

# CIJ

## REPORT

## 2025

Year Ended June 30, 2025

Computer Institute of Japan, Ltd.



# Corporate Philosophy/Vision

## Corporate Philosophy

# Using information technology, create a future considerate to both people and society.

**CIJ will** provide highly convenient systems and products anyone can use.  
strive to contribute to the creation of a comfortable lifestyle for future society.

Under our Corporate Philosophy, the Group carries out various roles ranging from providing advanced solutions to contributing to sustainability toward social goals, and conducts business activities with the mission of achieving digital innovation through these efforts.

In addition, we have established a Charter of Corporate Behavior for carrying out these business activities. We respect the fundamental human rights of all people associated with the Group, comply with domestic and international laws and regulations and their spirit, and conduct business activities in accordance with social ethics and social requirements.

## Vision

# Be a company that continues to be sought after and chosen by society.

We conduct our activities with the awareness that we impact society as a whole, including the shareholders, customers, and partner companies who support us, as well as our Group employees, their families, and the people connected beyond them, and we aim for steady and continuous development.

### Our vision for realizing this goal.

A company that is indispensable to our customers.

A company where CIJ Group employees can continue to work.

A company with distinctive strengths needed by society.

A company with high recognition in the IT industry to ensure we are consistently chosen.

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## Editorial Policy

The CIJ Report provides a comprehensive overview of the CIJ Group's management policies and business strategies, as well as business performance, activities aimed at achieving plans, and non-financial information. We believe it is important to disclose as much information as possible to all of our stakeholders, including shareholders and investors.

**Scope of Reporting** The CIJ Group and Computer Institute of Japan, Ltd.

**Period of Reporting** FY2025 (July 2024 to June 2025)  
This report also contains some information before June 2024 and after July 2025.

**Publication Date** December 2025

**Referenced Guidelines** The International <IR> Framework and Guidance for Collaborative Value Creation

**Notes Regarding Information in this Report** Some references to "CIJ" and "the Company" in this report may refer to the entire "CIJ Group."

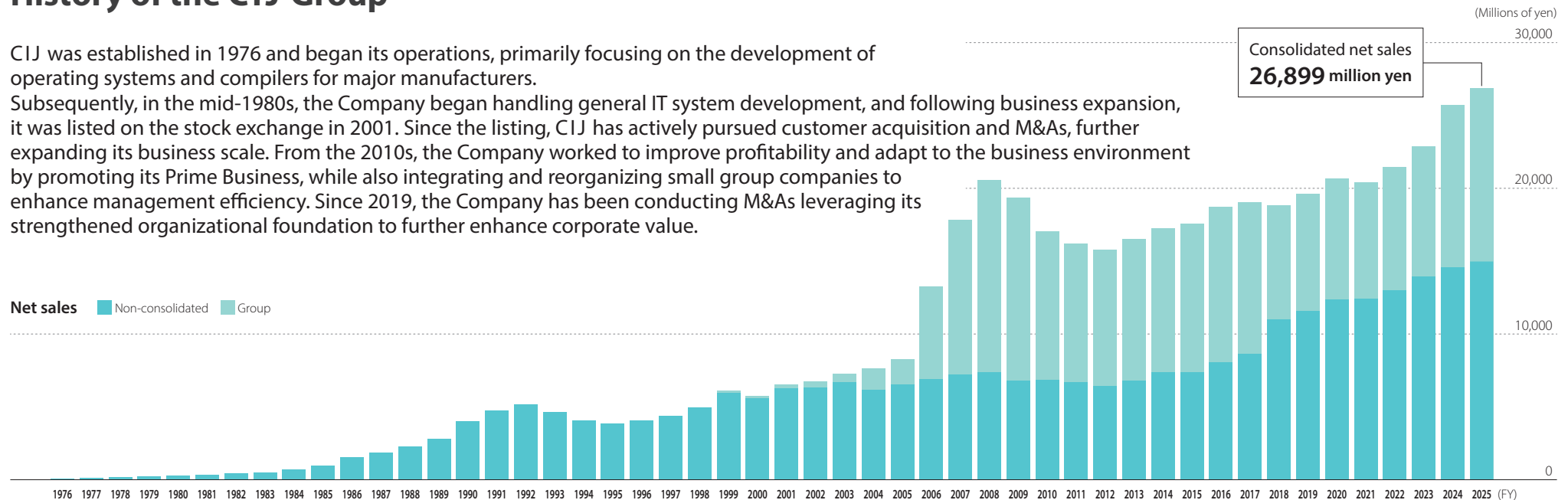
**Disclaimer** This report is based on information available to the Group at the time of writing and certain assumptions that the Group has deemed reasonable. However, the Group does not guarantee the accuracy of the report or that any forecasts will be achieved. Actual results and other figures may differ significantly due to various factors.

# History of the CIJ Group

CIJ was established in 1976 and began its operations, primarily focusing on the development of operating systems and compilers for major manufacturers.

Subsequently, in the mid-1980s, the Company began handling general IT system development, and following business expansion, it was listed on the stock exchange in 2001. Since the listing, CIJ has actively pursued customer acquisition and M&As, further expanding its business scale. From the 2010s, the Company worked to improve profitability and adapt to the business environment by promoting its Prime Business, while also integrating and reorganizing small group companies to enhance management efficiency. Since 2019, the Company has been conducting M&As leveraging its strengthened organizational foundation to further enhance corporate value.

Net sales ■ Non-consolidated ■ Group



Consolidated net sales  
**26,899 million yen**

History of value creation

## Early days

Since our establishment, we have maintained business relationships with major manufacturers. Starting with the development of operating systems and compilers, we have been involved in numerous projects, including finance, products, and telecommunications.

## Growth period

Our technological capabilities were highly recognized, leading to the commencement of new business transactions with major system integrators. We were selected as one of the first ten companies in a major system integrator's business partner program, a relationship that continues to this day. We have been involved in many projects, primarily in the public sector.

## Acquisition of new customers

Starting with our initial public offering, we listed on the Second Section and then the First Section of the Tokyo Stock Exchange to expand our business scale. We have actively pursued new customer acquisition and M&As.

## Promoting Prime Business

To improve profitability and adapt to the business environment, we leveraged our expertise in compiler technology to develop our Migration Business. Furthermore, we have handled bidding projects in the public sector and promoted the expansion of prime projects.

## Further Group expansion

Positioning M&A as a key strategy for business expansion, we have specifically conducted M&As targeting companies that focus on system development and possess compatible business domains. We are currently working toward the further expansion of the Group.

## 1976 to 2000

- 1976** Com Stute, Inc., a U.S. corporation specializing in compilers, established Computer Institute of Japan, Ltd. (CIJ) in Yokohama as an independent company. Began developing operating systems for Hitachi, Ltd.
- 1991** Selected as a business partner of NTT DATA Corporation.
- 1998** Acknowledged as an Authorized Java Center by Oracle Corporation Japan. Contributed to promoting the appropriate use of Java.

## 2001 to 2010

- 2001** Listed on the Japan Securities Dealers Association over-the-counter market.
- 2002** Listed on the Second Section of the Tokyo Stock Exchange.
- 2004** Listed on the First Section of the Tokyo Stock Exchange.
- 2005** Made associated company Custanet Co., Ltd. a subsidiary.
- 2010** Made CIJ Next Co., Ltd. a subsidiary.

## 2011 to 2020

- 2013** Concluded a business alliance with the SYSCOM Group in Taiwan.
- 2019** Made Japan Financial Engineering, Ltd. a subsidiary.

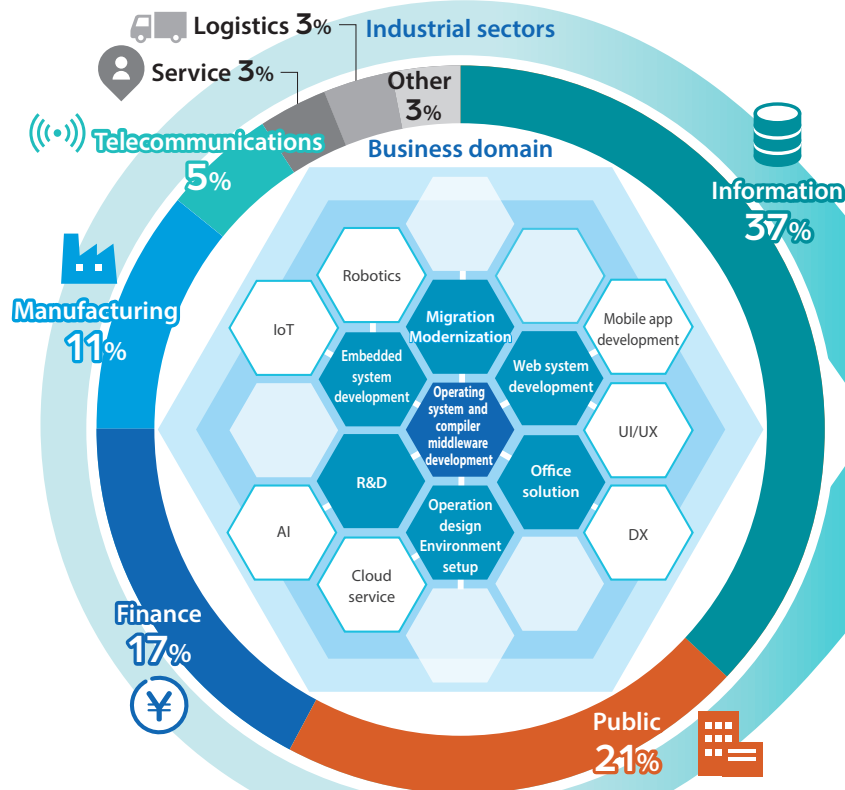
## From 2021

- 2021** Made a-LINK Group (a-LINK Corporation, i-BRIDGE Inc. Japan, i-BRIDGE Systems Philippines Inc.) a subsidiary.
- 2022** Head office relocated to Yokohama Gate Tower. Listed on the Prime Market of the Tokyo Stock Exchange.
- 2023** Made Nissinsoftware Co., Ltd. a subsidiary.
- 2024** Made AdvanceSoft. Co., Ltd. a subsidiary.

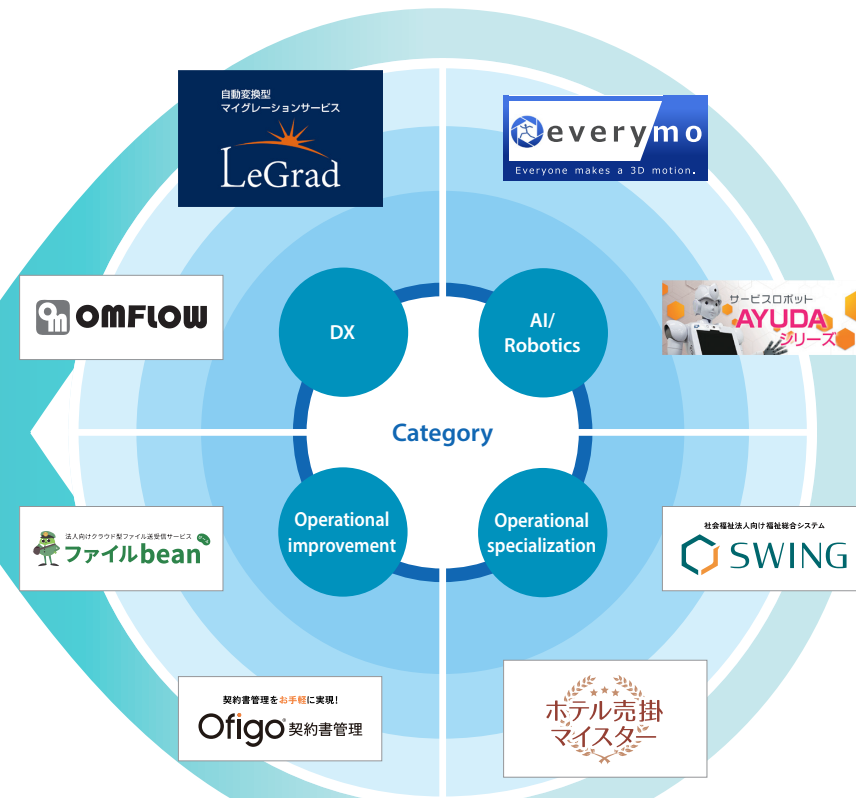
## Businesses of the CIJ Group

Building on the technological capabilities cultivated through the development of operating systems and compilers in the early days after our founding, CIJ has steadily expanded its business domains as various IT systems have been integrated into society. Leveraging the knowledge accumulated over many years and our refined technological capabilities, we operate in a wide range of industrial sectors, including the information, public, and finance sectors. Furthermore, by providing products and solutions developed based on this expertise to society, we respond to the diverse needs of our customers.

### Expanding business domains and a wide range of industrial sectors (composition of net sales)



### Extensive lineup of high-quality products and solutions



Backed by the development of core technologies such as operating systems and compilers, we have expanded our business domains by acquiring various technologies to meet the needs of society. In recent years, we have also been working to acquire the latest technologies, such as AI and IoT, through R&D activities.

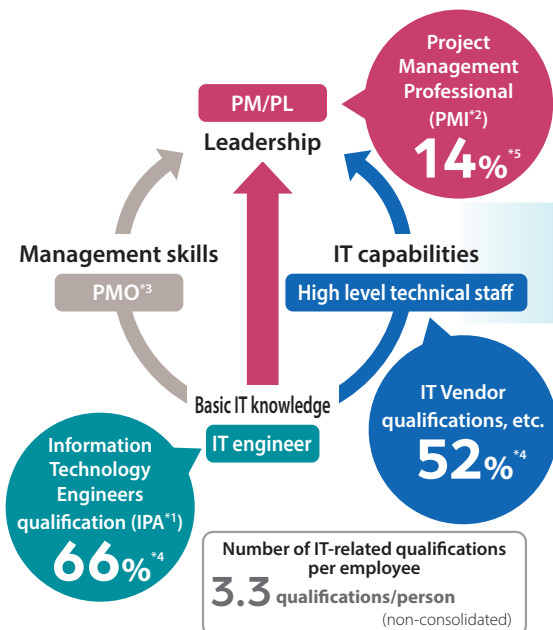
While we conduct businesses across a wide range of industrial sectors, we primarily engage in systems development for major system integrators in the information sector in which we operate. In the public sector, we leverage our strong management capabilities to handle government projects acquired through public bidding. In the finance sector, we handle operation system development projects for financial institutions. In the manufacturing sector, we handle migration projects and embedded software development projects for the automotive industry.

In the Products and Solutions Business, we provide solutions that realize efficient migration, products that allow for the automation and streamlining of IT operations, and products that improve general operation tasks such as file transfer and contract management. Furthermore, we provide products specialized for specific operation improvements, such as accounting systems for social welfare corporations and accounts receivable management systems for hotels and ryokans, thereby responding to the diverse needs of society. Moreover, through our business alliance with SYSCOM Group (Taiwan), we are also engaged in the R&D of AI and robotics, building up a track record of development.

## Strengths of the CIJ Group

In the CIJ Group's system development business, our human resources play a central role in providing high-value-added services to society. Our strengths lie in the high technical capability and business execution capabilities of our employees, as well as the relationships of trust we have built up over many years with our customers.

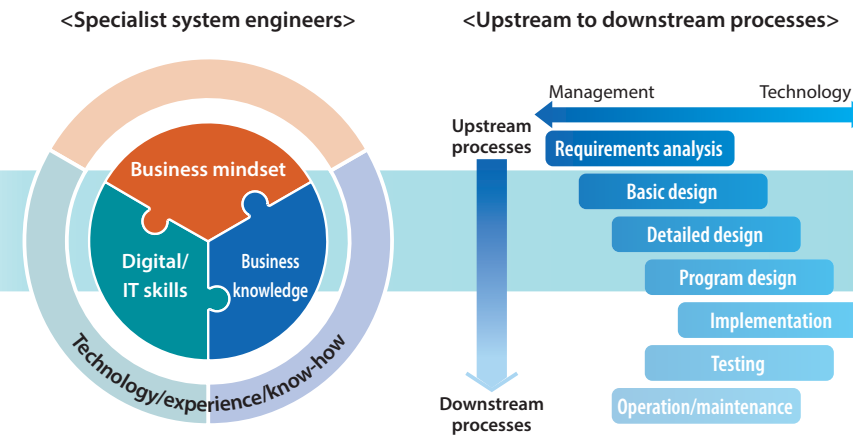
### Group of professionals



Our employees first acquire basic IT knowledge and then proceed to master more advanced IT technologies and improve their management skills. They obtain various qualifications, including those for Information Technology Engineers and IT Vendor, and use this knowledge to engage in project activities and enhance their practical skills.

\*1 Information-technology Promotion Agency (IPA): An organization under the Ministry of Economy, Trade and Industry that drives government IT initiatives.  
 \*2 Project Management Institute: A non-profit organization that develops project management standards.  
 \*3 Project Management Office: A department or organization within a company or organization that manages and supports multiple projects across multiple departments.  
 \*4 Qualification rate as of June 30, 2025, excluding employees with multiple qualifications.  
 \*5 Qualification rate as of June 30, 2025.

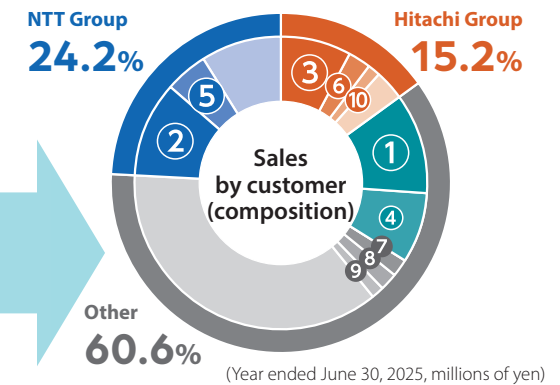
### Comprehensive support across upstream to downstream processes by specialist system engineers



Business mindset	Digital/IT skills	Business knowledge
Guided by our Corporate Philosophy, we strive to contribute to society by working closely with our customers and taking independent action to solve their problems, cultivating a broad perspective and a high vantage point, and growing our business.	Specialized IT skills (programming, cloud computing, AI, etc.) required for system development, as well as digital skills that utilize ICT to collect and analyze information and improve operational efficiency.	Knowledge required to understand customer issues and make proposals. It is categorized into industry-related knowledge (finance, logistics, healthcare, etc.), business field-related knowledge (accounting, human resources, budget management, etc.), and customer-specific business knowledge.

Our strengths lie in our long-standing systems development capabilities and manufacturing expertise. This is made possible by our digital and IT skills. All of our engineers learn about technology through their daily work and obtain qualifications by engaging in self-study. In recent years, as customer needs have shifted from manufacturing to problem-solving, we have added having a business mindset as an important element. These activities also enable our engineers to gain business knowledge. They utilize the skills they have acquired through these activities to take further strides.

### Stable customer base



Customer (1,228 companies in total)	Net sales	Composition
① SCSK	2,934	10.9%
② NTT DATA Corporation*	2,918	10.8%
③ Hitachi, Ltd.	2,150	8.0%
④ TIS Inc.	2,119	7.9%
⑤ NTT TechnoCross Corporation	1,198	4.5%
⑥ Hitachi Industry & Control Solutions, Ltd.	649	2.4%
⑦ Chuo Computer Systems Co., Ltd.	538	2.0%
⑧ NEC Corporation	522	1.9%
⑨ BIPROGY Inc.	388	1.4%
⑩ Hitachi Solutions, Ltd.	388	1.4%
<b>Total net sales of the top 10 customers</b>	<b>13,807</b>	<b>51.3%</b>

\* Includes NTT DATA Group companies

The NTT Group and Hitachi Group are our major customers, and we have maintained continuous business transactions with them based on long-standing track records and relationships of trust. While maintaining and expanding our relationships with these groups, we are also increasing our business with other major system integrators to establish a stable customer base. It is these relationships with a variety of business partners that support the growth of the Group.

