507	<b>1,472</b>	-2.3%
<span style="color: red;">■</span> Digital Solutions	863	<b>828</b>	-4.0%
<span style="color: green;">■</span> Business Solutions	2,287	<b>2,309</b>	+1.0%
<span style="color: blue;">■</span> Platform, Operation Services	876	<b>742</b>	-15.3%
<span style="color: lightblue;">■</span> Digital Learning	428	<b>425</b>	-0.8%

\*Beginning in FY3/26, some of the business segments have been revised. FY3/25 figures of Cloud Solutions and Business Solutions businesses use the revised classification method.

## Net sales

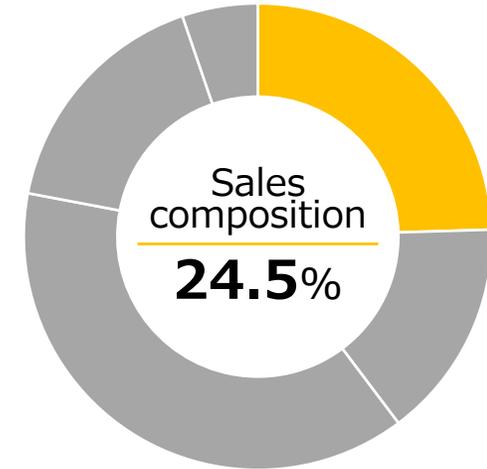


## Gross profit

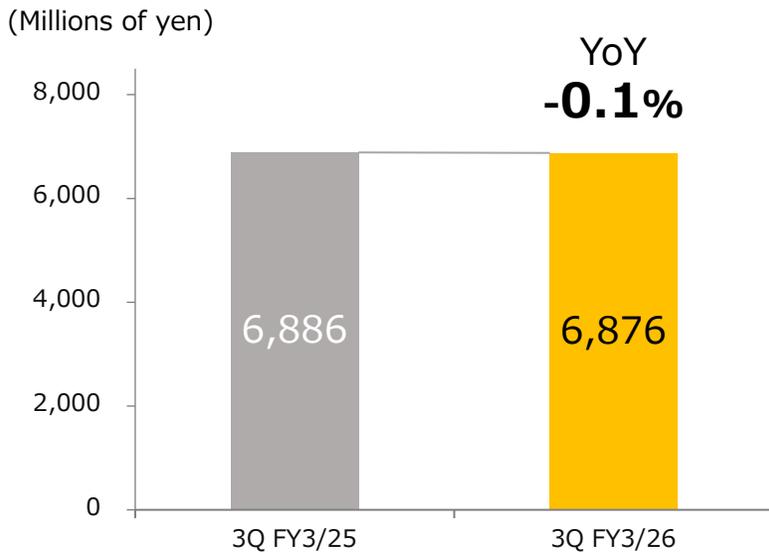


## Major components

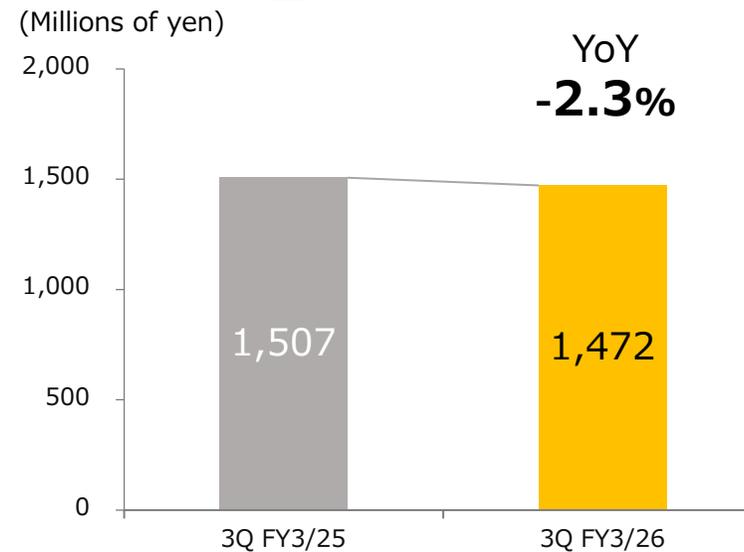
- + Contribution of HIT, which became a consolidated subsidiary in 2Q
- + Growth of business involving Microsoft and ServiceNow
- A delay in the restart of the second phase of large cloud consulting projects and the suspension of some Salesforce-related projects
- Shortage of resources, particularly PM professionals



### Net sales



### Gross profit

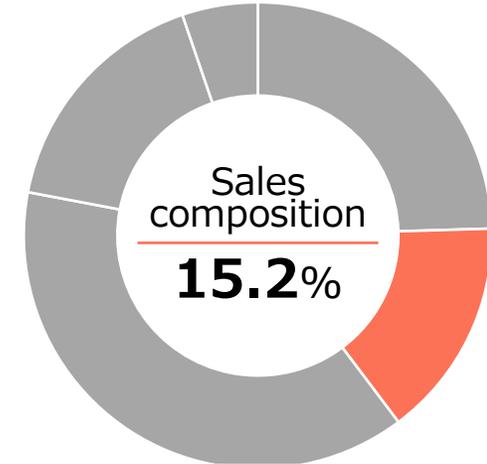


## Themes for More Growth

- Partnering with Microsoft Japan to expand low-code application development and explore new opportunities in the utilization of AI and AI platform building
- For Salesforce, growth in the data cloud and other new sectors and in businesses for specific industries, including financial services and communications, while increasing the number of projects that use collaboration with ITOCHU Group companies

## Major components

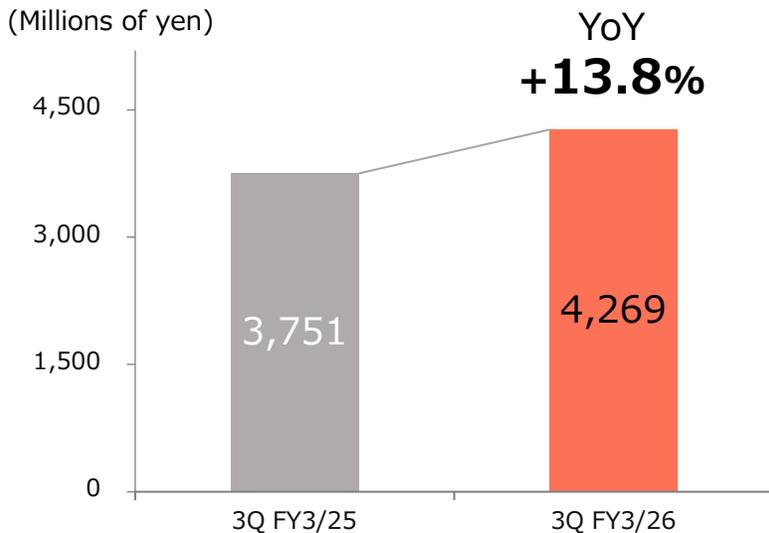
- + Receipt of large prime contracts in the data analysis and data management domain
- A temporary increase in proposal activity workloads of engineers resulting from more sales opportunities
- Delays in monetization due to a stronger focus on new-employee development



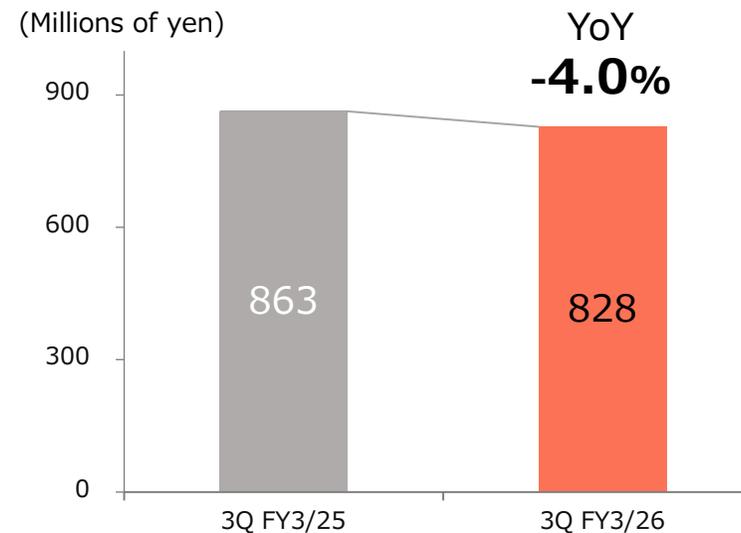
## Themes for More Growth

- Use joint activities with SAS, Databricks and Snowflake and increase activities to find new projects. Horizontal expansion of cloud-based data management projects in the financial services sector.
- More projects focused on modernizing and building AI platforms on AWS, as well as AI application development incorporating AWS.
- Use joint activities with large system consulting companies for growth of the data and AI business located outside major metropolitan areas.