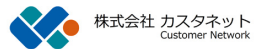
# Group Companies (As of June 30, 2025)



## CIJ Next Co., Ltd.

### System development

Operates across a wide range of industrial sectors, with a focus on the space, automotive, healthcare, and insurance industries



## Custanet Co., Ltd.

### System development

Mainly conducts business from its headquarters in Fukuoka Prefecture and office in Tokyo



## Japan Financial Engineering, Ltd.

### System development, product sales

Abundant business knowledge and track record in the financial field



## a-LINK Corporation

### System development, offshore bridge coordination

Extensive know-how in offshore development



## i-BRIDGE Inc.

### System development, offshore bridge coordination, R&D

Highly skilled Philippine personnel are active in Japan



## i-BRIDGE Systems Philippines Inc.

### Offshore development, R&D

Offshore development in the Philippines, where the IT field is growing rapidly



## Nissinsoftware Co., Ltd.

### System development

Focuses on the development of mainframe, web, and business systems



## AdvanceSoft. Co., Ltd.

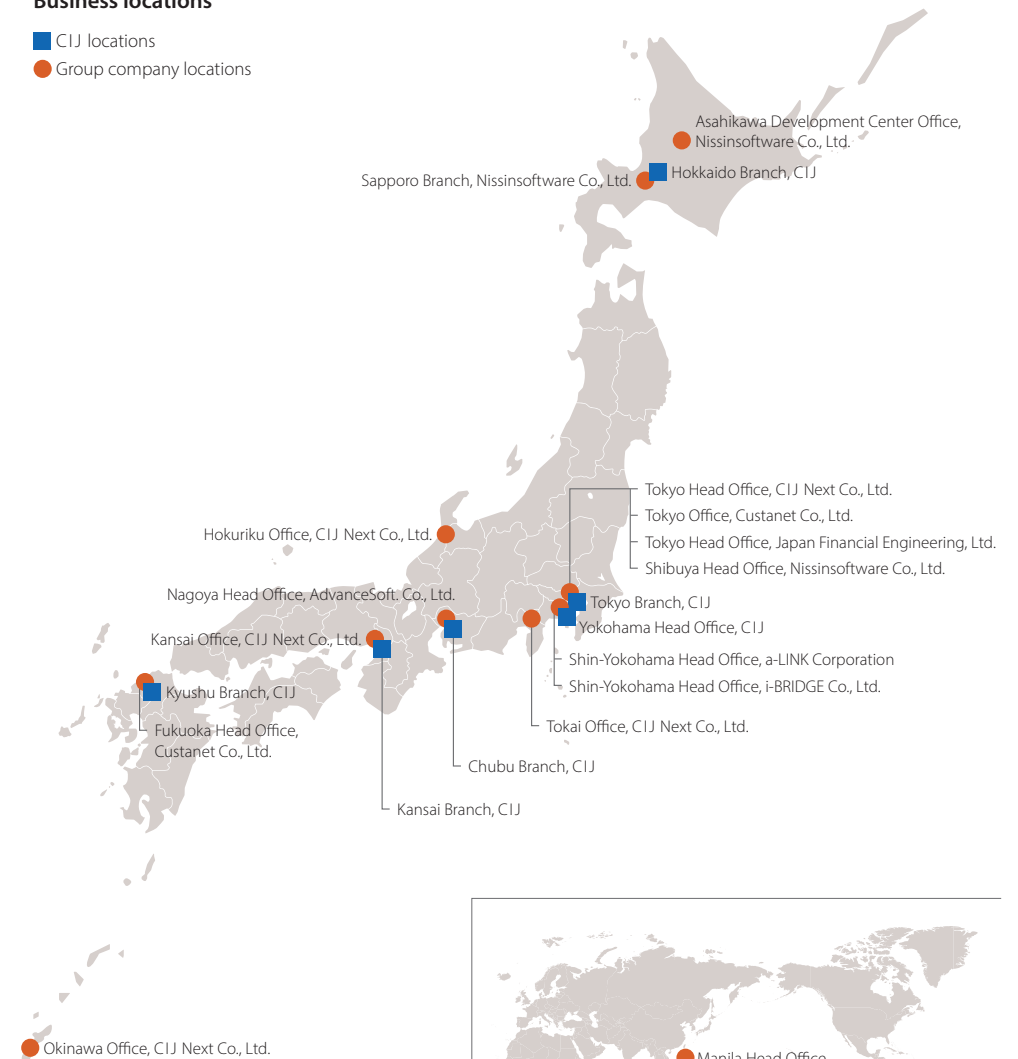
### System development

Abundant business knowledge and track record in the electric power field

### Business locations

■ CIJ locations

● Group company locations



# Management Capital

The management capital that the CIJ Group has cultivated over the years consists of the following five elements.

These different types of capital are interrelated and form an important foundation that supports our sustainable growth and value creation.

## Intellectual capital

### Recruiting/training systems

- Accumulated recruitment expertise
- Creation of a training system based on employee position and skills
- Support system for acquiring IT-related qualifications

### Management system

- Comprehensive project support system
- Effective implementation of ISO management system standards

### Product/solution development capabilities

Cumulative number of planned and launched CIJ products **Over 20 products**  
(8 currently on sale)

R&D expenses **160 million yen/year**

- Promotion of R&D
- Creation of business models
- Sharing and standardization of development knowledge
- Enhancement of education and training programs

Initiatives for utilization and growth

## Financial capital

### Strong financial position

Capital adequacy ratio **77.7%**    Net assets **14.5 billion yen**

### Stable profitability

ROIC **10.0%**

- Optimization of capital structure
- Enhancement of shareholder returns
- Promotion of M&As
- Enhancement of financial analysis

Initiatives for utilization and growth

## Social capital

### Relationship of trust with stakeholders

Number of customers    Number of business partners

**Approx. 1,200**  
(including customers that purchase our products)

**Approx. 220**  
(Non-consolidated)

Number of alliance/partners **8**  
(Non-consolidated)

### High credibility of the Company

Number of years in business **49 years\***

\* 50th anniversary on January 7, 2026

- Improvement of customer satisfaction
- Enhancement of supply chain
- Promotion of sustainability management

Initiatives for utilization and growth

## Human capital

### A group of professionals with highly specialized knowledge

Number of employees    Ratio of system engineers    Number of system engineers

**1,677 × 91% = 1,526**

Number of IT-related qualifications per employee

**3.3 qualifications/person**  
(Non-consolidated)

- Development of specialist system engineers
- Support for employee career development
- Stepping up recruitment activities to enhance human resources
- Promotion of D&I and health and productivity management

Initiatives for utilization and growth

## Manufactured capital

### Business locations spread across major cities in Japan

Number of business locations **21** (including 1 overseas)

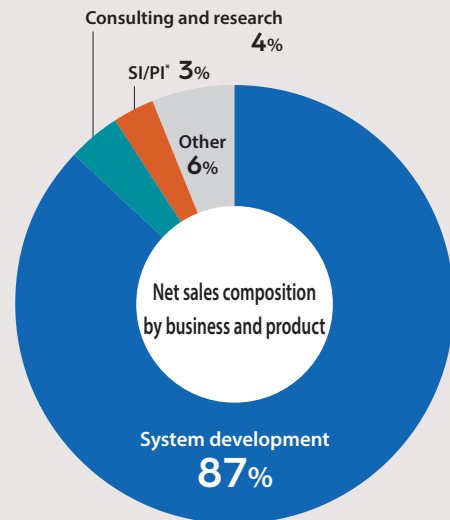
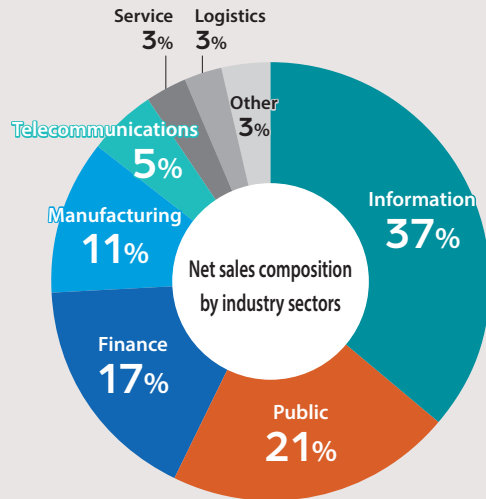
- ISMS- and EMS-compliant work environment
- Provision of a remote work environment
- Installation of a security room that meets customer requirements

- Strengthening of collaboration between locations
- Utilization of regional characteristics
- Improvement and enhancement of the work environment

Initiatives for utilization and growth

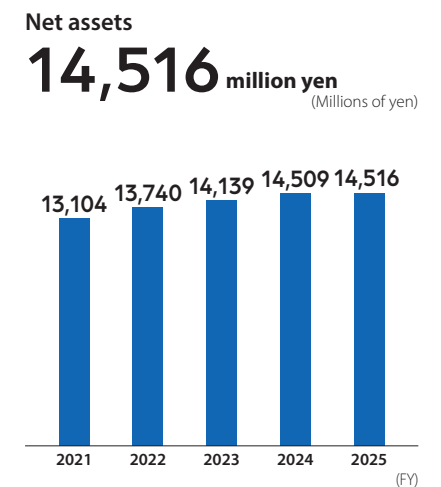
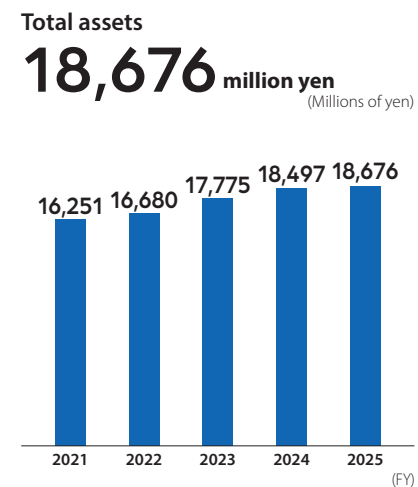
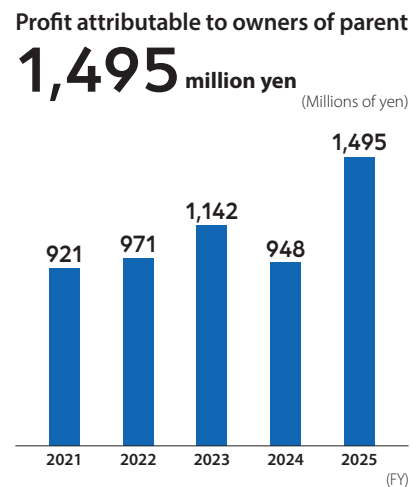
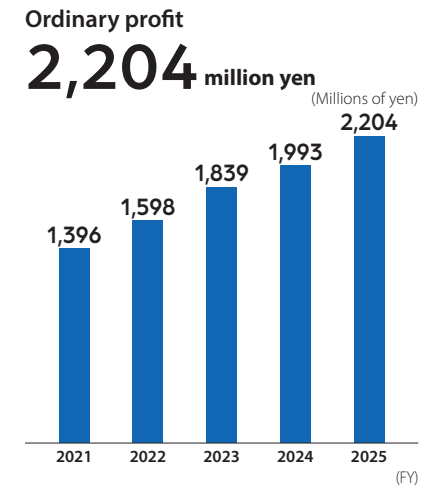
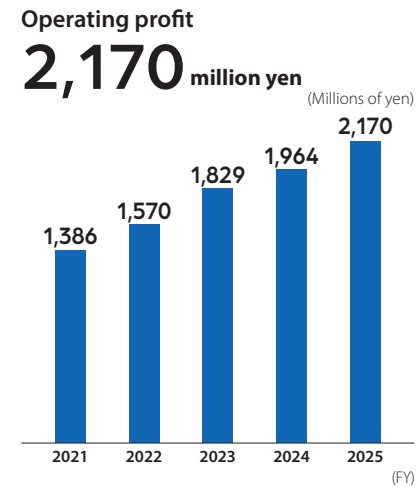
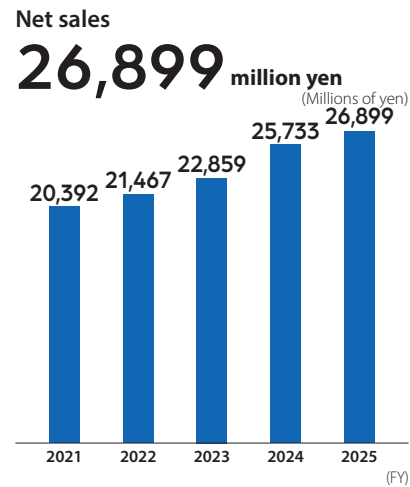
# At a Glance

## Net sales composition



\* Systems and Package Integration Services

## Financial highlights

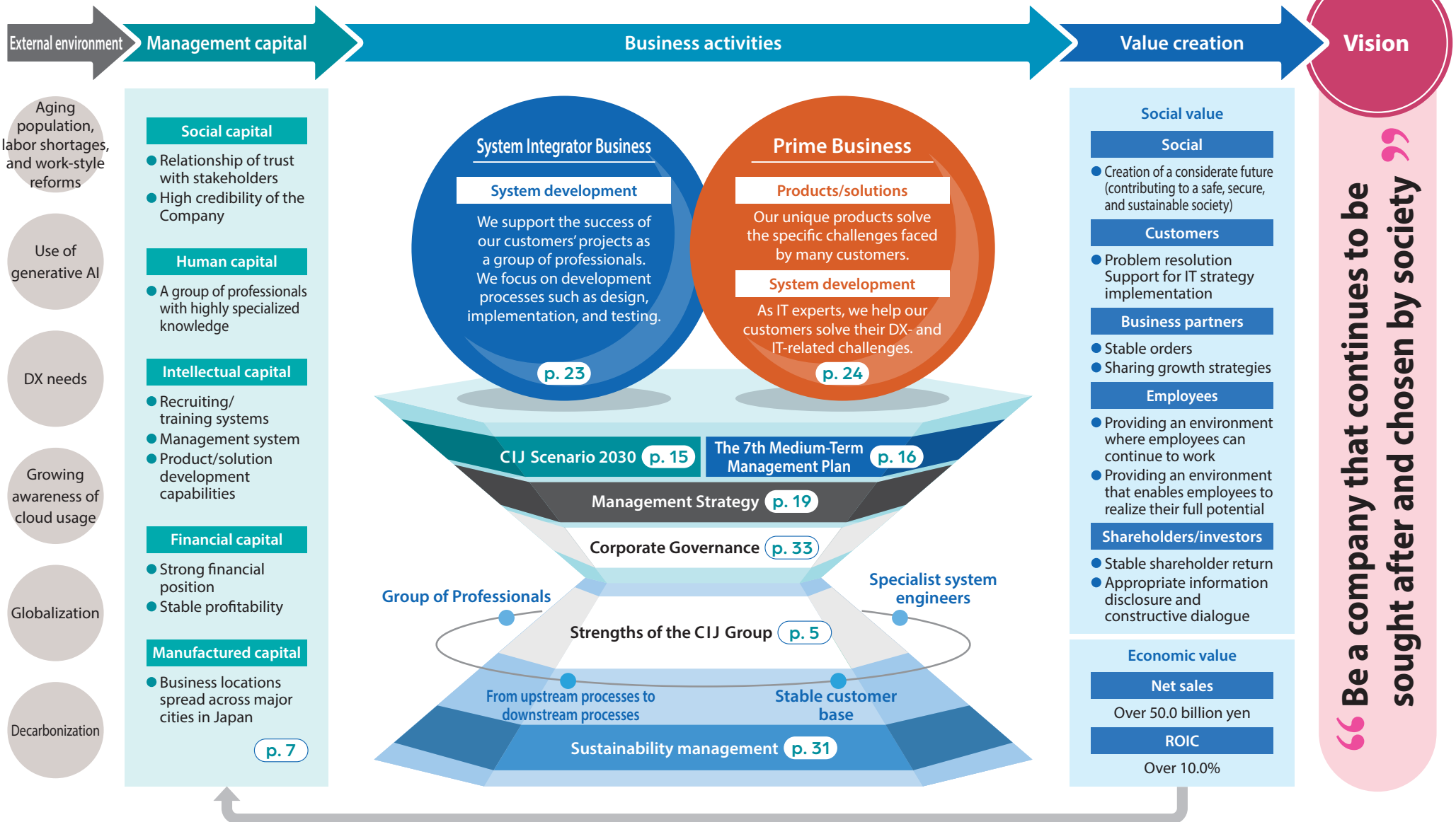


# Value Creation Process

Guided by our Management Philosophy, we aim to create new value through our business activities with an eye to enhancing our corporate value in a sustainable manner and realizing our Vision.

## Corporate Philosophy

“ Using information technology, create a future considerate to both people and society. ”



## Message from the President

# “Becoming a company that continues to be chosen by society” by “growing our customer base” and “achieving greater scale and business stability”

**Akihiko Sakamoto**

Representative Director, President

### Strengths of the CIJ Group and foundations supporting history of value creation

We would like to express our sincere gratitude to all our stakeholders for your continued generous support and understanding of the CIJ Group.

Currently, the Group has established the Vision, “Be a company that continues to be sought after and chosen by society” and set Key Goal Indicators (KGIs) in three areas (enterprise scale, business composition, and client composition). Furthermore, we have established “CIJ Scenario 2030” as a milestone for achieving our Vision and KGIs, aiming for the sustainable improvement of corporate value and the realization of this Vision. Against this backdrop, in January 2026 we celebrated our 50th founding anniversary. Throughout this period, we take pride in the fact that the Group’s history of evolution and growth has been supported by our “high technical capability” and “long-term relationships of trust.”

Our company was established in 1976 under the name Computer Institute of Japan, Ltd. Since our establishment, we have been directly involved with cutting-edge technology and have continued to perform work using high technological capabilities, including operating systems, programming language development, and compiler development. This

accumulation of experience and achievements has forged our core strength: the “high technical capability,” a strength that our employees take great pride in. Furthermore, the “long-term relationships of trust” we have built with our customers and partner companies through a sincere and dedicated approach to our work serve as a robust business foundation for the Group. To build relationships where a client returns to us three or five years after the completion of a project to say, “We would like to work with you again,” we believe it is essential to make our clients true “fans” of our company. The same goes for our partner companies. We believe that our ability to sustain growth is a direct result of earning this loyalty. These twin pillars of “high technical capability” and “long-term relationships of trust” have evolved into a definitive competitive advantage and have enabled us to establish our unique business structure as IT specialists and a stable customer base centered on major system integrators.

The Group will celebrate its 50th anniversary in 2026, but we view this as merely a milestone in our journey. We are far from finished with our transformation. We will continue to transform by staying ahead of social trends, expectations, and changes in our business environment. Guided by our new Group logo and corporate logo, which were renewed to mark our 50th anniversary, we will further strengthen our solidarity as a Group and aim for further enhancements to our corporate value.



## Message from the President



### The path toward the “CIJ Scenario 2030”

The CIJ Group has set forth the “CIJ Scenario 2030” as a milestone for the year 2030 as we work toward our ultimate goal of fulfilling our Vision. Under this scenario, we have set specific goals for 2030 regarding enterprise scale, business composition, and client composition. To achieve these targets, we are executing a “3-Step Strategy” consisting of three consecutive Medium-Term Management Plans from the 6th to the 8th. We are currently in the second year of our 7th Medium-Term Management Plan, “BEIT50” (detailed later), which is step two of our 3-Step Strategy.

Going forward, the vision embedded in “CIJ Scenario 2030” will eventually culminate in our 8th Medium-Term Management Plan, “CREATE;IT (Creating the future with Innovative Technology).” The 3-Step Strategy comprises the following three Medium-Term Management Plans: “ACCELE50,” during which we sought to accelerate growth; “BEIT50,” a period in which we are

refining our course of action while maintaining momentum; and “CREATE;IT,” in which we will work to pioneer a new future using AI and other innovative technologies that we are already pursuing.

While we are only mid-way through this journey, our progress thus far toward the goals of the “CIJ Scenario 2030” is largely on track. Regarding our management policies, specifically the goal of “Further expansion of Prime Business,” we faced some challenges in the first year. However, we are steadily taking action to resolve these issues and implementing measures to prevent their recurrence. Furthermore, we are proceeding according to plan with our ESG initiatives and our approach to human capital.

### Review of progress in the 7th Medium-Term Management Plan, “BEIT50” (year ended June 30, 2025 to year ending June 30, 2027)

Under our 7th Medium-Term Management Plan, “BEIT50 (Become the strategic partner with IT 50),” we aim to uphold the strong performance achieved during the 6th plan (ACCELE50) while adopting the core guiding policy of “Becoming a strategic partner for our customers through IT.” We will take a personalized approach centered on each customer’s unique strategy, demonstrating partnerships tailored to the specific needs of a diverse clientele spanning IT companies, general corporations, and the public sector.

From FY2022

The 6th Medium-Term Management Plan



**Reinforcing business foundations  
Pedal to the metal**

Reinforcing existing businesses that form our foundation.

From FY2025

The 7th Medium-Term Management Plan



**Expanding into and solidifying presence in new areas  
Maintaining momentum while setting a new direction**

Using the strong foundation of existing businesses to expand into and solidify our presence in new businesses and markets (including globally).

From FY2028

The 8th Medium-Term Management Plan

Creating the future with Innovative Technology  
“CREATE ; IT”

**Steady and stable management in a new stage**

Aiming for linear growth in a new stage of business.

FY2030

## Message from the President

### <Progress of measures based on promotion policies>

In our 7th Medium-Term Management Plan, "BEIT50," as promotion policies, we are working to "adapt to changes in the business environment and expand into new areas," "promote the development of specialist system engineers," and "promote sustainability management." In the year ended June 30, 2025 (the first year of the current plan), we began work on four key measures.

- The first is the conversion of AdvanceSoft Co., Ltd. into a consolidated subsidiary. AdvanceSoft has an extensive track record in system development for power companies and provides services for social infrastructure. Through its business activities, AdvanceSoft has accumulated extensive operational expertise and forged strong relationships of trust with customers, which are key strengths that define the company. By bringing AdvanceSoft into the CIJ Group, we will work to develop complementary relationships between the technologies and industry sectors of each Group company. In turn, we will aim to enhance engineer skills, broaden our customer base, and enhance the value of the services we provide for our customers.
- The second is the in-house use of generative AI services. Through research on generative AI applications, we have developed and begun internal use of new generative AI services. Specifically, we have developed two different services. One is "AI General Affairs" chatbot trained on our internal regulations. The chatbot enhances the searchability of our many internal regulations, responding to related inquiries in place of general affairs staff. Introduction of this service is expected to reduce the burden on general affairs staff and enable employees to quickly obtain responses to their inquiries to boost companywide productivity. The second service is "AI Engineer" system that can automatically

generate source codes. The system can generate an application following the input of requirements, user interface information, and design document images. Ideally suited to the development of prototypes, the system is expected to further improve development efficiency. We will continue to engage in research on generative AI applications and work to reinforce our internal technological capabilities by leveraging our strengths in manufacturing and developing personnel with excellent technological skills. At the same time, we will work to apply the expertise we gain through internal solution development to the expansion of our System Integrator Business.

- The third measure is the strengthening of our own partnerships as we aim to "become a strategic partner for our customers through IT" as per our Medium-Term Management Plan. First, regarding the utilization of our offshore base in the Philippines, the Group's overseas location, we have begun initiatives in collaboration with existing partner companies. This approach addresses domestic labor shortages and geopolitical risks, and our clients are increasingly adopting the use of Filipino talent as an effective solution to these challenges. Second, in addition to existing alliances with customers, we have further solidified the scope of our collaborations and concluded business partnership agreements that strengthen our commitment to both technology and resources. Going forward, we plan to engage in closer collaboration than ever before.
- Fourthly, we have introduced new initiatives to expand into global markets and have accelerated our activities in this area. Our operations extend beyond Japan; in addition to our ongoing efforts in Asia, we are targeting the rollout of our solutions in the United States and Europe. To this end, we are currently localizing our products into multiple languages and making preparations for sales in each of these regions.