### Net sales

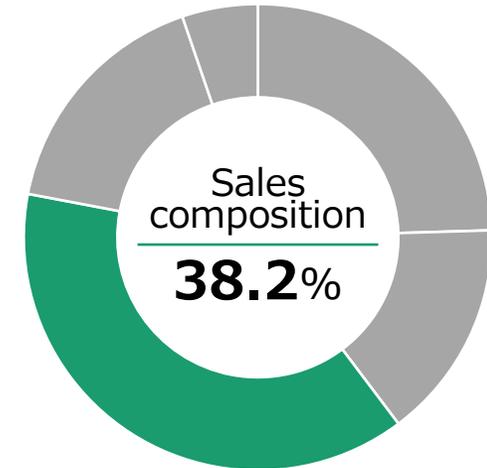


### Gross profit

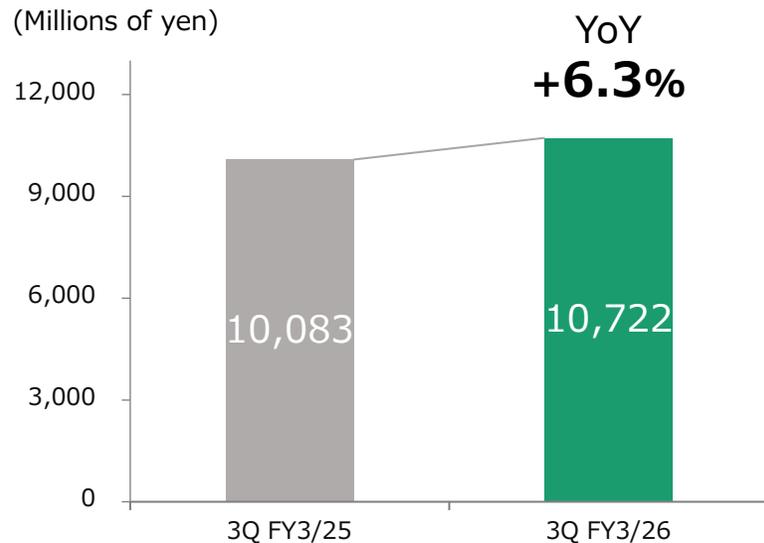


## Major components

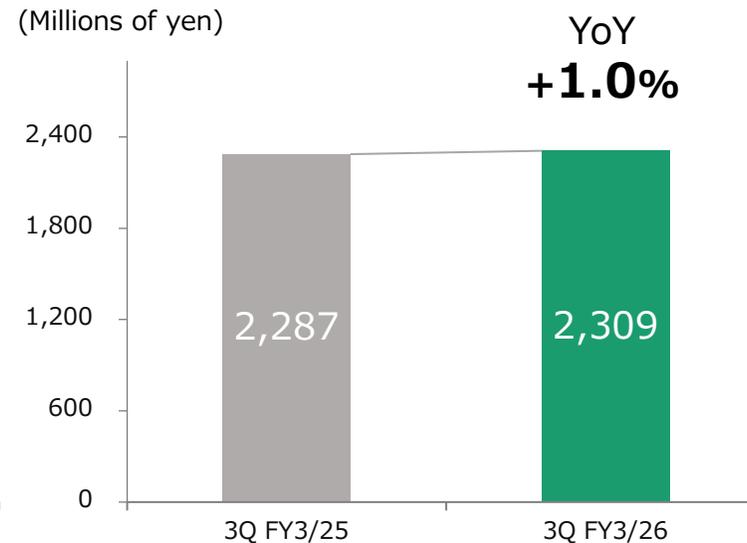
- + Growing demand for the automation of business processes and AI-related businesses
- + Increasing demand for SAP peripheral development
- Prioritizing the renewal of internal systems (including the implementation of SAP HANA)



### Net sales



### Gross profit



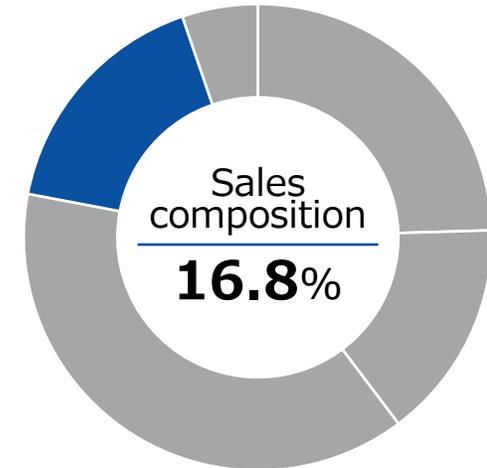
## Themes for More Growth

- Start a large development project for the SAP HANA cloud, develop peripheral applications and increase the number of prime contractor projects for middle-market companies
- Growth of the business for shifting from SAP to the ERP packages of other companies
- Expansion of projects by using cross-selling encompassing all locations of financial institutions; More projects for linkage with the Zengin-Net system

# Platform, Operation Services

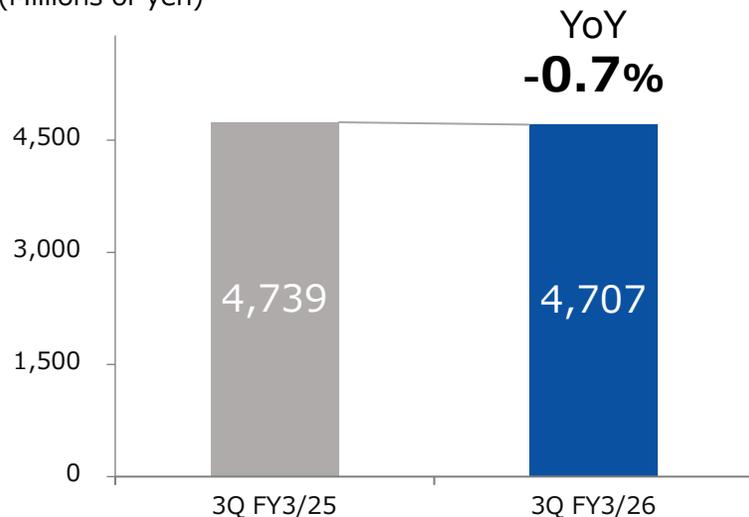
## Major components

- + Higher demand for the outsourcing and security support of IT system operations
- Reexamination of the framework for our remote surveillance service to reinforce its service model
- A delay in the start of the second phase of a network construction project for a government agency



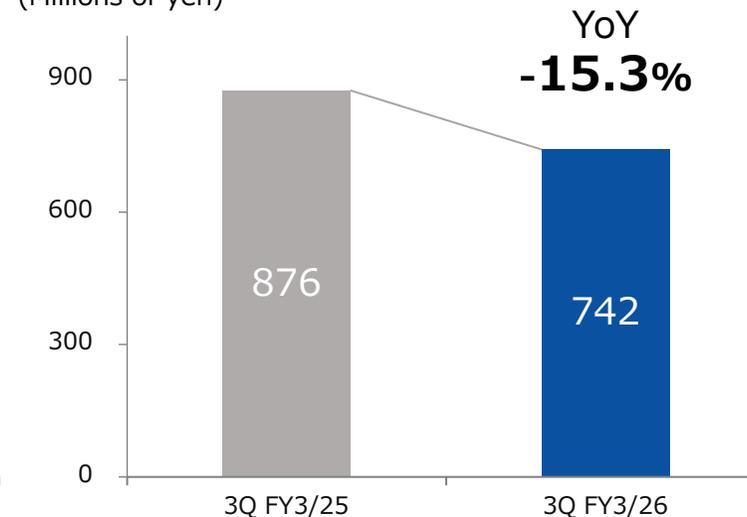
### Net sales

(Millions of yen)



### Gross profit

(Millions of yen)



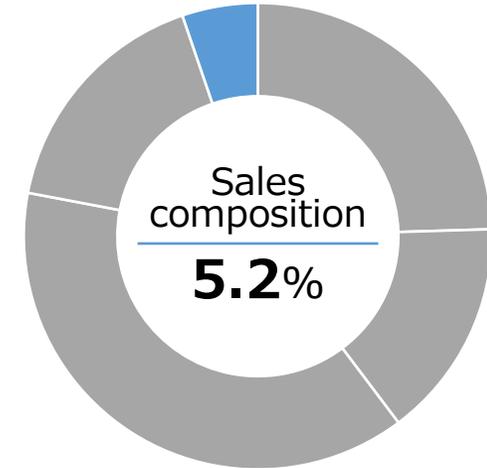
## Themes for More Growth

- More infrastructure projects by using alliances with ITOCHU Group companies and large system integrators
- Start of full-scale operation of the second phase of infrastructure project for government agencies
- Support for the visualization and automation of IT system operations and growth of the business for enabling clients to move to the cloud
- Shift to solution-type services centered on security

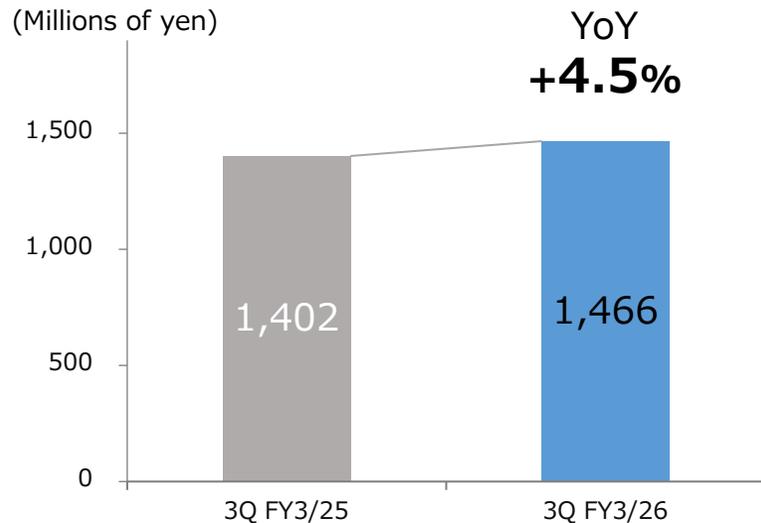
# Digital Learning

## Major components

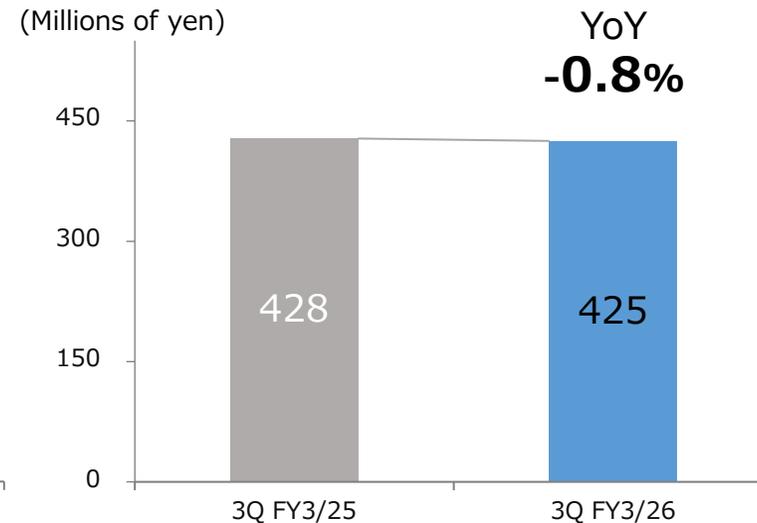
- + Higher demand for Microsoft (AI, etc.) training programs
- + Larger number of students and courses for outsourced training programs for new employees
- Fewer open training sessions primarily for Salesforce and ServiceNow certifications



### Net sales



### Gross profit



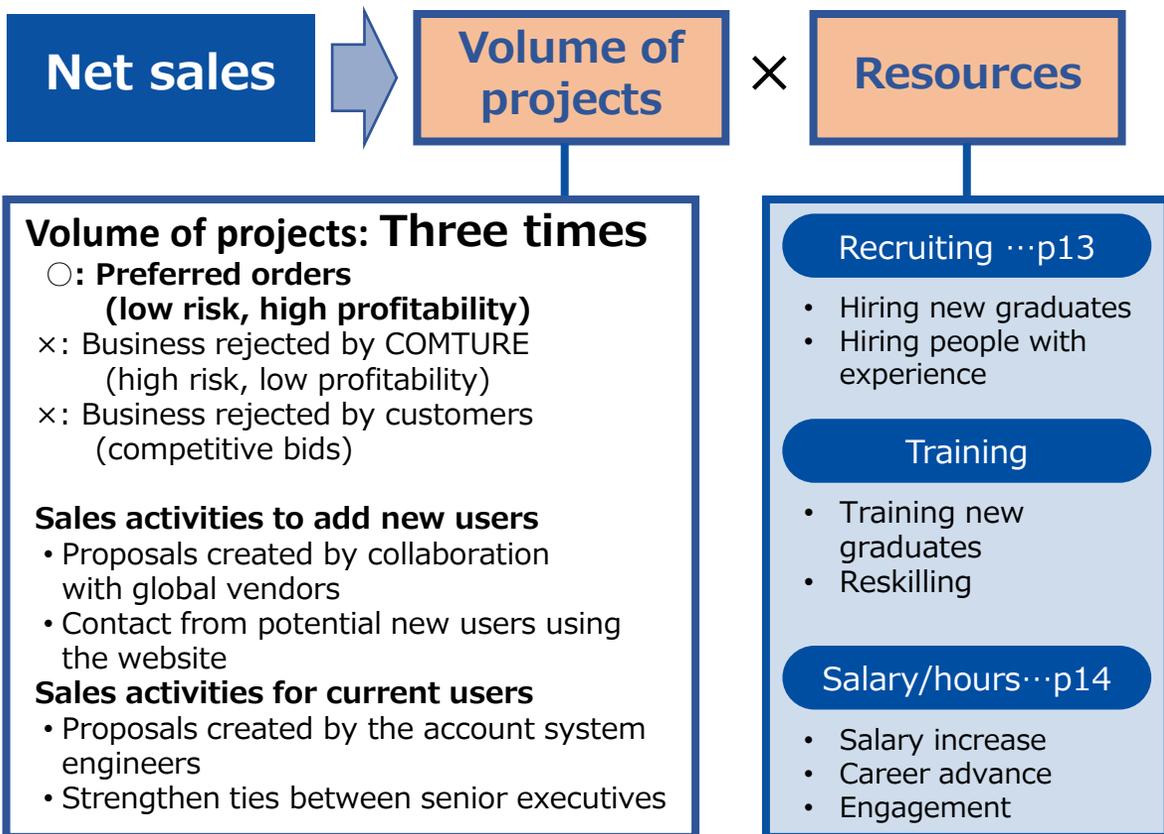
## Themes for More Growth

- Upgrade Microsoft AI training activities and hold more classes
- Use joint activities with software resellers and distributors to expand sales channels for the Microsoft training course resale business
- Business growth by offering more courses for employees of IT subsidiaries of large corporations

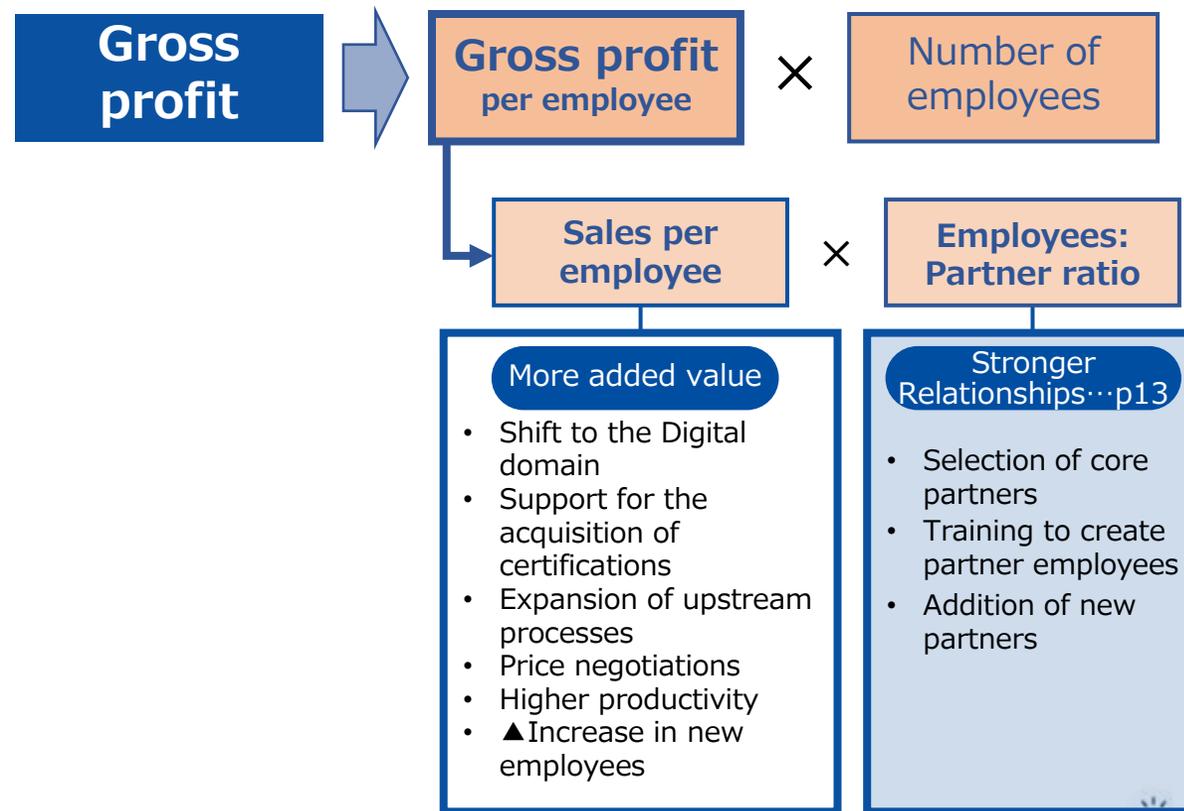
# Investments in People Linked with the Growth of Corporate Value

## Key performance indicator management for high value-added business and consistent growth

### ■ KPI concerning achievement of sales plans



### ■ KPI concerning achievement of earnings plans



## Major investments foster faster organic growth

### Market conditions

- Digital domain investments are expected to increase at companies as their use of digital technologies grows
- More outsourcing of support for system integrators as companies form teams to perform tasks internally and continue digital technology training for their employees
- The rapid increase in the use of generative AI requires fundamental changes in the IT services industry concerning development methods and service models

### Investments in people

- |                   |  |
|-------------------|--|
| Recruiting        | <ul style="list-style-type: none"> <li>• New graduates: 200 (to be hired in April 2026)</li> <li>• Experienced people: 70 (FY3/26)</li> </ul>  |
| Training          | <ul style="list-style-type: none"> <li>• Strengthen training programs for project managers and consultants</li> <li>• Reskilling: 30-40 per six months</li> <li>• Larger and upgraded training system, increase the use of online learning platform</li> <li>• Goal is 1,000 certifications</li> </ul> |
| Salaries/benefits | <ul style="list-style-type: none"> <li>• Salary increase: 5.0%</li> <li>• More upgrades to personnel systems and employee benefits</li> </ul>  |