### Current achievements based on promotion policies

1

**Conversion of AdvanceSoft Co., Ltd.  
into a consolidated subsidiary**

2

**Start of internal operation of generative  
AI services**

3

**Enhancement of partnerships**

**1 Utilization of offshore bases in the Philippines**

**2 Conclusion of alliances to strengthen  
collaborative initiatives**

4

**Promotion of global market development**

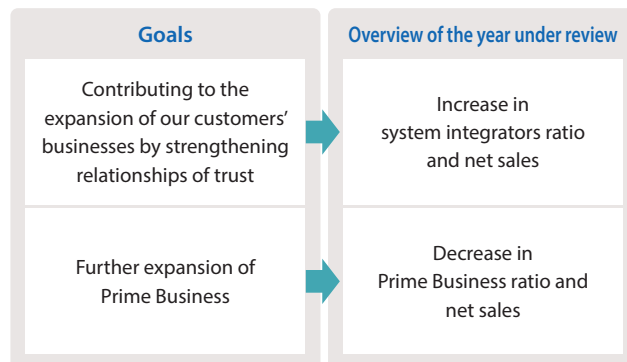
## Message from the President

### <Performance overview based on goals>

Through these various initiatives based on our promotion policies, we have established two goals for our 7th Medium-Term Management Plan: “Contributing to the expansion of our customers’ businesses by strengthening relationships of trust” and “Further expansion of Prime Business” (targeting Prime Business ratio of 21.8% for the year ending June 30, 2027).

Regarding our performance in the first year of the Medium-Term Management Plan relative to our goals, specifically “Contributing to the expansion of our customers’ businesses by strengthening relationships of trust,” orders from major system integrators remained strong. As a result, both our system integrator ratio and related net sales are showing an upward trend. On the other hand, regarding the “Further expansion of Prime Business,” we were unable to progress as planned during the first year of the current Medium-Term Management Plan. This was due to a higher-than-anticipated increase in orders for system integrator projects, combined with the fact that certain prime projects required more man-hours than originally forecasted. Consequently, the Prime Business ratio and its net sales decreased marginally year on year. Going forward, we will strive to increase system integrator projects while simultaneously improving the Prime Business ratio.

### Management policy (goals) overview



### <Performance summary for the year ended June 30, 2025 and initiatives for the second year of the Medium-Term Management Plan onward>

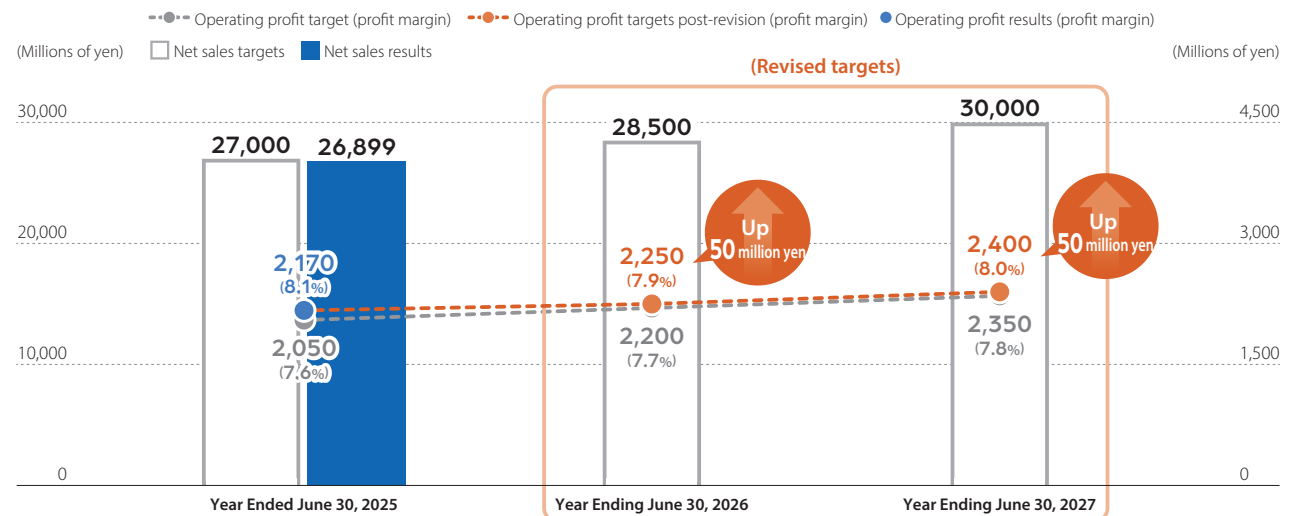
As a result of this series of initiatives, consolidated performance relative to our targets for the year ended June 30, 2025 was as follows: net sales were 99.6%, operating profit was 105.9%, ordinary profit was 107.0%, and profit attributable to owners of parent was 116.9%. In terms of sales, the postponement or loss of orders for certain planned projects had a negative impact, while in terms of profit, AdvanceSoft Co., Ltd. joining the Group and the application of tax credits for promoting wage increases had a positive impact.

Looking ahead, against the backdrop of rapid digitalization, there will be a continued and persistent demand for the utilization of various ICT-related technologies, led by generative AI. Consequently, IT investment aimed at enhancing corporate competitiveness and other strategic goals is expected to remain robust. Regarding

potential risks, we anticipate that technological innovation and efficiency gains driven by AI will lead to increased technical complexity in system development, shorter project delivery cycles, and a pronounced shift in focus toward upstream processes within the development cycle.

Taking these environmental outlooks into comprehensive consideration, and based on the premise of continuing our investment in human capital, which is the key to our future sustainable growth, we have upwardly revised our operating profit targets for the year ending June 30, 2026 (the second year of the Medium-Term Management Plan) and the year ending June 30, 2027 (the final year) by 50 million yen each. To reach these newly established heights, the Group will implement various measures in accordance with our three promotion policies, striving to realize our goals: “Contributing to the expansion of our customers’ businesses by strengthening relationships of trust” and “Further expansion of Prime Business.”

### Net sales and operating profit: Results and revision to Medium-Term Management Plan



## Message from the President

### Sustainability management at the CIJ Group

Based on our basic policy on sustainability, we believe we are making steady progress with the rollout of specific initiatives. Our achievements during the year under review include obtaining certification as a “2025 Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category)” and being selected for the “Motivation Award 2025” hosted by Link and Motivation Inc. Furthermore, we introduced “Whodo Saver,” a solution designed to help employees balance fertility treatment with their professional responsibilities. As a result of our renewed focus on instilling our Corporate Philosophy and management strategies throughout the organization, these principles are steadily taking root among the younger employees who will shape our future. Consequently, the elements essential to our corporate sustainability have also been strengthened. Against this backdrop, we achieved scores that exceeded our targets in the most recent employee engagement survey (conducted semiannually in February and August).

Given the nature of our Group’s business and our strategy to develop and utilize generative AI, we consistently position the strengthening of governance and risk management as a critical priority for our management. In connection with these priorities, recent meetings of the Board of Directors have involved deliberations not only on business plans but also on capital policy, the status of critical projects, and matters related to human capital.

### A message to our stakeholders

During our 6th Medium-Term Management Plan, “ACCELE50,” which began in FY2022, while overcoming impacts from the COVID-19 pandemic, we were able to make upward revisions to our sales targets twice thanks to achievements in various measures, including our business strategies, the Group controls, and reforms to internal systems. Under our current 7th Medium-Term Management Plan, “BEIT50,” profit performance for FY2025 was strong. Consequently, we have decided to upwardly revise our profit targets for FY2026 and subsequent years.

We believe it is essential to provide our existing customers with innovative technology to further elevate our presence, while simultaneously leveraging that technology to pioneer and secure new markets. In our R&D efforts specifically, we will link human resource development for mastering cutting-edge technologies directly to the creation of new solutions and products. Through this, we aim to expand our prime customer base, which is our challenge, and by providing the resulting achievements and insights to our system integrator clients, we will further solidify the foundation for achieving our future KGI targets.

Our new Group logo, renewed in July 2025, represents interwoven connections between our wide range of stakeholders including our customers, business partners and Group employees, while demonstrating our intent to create strong yet flexible relationships.

Guided by this new logo, we will work to “grow our customer base” and “achieve greater scale and business stability” to ensure we “become a company that continues to be chosen by society.”



Group logo



# CIJ Scenario 2030

To achieve sustainable growth with an eye to realizing our Vision of "Be a company that continues to be sought after and chosen by society," we have set a milestone for 2030. These targets are laid out in "CIJ Scenario 2030."

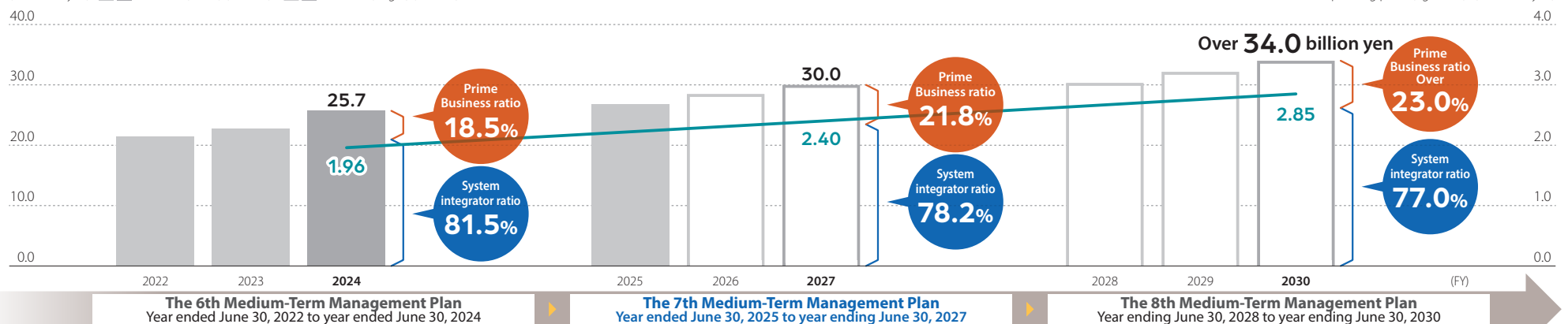
We have set goals for enterprise scale, business composition, and client composition.

CIJ Scenario 2030 shows the 2030 goals (checkpoints) for each goal set out in our Vision.

		CIJ Scenario 2030	Vision
Enterprise scale	Net sales	Over <b>34.0 billion yen</b>	Over <b>50.0 billion yen</b>
	Employees	Over <b>1,800</b>	Over <b>2,000</b>
	Market capitalization	Over <b>34.0 billion yen</b>	Over <b>50.0 billion yen</b>
Business composition	Prime Business ratio	Over <b>23%</b>	Over <b>50%</b>
	System development contract rate	Over <b>24%</b>	Over <b>50%</b>
	Net sales from products and solutions	—	Over <b>25%</b>
	Net sales from global market	—	Over <b>10%</b>
Client composition	Major companies make up at least <b>80%</b> of system integrator clients	Major companies make up at least <b>80%</b> of system integrator clients	Major companies make up at least <b>80%</b> of system integrator clients
	Acquire four government ministries/agencies as major clients in the public sector	Acquire government offices as major clients	Acquire government offices as major clients
	—	Acquire long-term general corporate clients	Acquire long-term general corporate clients

## 3-Step Strategy

(billions of yen) ■ Net sales (result) (left axis) □ Net sales (target) (left axis)



We have focused on strengthening orders and securing resources to strengthen our relationships with existing customers and bolster existing areas, which serve as the foundation of our business. At the same time, we have restructured our sales portfolio with the aim of expanding the scope of our Prime Business.



Leveraging our bolstered existing businesses, we will venture into new businesses and markets and aim to carve out a position for ourselves there. We will strive to develop relationships of trust with our customers, build strategic partnerships, and make forays into new areas.

"CREATE ; IT"

We will aim to achieve linear growth on the business stage established in BEIT50. We will also carve out a new future by acquiring and utilizing innovative technologies.

# The 7th Medium-Term Management Plan “BEIT50”

FY2025 - FY2027

**BECOME**  
the **STRATEGIC PARTNER**  
with **IT** **50**

Under our guiding policy, we strive to become a strategic partner for our customers through IT.

We approach each customer individually with a unique strategy to build specialized partnerships for a wide range of customers, including IT companies, manufacturers, general corporations, and the public sector.

## ▶ IT companies and manufacturers

Increase the system development contract rate

Increase contract rate with major companies

### Understand our customers' business strategies to support their system development.

Major IT companies and manufacturers are our main customers. We understand the direction and strategies related to our customers' business expansion and technological innovation goals, and leverage our strengths to support them. Specifically, we provide our technology and expertise to help them secure appropriate development resources. As a way for our customers to hedge risk, we will also increase the amount of system development we can undertake on a contract basis.

## ▶ General corporations

Increase Prime Business ratio

### Understand our customers' IT business strategies to support their achievement.

We are working to expand our Prime Business, which involves dealing directly with general corporation customers. We understand the IT business strategies that various companies are implementing to address labor shortages and other issues in Japan so that we can provide appropriate planning and proposals as IT experts. We also help our customers advance their business strategies and achieve DX by supporting the use of cutting-edge technologies such as AI and providing our general-purpose products.

## ▶ Public sector

Acquire government ministries/agencies as major clients

### Understand IT business strategies in the public sector to support their achievement.

We offer Prime Business to public sector customers, just as we do to general corporation customers. Leveraging the expertise we have gained from our many public sector projects, we will make proposals tailored to the unique IT business strategies of the public sector. We will also provide consulting services that utilize our technology and expertise to guide our customers in realizing their IT business strategies.

## The 7th Medium-Term Management Plan

# Management policy

We have set the following three promotion policies and two goals under our management policy.

We will ramp up various measures in line with these promotion policies with the aim of realizing our goals and reaching our financial targets.

## Promotion policies

1

Adapt to changes in the business environment and expand into **new areas**

p.21

Anticipate and respond flexibly and quickly to change

Identify the systems needed by society and promote challenges to take on new ventures

2

Promote the development of **specialist system engineers**

p.30

Promote development of specialists in IT, management, and business knowledge, etc.

Meet customer needs through the combined skills of these specialists

3

Promote **sustainability management**

p.31

Further focus on sustainability and link our corporate activities to the Sustainable Development Goals (SDGs).

Ramp up our explicit initiatives

4

Contributing to the expansion of our customers' businesses by strengthening relationships of trust

Strengthen our relationships of trust by aligning closely with our customers' missions and providing a wide range of services, ranging from upstream solutions and consulting through to downstream operation and maintenance

Follow changes in customers' businesses (technological innovation, business shifts)

5

Further expansion of Prime Business

Promote growth of our Prime Business in our mainstay system development business

Integrate our existing products and solutions with system development to achieve business domain expansion that leverages our strengths

Expand our business domains by developing new products and solutions

## Goals

## The 7th Medium-Term Management Plan

## Progress

In the year ended June 30, 2025, the first year of BEIT50, net sales fell slightly short of our target, but operating profit exceeded our target.

## Progress in the current fiscal year

	Targets	Results	Vs. our target	Achievement rates
Net sales	27,000 million yen	26,899 million yen	-101 million yen	99.6%
Operating profit	2,050 million yen	2,170 million yen	+120 million yen	105.9%

## Overview of the variance from our targets

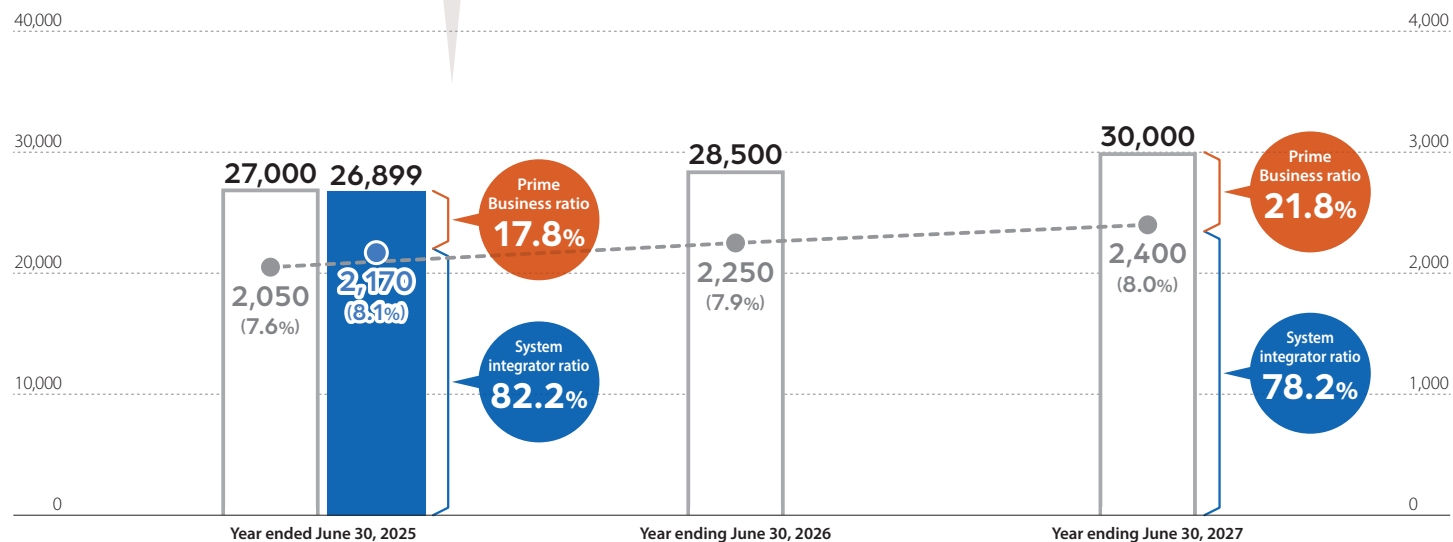
Delays and lost orders for some planned projects resulted in **a shortfall versus our target**

Improved profitability at some consolidated subsidiaries and the addition of AdvanceSoft. Co., Ltd. to the Group contributed in **exceeding our target**

## Consolidated financial targets

(Millions of yen) □ Net sales targets ■ Net sales results

● Operating profit target (profit margin %) ● Operating profit results (profit margin %) (Millions of yen)



# Message from the Executive Officer in Charge of Management Strategy

Further pursuing  
CIJ Group synergy  
to achieve the targets in BEIT50



**Hidehiro Shirasu**

Director, Executive Officer, and  
Division Manager of  
Management Strategy Division

## Formulating and executing a management strategy that links business and financial strategies

At CIJ, the Management Strategy Division takes the lead in formulating and executing management strategies that integrate both business and financial strategies. Regarding our business strategy, as outlined in our management policy, we currently aim to strengthen relationships of trust and stabilize earnings by fulfilling our social responsibilities as a key component of the supply chains of major system integrators. Simultaneously, we are striving to ambitiously expand our Prime

Business, which allows us to deliver CIJ's value directly to customers and offers high profitability. The Sales Sector and our business divisions are working together to create and execute action plans. In terms of financial strategy, we recognize that human resources are the core of CIJ's business model. As the activities of each individual employee are directly linked to our revenue, we have placed a high priority on human capital since our founding. For each of our strategies, we establish KPIs for execution, analyze them alongside the results, and incorporate this feedback into our planning to ensure the effective formulation and implementation of our strategies.

## While we secured a certain level of sales and profit, the first year of the Medium-Term Management Plan left some challenges to be addressed

In FY2025, the first year of our 7th Medium-Term Management Plan, "BEIT50" (▶ see p. 16 - p. 18), operating profit exceeded our initial target thanks to positive impacts from the consolidation of AdvanceSoft Co., Ltd., a company based in Nagoya with a strong track record in electric power-related IT businesses. On the other hand, due to factors such as certain prime projects requiring more man-hours than anticipated, net sales, which serve as the foundation for both profit and investment, regrettably fell short of our targets. Regarding our three promotion policies, while we are diligently taking action, we feel that progress on our execution KPIs is still insufficient. Going forward, we intend to further accelerate our efforts in exploring new domains and expanding their development opportunities. Regarding our two goals, we acknowledge that the "Further expansion of Prime Business" yielded disappointing results, as previously mentioned. We view this outcome as a key area for reflection and improvement. Regarding the emergence of unprofitable projects, we recognize that our response to potential risks was lacking and will implement the necessary corrections. Overall, while we achieved solid results in sales and profit during FY2025, we recognize it was a year that left several challenges to be addressed for the future. We must intensify our efforts to resolve the issues that led to the sales shortfall. From an organic growth perspective, we believe it is essential for CIJ and its Group companies to expand their respective operations while simultaneously driving measures to mitigate various risks. Meanwhile, as part of our inorganic strategy, we will continue working to increase sales through M&As.

## Message from the Executive Officer in Charge of Management Strategy

### Promoting balanced capital allocation and resource strategies to adapt to a changing environment

Recently, in the IT industry, automation and low-code or no-code methods are improving development efficiency, in turn reducing the duration and scale of projects. As fewer staff are involved in these projects, a higher level of quality is required from each individual than ever before. At the same time, it is becoming more difficult to boost sales by increasing volume. In this environment, to achieve the top-line growth essential for a company, we strive to stay ahead by quickly identifying market shifts and customer needs, ensuring we implement necessary management initiatives with agility. Regarding investment, we focus on “capital allocation” centered on three pillars: internal investment for growth, such as employee returns to secure talented personnel and R&D for acquiring new technologies; external investment for growth, including M&A; and shareholder returns. We are also focusing on a “resource strategy,” through which we are aiming to enhance the middle layer of our workforce pyramid which is somewhat lacking in depth.