### Innovations

- R&D for the use of generative AI for IT system development and project management activities
- Use of the Microsoft Copilot generative AI tool for improvements and innovations of all business processes; new/revised core IT system and internal infrastructure
- Website and branding renewals and other improvements to raise awareness of COMTURE

# Progress with Key Initiatives – Corporate Resources

## Recruiting activities for faster growth

### Recruiting talented new graduates

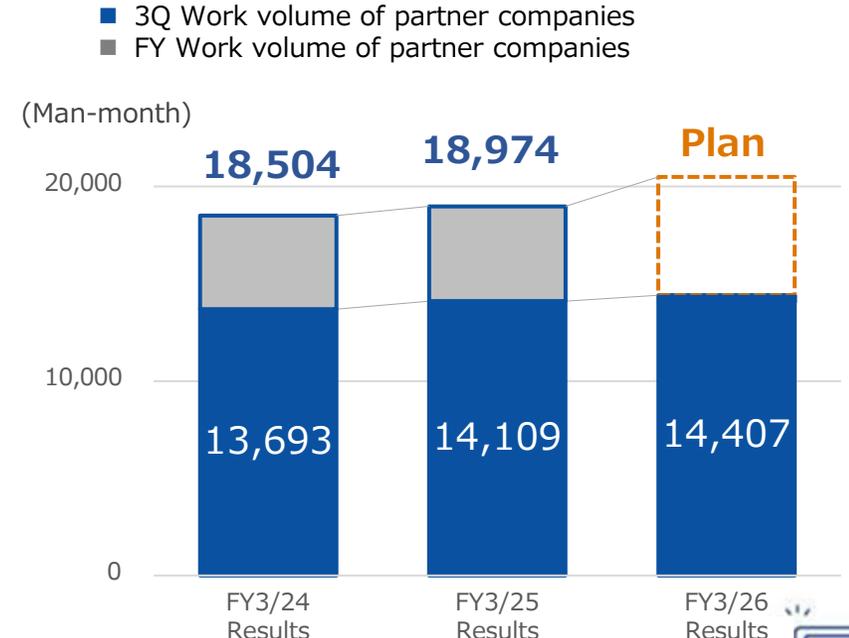
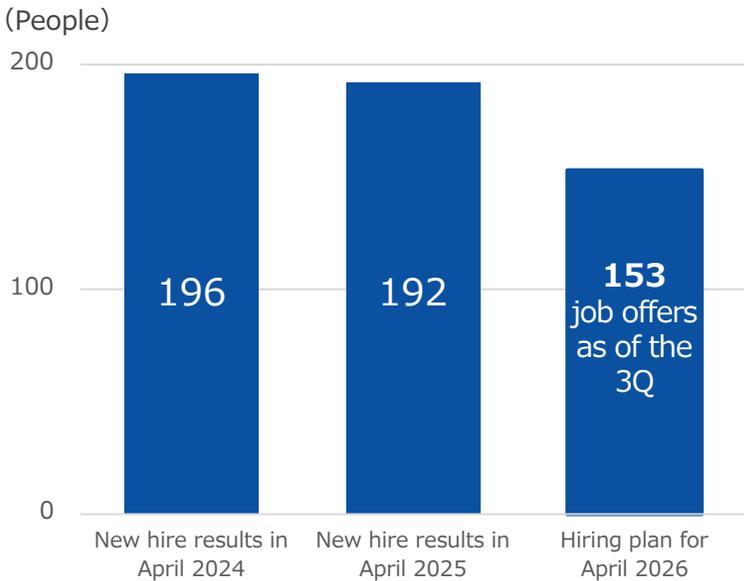
- Reduced hiring plan from 200 to 150 new graduates due to business process innovation using AI and to the retention of new graduates hired in recent years
- Using a rigorous recruiting process to select new graduates

### More hiring of experienced people

- Hired 40 people with prior work experience as of the end of December 2025
- Using referrals, scouting and other measures to recruit experienced people

### Stronger relationships with partner companies

- Work volume of partner companies was 2.1% more than one year earlier (excluding HIT)



# Progress with Key Initiatives – Improvements in Salaries and Benefits

## Improvement of employee satisfaction and retention

**Higher labor expenses**

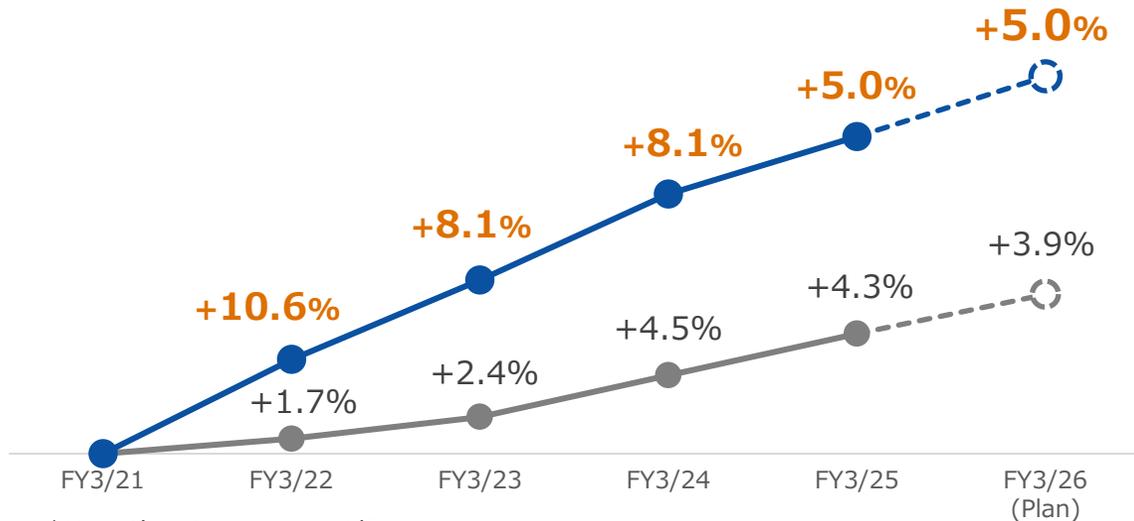
- Continuing to raise salaries while remaining far ahead of peer companies

**Improvement in employee attrition rate**

- Continuously improving benefits, increasing engagement and taking other actions to retain people

● COMTURE (current employees/personnel expense increase per employee)  
 ● Information and telecommunications industry average (\*)

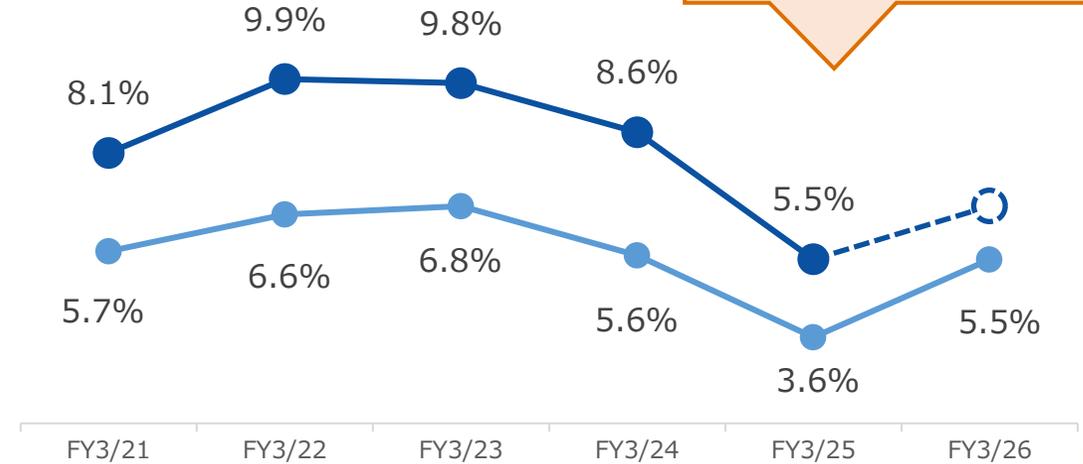
\*Source: Survey on wage increase, Ministry of Health, Labour and Welfare (2021–2025)



\*Growth rate using FY3/21 as one

● Attrition rate as of 4Q (cumulative)  
 ● Attrition rate as of 3Q (cumulative)

- Add new career paths
- Revise performance evaluation and remuneration systems
- Realign training programs, etc.