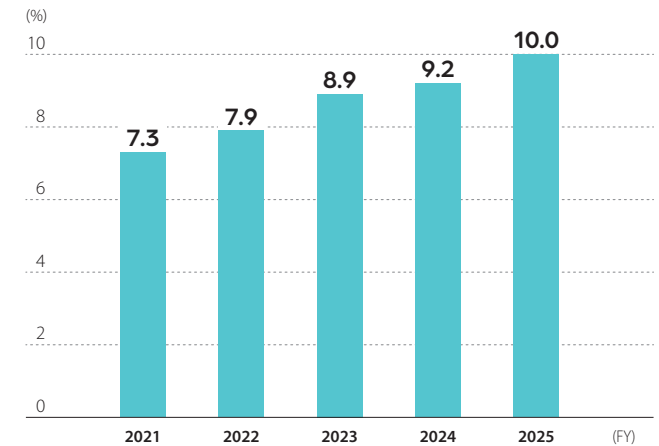
We are using ROIC as an indicator of capital efficiency. As our management strategy is centered on business activities, we determined that ROIC is the most appropriate metric for capturing the inherent profitability of those operations. In terms of shareholder returns, in the year ended June 30, 2025 our total payout ratio exceeded 100%. While proceeding with internal and external investments for growth, we will continue to examine dividend increases and the acquisition of treasury shares.

### Further pursuing Group synergy

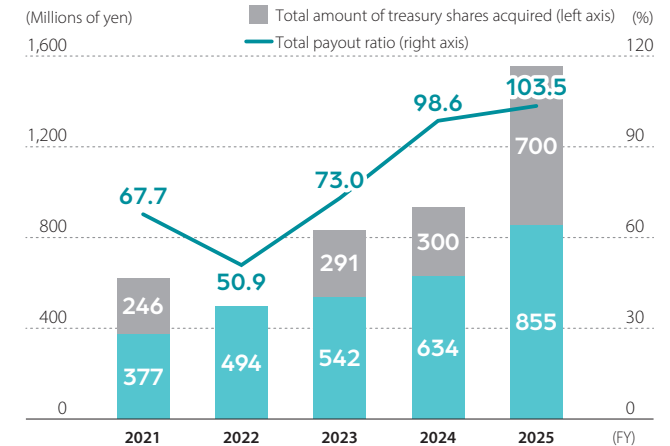
In addition to the capital allocation and resource strategies mentioned earlier, a priority we have emphasized in recent years to support smooth business operations is the promotion of integrated Group management. To ensure that Group expansion through M&A results in more than just a simple addition of businesses, we are appointing qualified individuals with CIJ experience and expertise to management roles within our Group companies to drive the Post-Merger Integration (PMI) process. Further, CIJ’s Administration Management Division provides thorough support to each Group company in the event of revisions to relevant laws and regulations. In these and other ways, we are promoting management from a Group-wide perspective. From a business perspective, we are seeing an increase not only in collaboration with the parent company, CIJ, but also in cooperation among the Group companies themselves.

Looking ahead, we are committed to strengthening the CIJ Group’s collective capabilities and pursuing further synergies, while keeping the possibility of integrating or reorganizing Group companies on the table as circumstances require. As we celebrate the 50th anniversary of our founding, the CIJ Group remains dedicated to creating a future that is kind to both people and society through the power of information technology.

### ROIC



### Shareholder return



## The 7th Medium-Term Management Plan

The 7th  
Medium-Term  
Management Plan  
Promotion Policy

1

# Adapt to Changes in the Business Environment and Expand into **New Areas**

Building on our manufacturing expertise, we will fully utilize our IT technology and business knowledge to promote expansion into the Solutions Business. While steadily evolving our business in the system issues domain, we will also expand into the business issues domain.

## Basic policy for new areas

In the system issues domain, resolving issues related to the development and operation of information systems is required. Thus far, our business domains have been centered on application, infrastructure, and migration, but now, we offer services in areas where technological advances have created market demand, such as IoT, cloud, and development support, as sustainability solutions.

In the business issues domain, resolving issues of our customers, such as those related to improving operational efficiency and DX, is required. Our business domains have been centered on documents, RPA, etc., but now, we are incorporating cutting-edge technologies to develop generative AI, robotics, company-specific DX, and operation-specific DX solutions.

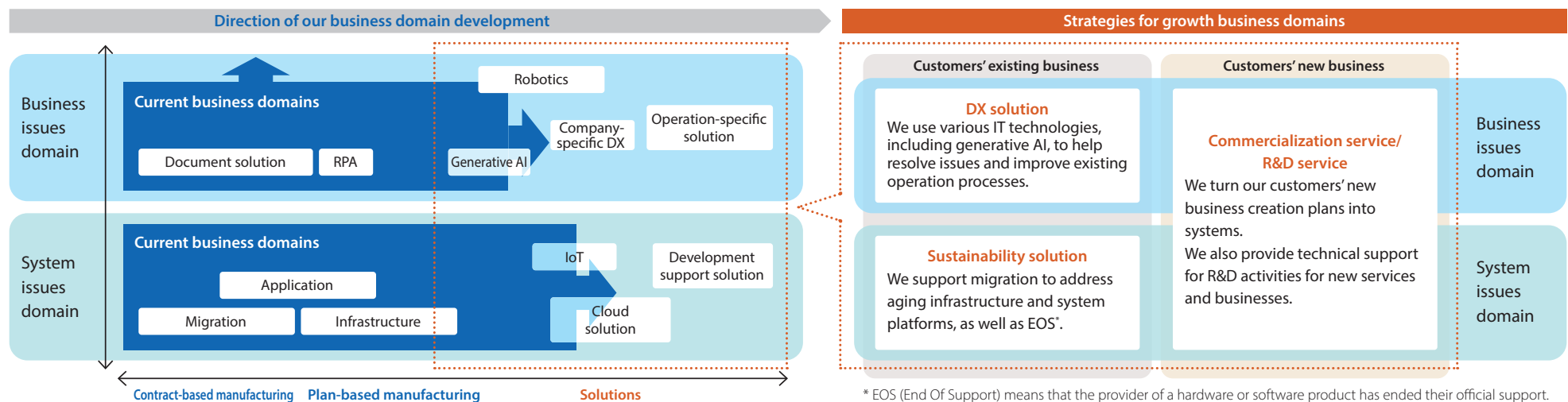
We also provide commercialization and R&D services to support our customers' new business development.

Through these efforts, we aim to optimize our customers' business processes and help them increase their competitiveness.

## BEIT50 accomplishments to date

In July 2024, we established the Global Business Digital Solution R&D Promotion Division. It was established with the aim of enhancing our DX solutions and commercialization and R&D services. This has enabled us to put a system in place to specialize in R&D. In the first year of the plan, we focused on internal DX with an eye to future customer support, developing our proprietary generative AI service, "AI General Affairs." This service is a chatbot with knowledge base of our company rules, and has successfully improved the efficiency of internal operations. Going forward, we will promote servitization. We also conducted in-house training to develop engineers capable of using generative AI. These AI engineers participated in customers' generative AI projects and provided technical support for development.

In sustainability solutions, we expanded our track record in cloud-related projects. We are also proposing infrastructure optimization solutions to customers we have worked with in the past.



# Message from the Executive Officer in Charge of

[Prime Business] [System Integrator Business]

The CIJ Group will strive to continue growing so that it can achieve the CIJ Scenario 2030 and the vision that lies beyond



**Shigenari Kubo**

Director and Senior Executive Officer,  
and Division Manager of  
Digital Innovation Business Division

## Staying sensitively attuned to expectations and placing great importance on understanding what customers want from us

As one of the people responsible for administering field operations, I see the CIJ Group's Vision of "Be a company that continues to be sought after and chosen by society" as representing our raison d'être: serving the world through the CIJ Group's business and raising people's expectations. We need to be needs-oriented, not seeds-oriented. That is, we need to stay sensitively attuned to the expectations of our customers and place great importance on understanding what they want from us. The CIJ Group is led by full-time employees and partner companies that understand and share these values, and we strive to put this concept into practice, both through our System Integrator Business and our Prime Business (▶ See the chart on p.23-24 for details). As a result of this, in our System Integrator Business, many major system integrators in Japan have become our customers, and we have been recognized by these customers as one of their top partners in terms of transaction amounts. In the Prime Business, we have private companies as customers, and we are gaining recognition through our procurement projects for government agencies and local public organizations for our proposal and technology provision capabilities, which are based on a

solid understanding of operating conditions. This is another feature of our Group's business.

## Our business composition approach under CIJ Scenario 2030

Within the CIJ Scenario 2030 (▶ p.15), the CIJ Group has set a Prime Business ratio of over 23% and a system development contract rate of over 24% as KPIs for 2030 involved in the business composition we will use to achieve our Vision.

In monetary terms, this Prime Business ratio of over 23% is equivalent to 7.82 billion yen, requiring an annual accrual of 0.61 billion yen going forward. The first element of this approach will be striving to increase our transaction amounts with existing prime customers. We will maintain the prime customers we already do business with, build deeper relationships with them by continuing to carry out projects in which we add new functions, and position ourselves as a systems integrator that our customers trust and rely on. The second element of our approach will be bringing in new migration projects. Through the LeGrad migration service, one of CIJ's distinctive solutions, we will update legacy systems that get in the way of customer DX efforts, supporting our customers' first steps toward DX. The third element of our approach will be reinforcing our proposal capabilities to better bring in more orders for projects for government agencies. In our current public sector business, there are many challenges with utilizing IT, and there are extremely strong-rooted needs. I want us to be recognized overall for our proposal and technical capabilities, without relying on price competition, and to be an IT vendor that truly solves the problems faced by customers and society. In addition to these, we plan to strengthen our sales with the goal of expanding sales of existing products, focus our efforts on product business such as external sales of our internal AI services, and achieve our goal of having a Prime Business ratio of over 23%.

## Message from the Executive Officer in Charge of

[Prime Business] [System Integrator Business]

With respect to having a system development contract rate of over 24%, this is equivalent to 6.46 billion yen in monetary terms, requiring an annual accrual of 0.57 billion yen going forward. To achieve this KPI, we are working on system development in both our System Integrator Business and our Prime Business. Regarding contract works, efficiently carrying out projects results in greater profitability, but there is also a risk of projects being unprofitable if problems occur or performance declines. We will, of course, plan to reduce these risks through appropriate management, and in the System Integrator Business, we plan to take on projects with little operational or technical uncertainty. In the Prime Business, we plan to work on projects with limited work scopes, such as adding functions, and

projects for which we can reliably assess risk, as our contract projects.

### Our client composition approach under CIJ Scenario 2030

CIJ Scenario 2030 also sets qualitative and quantitative client composition goals for 2030, which are “Major companies make up at least 80% of system integrator clients” and “Acquire four government ministries/agencies as major clients in the public sector.”

There are several reasons that we are aiming for “Major companies make up at least 80% of system integrator clients”

(which is the equivalent of 20.95 billion yen or more in net sales). For one, by having major systems integrators with broad business scopes as clients, we can build a stable customer base. In addition to that, it would also provide other benefits, such as providing us with opportunities to engage in even more diverse projects, and enabling us to maintain and improve both the number of development engineers and their quality, on an ongoing basis. Based on this, while maintaining our baseline of taking on new projects through communications between customers and employees who have been involved in system integrator customers’ development sites for many years, we will strive to expand the business conducted with our long-standing system integrator customers.

### Overview of the System Integrator Business

System Integrator Business consists of supporting the development and operation of information systems for customers, which are major IT companies (systems integrators). In development, it is primarily responsible for the processes in design, implementation, and testing, performed under the project management of the customer. In our business, we leverage the technical capabilities, business knowledge, and quality that we have nurtured over many years. When doing so, we build the support structure our customers’ needs, not just through Group companies but also through collaborations with business partners. We also collaboratively work on project proposals led by customers, project management, the creation of the infrastructure that systems operate on, and more. We provide support for a wide range of system development. Through this support, we supply information systems with high added value. This is the foundation of this business segment, which earns us the trust of our customers and leads them to do business with us for years to come.

### Strength of the System Integrator Business

Skills and knowledge through long years of involvement with customers on projects

Hitachi, Ltd.  
Approx. 50 years

NTT DATA Corporation  
Approx. 40 years

Providing a wide range of services, ranging from upstream solutions and consulting through to downstream operation and maintenance

Structure creation capabilities that leverage the diverse resources of the CIJ Group, including overseas subsidiaries, and business partners

CIJ Group  
9 Companies

Business partners  
Over 220 companies  
(Non-consolidated)

Extensive development track record of large projects such as public sector projects

## Message from the Executive Officer in Charge of

[Prime Business] [System Integrator Business]

Regarding “Acquire four government ministries/agencies as major clients in the public sector,” by continuously taking orders for current government projects, we aim to gain a deeper understanding of the work done by those government ministries/agencies and develop the ability to issue more effective proposals. To create this virtuous cycle, we have set a target of four government ministries/agencies, but this number is not set in stone. We would like to increase the number, irrespective of whether the government ministries/agencies are central or local. This will help provide our business with greater stability in the off-seasons of public projects.

### Our future business outlook

The CIJ Group is working to increase Group synergy. To prepare for situations that we cannot handle with our resources alone, we always maintain close communications across our entire Group, enabling us to utilize all of the Group’s resources and meet the needs of our customers. CIJ, which is the parent company, has taken the lead in preparing internal systems and compensation systems to be a company where employees are always motivated, and it strives to have all Group companies

implement systems from the same perspectives, whenever possible. CIJ also takes the lead in increasing base wages, and for Group companies, wages are raised in line with their own financial strength. To achieve this, it is vital to constantly improve business performance. The CIJ Group is pooling its strengths as a collective of engineers to adapt to changes in the business environment, invest in the future, and continue to grow as a corporate group.

### Overview of the Prime Business

Prime Business consists of supplying products and solutions to general corporations and customers in the public sector that use information systems through direct business transactions. It is focused on development projects such as bidding-based public projects and migration services, various product sales, and product maintenance. We understand the problems and challenges faced by our customers, use IT to resolve them, and contribute to our customers’ business development. We are responsible for entire projects, which require not only technical capabilities, but also advanced management capabilities, the ability to understand customer problems, and the ability to issue proposals that resolve these problems. Our goal is to increase profit from our Prime Business and become more directly connected with society.

### Strength of the Prime Business

Advanced technical capabilities and bidding-based public project proposal capabilities as IT experts

Market awareness of our LeGrad migration service that utilizes the compiler technologies we have accrued since our foundation

Large project track record  
Over **30** projects

Advanced management capabilities and systematic project support structure (PMO)

Our highly competitive products

SWING comprehensive welfare system

Hotel Urikake Meister

Ofigo (Contract Management) Fácil

# Message from the Executive Officer in Charge of

[R&D]

**We aim to develop powerful solutions unique to the CIJ Group, such as solutions embedding generative AI in robots and existing products.**



**Atsushi Kawakami**

Director and  
Managing Executive Officer, and  
Division Manager of Sales Sector and  
Division Manager of Global Business  
Digital Solution R&D Promotion Division

## Establishment of Global Business Digital Solution R&D Promotion Division

Since it was established, CIJ has excelled in the development of core technologies such as operating systems and compilers. In recent years, we have used the core technologies we have developed as a base from which to expand into an operation improvement scope and elevate our development technology strengths. We have also carried out R&D while receiving technical support in the fields of robotics and solution development from our business partner SYSCOM Group

(Taiwan). Until recently, this R&D had been carried out by individual business divisions, but in July 2024, we established the Global Business Digital Solution R&D Promotion Division as the CIJ Group's R&D center to conduct full-fledged R&D at the company-wide level. The focus of our efforts is developing new products and solutions, but at the same time, we aim to acquire new technologies and develop our planning and implementation capabilities. Our R&D activities are mainly concentrated on leveraging generative AI and robotics development. Over the past year, we've seen engineers in the division achieve even greater growth than expected, and I also have high expectations for the future.

## Wholeheartedly carrying out R&D focused on generative AI

Recently, many customers have been discovering the value of utilizing generative AI. To meet these needs, the activities of our division primarily consist of embedding generative AI in existing products and solutions and developing new solutions that leverage generative AI. Specifically, we are promoting the commercialization of AI chatbots and developing reception solutions that combine AYUDA series robots with generative AI. Our generative AI development uses the skills of engineers in a Philippines-based Group company i-BRIDGE. They studied IT in the Philippines' top universities and are also proficient in English, so they excel at investigating and learning the latest technologies. We also use our relationship with technical partner SYSCOM to perform additional development for the AYUDA series robots, launch SYSCOM Group's NeuroChain AI solutions in Japan, and develop solutions that combine AI with OMFLOW, an IT operation automation and efficiency improvement tool.

At the same time, to effectively utilize generative AI in CIJ's internal operations, we have formulated guidelines that provide usage cautions, built usage environments, and put generative AI into actual use. We identify benefits and drawbacks that only become evident during actual use, gather such experiences and feedback from inside the company, and apply them to day-to-day activities.

## Message from the Executive Officer in Charge of

[R&D]

### Improving our R&D capabilities to realize CIJ Scenario 2030

We believe that polishing our R&D capabilities, building up technical capabilities, and creating products and solutions that contribute to solving customer problems will help us realize CIJ Scenario 2030. CIJ excels at manufacturing, but this field is gradually being supplanted by generative AI. However, the ability to determine if what generative AI creates is actually correct is a skill that will continue to be necessary in the future.

This ability is the combination of technical capabilities, knowledge, and wisdom, and I believe that R&D will play an extremely important role in heightening this ability. Going forward, we plan to increase the number of people in the Group involved in R&D to help raise the level of technical capabilities throughout the Group. We will maintain CIJ's core competence and contribute to the realization of CIJ Scenario 2030.



The AYUDA autonomous mobile service robot (left) and the AYUDA-MiraMe reception support AI robot (right)

#### Overview of R&D

CIJ carries out R&D to better understand and utilize cutting-edge technologies. Our R&D efforts include creating new products and solutions, improving the efficiency of operational processes, and training employees on cutting-edge technologies. To create new products and solutions, we are conducting development based on applied research rooted in employee and market needs. To improve the efficiency of operation processes, we are improving our IT utilization environment, such as the generative AI used by employees, and striving to make work faster while lowering costs. Our employee training includes training business division employees on the technologies and knowledge acquired through the above measures and enabling them to apply them to projects for customers. We will continue our R&D and aim to achieve stable growth by enhancing our medium- and long-term competitiveness.

#### Strength of R&D

##### Ability to utilize generative AI

Development of "AI General Affairs"  
generative AI service for internal use

##### Robot ownership and solution development capabilities in the robotics field

AYUDA autonomous mobile service robot  
AYUDA-MiraMe reception support AI robot

##### Development strengths and ability to turn ideas into reality, nurtured through our extensive system development experience

Cumulative number of planned and launched CIJ products  
Over **20** products

Products, solutions, and technical capabilities shared by Taiwanese business partner SYSCOM Group

## Special Feature Migration Project

# LeGrad

Graduation from Legacy

CIJ's Migration Business leverages our unique technical capabilities and our extensive experience to provide optimized solutions that meet our customers' needs.

### What is LeGrad

"Graduation from Legacy:"LeGrad" was coined from the phrase "Graduation from Legacy." It is our service for migrating from legacy systems to open systems.

LeGrad works by "rewriting." We use the syntax parsing technologies we have refined over the course of our history to automatically convert systems from the programming languages used by an existing system to the language to be used in the new system, with a high degree of accuracy.

Legacy migration is an important strategy for maintaining a company's competitiveness and promoting DX. We have positioned migration using LeGrad as a form of "evolution that does not fear change but passes on value." It supports the optimization of IT infrastructure while contributing to business continuity.

### Defining migration

In the ICT world, migration refers to the process of updating existing IT systems (applications, data, infrastructure, etc.) deployed in companies by moving them to new system environments. Its goals include dealing with aging systems, optimizing operation costs, enhancing security, and utilizing new technologies.

#### Migration methods

Method	Refront	Rehost	Rewrite	Rebuild
Explanation	Everything up through mainframe systems are used, and only terminals and user interfaces are updated.	Everything up through existing programs and data are used, and everything from the platform up is updated.	<b>Everything up through program logic is used, and everything from programming language and up is updated.</b>	Everything up through the basic design of existing systems is used, and the systems themselves are rebuilt.
Main implementation method	UI creation using a desktop application	Migration to an emulator environment	<b>Automatic conversion of source code</b>	System development from the design process onward

## Special Feature: Migration Project “LeGrad”

### CIJ’s migration history—The core of our competitive advantages

When CIJ was established, in the 1970s, the technology at the heart of our business was compiler technology. We were an independent company that received orders from multiple manufacturers that provided general-purpose equipment to develop compilers for different languages. The syntax parsing technologies essential for compiler development were our core competence from the very start, and they still live on in the technologies we use in our migration business.

There were many companies that developed business applications, but as an independent company specializing in the development of compilers, debuggers, and middleware, we were unprecedented.

We continue to be an independent company that is not reliant on specific manufacturers, providing alternatives with a high degree of freedom.

#### Track record of LeGrad

Below are some of the projects we have performed during our history of migration work that have served as turning points for our business.