**FY3/26**

# Earnings Forecast

# FY3/26 Earnings Forecast

(No revisions to the May 15, 2025 forecast)

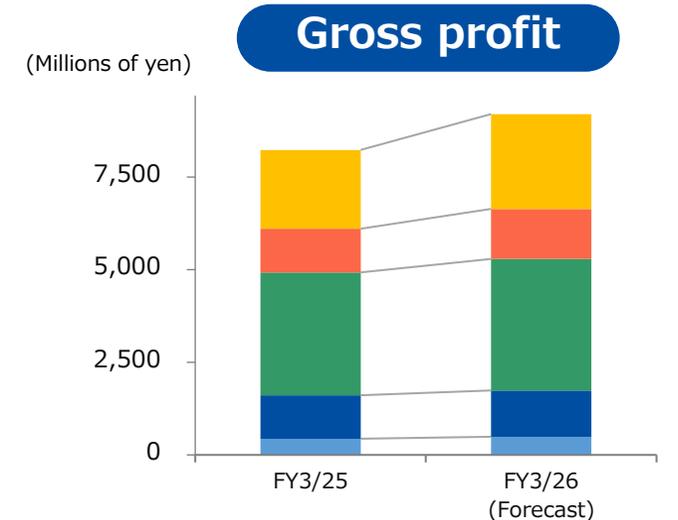
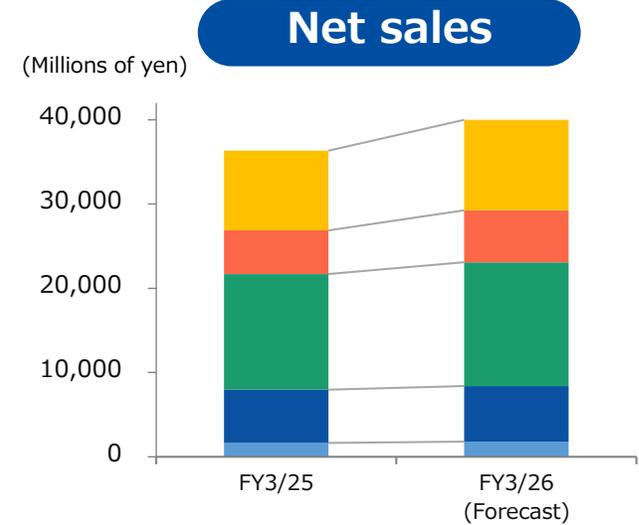
The first step for achieving the sales goal of 100 billion yen

(Millions of yen)	FY3/25 Results		FY3/26 Forecast		YoY change (%)
	Amount	% to net sales	Amount	% to net sales	
Net sales	36,341	-	<b>40,000</b>	-	+10.1%
Operating profit	4,630	12.7%	<b>5,000</b>	<b>12.5%</b>	+8.0%
Ordinary profit	4,660	12.8%	<b>5,000</b>	<b>12.5%</b>	+7.3%
Profit attributable to owners of parent	3,160	8.7%	<b>3,325</b>	<b>8.3%</b>	+5.2%
Net income per share (yen)	99.12	-	<b>104.27</b>	-	+5.2%
EBITDA	5,137	14.1%	<b>5,813</b>	<b>14.5%</b>	+13.2%
Dividend per share (yen)	48.00	-	<b>50.00</b>	-	-
Payout ratio	48.4%	-	<b>48.0%</b>	-	-
ROE	17.9%	-	<b>17.2%</b>	-	-

# Business Segment Forecast (Revised on November 7)

(Millions of yen)

	FY3/25 Results	FY3/26 Forecast	YoY change (%)
<b>Net Sales</b>	36,341	<b>40,000</b>	+10.1%
Cloud Solutions	9,466	<b>10,740</b>	+13.5%
Digital Solutions	5,176	<b>6,160</b>	+19.0%
Business Solutions	13,729	<b>14,700</b>	+7.1%
Platform, Operation Services	6,322	<b>6,600</b>	+4.4%
Digital Learning	1,645	<b>1,800</b>	+9.4%
<b>Gross profit</b>	8,235	<b>9,200</b>	+11.7%
Cloud Solutions	2,128	<b>2,560</b>	+20.3%
Digital Solutions	1,178	<b>1,350</b>	+14.5%
Business Solutions	3,317	<b>3,550</b>	+7.0%
Platform, Operation Services	1,173	<b>1,250</b>	+6.5%
Digital Learning	437	<b>490</b>	+12.1%



\*Beginning in FY3/26, some of the business segments have been revised. FY3/25 figures of Cloud Solutions and Business Solutions businesses use the revised classification method.

# Measures for sales growth and higher profitability (1/2)

Sales/profit benefit

Prior years and FY3/26 1Q-3Q

FY3/26 4Q and afterward

Short-term	<b>Make new graduate employees productive</b>	<ul style="list-style-type: none"> <li>• Pct. of productive new graduates: About 95% (As of end of December)</li> <li>• Slower progress temporarily due to a small volume of large projects and other reasons</li> </ul>	<ul style="list-style-type: none"> <li>• <b>100% to be productive by the end of the 4Q</b></li> <li>• Expect new graduates to become productive due to the start of full-scale operation of large projects and other reasons</li> <li>• Use a thorough selection process for FY3/27 new graduate recruiting, place priority on project manager training</li> </ul>
	<b>Alliance with ITOCHU</b>	<ul style="list-style-type: none"> <li>• Continued joint activities centered on the SAP, Salesforce and ServiceNow projects</li> <li>• Growth of related businesses by starting to define requirements of large projects and sharing many projects</li> <li>• Used joint proposals to receive orders for large, multifaceted projects (cloud, infrastructure, training)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase cross-selling by strengthening sales activities</li> <li>• <b>Move faster for collaboration</b> involving SaaS (Salesforce, Microsoft, others), consulting, data management and other sectors</li> <li>• Collaboration between our group companies and ITOCHU Group companies</li> </ul>
	<b>Sales activities for cross-selling</b>	<ul style="list-style-type: none"> <li>• Reorganized sales functions and strengthened the framework for cross-selling proposals</li> <li>• Started sales activities targeting the current users of all business units</li> <li>• Created new projects with a value of 600 million yen during the third quarter</li> </ul>	<ul style="list-style-type: none"> <li>• Sales activities targeting the current main users of the COMTURE Group</li> <li>• The goal for the second half of FY3/26 is to <b>create new projects with a value of one billion yen</b></li> </ul>
Medium-term	<b>AI platforms for business process internalization</b>	<ul style="list-style-type: none"> <li>• Sales activities with AWS for building AI platforms</li> <li>• Provided demonstrations and internalization support for users that want to use generative AI</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Significantly upgrade productivity</b> for infrastructure designs and document production</li> <li>• In addition to building platforms, expand business operations to include <b>AI-driven development</b> activities</li> </ul>
	<b>Activities for the utilization of AI in development operations</b>	<ul style="list-style-type: none"> <li>• Completed demonstrations involving development and design document preparation operations for SaaS (Salesforce, kintone). (Productivity increased 30%-50% and was up 90% for some activities.)</li> <li>• Acquired know-how involving prompt templates and other tools</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Use AI for the verification of actual projects</b> and build a development environment covering COMTURE as well as other domains</li> <li>• Accumulate and use knowledge by using community activities encompassing the entire COMTURE Group</li> </ul>

# Measures for sales growth and higher profitability (2/2)

Sales/profit benefit

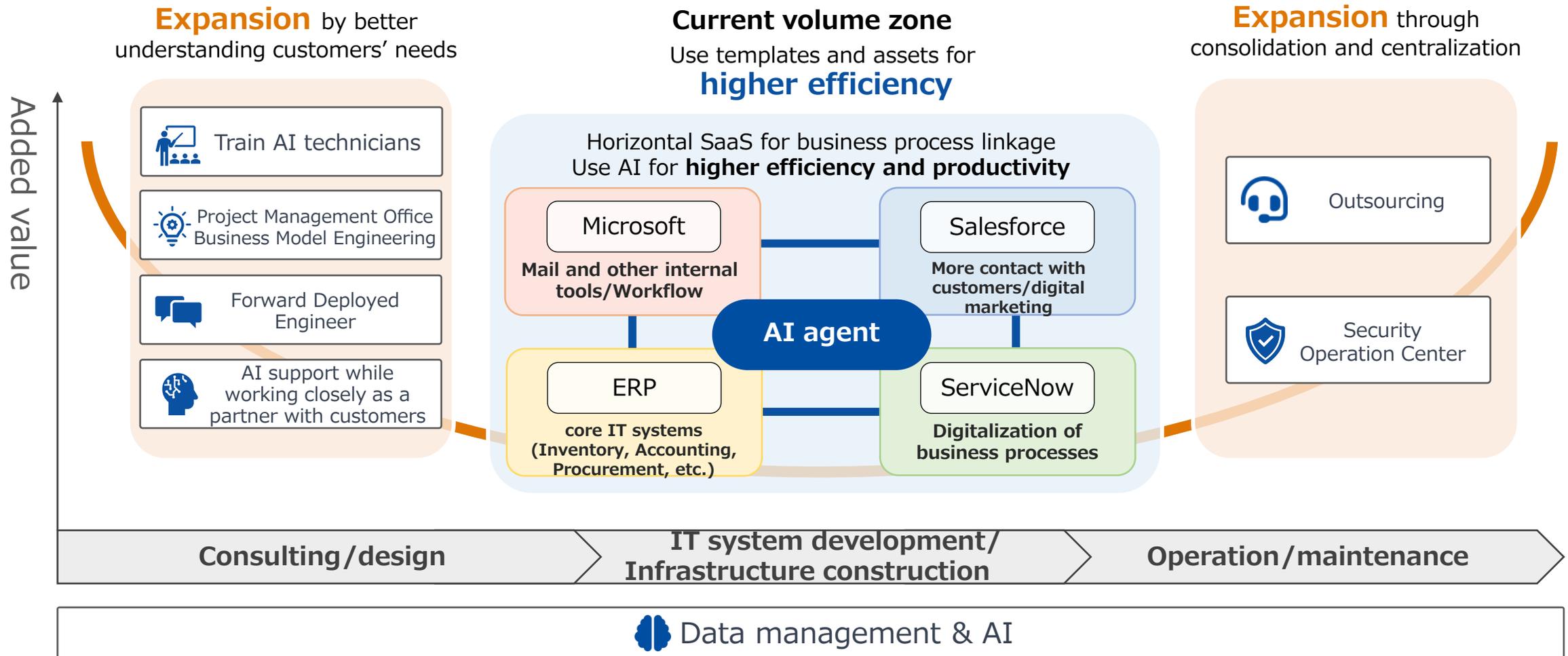
Prior years and FY3/26 1Q-3Q

FY3/26 4Q and afterward

Medium-term	<p><b>Synergies with HIT</b></p> <ul style="list-style-type: none"> <li>Benefited from synergies involving sales activities (new business from the new users and partners of HIT)</li> <li>Used collaboration among COMTURE Group companies to add 23 new projects</li> </ul>	<ul style="list-style-type: none"> <li>Continue activities for creating new business in the AI, Microsoft Azure and IT consulting sectors</li> <li>Enlargement of support domains by using the scale of the COMTURE Group through more collaboration among group companies</li> <li>Give all COMTURE Group companies <b>access to HIT's AI expertise and services</b></li> </ul>
	<p><b>AI business for financial institutions</b></p> <ul style="list-style-type: none"> <li>Received with SAS an order from Chugoku Bank Ltd. for a sales DX project to support data utilization and AI analysis</li> <li>The first step for receiving orders for projects using advanced technologies (building data lakes in a cloud environment)</li> </ul>	<ul style="list-style-type: none"> <li>More proposals for horizontal expansion to meet other regional banks in Japan with similar needs</li> <li>Activities with SAS and other partners to <b>strengthen business activities for using digital technologies at financial institutions</b></li> </ul>
Long-term	<p><b>Progress in PM training activities</b></p> <ul style="list-style-type: none"> <li>To upgrade project manager skills, currently using the internal PM certification program for more project managers and started a new practical training program for intermediate project managers</li> <li>Many activities are under way to give people training to become advanced project managers with outstanding capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Goal is <b>30 advanced (second highest rank) project managers</b> by the end of FY3/26</li> <li>Upgrade incentives, use a mentor program and take other actions to establish a sound PM training environment</li> </ul>
	<p><b>M&amp;A strategies</b></p> <ul style="list-style-type: none"> <li>Used joint activities with financial institutions and others to continue creating a list of potential M&amp;A opportunities and working on specific opportunities</li> <li>Objectives are to reinforce operations in growing business domain, increase the provision of added value and build a sound customer base</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen ties between financial institutions and M&amp;A firms to strengthen sourcing for midsize and large projects</li> <li>Expected 3-year M&amp;A investments from FY3/26 to FY3/28: <b>5 billion to 12 billion yen</b></li> </ul>

# The COMTURE Earnings Growth Model for the Age of AI

## Expansion of customer-centric businesses and increased efficiency in technology-driven businesses



# Appendix

# Business (Strategy for Collaboration with Vendors)

## Collaboration with global platformers and tool vendors

### Cloud Solutions

- Collaboration using alliances with global SaaS vendors, consulting and integration services for the installation and use of CRM and other cloud services, and other activities

### Digital Solutions

- Construction of data infrastructures by working with global AI vendors, provision of data analysis solutions by working with global data analysis vendors, and other activities

### Business Solutions

- Construction, operation and modernization concerning accounting, personnel, fintech and other core IT systems using collaboration with global ERP package vendors

### Platform, Operation Services

- Hybrid cloud environments using virtualization software, design, construction and operation of virtual networks, IT system remote surveillance at COMTURE Group's service centers using global tools, help desk operations, and other activities

### Digital Learning

- Training services in collaboration with global vendors for acquiring vendor certifications and IT training services to develop digital talent

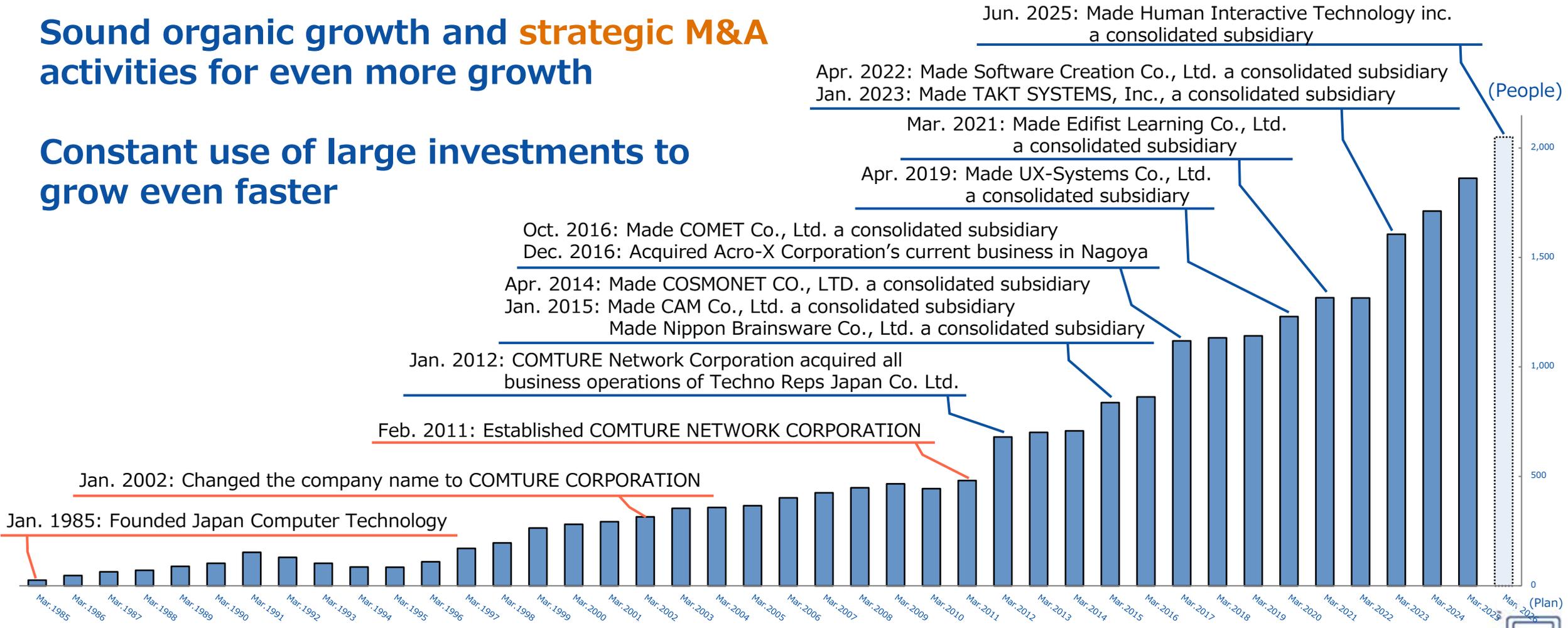


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## COMTURE's M&A strategy has increased the size of the workforce and group

Sound organic growth and **strategic M&A** activities for even more growth

Constant use of large investments to grow even faster



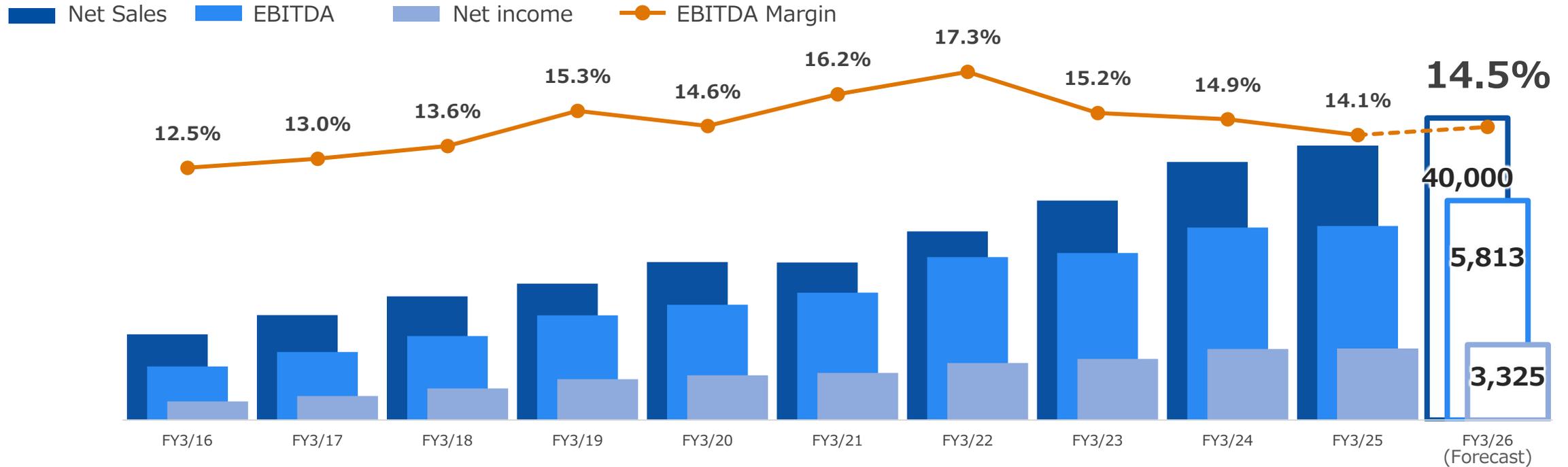
# Recent M&A Activity

## Big increase in profitability due to post-merger integration and training programs

Companies	Purpose of acquisition	Employees when acquired	Acquisition cost	Net sales Operating profit margin		Benefits of joining COMTURE Group
				Before (last year)	After (first year)	
Edifist Learning Inc.	• <b>Strengthen IT education business</b>	<b>56</b>	¥1,350 million	¥1,100 million 10.9%	<b>¥1,190 million 19.4%</b>	<ul style="list-style-type: none"> <li>• More powerful education business</li> <li>• Training of Digital experts</li> </ul>
SoftwareCreation Co., Ltd. *Integration into COMTURE CORPORATION in April 2024	• <b>Addition of resources (for reskilling)</b>	<b>120</b>	¥500 million	¥1,760 million 4.7%	<b>¥1,970 million 12.0%</b>	<ul style="list-style-type: none"> <li>• Expansion of businesses to growing market sectors by reskilling SAP engineers</li> <li>• More cross-selling to major clients</li> </ul>
TAKT SYSTEMS, INC. TAKT BUSINESS SOFT, INC. *These companies were combined in October 2023 *Integration into COMTURE CORPORATION in April 2025	• <b>Addition of resources (people with PM and other advanced skills)</b>	<b>121</b>	¥2,370 million	¥2,670 million 6.5% (converted to 12-month period)	<b>¥2,840 million 18.2%</b>	<ul style="list-style-type: none"> <li>• Addition of PM professionals, more business opportunities due to better quality for project management and other activities</li> <li>• A stronger framework for business operations in Kansai area</li> <li>• A stronger framework in the BPM business sector</li> </ul>