Project (duration)	Customer issues	Our approach
<p><b>Open platform migration of information system at a financial institution (bank)</b> (April 2013 to December 2014)</p> <p><b>20 months</b></p> <p>OS: IBM Mainframe to RedHat Linux Main language: PL/I to OpenCOBOL Batch: JCL to Bash</p>	<p>Since the core of the customer's information system was a mainframe, making revisions and adding functions took a great deal of time.</p> <p>Therefore, the decision was made to migrate to an open platform system to make it easier to perform modifications and add functions, to update the skill set necessary to perform them, to cut running costs, and to improve the system's processing performance. Regarding the project timeline, as the maintenance deadline for the mainframe running the current system was approaching, it was necessary to achieve a migration within a short timeframe.</p>	<p>Due to past mergers by the bank, the existing assets contained numerous unused functions and similar functions which could be unified.</p> <p>To address this, we used automated asset analysis to identify unnecessary components and conducted a collaborative inventory review with the client, ultimately narrowing down the programs to be migrated to less than half of the original volume.</p> <p>Furthermore, during the comparison testing phase, we maintained strict management over the conversion rules applied to each test asset to ensure the migration deadline was met. To enable earlier defect detection, we repeatedly refined the test execution order.</p>
<p><b>Open platform migration of production management system at a manufacturing company (construction material manufacturer)</b> (June 2016 to October 2019)</p> <p><b>41 months</b></p> <p>OS: Mainframe to Windows Main language: Mainframe COBOL to Micro Focus COBOL Batch: JCL to C#</p>	<p>The mainframe vendor notified the client that the general-purpose computer running their core system would soon no longer be supported. Since the costs for modernizing the core systems had not been factored into the medium-term management plan, the client was facing a significant challenge.</p> <p>Consequently, the decision was made to migrate to an open platform system with the objectives of ensuring business continuity and eliminating vendor lock-in.</p> <p>While multiple core systems existed across different business divisions, each running on mainframes from different vendors, the decision was made to execute their migrations simultaneously.</p>	<p>Because the system had been in operation for many years, the individuals involved in its original design and development had already retired. Although the system remained in active use, it had reached a state where almost no one understood its internal logic. The client entrusted the internal structural analysis to us, while we collaborated with them to verify that UI and system operability were accurately reproduced. While it is possible to complete a migration project without a deep understanding of the business, we chose to work closely with the client's front-line staff. This allowed us to gain a thorough understanding of their operations and incorporate specific enhancements into the new system.</p>
<p><b>Migration of contract management system at a financial institution (insurance)</b> (January 2018 to February 2023)</p> <p><b>62 months</b></p> <p>OS: Fujitsu Mainframe to IBM Mainframe Main language: PL/I to COBOL</p>	<p>After having gone through several mergers, the client had seven mainframes with similar systems running in parallel. This resulted in rising operation and maintenance costs and difficulties in finding personnel who could work with the system's old programming languages (PL/I and assembler). To solve these problems, the decision was made to unify the system using open platform software and an IBM mainframe. As part of this initiative, a project was launched to migrate a contract management system from a Fujitsu environment to IBM.</p>	<p>We took part in this project over a period of roughly 62 months, from the PoC stage to confirmation of stable operation following system migration. This was a massive undertaking with a total effort of around 2,200 person-months.</p> <p>The programs written in PL/I and assembler needed to be converted to COBOL. The conversion of the enormous PL/I programs, in particular, took an exceptionally high level of technical expertise.</p> <p>We possess deep knowledge of mainframes and legacy languages, and we leveraged the migration know-how we have developed with LeGrad to develop conversion tools tailored to the system's particular characteristics. Thanks to our proprietary technologies, the project, an unprecedented mainframe migration, was a success.</p>

## Special Feature: Migration Project “LeGrad”

### Future strategy

According to “FY2025 Legacy & Open Legacy Migration and Modernization Market Trends,” prepared by Deloitte Tohmatsu MIC Research Institute, a survey that CIJ participates in annually, the legacy migration and modernization market amounted to 348.0 billion yen in fiscal 2023. Results for fiscal 2024 reached 450.4 billion yen, representing 129.4% year on year, and the market is projected to reach 511.8 billion yen in fiscal 2025, or 113.6% year on year.

The legacy migration market is expected to continue growing from the late 2020s to the early 2030s and then to gradually contract. Based on these changes in the market environment, we have chosen the following three directions in our strategies for sustainable growth.

#### ● Strategic shift to regional markets

Companies in the Tokyo area with large-scale systems, which have been our main customer targets in the past, have largely finished migrating from legacy systems, and we see the market as having matured and reached its saturation point.

In light of these conditions, we will strategically shift our focus toward the development of regional markets to create new growth opportunities and identify new avenues for progress. To achieve this, we will shift the focus of our advertising and marketing activities to regional markets, increase our name recognition, and discover latent demand.

#### ● Creating added value and achieving mutual growth through collaboration

We will promote collaborations with partners such as companies that sell software products and devices to create new added value and expand our business.

Through these collaborations, we will expand our customer contact points and mutually assist each other with opportunities to develop new customers. This will accelerate

our business expansion in regional markets. These collaborations will also complement us in service fields which we cannot serve entirely on our own. We will provide comprehensive solutions that provide our customers with even more value.

#### ● Taking on new challenges based on our success models

We will leverage the success models and technical expertise we have developed through our long years of legacy migration

business to gradually expand into adjacent and similar fields and to achieve sustainable growth. We will start by maintaining our focus on open legacy migration, while using our expertise to expand our service lines and develop new markets.

Using the strengths of our technical capabilities and on-site capabilities, which we have developed in the migration field, we will flexibly adapt to the changing market environment and keep on creating new value demanded in the future.

### Comments from project managers

**Kawahara** The rewriting method of legacy migration was not, by any means, a mainstream method when we first began doing business. On the contrary, it was arduous work that large companies avoided. Managing the uncertainties and risks stemming from the age and complexity of legacy systems, as well as the lack of documentation, is fundamentally different from standard system development project management. The rewriting market was a highly risky, niche market.

However, we saw that as presenting a business opportunity, and for over twenty years, we built up and refined our unique expertise and technologies. While this market is now maturing, there are still companies struggling as they deal with their aging systems. In an era where digital technology continues to evolve, true DX cannot be achieved without first resolving technical debt.

We will use the technologies and experience we have built up to contribute to the ongoing growth of our customers' businesses.

**Nomura** LeGrad is a migration solution based on the syntax parsing technologies we have nurtured since our founding. However, its true power comes from each and every engineer working in the field. Personally, I believe that migration projects are made possible only through strong human collaboration and a wealth of accumulated experience.

In many of our past projects, the “human element” has been just as vital to our success as our syntax parsing and conversion technologies. Through my experience on the front lines, I truly feel that LeGrad has evolved through the “fusion of technology and people.”

We intend to pass on the technologies and know-how accumulated to date to the next generation, ensuring they lead to new challenges and the creation of further value.



**Akira Kawahara**  
Division Manager of  
Prime Business Division I

**Masamune Nomura**  
Vice Division Manager of  
Prime Business Division I

## The 7th Medium-Term Management Plan

The 7th  
Medium-Term  
Management Plan  
Promotion Policy

2

# Promote the Development of Specialist System Engineers

We work to develop specialist system engineers to respond to changes in the business environment.

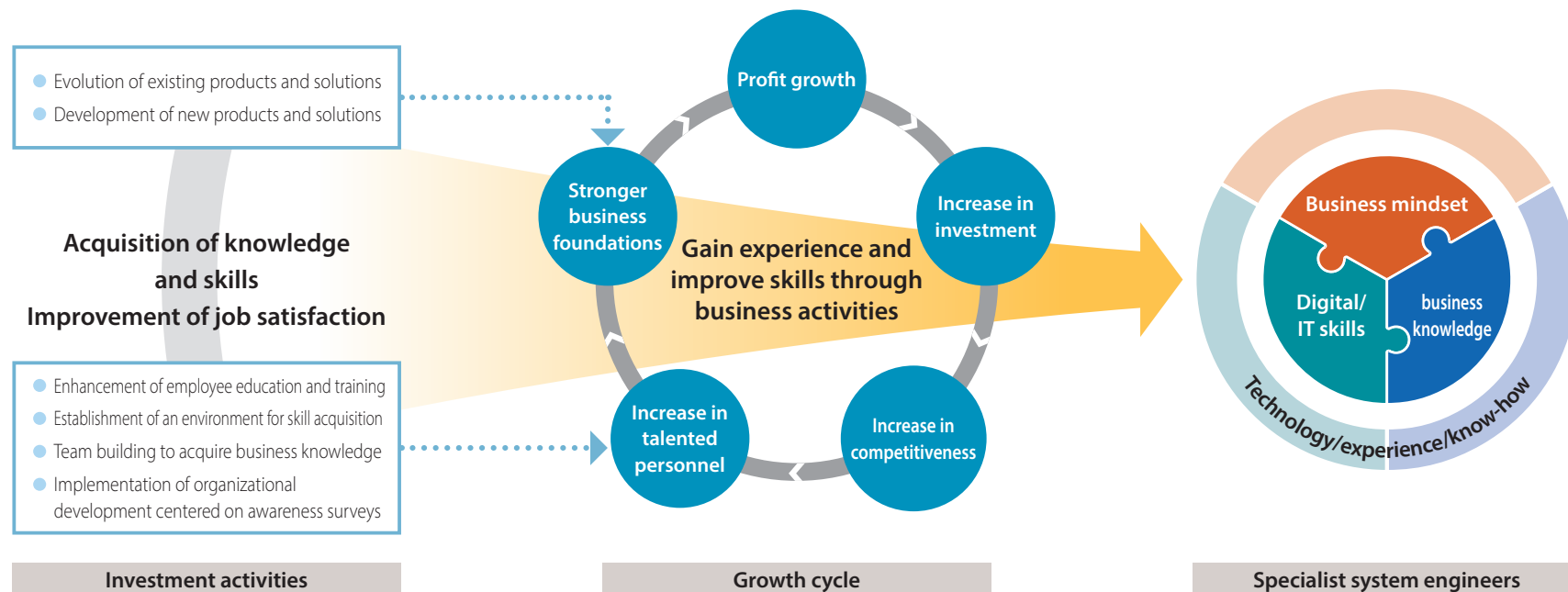
We invest in human resource development and R&D to increase the experience employees gain through business activities and produce specialist system engineers.

## Our ideal human resources

We strive to have a team of employees that can realize our Corporate Philosophy of "Using information technology, create a future considerate to both people and society." It is essential that they possess digital skills and advanced IT skills, and our goal is for them to work closely with customers and take the initiative in resolving their issues. Placing importance on applying the knowledge of customer operations acquired through these activities to provide better services, we aim to develop employees that possess their own unique experiences and strengths. We believe that developing such employees will enable them to continue to thrive in the rapidly changing and evolving IT industry.

## Development initiatives

We offer a variety of technical training programs to develop digital and IT skills that serve as the foundation. We also offer educational services to support employees in their self-study. Qualification acquisition is a requirement for promotion and is incorporated into performance evaluations. To develop a business mindset, we provide our employees with opportunities to acquire skills and learn schemes through training programs such as project management training and rank-based training, with the aim of fostering this mindset through group work, etc. within these programs. To develop business knowledge, we provide on-the-job training through participation in actual projects. Rather than simply taking system development head-on, employees acquire knowledge by learning about the background and objectives of the project. By honing their business mindset, we aim to spur our employees to naturally engage in learning.



## The 7th Medium-Term Management Plan

The 7th  
Medium-Term  
Management Plan  
Promotion Policy

3

# Promote Sustainability Management

We will further promote sustainability management together with our stakeholders, particularly those in our supply chain.

## Basic policy for sustainability

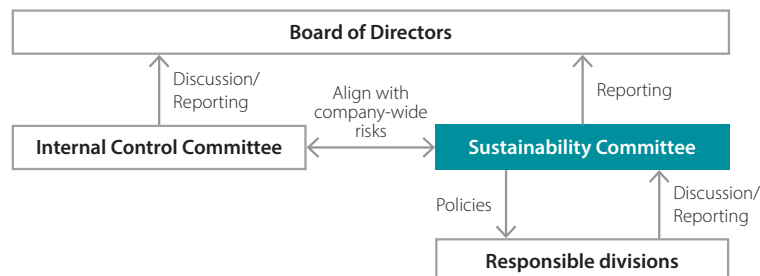
Based on our Corporate Philosophy, Management Philosophy, and CIJ Group Charter of Corporate Behavior/Code of Conduct, the Group works to resolve social and environmental issues through our business activities, social and environmental activities, and social coexistence activities. In doing so, we aim to contribute to the realization of a sustainable future society together with all stakeholders surrounding the Group.

## Sustainability Committee

We have established a Sustainability Committee to identify sustainability issues.

Activities are centered on the themes set forth in our guiding policy, and are led by the responsible divisions. The responsible divisions submit issues for consultation within each theme to the Sustainability Committee, which then considers measures to address these issues and provides the responsible division with a plan. Reports are also given to the Board of Directors. The Internal Control Committee discusses and makes decisions on risks and strategies, and consults with and reports to the Board of Directors. The Sustainability Committee and the Internal Control Committee share company-wide risks to ensure consistency. The Sustainability Committee met a total of four times during this fiscal year.

### Sustainability governance structure chart



## Policy for sustainability activities

Our Sustainability policy is divided into four themes: the environment, labor and human rights, ethics, and sustainable resource procurement. All officers, including the Representative Director, President, Directors, and presidents of Group companies, will promote these initiatives, and all employees will work together to achieve them.

### Sustainability Committee

- ◆ Determination of guiding policy, management items, and goals
- ◆ Promotion of activities
- ◆ Deliberation of various proposals

### Overview of activities

#### Environment

- Enhance the measurement of greenhouse gases emitted through our business activities
- Foray into businesses expected to make environmental contributions

#### Labor and human rights

- Enhance systems, support, and education for career development
- Enhance labor-management dialogue
- Clarify human rights policy

#### Ethics

- Reinforce efforts to prohibit and eradicate misconduct
- Strengthen information security

### Sustainable resource procurement

- Support business partners' initiatives regarding the environment, labor and human rights, and ethics (provide information, conduct joint activities)

## The 7th Medium-Term Management Plan

### External recognition initiatives

Through our response to the CDP<sup>\*1</sup> questionnaire, we disclose our medium- to long-term CO<sub>2</sub> emission reduction targets and actual emissions, as well as our climate change initiatives. We also respond to EcoVadis' questionnaire to receive an assessment of our sustainability performance across the entire value chain.

We believe that, as a company, it is important that we disclose information to our business partners, shareholders, and society through our responses to the CDP and EcoVadis<sup>\*2</sup> questionnaires. Members of the Sustainability Committee lead these activities based on the environmental issues the CDP focuses on and EcoVadis' four themes—environment, labor and human rights, ethics, and sustainable procurement.

In fiscal 2024, our continued efforts to address issues led to our EcoVadis score increasing to "48," earning us a Committed Badge.

In fiscal 2025, our CDP score remained unchanged from fiscal 2024 at "C."



	FY2022	FY2023	FY2024	FY2025
CDP score	D	B-	C	C
EcoVadis score	38	46	48	

\*1 CDP: An international non-governmental organization (NGO) that encourages companies and local governments to disclose information on their initiatives to address environmental issues, such as climate change, water resource conservation, and forest conservation.

\*2 EcoVadis: An international platform and organization that evaluates the sustainability performance (CSR initiatives) of companies.

### SDGs Partner (Kanagawa and Oimachi)

Having gained recognition for our initiatives, etc. to promote the SDGs, we have been registered as a Kanagawa SDGs Partner and an Oimachi SDGs Partner.



# Corporate Governance

## Basic approach

To achieve sustainable growth and enhance corporate value over the medium to long term, we regard the establishment of efficient and effective corporate governance as one of our most important management priorities and are working continuously to achieve this. Accordingly, while taking into account the interests of shareholders and other stakeholders, we strive to ensure highly transparent and fair management, promptly and appropriately disclose information about the Company, and engage in constructive dialogue with shareholders.

## Review of business execution and performance of duties

As a Group, we obtain written confirmation from all officers, as of the fiscal year-end, that they have properly carried out their respective business execution and performance of duties during the year. We also seek confirmation regarding related-party transactions to prevent transactions that may pose risks, such as conflicts of interest.

Based on these assessments, we are working to ensure management transparency and, going forward, we will continue to improve management efficiency, maintain sound business management, and further strengthen our corporate governance structure.

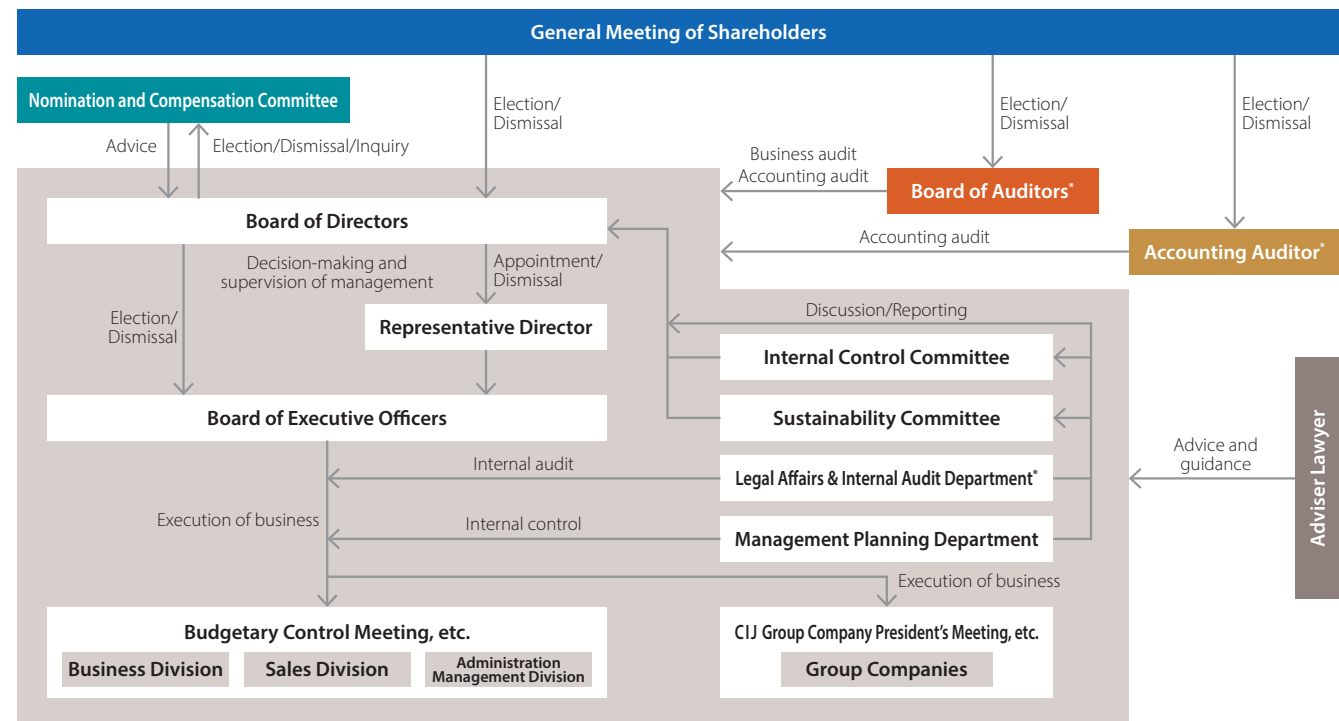
## Corporate governance structure

We have adopted a corporate governance structure with a Board of Auditors, which provides a dual oversight mechanism consisting of supervision of business execution by the Board of Directors and audits of legality and appropriateness by the Board of Auditors. We also appoint Outside Directors with experience and expertise in industry and corporate management, and seek to strengthen the Board of Directors' supervisory function through their advice and recommendations from an independent standpoint in order to ensure the appropriateness of the Board's decision-making.

### Overview of the structure (as of September 17, 2025)

Institutional governance	Company with a Board of Auditors
Number of Directors	8 (including 3 Outside Directors)
Number of Auditors	3 (including 3 Outside Auditors)
Terms of office of officers	Director: 1 year, Auditor: 4 years

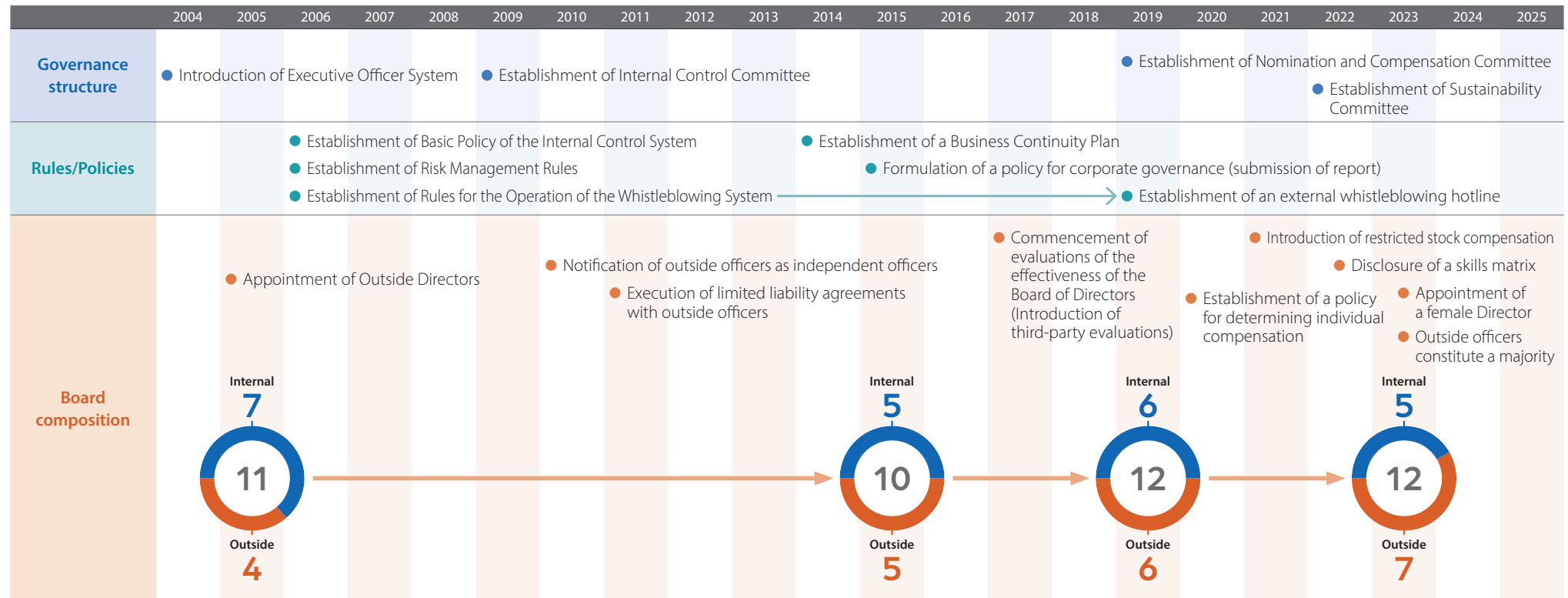
### Corporate governance structure chart



\* The Board of Auditors, the Accounting Auditor, and the Internal Audit Division (Legal Affairs & Internal Audit Department) work in close coordination with one another.

## Corporate Governance

### History of corporate governance



### Criteria for the independence of outside officers

To strengthen the supervisory function of the Board of Directors, in addition to the requirements of the Companies Act, the Company has established criteria to ensure the independence of Outside Directors and Outside Auditors, with reference to the independence criteria for independent officers set by the Tokyo Stock Exchange. All outside officers meet these criteria and have been registered with the Tokyo Stock Exchange as independent officers.


### Initiatives by outside officers


Prior to meetings of the Board of Directors, we hold an Outside Officers Liaison Meeting, composed of outside officers, to share information and conduct advance discussions on key management matters. This process promotes higher-quality management decision-making by incorporating the diverse perspectives and expertise of Directors and Auditors before meetings of the Board of Directors.

## Corporate Governance

Legend

 Internal Director

 Outside Director

 Outside Auditor

 Executive Officer

### Board of Directors

The Board of Directors shall make decisions not only on matters stipulated in laws and regulations or the Articles of Incorporation, but also on fundamental and important matters concerning the execution of business operations. It also supervises business execution by Directors and the Board of Executive Officers. A candidate for Director is subject to deliberation in the Nomination and Compensation Committee based on a consultation from the Board of Directors, and confirmed if recommended by the Board of Directors. Auditors also attend meetings and participate in discussions, thereby strengthening the supervisory function for management.

#### Composition

##### Chairperson

Representative Director, President

Internal 

Outside 

**Meeting frequency** The Board of Directors meets once a month on a regular basis and holds additional meetings as necessary.

### Measures to enhance deliberations of the Board of Directors

In addition to improving Board materials and distributing them to each Director in advance, resolutions are adopted after providing opportunities for advance discussion of agenda items when necessary. Prior to meetings of the Board of Directors, liaison meetings attended by all outside officers are held to exchange views in advance so that discussions at meetings of the Board of Directors are active and substantive.

The criteria for matters to be submitted to the Board of Directors are set forth in the Rules of the Board of Directors and the Rules of Approval Authority, and are reviewed as appropriate to ensure they remain suitable. Through these processes, we aim to enhance the quality of deliberations at meetings of the Board of Directors and ensure sufficient time for careful consideration of important matters.

### Board of Executive Officers

The Board of Executive Officers authorizes important matters from the perspectives of business execution and reports on the status of business execution to the Board of Directors. Furthermore, it deliberates on and provides advice regarding the authorization of important matters and matters referred to it for consultation by the Board of Directors.

#### Composition

##### Chairperson

Chief Executive Officer

Internal 

Outside 

**Meeting frequency** The Board of Executive Officers meets once a month on a regular basis and holds additional meetings as necessary.

### Auditor and Board of Auditors

The Auditors monitor and supervise the execution of duties by Directors, deliberate and make decisions at meetings of the Board of Auditors, and report to the Board of Directors when necessary.

#### Composition

##### Chairperson

Full-time Outside Auditor

Outside 

**Meeting frequency** The Board of Auditors meets once a month on a regular basis and holds additional meetings as necessary.

### Nomination and Compensation Committee

To increase the independence and objectivity of the Board of Directors in the appointment of a Director and the like and in

decisions regarding their compensation, and to further strengthen accountability and corporate governance, we have established the Nomination and Compensation Committee as a voluntary advisory body to the Board of Directors. The Nomination and Compensation Committee deliberates on matters referred to it by the Board of Directors, including the election and dismissal of Directors, Executive Officers, etc., the appointment and dismissal of the Representative Director, President planning and development of successors, compensation for Directors, Executive Officers, etc., and other important matters from a management perspective that the Board of Directors deems necessary, and reports to the Board of Directors.

#### Composition

##### Chairperson

Outside Director

Internal 

Outside 

**Meeting frequency** Held as necessary

### Internal Control Committee

We have established the Internal Control Committee as a body responsible for identifying company-wide issues related to internal control, including compliance, financial reporting and risk management, and for formulating solutions. The Internal Control Committee reviews rules and the like concerning internal control such as the Basic Policy of the Internal Control System, and submits proposals to and reports on matters necessary for internal control to the Board of Directors.

#### Composition

##### Chairperson

Representative Director, President

Internal 

Outside 

**Meeting frequency** The Internal Control Committee meets once a quarter on a regular basis and holds additional meetings as necessary.

## Corporate Governance

### Criteria for appointing Directors

The Company's criteria for appointing Directors are set forth as follows in rules established by the Nomination and Compensation Committee.

#### 1 Common criteria for appointments

- 1 Candidates must demonstrate integrity and sound judgment, with strong foresight and insight.
- 2 Candidates must be able to accurately understand social trends, the business environment, and market developments.
- 3 Candidates must have a medium- to long-term and global perspective and a strong commitment to improving the performance and development of the CIJ Group.
- 4 Candidates must have the ability to make management decisions that contribute to sound corporate management and to oversee business execution.

#### 2 1 Additional criteria for internal candidates

- 1 Candidates must have a thorough understanding of the CIJ Group's history, corporate culture, employee characteristics, etc., as well as sufficient experience and knowledge of its business.
- 2 Candidates must have an appropriate track record, capabilities, leadership, and strong ethical standards befitting persons involved in management decision-making and oversight of business execution.

#### 2 2 Additional criteria for outside candidates

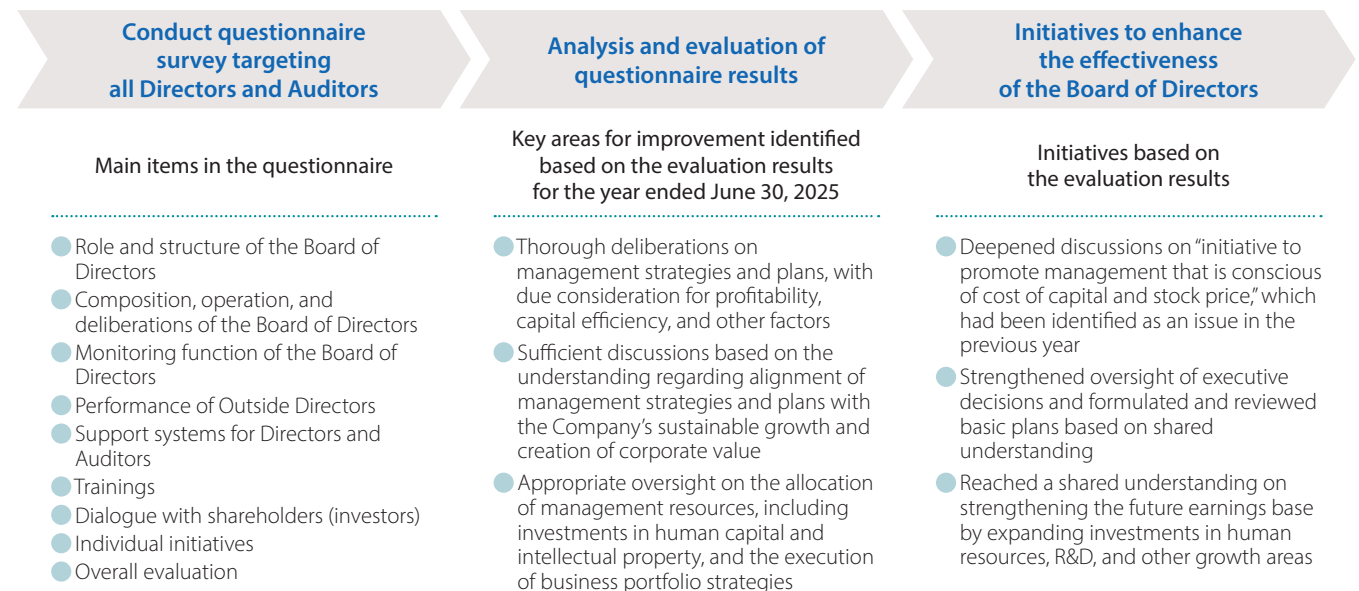
- 1 Candidates must respect the CIJ Group's Corporate Philosophy, Management Philosophy, and Charter of Corporate Behavior/Code of Conduct.
- 2 Candidates must have the knowledge required of Directors regarding the CIJ Group's management and business, as separately specified.

### Main topics discussed at meetings of the Board of Directors

<b>Management strategy</b>	Formulation of the Medium-Term Management Plan, M&A, business and R&D investments, capital policy, and matters related to shares held for strategic purposes
<b>Corporate governance</b>	Audit, internal control, evaluations of the effectiveness of the Board of Directors, and risk management
<b>Sustainability</b>	Group activity report by the Sustainability Committee
<b>Performance</b>	Reports on budgets, financial results, Group performance, and business execution

### Evaluations of the effectiveness of the Board of Directors

To enhance corporate value through the continuous improvement of the functions of the Board of Directors, we conduct self-assessments and analysis of the effectiveness of the Board of Directors. For the year ended June 30, 2025, a questionnaire survey was conducted for all Directors and Auditors serving on the Board of Directors. The questionnaire survey was outsourced to an external organization, and the involvement of a third party ensured anonymity as well as provided an external perspective in identifying issues. As a result, we confirmed that the Board of Directors as a whole is effective, since members are fulfilling their respective roles, open and active discussions are conducted, the Board of Directors is appropriately operated and functioning effectively, etc.



## Corporate Governance

### Officer compensation

#### Policy on the determination of officer compensation

The maximum aggregate amount and limits for annual compensation are approved by resolution at the General Meeting of Shareholders, and officer compensation is paid within those limits. Compensation, etc. for Directors is determined in light of recommendations from the Nomination and Compensation Committee from an objective perspective, while compensation for Auditors is determined through consultation among the auditors themselves.

#### Officer compensation structure

Officer compensation structure for Directors consists of basic (fixed compensation), annual incentives (performance-linked compensation, etc.), and medium- to long-term incentives (stock grants during tenure and upon retirement). Specific details of compensation are as follows. From the perspective of ensuring a high degree of independence, compensation for Outside Directors is not linked to performance and consists solely of fixed compensation.

Basic (fixed compensation)	Basic compensation determined according to position and scope of responsibilities
Annual incentives (performance-linked compensation, etc.)	Calculated according to the level of achievement of performance targets (Net sales, profit, etc.) in the previous fiscal year
Medium- to long-term incentives (stock grants during tenure and upon retirement)	Stock grants during tenure Monetary compensation used to fund contributions to the Officers' Shareholding Association for the acquisition of Company shares
	Stock grants upon retirement Non-monetary compensation in the form of restricted stock (RS)

#### Compensation for officers for the year ended June 30, 2025

Classification	Total amount of compensation (Millions of yen)	Breakdown						Number of eligible officers (Person)
		Monetary compensation (Millions of yen)				Non-monetary compensation (Millions of yen) (Restricted stock)		
		Fixed compensation	Performance-linked compensation, etc.	Stock grants during tenure	Total	Stock grants upon retirement	Total	
Directors (of which, Outside Directors)	148 (19)	102 (19)	16 (-)	17 (-)	136 (19)	12 (-)	12 (-)	10 (4)
Auditors (of which, Outside Auditors)	17 (17)	17 (17)	- (-)	- (-)	17 (17)	- (-)	- (-)	4 (4)
Total (of which, outside officers)	165 (36)	119 (36)	16 (-)	17 (-)	153 (36)	12 (-)	12 (-)	14 (8)

### Succession plan

Recognizing that the election and dismissal of the Representative Director, President (CEO) is the Company's most important strategic decision, we have established a "Framework for the Development and Appointment of the Successor to the Representative Director, President" and "Requirements for the Representative Director, President." The Nomination and Compensation Committee conducts the appointment process with sufficient time and resources in accordance with procedures that ensure objectivity, timeliness, and transparency.

Specifically, the Nomination and Compensation Committee, with the participation of all independent Outside Directors and chaired by an independent Outside Director, conducts the appointment process for the next President, evaluates candidates, and submits its recommendations to the Board of Directors. Active involvement of independent Outside Directors in this process, together with the establishment of a framework to evaluate the appropriateness of selections, ensures appropriate oversight and transparency in elections and dismissals.

### Training for Directors and Auditors

Upon assuming office, Directors and Auditors, including outside officers, are provided opportunities to acquire the necessary knowledge of the Group's business, finances, organization, etc. and to understand the duties and responsibilities expected of them. To support continuous development during their tenure, the Board of Directors also selects appropriate programs required for Directors and Auditors and provides training opportunities at its monthly meetings. In addition, this fiscal year, to strengthen information security, we conducted management simulation training based on a hypothetical cyberattack scenario, attended mainly by Internal Directors.

## Outside Directors' Roundtable Discussion

### Offering our thorough support as Outside Directors to further enhance the corporate value of the CIJ Group

Amid the steady progress of our business, including upward revisions to the management goals outlined in our Medium-Term Management Plan "BEIT50," the CIJ Group's three Outside Directors gathered to engage in a frank discussion on their expectations and perceived challenges for achieving sustainable growth, and the course of action for personnel development and Group management.

**Nobuyuki Toda**  
Outside Director



**Yuji Kawashima**  
Outside Director



**Noriko Hanakawa**  
Outside Director



### Roles as Outside Directors of the CIJ Group

— Alongside your day-to-day roles in providing management oversight and advice, please tell us your overall impressions of governance at the CIJ Group.

**Toda** I worked for the Hitachi Group for 41 years as a system engineer in the public sector, and for about one-third of that time, I was primarily involved in management roles. Drawing on my experience, including my background in the field, I also

value the perspectives and opinions of our employees and provide advice accordingly. At the meetings of the Board of Directors, Chairperson of the Board, Mr. Sakamoto is receptive to both detailed and critical feedback, creating an environment in which we can speak up freely without reserve. At the Nomination and Compensation Committee, we oversee regulations related to the appointment of officers and their compensation, including at our Group companies, and review the results of relevant assessments. Under this governance structure, the Group has been able to act quickly in line with the actual business environment to achieve steady growth.

**Kawashima** For more than 40 years, I worked at NTT Data and its Group companies in system development, sales, and company management. I accumulated extensive experience, particularly in system development, where I focused on "transforming unexpected risks into predictable risks," and "ensuring that responsibility for problematic projects lay with project managers and their superiors." Using my experience, I am conducting careful examinations of large-scale project orders, and checking on M&As, personnel development, Group companies' governance, and other matters through the Board of Directors and other meetings. I believe that the management

## Outside Directors' Roundtable Discussion

I believe that it is necessary to establish a more fundamental and robust set of "core competencies" for CIJ than what currently exists.



**Yuji Kawashima**

Outside Director

Served as Executive Vice President of NTT DATA Corporation, President and Chief Executive Officer of NTT DATA i CORPORATION, and CEO and President of NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, Inc. Serves as Outside Director of CIJ since 2021. Concurrently serves as Representative Director and President of SYSTEM COORDINATE CO., LTD.

issues discussed at the Board of Directors of CIJ are timely and relevant, that the meetings are generally well-organized, and that there is a good amount of open and constructive discussion. Overall, I feel that the meetings are operating in a healthy manner and are essential for promoting group governance. However, I believe that even greater attention needs to be paid to group governance. Within the CIJ Group, where M&A is considered a key driver of growth, the effectiveness of group governance can be compromised with each M&A transaction. Therefore, I believe that efforts and strategies to maintain and improve the effectiveness of group governance are becoming increasingly important.

**Hanakawa** I previously worked at CIJ for around ten years after graduating from university. I then moved into academia, and today I am a university professor in IT system development. Technological trends in IT system development move quickly, and as an Outside Director, I will offer support to ensure that the Group is not tied to old technologies and that it can develop its business in line with global trends. Regarding governance, the Company is strongly committed to expanding various control mechanisms implemented by organizations with no conflicts of interest across the entire Group, and has established a system to achieve this. In particular, I appreciate the sincere effort being put into what might seem like simple tasks, but which are being executed with the understanding that they should be done properly. At the same time, the Group provides effective platforms for the open exchange of opinions on governance. However, I've noticed a tendency for the execution process to become somewhat reliant on individual personnel, which is a concern. The fundamental framework for governance is already in place, therefore, I believe we are now entering a phase where we need to ensure its effective and continuous operation across the entire Group in an efficient manner.

### Future development of the Medium-Term Management Plan "BEIT50"

— **What are your thoughts on the future direction of the Medium-Term Management Plan "BEIT50," following the upward revision of targets for the second and third years?**

**Toda** I would like to begin by acknowledging and appreciating the fact that, upon the completion of the first year of the plan, the goals for the second and third years have been revised upwards. The proactive and forward-looking decision to revise these targets upward in the second year in particular shows the Group's strong approach to management.

Furthermore, I predict that we will face two challenges as we strive to reach even greater heights in the future.

The first challenge is maintaining and improving top-line growth, in other words, net sales. Personnel mobility across the IT industry is increasing significantly, and it is becoming difficult to improve both profit and sales. In the current environment, CIJ is working to address the challenges of securing personnel by leveraging its Group companies and partner organizations. However, from a long-term perspective, we believe that there may be situations where more fundamental measures, separate from these efforts, will be necessary.

The second is the challenge of expanding its Prime Business. While the System Integrator Business itself is growing, certain measures are necessary to acquire more prime projects, such as strengthening sales capabilities. While we have set "the ratio of net sales" as the KPI for expanding our Prime Business, given the current challenges in achieving this goal, I believe it is also necessary to consider using "absolute figures" as a KPI to drive the growth of our Prime Business.

**Kawashima** As Mr. Toda says, largely achieving the first-year targets and making upward revisions is an excellent development that increases the likelihood of CIJ achieving its final targets. I also commend the Group for maintaining its growth trajectory and its earnest commitment to achieving its numerical targets. In terms of my expectations for future initiatives, I hope the Group can increase the certainty of achieving its targets. To achieve this, I also believe that further expansion of Prime Business is crucial. In addition to strengthening sales activities through improved planning, proposals, and customer negotiations, we need to further enhance our comprehensive project promotion capabilities to cover the entire development and operations process. Furthermore, regarding "BEIT50," I'm slightly concerned that the progress in "promoting the development of specialist system engineers" has not been as strong as initially hoped. Moreover, while the Group is using the term "specialist system engineers," there are in fact various types of system engineers. It is crucial to

## Outside Directors' Roundtable Discussion

establish a personnel training and evaluation system that involves pre-defining different types of talent, then evaluating and developing system engineers based on their respective types.

**Hanakawa** The upward revision to the Medium-Term Management Plan targets is one of CIJ's proactive management policies. Based on a thorough understanding of the industry landscape, this seems like a sophisticated management decision that prioritizes growth over a defensive approach, accurately capturing the potential for CIJ's development. Looking ahead, I believe that whether CIJ continues with an aggressive growth strategy or prioritizes the stability and governance of its Group companies will be a crucial management decision for the company's future growth.

As Mr. Toda and Mr. Kawashima have pointed out, I also believe that the key considerations in this decision will be personnel and the expansion of Prime Business. Specifically, I am closely monitoring the bidding-based public project, one of my primary research areas, with a particular focus on our ability to win bids during the initial upstream stages. Some companies in the same industry have established dedicated teams that specialize in bidding processes. CIJ is constantly evolving and improving, so to achieve even greater advancements, it's crucial to create high-quality proposals that can outcompete the competition, and to develop the talent that makes that possible.

Furthermore, the reality is that bidding is inherently unpredictable. It's possible to end up in situations where you fail to secure bids and experience a lack of work, or conversely, where you win too many bids and find yourself with insufficient resources. With the aim of mitigating these risks, I believe that I can leverage the various trends, information, and research results I have acquired through my specialized research to contribute to future business operations.

### Achievement of the "CIJ Scenario 2030"

— **Looking ahead to the "CIJ Scenario 2030," which builds upon the current "BEIT50" initiative, what key management themes do you anticipate will be most important in the future?**

**Kawashima** The "CIJ Scenario 2030" outlines ambitious goals and a forward-looking vision. I believe that CIJ's expertise in M&As will play a major role in achieving these goals. However, organic growth will also be important, and this will require the establishment of more fundamental and robust set of "core competencies for CIJ." While we possess specialized expertise in areas such as system migration, we believe that cultivating a dedicated team with deep knowledge of specific business processes and developing specialized skills in business development and expanding the Prime Business is crucial for achieving sustainable and significant growth in the future. I hope that these perspectives will be incorporated into future scenarios and that the Group will achieve long-term growth and embody its Corporate Philosophy, both by 2030 and beyond.

**Toda** The "CIJ Scenario 2030" is a goal that is essentially an extension of the current trajectory. If we continue to address the risks we've discussed and pursue growth investments, including M&As, I believe it is certainly achievable. To solidify that potential, I believe it is crucial to focus not only on the overall growth of the Group, but also on the growth of CIJ itself, our core company. As a strategy to achieve this, future M&As strategy may include acquisitions aimed at securing talent across companies, as well as M&A in which companies with new technologies and customer base are absorbed and integrated into CIJ itself. I believe that the perspective of strengthening the fundamental capabilities of CIJ itself could become one of the guiding principles for our future M&A strategy.

**Hanakawa** As my colleagues have mentioned, I believe that the KPIs for the "CIJ Scenario 2030" are achievable targets. However, when considering the overall Vision, which includes achieving the KGLs, I feel as though the current approach may not be sufficient. As I've mentioned before, even with a long-term perspective, expanding our Prime Business remains a key priority. Furthermore, the increase in prime projects, which are highly desirable for industry professionals, also enhances the attractiveness of job opportunities for potential candidates.

Further, following on from Mr. Toda's advice regarding M&As, while CIJ's past M&As have led to clear quantitative benefits,

I believe that "strengthening the fundamental capabilities of CIJ itself" will become one of the guiding principles for our future M&As.



**Nobuyuki Toda**  
Outside Director

● Served as General Manager of Nationwide Government & Public Corporation Information Systems Headquarters of Hitachi, Ltd., Executive Officer of Hitachi Solutions, Ltd., President and Representative Director of Hitachi INS Software, Ltd., and President and Chief Executive Officer of Hitachi Social Information Services, Ltd. Serves as Outside Director of CIJ since 2022.