# Performance Trends

## FY3/16 to FY3/26 (Net sales/EBITDA/Net income)

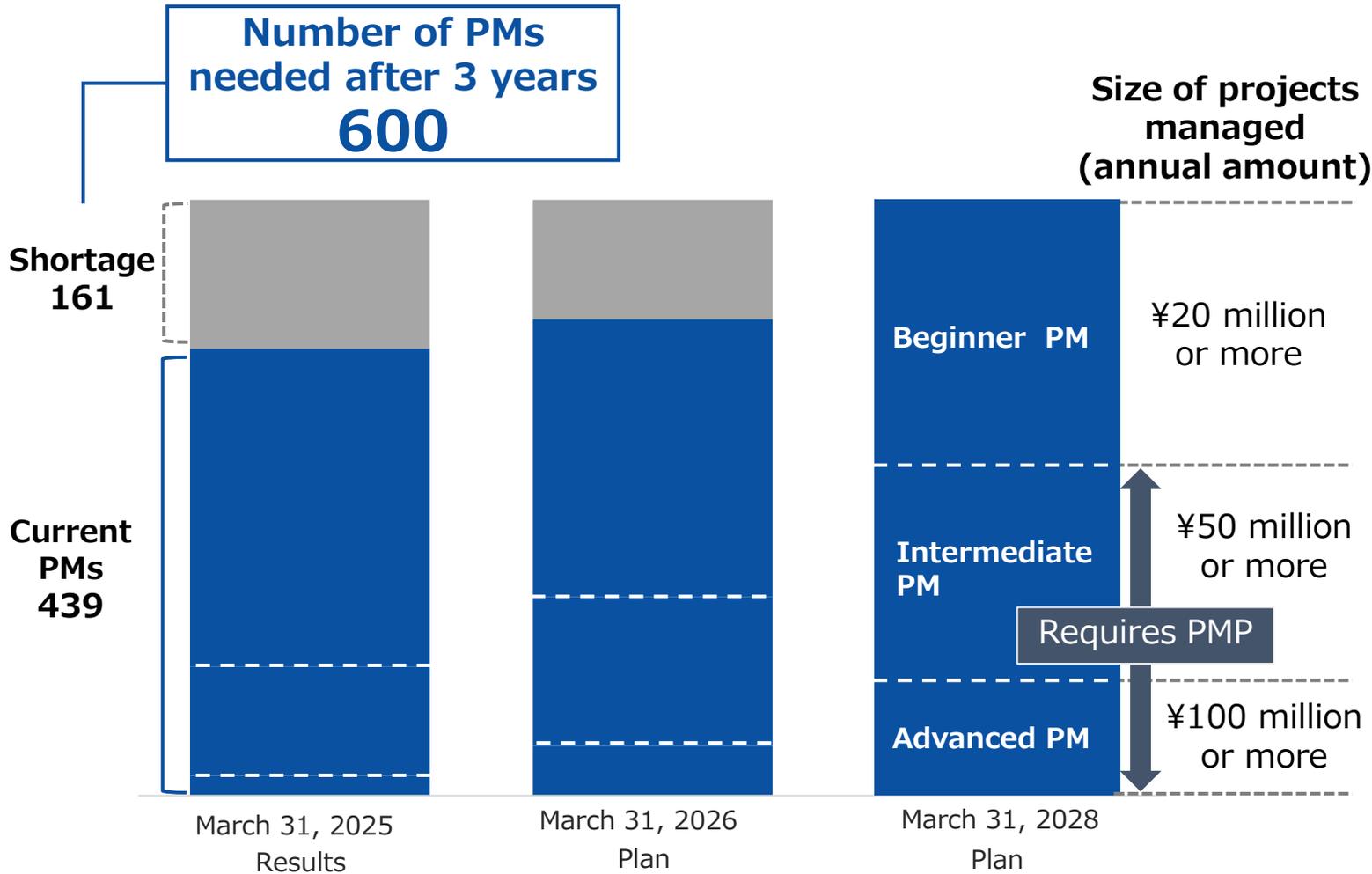


<b>ROE</b>	27.7%	29.7%	31.9%	26.0%	19.5%	17.7%	19.2%	18.6%	19.7%	17.9%	17.2%
<b>Payout ratio</b>	38.9%	35.2%	33.9%	39.5%	46.6%	47.4%	46.9%	52.0%	46.8%	48.4%	48.0%

\*COMTURE started applying Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020) in FY3/21.

# Project Manager Training Programs

Reexamined the environment for PM training to further upgrade PM skills



**Reexamination of Project Manager certification system and training programs**

**Multi-level training programs**

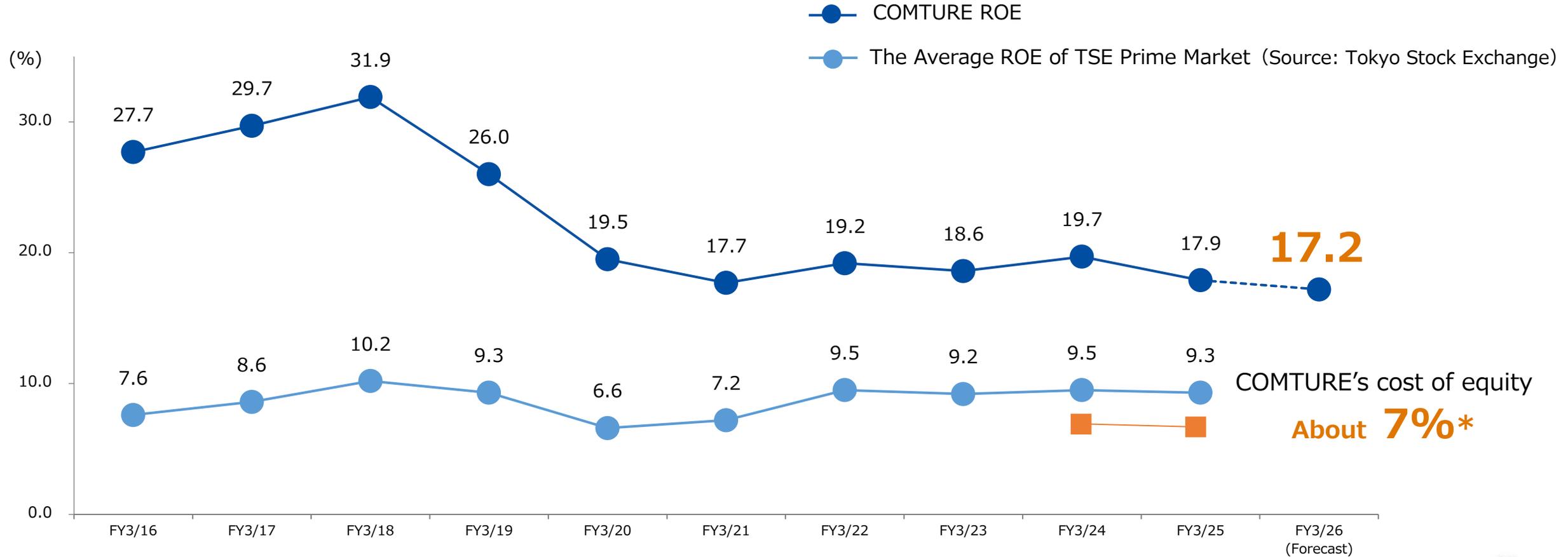
- Started e-learning courses using Udemy to allow people to take courses with greater flexibility and efficiency.

**Support for PMP (Project Management Professional) certification**

- Intermediate/advanced project managers require PMP certification to acquire knowledge that does not rely solely on experience.

# Efficient Use of Capital and Cost of Equity

Capital efficiency is consistently far above the cost of equity



\*The cost of equity is calculated by using the capital asset pricing model (CAPM).