## Outside Directors' Roundtable Discussion

including growth in Group net sales, further efforts are required in some areas of post-merger integration, such as employee exchange, technological synergies, and other complementary effects, as well as in strengthening the fundamental capabilities of CIJ itself. If we look at it differently, we could say that CIJ is now in a phase where the real effects of past M&As will begin to emerge. With this understanding, I look forward to further efforts in areas such as strengthening group governance, potentially restructuring Group companies, and developing an overall strategy that defines the desired synergies within the entire Group.

**It is crucial to create high-quality proposals that can beat the competition, and foster the talent needed to achieve them.**

**Noriko Hanakawa**  
Outside Director

● Joined CIJ in 1984. Went on to earn a doctorate degree in engineering at Nara Institute of Science and Technology, before taking up roles at Hitachi, Ltd. and as Head of Information Center at Hannan University. Returned to CIJ as an Outside Director in 2023. Concurrently serves as Professor of Graduate School of Management & Information Technology of Faculty of Information Sciences of Hannan University.

### Expectations for the future of the CIJ Group

— Please tell us about your expectations for future corporate value enhancement and please provide some words of support for the Group moving forward.

**Toda** CIJ is implementing a flexible capital policy with the acquisition and cancellation of treasury shares and share splits, for example, while at the same time focusing on improving the work environment for employees through the promotion of health and productivity management and enhancement of compensation. In these and other ways, CIJ is proactively rolling out measures to meet the expectations of its stakeholders. However, these aspects are yet to lead to improvements in stock market valuation, and the company's current share price is below expectations. Although previously I felt that compared to other companies in the industry, CIJ was not creating sufficient opportunities for external public relations, in recent years it has made gradual improvements and reinforcements to its public and investor relations activities. In FY2025, CIJ welcomed a significantly larger number of new employees than in the previous year. Moving forward, I look forward to the Group increasing opportunities for public relations, including stakeholder dialogue and external announcements, as well as efforts to narrow the gap between the CIJ Group's intrinsic value and stakeholder valuation and perception. Moreover, by improving our overall reputation across society, including in recruitment and other markets, I hope for further improvements to corporate value.

**Kawashima** I agree with Ms. Hanakawa's view on the importance of expanding our Prime Business from a recruitment perspective. For CIJ to continue to develop and grow, it must become an attractive company in various ways. If we can continue to be an attractive organization, employees, who are the driving force for growth, can continue working at CIJ with energy, in comfort, and over the long term. This, in turn, will prevent employee turnover and enable an increase in

recruitment of new graduates and mid-career hires. On the execution side, management should focus on developing CIJ into an attractive organization in various ways. As Mr. Toda said, increasing opportunities for media exposure and promoting health and productivity management will be key, and it will be important to examine and implement measures from a wide range of perspectives. In this environment, I am committed to actively supporting the management team and will do my best to assist in any way I can.

Recognizing this as one of our important roles as Outside Directors at CIJ, I will place strong emphasis on the company thoroughly growing its Prime Business into a core strength, and building core competencies in the area, so that we can compete with major vendors and other companies in the industry.

**Hanakawa** Although I have offered numerous opinions through this discussion, simply put, CIJ is an outstanding company. While we do not have a glamorous corporate image like other major system integrators, our defining feature, and perhaps one of our biggest strengths, is that we are a corporate group achieving solid and reliable growth.

I sometimes have the opportunity to hear from university students about their impressions of CIJ, and compared to several years ago, overall, I have the sense that our reputation is improving. As mentioned by Mr. Toda, the number of new graduate hires is certainly increasing, and we are gradually moving up the ranking of desirable companies to work for. In a way, this is a testament to how CIJ management and their predecessors have slowly but surely strived for solid and reliable growth over many years. In the future, while maintaining solid management as a key characteristic, I look forward to CIJ continuing to achieve steady growth.

# Officers

## Directors



**Akihiko Sakamoto**  
Representative Director, President  
Chief Executive Officer

- May 1988 Joined the Company
- July 2006 Department Manager of Wide Business Sales Dept. of the Company
- July 2010 Executive Officer, and Department Manager of Management Planning Dept. of the Company
- Sept. 2011 Director and Executive Officer, and Division Manager of SI Business Div. of the Company
- July 2014 Director and Senior Executive Officer, and Division Manager of SI Business Div. of the Company
- July 2016 Director and Managing Executive Officer, and Division Manager of Sales Div. of the Company
- Aug. 2017 Representative Director, President of Custanet Co., Ltd. (current position)
- Sept. 2018 Representative Director, President and Chief Executive Officer, and Division Manager of Sales Div. of the Company
- July 2019 Representative Director, President and Chief Executive Officer of the Company (current position)



**Atsushi Kawakami**  
Director  
Managing Executive Officer

- Mar. 2000 Joined the Company
- July 2011 Department Manager of Financial Solution Dept. of SI Business Div. of the Company
- July 2016 Executive Officer, and Division Manager of Financial Business Div. of the Company
- Sept. 2018 Director and Executive Officer, and Division Manager of Financial Business Div. of the Company
- July 2019 Director and Managing Executive Officer, and Division Manager of Sales Div. of the Company
- Sept. 2020 Representative Director, President of CIJ Next Co., Ltd.
- July 2024 Director and Managing Executive Officer, and Division Manager of Sales Sector and Division Manager of Global Business Digital Solution R&D Promotion Div. of the Company (current position)
- Sept. 2024 Representative Director, Chairman of CIJ Next Co., Ltd. (current position)



**Hidehiro Shirasu**  
Director  
Executive Officer

- Apr. 2001 Joined the Company
- July 2014 Department Manager of Communication & Embedded Solution Dept. of SI Business Div. of the Company
- July 2021 Executive Officer, and Vice Division Manager of ADM Div. of the Company
- July 2023 Executive Officer, and Division Manager of Management Strategy Div. of the Company
- Aug. 2023 Representative Director, President of i-BRIDGE Inc. (current position)
- Sept. 2024 Director and Executive Officer, and Division Manager of Management Strategy Div. of the Company (current position)



**Nobuyuki Toda**  
Director  
Outside Independent

- Apr. 1980 Joined Hitachi, Ltd.
- Apr. 2006 General Manager of Nationwide Government & Public Corporation Information Systems Headquarters of Government & Public Corporation Information Systems Division of Information & Telecommunication Group of Hitachi, Ltd.
- Apr. 2010 General Manager of Government & Public Corporation Information Systems Division of Information & Telecommunication Systems Company of Hitachi, Ltd.
- Apr. 2010 Chairman of Hitachi Beijing Tech Information Systems Co., Ltd.
- Apr. 2013 Executive Officer and General Manager of Government & Public Corporation Information Systems Division of Social, Government & Public Corporation Information Systems Headquarters of Hitachi Solutions, Ltd.
- Apr. 2015 President and Representative Director of Hitachi INS Software, Ltd.
- Apr. 2018 President and Chief Executive Officer of Hitachi Social Information Services, Ltd.
- Sept. 2022 Outside Director of the Company (current position)



**Nobuyasu Ibaraki**  
Director  
Managing Executive Officer

- Apr. 1987 Joined the Company
- July 2006 Division Manager of SI Business Div. of the Company
- July 2007 Executive Officer, and Division Manager of SI Business Div. of the Company
- Sept. 2009 Director and Executive Officer, and Division Manager of SI Business Div. of the Company
- July 2016 Senior Executive Officer, and Division Manager of Business Resource Promotion Div. of the Company
- Sept. 2017 Director and Senior Executive Officer, and Division Manager of Business Resource Promotion Div. of the Company
- July 2021 Director and Managing Executive Officer, and Division Manager of ADM Div. of the Company
- July 2025 Director and Managing Executive Officer, and Division Manager of ADM Div. and Principal Engineer of the Company (current position)



**Shigenari Kubo**  
Director  
Senior Executive Officer

- Apr. 1989 Joined NTT DATA Communications Systems Corporation
- July 2010 General Manager of Second System Management of e-community Department of Regional Business Sector of NTT DATA Corporation
- July 2013 General Manager of Second System Management Section of Second Public Department of Public Sector 1 of NTT DATA Corporation
- Sept. 2019 Director and Executive Officer, and Division Manager of Wide Business Div. of the Company
- July 2020 Director and Senior Executive Officer, and Division Manager of Prime Business Div. of the Company
- July 2021 Director and Senior Executive Officer, and Division Manager of Sales Sector
- July 2024 Director and Senior Executive Officer, and Division Manager of Digital Innovation Business Div. of the Company (current position)



**Yuji Kawashima**  
Director  
Outside Independent

- Apr. 1979 Joined Nippon Telegraph and Telephone Public Corporation
- June 2007 Senior Vice President and Senior Executive Manager of Second Public Administration System Sector of NTT DATA Corporation
- June 2012 Executive Vice President and Senior Executive Manager of Regional Business Sector of NTT DATA Corporation
- June 2014 President and Chief Executive Officer of NTT DATA i CORPORATION
- June 2017 CEO and President of NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, Inc.
- Sept. 2021 Outside Director of the Company (current position)
- Apr. 2022 Director and President of SYSTEM COORDINATE CO., LTD.
- July 2025 Representative Director and President of SYSTEM COORDINATE CO., LTD. (current position)



**Noriko Hanakawa**  
Director  
Outside Independent

- Apr. 1984 Joined the Company
- Mar. 2000 Obtained a doctorate degree (engineering) (Nara Institute of Science and Technology)
- Apr. 2000 Joined Hitachi, Ltd.
- Apr. 2004 Associate Professor of Graduate School of Management & Information Technology of Faculty of Management Information of Hannan University
- Apr. 2005 Head of Information Center of Hannan University
- Apr. 2006 Professor of Graduate School of Management & Information Technology of Faculty of Management Information of Hannan University
- Sept. 2023 Outside Director of the Company (current position)
- Apr. 2024 Professor of Graduate School of Management & Information Technology of Faculty of Information Sciences of Hannan University (current position)

## Officers

## Auditor



Apr. 1981 Joined Toyo Securities Co., Ltd.  
 July 2004 Manager of Internal Audit Dept. of Toyo Securities Co., Ltd.  
 Sept. 2006 Manager of Personnel & General Affairs Dept. of Toyo Securities Co., Ltd.  
 June 2009 General Manager of Securities Div. of Toyo Securities Co., Ltd.  
 Apr. 2012 Executive Officer, and General Manager of Securities Div. of Toyo Securities Co., Ltd.  
 Apr. 2017 Managing Executive Officer, and General Manager of Internal Management Div. of Toyo Securities Co., Ltd.  
 Sept. 2019 Substitute Auditor of the Company  
 Sept. 2023 Auditor of the Company (current position)

**Tatsuya Akiyama**  
Auditor

Outside Independent



Apr. 1982 Joined Hitachi, Ltd.  
 Apr. 2000 General Manager of Application Software Design Department I of Software Division of Hitachi, Ltd.  
 Apr. 2003 Head of Next-generation Middle Center of Software Division of Hitachi, Ltd.  
 Mar. 2010 Obtained a doctorate degree (information science) (Osaka University)  
 Apr. 2017 Senior Project Manager of Application Service Headquarters II of IoT & Cloud Service Division of Hitachi, Ltd.  
 Sept. 2023 Auditor of the Company (current position)

**Matsuki Yoshino**  
Auditor

Outside Independent



Apr. 1981 Joined Nippon Telegraph and Telephone Public Corporation  
 June 2009 Senior Vice President of NTT DATA Corporation  
 June 2013 Director and Senior Vice President of NTT DATA Corporation  
 June 2014 Director and Executive Vice President of NTT DATA Corporation  
 June 2016 Representative Director and Executive Vice President of NTT DATA Corporation  
 June 2017 Representative Director and Senior Executive Vice President of NTT DATA Corporation  
 June 2018 Representative Director of NTT DATA SYSTEM TECHNOLOGIES INC.  
 June 2021 Outside Director of The Bank of Kyoto, Ltd.  
 Apr. 2022 Representative Director of NTT DATA FINANCIAL TECHNOLOGY CORPORATION.  
 Oct. 2023 Outside Director (Audit and Supervisory Committee Member) of Kyoto Financial Group, Inc. (current position)  
 Sept. 2024 Auditor of the Company (current position)

**Eiji Ueki**  
Auditor

Outside Independent

## Expertise possessed by Directors and Auditors

\* The list below does not reflect all of the insight possessed by each Director and Auditor.

Abilities and experience	Akihiko Sakamoto	Nobuyasu Ibaraki	Atsushi Kawakami	Shigenari Kubo	Hidehiro Shirasu	Yuji Kawashima	Nobuyuki Toda	Noriko Hanakawa	Tatsuya Akiyama	Matsuki Yoshino	Eiji Ueki
Corporate management	●		●		●	●	●				●
IT development and R&D	●	●	●	●	●	●	●	●		●	●
Sales and marketing	●		●	●		●	●				●
HR, labor, and personnel development	●	●	●		●				●		●
Business administration (including ESG)	●	●	●		●	●	●	●	●	●	●
Finance and accounting		●									
Legal affairs and risk management	●		●	●	●				●	●	
Global experience	●	●	●	●	●	●	●			●	

## Executive Officers

## Makoto Chigira

Department Manager of Wide Business Div.

## Takashi Morita

Department Manager of Management Planning  
Dept. of Management Strategy Div.

## Akira Kawahara

Division Manager of Prime Business Div. I

## Daisuke Yokoi

Division Manager of Social Infrastructure &  
Financial Business Div.

## Tadahiko Yoshimura

Division Manager of West Japan Business Div.

## Midori Tanaka

Division Manager of Prime Service Sales Div. of  
Sales Sector

## Makoto Ogaki

Senior Division Manager of Social Infrastructure &  
Financial Business Div.

## Satoshi Hirukawa

Division Manager of System Service Sales Div. of  
Sales Sector

## Kazuhisa Komura

Vice Division Manager of Wide Business Div.

# Compliance/Information Security/Risk Management

## Compliance

We have established the "CIJ Group Charter of Corporate Behavior" and "CIJ Group Code of Conduct" to provide guidelines for ethical behavior and compliance with laws and regulations. Based on these principles, we have established various company regulations, including the "Basic Compliance Regulations," and we conduct training and guidance to ensure compliance with laws and regulations.

### Basic Compliance Regulations

As employee responsibilities, we stipulate not only faithfully complying with laws and regulations but also performing duties with the common sense and responsibility of a member of society. We strictly prohibit not only violations by employees themselves, but also any actions that instruct, suggest, or tacitly condone violations by other employees. Furthermore, if an employee is unsure whether their actions or decisions might violate any laws or regulations, they are obligated to consult with the Management Planning Department or the Legal Affair & Internal Audit Department.

### Education and training

To foster an awareness of compliance among our employees, we conduct compliance training for all employees of the Group once a year. In addition to the above, we continuously conduct practical group training sessions for new employees and managers, as well as e-learning programs and distribute

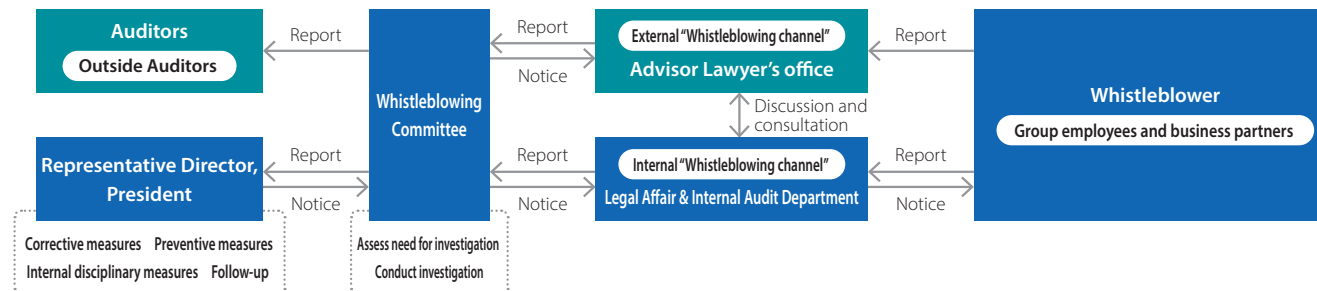
guidebooks. Furthermore, we have established manuals regarding contracts with customers and relevant laws and regulations, and we are committed to ensuring that all employees are thoroughly informed about them.

Compliance training attendance rate for the current year **100%** (consolidated)

### Whistleblowing system

To facilitate the early detection and correction of misconduct violating laws, regulations, or corporate ethics and to strengthen compliance-based management, we have established a whistleblowing system and reporting channels accessible to all Group employees and business partners. In addition to our internal reporting channel (the Legal Affair & Internal Audit Department), we have established an external channel through our Adviser Lawyer to further enhance transparency and neutrality. Eligible employees can select one of these channels and report via means such as email. We strictly maintain the confidentiality of information shared by whistleblowers and others, and we guarantee that we will respect their privacy and avoid any actions that could disadvantage them. Reports received through these channels are promptly submitted to the Whistleblowing Committee. After an impartial and objective review by the committee, findings are reported to the President and Auditors. If the Company deems it necessary, immediate action will be taken to conduct an investigation and implement corrective measures.

### Whistleblowing system response flow

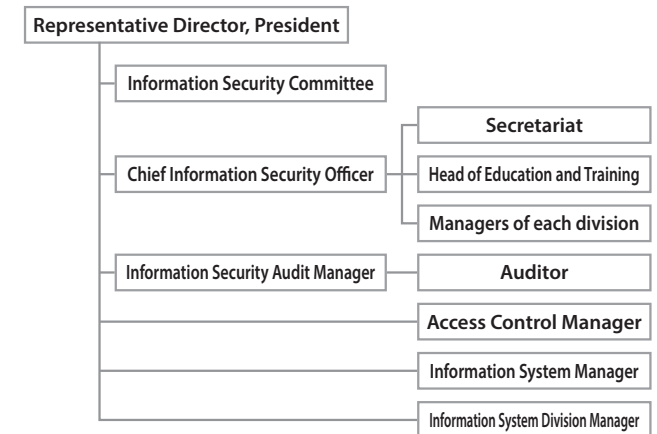


## Information security

### Information Security Basic Policy

Recent advancements in information technology have not only enhanced the convenience of society but have also increased risks such as information overload and unauthorized access. Therefore, we position the appropriate handling and protection of information as our corporate social responsibility and the basis of business activities, and stipulate the appropriate realization, management, and operation of information security.

### Information Security Management System (ISMS)



### Responding to security incidents

In the event of a security incident, we have established an "Emergency Response Procedure for Information Security" with the aim of quickly resolving the situation and minimizing damage, and we respond according to these procedures. We discuss the analysis of incidents, as well as the appropriate response policies and methods, and collaborate with external organizations such as relevant government agencies, related organizations, and specialized institutions.

## Compliance/Information Security/Risk Management

### Risk management

We conduct risk management with the aim of maintaining and improving corporate value by establishing measures to appropriately manage tangible and intangible assets that form the basis of corporate value, as well as business risks that could threaten strategies for increasing corporate value. This will prevent the manifestation of major risks associated with our business activities, and minimize any potential damage should a risk materialize.

### Risk management system

We have established the Internal Control Committee (▶ p. 35) to regularly assess risks and monitor the status of responses. We assign a manager for each managed risk to prevent its materialization and reduce losses. In the event that a risk of high importance materializes, the Representative Director, President, who is responsible for overall management, temporarily establishes a “Crisis Management Committee” to enable company-wide countermeasures.

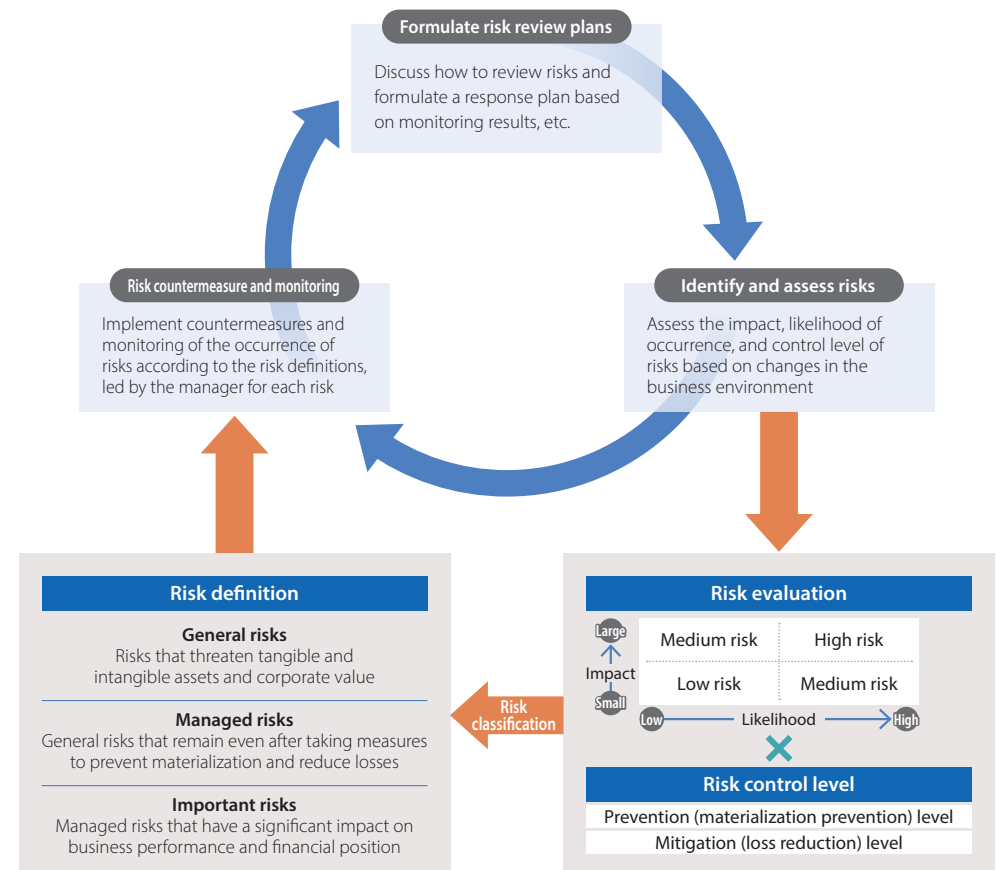
### Risk items

The risk items recognized by the Company as of June 30, 2025 are as follows. We classify risks into internal and external factors depending on the source of the risk to aid in risk control judgments.