# Balancing Capital Efficiency and Shareholder Returns

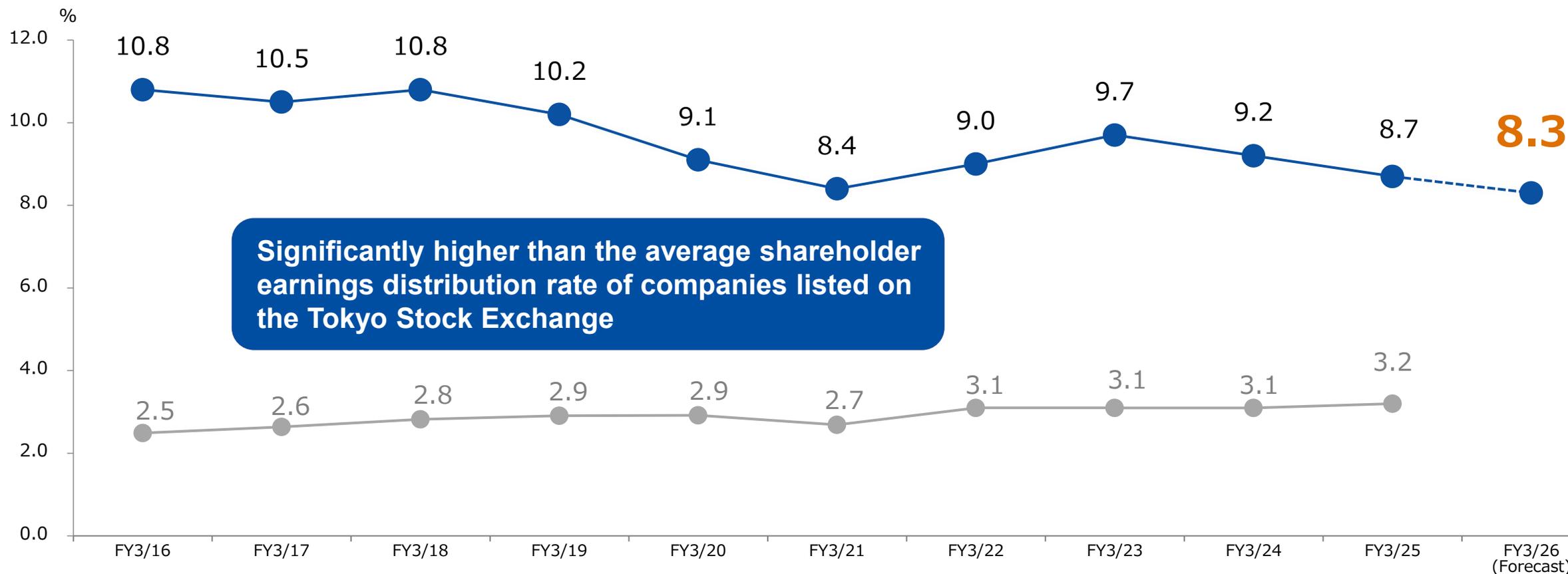
Goal is consistently high shareholder distributions and dividend stability

**DOE(Dividend-equity ratio)= Payout ratio×ROE**

The DOE shows earnings distributions to shareholders in relation to equity.

● COMTURE DOE ● The Average DOE of TSE Prime Market(\*)

(\*Source: Tokyo Stock Exchange)

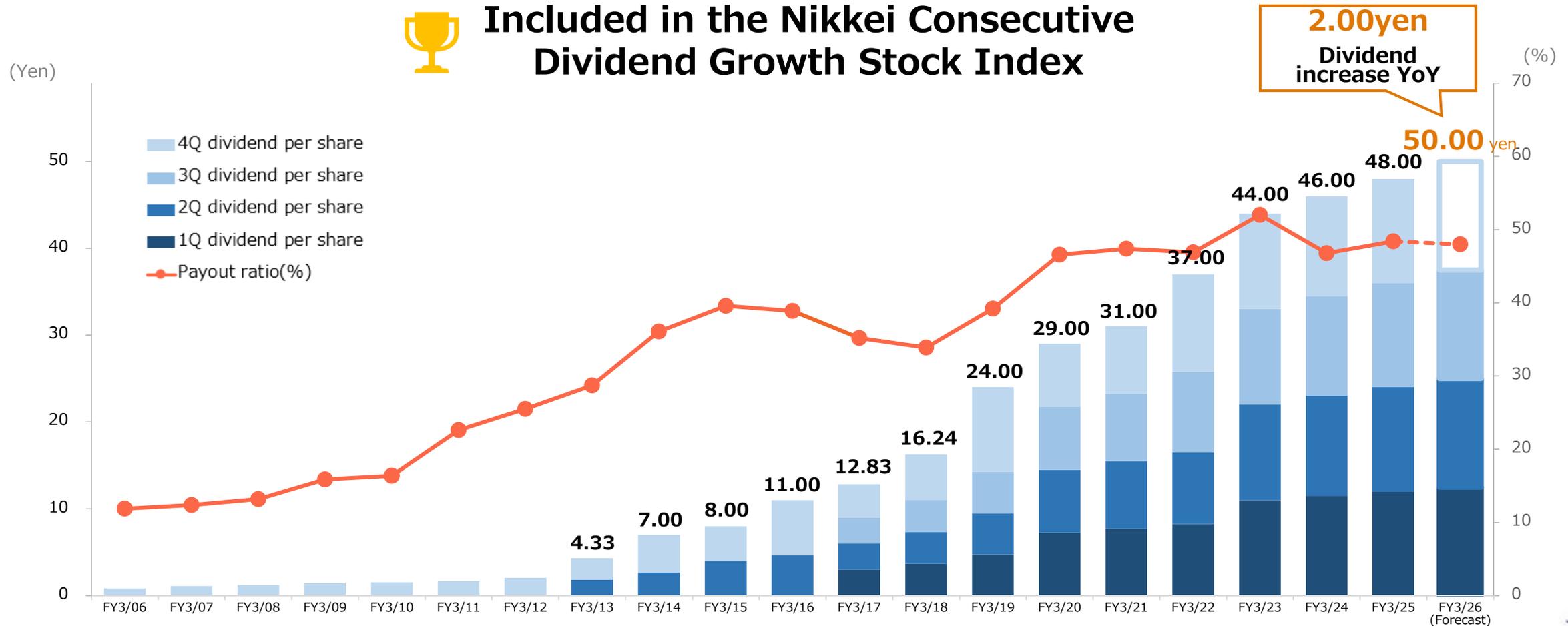


# Dividend Policy and Dividend Growth

Planning on the 21st consecutive dividend increase;  
goal is payout ratio of at least 45%



Included in the Nikkei Consecutive Dividend Growth Stock Index



COMTURE conducted a 3-for-1 common stock split effective on October 1, 2017 and a 2-for-1 common stock split effective on October 1, 2019. Dividend per share has been calculated as if these stock splits had taken place at the beginning of FY3/06.

## COMTURE pays dividends every quarter

COMTURE pays a quarterly dividend because the stability of operations results in the stability of quarterly performance as well.

### Dividend payment schedule

	Dividend per share	Dividend record date	Dividend payment date
1Q	12.50 yen	Jun. 30, 2025	Aug. 29, 2025
2Q	12.50 yen	Sep. 30, 2025	Nov. 28, 2025
3Q	12.50 yen	Dec. 31, 2025	Feb. 27, 2026
4Q	12.50 yen	Mar. 31, 2026	Next business day after shareholders' meeting approval (Plan)
<b>Total</b>	<b>50.00 yen</b>		

# Shareholder Benefit Program

Shareholders receive special benefits in addition to dividends

Shareholders of record at the end of September and March every year who own at least **300 shares** receive prepaid QUO cards worth 1,000 yen (2,000 yen every fiscal year).



- Dividend of 15,000 yen + prepaid QUO cards worth 2,000 yen = 17,000 yen annually
- The payout ratio including QUO cards are expected to be **54.3%** for the fiscal year ending March 31, 2026 (for shareholders holding 300 shares)

QUO  
クオカード  
1000

AIとデジタルで未来を創造

COMTURE 40<sup>TH</sup>  
LEAD THE FUTURE ANNIVERSARY

IN  
0 5 10

コムチュアの  
イメージキャラクター  
コムくん



# Key Numbers about COMTURE Group

## Recruiting



New graduates: **192**  
(Hired in April 2025)  
Experienced people: **64**  
(Hired during FY3/25)

## Reskilling



Cumulative no. of participants:  
**78**  
(FY3/25 total)

## The number of certified personnel



Employees with more than one certification counted separately  
**1,500**  
(FY3/25 results)

## Growth rate of gross profit per employee



**+0.2%**  
(FY3/25 results)

## Salary increase rate



**+5.0%**  
(FY3/25 results)

## Turnover rate



**5.5%**  
(FY3/25 results)

## Average monthly overtime



**8.8 hours**  
(FY3/25 results, COMTURE  
(Non-consolidated))

## Use of child care time off/ Pct. of eligible employees



Male: **88%**  
Female: **100%**  
(FY3/25 results, COMTURE  
(Non-consolidated))

## Female managers/Pct. of all managers



**23/10.3%**  
(FY3/25 results, COMTURE  
(Non-consolidated))

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



- This presentation was prepared to provide information about COMTURE and is not a solicitation to invest in COMTURE.
- COMTURE exercised care regarding the accuracy of information in this presentation but does not guarantee that this information is complete.
- COMTURE assumes no responsibility whatsoever concerning any losses or damages resulting from the use of information in this presentation.
- Forecasts and other forward-looking statements in this presentation are based on the judgments of COMTURE using information that was available when this presentation was prepared and incorporate risks and uncertainties. As a result, actual performance may differ significantly from the forward-looking statements in this presentation due to changes in market conditions or many other reasons.

## Inquiries

Corporate Communication Department,  
Corporate Management Division  
COMTURE CORPORATION

Tel: +81-(0)3-5745-9702

E-mail: [irsr@comture.com](mailto:irsr@comture.com)