	Risk items	Risk overview
Internal factors	1 Services provided to clients	Risks arising from unprofitable projects in system development or from services provided and deliverables
	2 Sales	Risks of insufficient orders, insufficient supply of human resources from partner companies, and dependence on specific customers
	3 Strategy	Risks from failures in R&D or corporate acquisitions, outflow of human resources, and failure to train human resources
	4 Finance	Risks of insufficient funds or losses from business and stock investments
	5 Labor	Risks related to various types of harassment, employee overwork, and violations of the Labor Standards Act
	6 Legal	Risks related to violations of internal rules and laws, false statements, anti-competitive or corrupt acts, and human rights violations
	7 Fraud and crime	Risks of unauthorized access to confidential information, infringement of intellectual property rights, injury incidents, etc.
	8 Accidents and failures	Risks of leakage of confidential information, internal system failures or virus infections, and failures of equipment and facilities
External factors	9 Business environment	Risks such as loss of market due to economic fluctuations, changes in customer trends, technological innovations, etc.
	10 Fraud and crime	Risks of unauthorized access to confidential information, infringement of intellectual property rights, injury incidents, etc.
	11 Disasters	Risks of large-scale natural disasters, infectious diseases, disruptions to transportation infrastructure, etc.
	12 Climate change	Transition risks (regulations, laws, technology, market, and reputation) and physical risks (acute and chronic)

### Risk management process

Risk management activities are performed throughout the year under the risk management system, and the status of activities such as risk reviews and improvement measures is reported to the Board of Directors without delay. Instructions from the Board of Directors in response to these reports are reflected in the strengthening and improvement of the internal control system and risk management regulations.



# Social

## Job satisfaction

We provide a safe and comfortable working environment that considers the health of employees and collaborators.

### Work-life management

We consider work-life balance as finding mutual purposes or common points in work and life to achieve harmony between both. Under the slogan “Good work, with a good balance! Leverage and develop your individuality,” we have set five action programs.

- 1 Expansion of support for balancing work with childcare, nursing care, and medical treatment
- 2 Switching from digital (work) time to analog (relaxation) time
- 3 Career advancement to support good work
- 4 Promotion of the active participation of women and positive actions
- 5 Fostering a sense of unity among employees through information sharing and enhancing brand value

To enable all employees to fully demonstrate their abilities, we set targets and action plans based on the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on the Promotion of Women's Active Engagement in Professional Life. In FY2025, the employee gender composition was 75.8% male and 24.2% female, and the ratio of women in management positions was 14.4%.

### Health and productivity management

Employee health is important and essential as the foundation for achieving our Corporate Philosophy, so we engage in health and productivity management that supports the maintenance and promotion of good health throughout the Company. We are focusing on five key areas aimed at fostering the knowledge and thinking that lead to healthy lifestyles.



#### Abundant sleep

Provision of trivia about sleep, visualization of sleep patterns, and hosting of seminars



#### Exercise to promote health

Introduction of easy exercises and holding exercise seminars and walking events, etc.



#### Nutritional balance leading to prevention of lifestyle diseases, etc.

Provision of articles on healthy eating habits, introduction of healthy lunch options, and hosting of seminars



#### Promotion of stress reduction

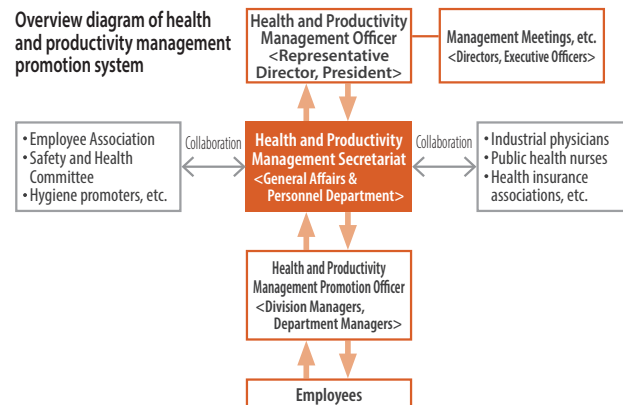
Conducting stress checks to understand the situation and make improvements



#### Creation of a smoke-free environment

Holding smoking cessation programs and anti-smoking awareness seminars, hiring only non-smokers

#### Overview diagram of health and productivity management promotion system

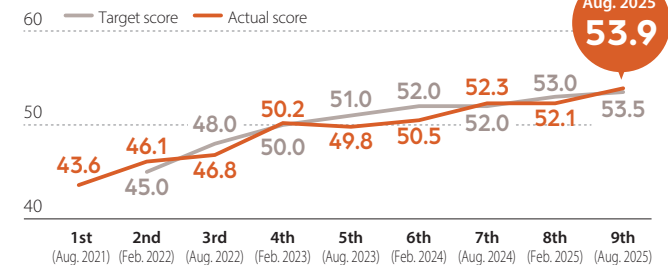


### Measures to improve engagement score

Since August 2021, the Company has been engaged in company-wide organizational reforms to achieve our Corporate Philosophy and to become a company where employees can work vibrantly and continuously, by analyzing organizational conditions based on the results of employee engagement surveys. Through this initiative, we aim to boost the motivation of employees, reduce the turnover rate, and connect to improvements in individual results, company performance, and customer service.

The results of the engagement survey conducted in February 2025 are as follows.

#### Historical company-wide score



\* The score is calculated from the gap between expectation and satisfaction; the higher both expectation and satisfaction, the higher the score.

#### Future policies

Policy 1: Company-wide improvement	● The Management Strategy Division takes the lead in discussing growth and future potential of the business with Division Managers.
Policy 2: Improvement by job level	● Improvement by job level to strengthen communication between Department Managers and above and Section Managers
Policy 3: Improvement by organization	● Continuation of improvement by section in which Section Managers take the initiative in implementing actions.

## Social

## Diversity

We strive to foster a culture that respects diverse personalities and individualities and to develop abundant human resources

## Promotion of women's active participation

### Ratio of female managers

We have set a goal of 20% for the ratio of female managers in order to raise awareness of career advancement and job satisfaction among women and leverage diverse perspectives in organizational decision-making. In FY2025, to foster a mindset of taking on challenges toward management positions, improve management skills, and systematically develop managers, we implemented the following measures.

#### Town hall meeting with the President

Held five times a year for mid-level female employees throughout Japan (once at the Head Office, twice at the Kansai Office, and twice at the Tokyo Office)

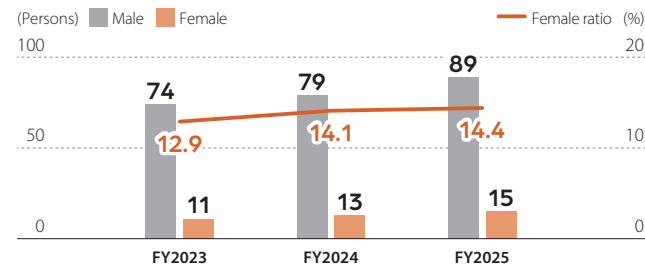
#### Selection and systematic training of management candidates in cooperation with divisions

Pipeline management

### Provision of opportunities related to professional life for female workers

Goals	Increase the percentage of women in management positions to at least 20%
From August 2025	Conduct awareness survey among female employees, analyze results, and consider countermeasures
From February 2026	Conduct training aimed at raising awareness for career advancement and fostering career awareness (regardless of gender)
From October 2026	Consider and promote the reduction of the burden on managers and creation of a comfortable work environment
From January 2027	Formation of a model of managers who work enthusiastically

### Historical ratio of female managers



## External certifications and awards

We have received various external certifications and awards as a result of our proactive work-life balance activities. We obtained the "Kurumin" certification in 2010 from the Ministry of Health, Labour and Welfare as a child-rearing support company based on our track record in supporting work-childcare balance as part of measures to support raising next generation children, and we obtained the "Eruboshi" certification in 2016 with the highest rating of three stars for all evaluation items under the Act on the Promotion of Women's Active Engagement in Professional Life.

Based on the Kanagawa Ordinance for Children and Child-Rearing Support Promotion, we acquired the Kanagawa Child-Rearing Supporters certification in 2010 for being a business operator that has positioned legal obligations in our internal systems and formulated and published action plans. The President himself has taken on the role of Health and Productivity Management Officer and promotes health and productivity management throughout the entire Company. As a result, we have been recognized by the Ministry of Economy, Trade and Industry as a company implementing health and productivity management and have obtained certification as a "2025 Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category)."

We disclose our general business owner action plans and information to the Work-Life Balance Plaza based on the Act on

Advancement of Measures to Support Raising Next-Generation Children and the Database on Promotion of Women's Active Engagement in Professional Life based on the Act on the Promotion of Women's Active Engagement in Professional Life. In addition, in light of recent changes in the social environment, as the next stage, we have registered with the "D&I Kanagawa Members" program, which promotes diversity and inclusion initiatives throughout Kanagawa Prefecture centered around the realization of a gender-equal society, to make it easier for everyone to work.



"Eruboshi" certification for companies promoting women's active engagement in professional life



"Kurumin" certification for companies supporting to raise next-generation children



"Kanagawa Child-Rearing Supporters" a Kanagawa Prefecture child and child-rearing support promotion business operator



Registered with the "D&I Kanagawa Members"



Certified as "Outstanding Organizations of KENKO Investment for Health"

## Social

## Human resource development

We are focusing on human resource development to support employees in demonstrating their abilities and taking on the challenge of self-realization, and to cultivate human resources who can respond to changes in the business environment.

### Training system and development of next-generation leaders

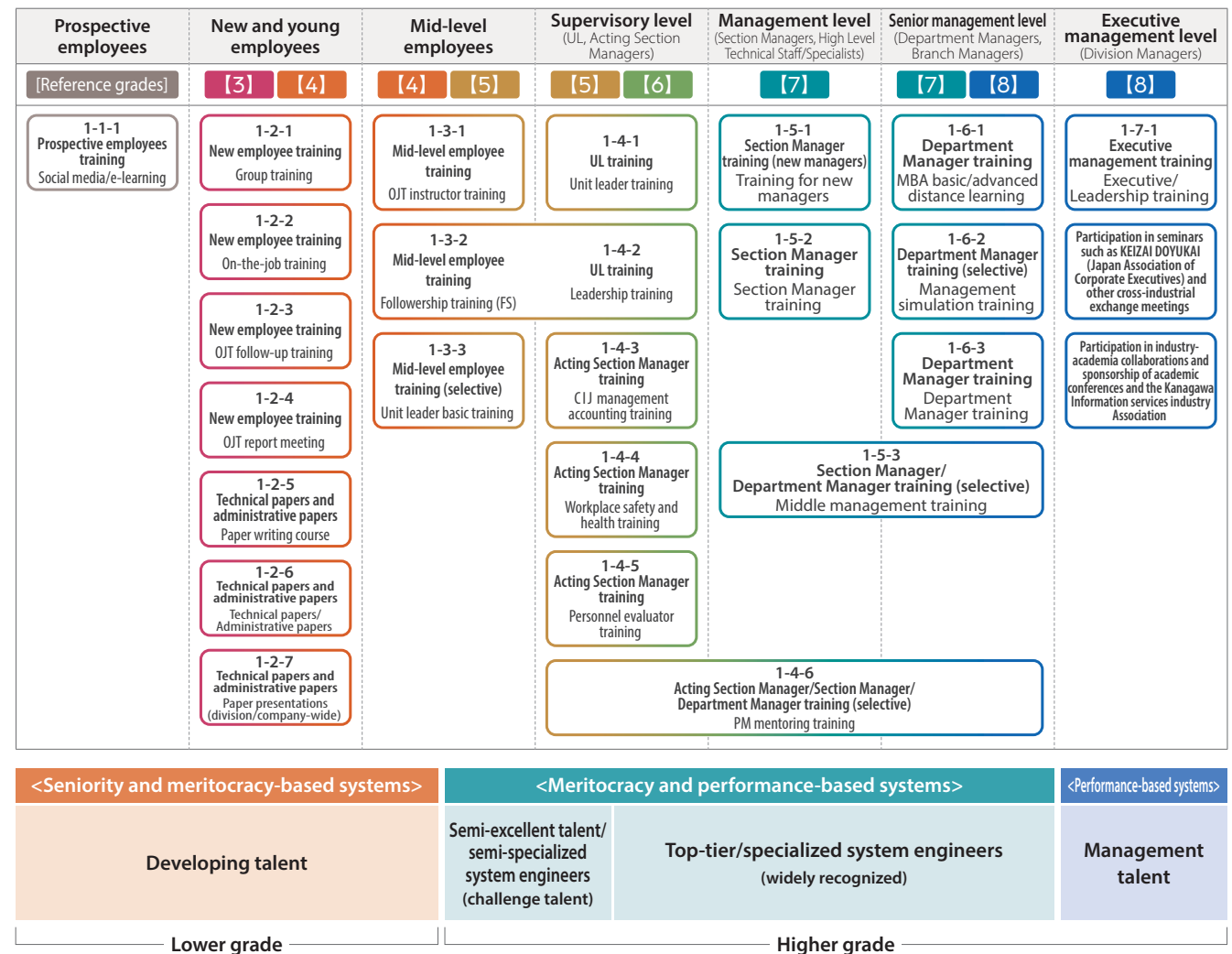
After assigning a person in charge of education in each division, the General Affairs & Personnel Department takes the lead in advancing education. We have adopted a grading system from young employees to the management level, established grade-based training programs where the required skills and knowledge for each job level can be learned systematically, and we have also enriched training for developing next-generation leaders. We also conduct purpose-specific training programs designed to learn specialized knowledge, such as IT skills and management skills used in work.

Furthermore, the Management Strategy Division takes the lead in organizing workshop programs to train leaders.

### Personnel system reform

In order to become a company where employees can work with peace of mind and where excellent human resources can be promoted early and play an active role, we have a hybrid system where lower grades follow a seniority-based system, while the higher grades are based on ability and performance.

Grade-based training system diagram



## Social

### Recruitment

We prioritize the “quality” of our human resources to maintain technical capability, our core competence. We recruit individuals who resonate with our Corporate Philosophy and whose career aspirations align with the direction of our business. On that basis, we conduct hiring activities targeting diverse human resources without distinction of gender, nationality, or academic background (liberal arts or sciences).

#### Progress of initiatives

- New graduates**
  - Renewal of new graduate hiring website (scheduled for January 2026)
  - Building a proprietary hiring management platform (scheduled for April 2026)
- Experienced**
  - Started using direct recruiting

#### Recent hiring results and results by category

New graduate hires (persons)		Mid-career hires (persons)	
FY2024	FY2025	FY2024	FY2025
34	55	4	9

\* New graduate hires includes hiring of inexperienced employees

\* Mid-career hires include people with disabilities who were hired as contract employees and then converted to full-time employees

## Human rights

The CIJ Group operates under a human rights policy. We are actively engaging with our stakeholders, including all officers and employees of the CIJ Group, our business partners, and our suppliers, to promote understanding and support for the CIJ Group’s human rights policy, and we are committed to upholding human rights.

### CIJ Group Human Rights Policy

#### Compliance with international legal norms on human rights

We support and respect international legal norms on human rights, including the “International Bill of Human Rights” and the International Labour Organization’s ILO Declaration on Fundamental Principles and Rights at Work.

We have formulated this policy in accordance with the United Nations “Guiding Principles on Business and Human Rights” to promote our efforts to respect human rights.

We comply not only with the domestic laws of Japan, but also with the laws applicable in each country and region where we conduct business activities.

#### Key issues related to human rights within the CIJ Group

We recognize the following matters as key issues related to human rights and conduct initiatives to respect human rights.

- (1) Maintenance of employee health
- (2) Prohibition of harassment and discrimination
- (3) Elimination of human rights violations in the supply chain
- (4) Resolution of human rights issues related to technology

#### Initiatives for putting into practice our commitment to respect for human rights

- (1) Implementation of human rights due diligence
- (2) Dialogue with stakeholders
- (3) Implementation of training on human rights

### Raising awareness on preventing harassment in the workplace and establishment of consultation desks

Harassment in the workplace is an unacceptable act that not only lowers workplace morale and interferes with the smooth execution of duties but also unfairly damages the dignity of individual workers and may lead to deterioration of their physical and mental health. Harassment may also lead to legal liability issues for the perpetrator of harassment.

We are engaged in activities to raise awareness regarding harassment to create a safe and comfortable workplace environment where all employees can respect each other. Employees and collaborators can consult by phone or email at the consultation desk established.

# Environment

## Environmental policy

### (1) Basic philosophy

The CIJ Group recognizes that the preservation of the global environment is one of the important challenges common for all of humanity, and we will work to reduce environmental impact and solve environmental issues in our business activities.

### (2) Basic policies

- ① We will contribute to the conservation of the global environment and the resolution of environmental issues using ICT through our business activities.
- ② We will comply with environmental laws, regulations, norms, and other requirements to which we have agreed in our business activities.
- ③ We will work to reduce GHG emissions in our business activities and achieve carbon neutrality by 2050.
- ④ We will build and operate an environmental management system, set environmental targets, and strive for continuous improvement.
- ⑤ We will disseminate this environmental policy to all employees, publicly disclose it externally, and strive to achieve it.

## Environmental targets

### (1) Contribution to environmental conservation through business activities

### (2) Compliance with laws and regulations

### (3) Reducing greenhouse gas emissions (achieving net zero emissions<sup>\*</sup>).

<sup>\*</sup> Net zero: Making net greenhouse gas emissions zero (subtracting absorption and removal amounts from greenhouse gas emissions to make the total zero).

#### Initiatives toward achieving targets

- ① Determining the proportion of sales from projects for energy and infrastructure
- ② Disposing of waste in accordance with laws, regulations, norms, and other requirements to which we have agreed
- ③ Using electricity appropriately
- ④ Using papers appropriately
- ⑤ Conducting initiatives to improve work efficiency through operations that lead to reduction of our environmental impact

## Environmental management system

In order to act in accordance with our environmental policy, we have established and operate an environmental management system, set environmental targets, and make continuous improvements.

We have changed the scope of the environmental policy from the Company to the entire Group, and the first of our basic policies is to contribute to solving environmental issues. Accordingly, we have reviewed our environmental targets, established KPIs for these environmental targets, and are ensuring thorough implementation by those responsible for implementation and measurement by supervisors. We also utilize “EcoVadis” and “CDP” evaluations, which assess and disclose ESG and environmental impacts, to implement improvement measures.

## Efforts to reduce emissions

The Group aims to achieve net zero emissions by 2050. For the Company, we have already achieved the FY2031 targets and have set even higher targets. For the entire Group, we are advancing initiatives to reduce greenhouse gas emissions, and each Group company is measuring Scope 2 and setting reduction targets for Scope 1+2 and Scope 3.

Next, for all employees, we deepen their understanding of the environmental policy through environmental education and promote the implementation of SDGs and the 4Rs<sup>\*1</sup>. In particular, we regularly raise awareness of the 4Rs through internal audits, digital signage, and an internal portal. In addition, this fiscal year, we have incorporated recycling of small household appliances in accordance with the Act on Promotion of Recycling of Small Waste Electrical and Electronic Equipment into our environmental targets and have started recycling targeted items. In our internal systems, we have achieved a significant reduction in paper usage by digitizing the submission of consent forms that previously used paper. In addition, we are participating in the Ministry of the Environment’s Decokatsu campaign<sup>\*2</sup> and Yokohama City’s Decarbonization Initiative Declaration System<sup>\*3</sup>, and investing in sustainability bonds<sup>\*4</sup> issued by Yokohama City, as part of efforts toward realizing a sustainable society.

<sup>\*1</sup> The 4R movement: Initiatives to reduce waste. The 4Rs comes from the first letters R of refuse, reduce, reuse, and recycle.

<sup>\*2</sup> Decokatsu: A term coined by combining decarbonization and eco. It is an initiative to promote changes in the lifestyle and way of living of each citizen toward achieving carbon neutrality in 2050.

<sup>\*3</sup> Decarbonization Initiative Declaration System: Yokohama City has a system for SMEs in the city to declare their commitment to decarbonization in order to achieve carbon neutrality by 2050.

<sup>\*4</sup> Sustainability bonds: Bonds issued to finance projects that address both environmental issues (green) and social issues (social).

## Environment

### Emission reduction targets and achievements

For Scope 1+2, the Group aims to reduce CO<sub>2</sub> emissions by 46% of the base year level in 2030, and to achieve net zero emissions in Scope 1+2+3 by 2050.

For the Company, Scope 1+2 emissions have been reduced more than planned, and as a result of recalculating based on emission factors per contract for each office following the Head Office relocation in 2022 and the change in electricity company contracts for the Tokyo Office in 2023, in 2024, we achieved a 71.1% reduction compared to the base year.

Accordingly, we have revised the target values for Scope 1+2 CO<sub>2</sub> emissions from 2025 onward.

Scope 3 is mostly Category 1, and although procurement volumes have increased due to business expansion, leading to higher emissions, we will consider measures to achieve net zero throughout the entire supply chain.

### CIJ Group's Scope 1 and 2 CO<sub>2</sub> emissions (t-CO<sub>2</sub>)

	(Base year)				
	2018	2021	2022	2023	2024
CIJ	326.3	248.8	146.3	103.3	94.1
CIJ Next	—	—	—	—	63.9
Custanet	—	—	—	—	29.2
Japan Financial Engineering	—	—	—	—	0
a-LINK	—	—	—	—	14.1
i-BRIDGE	—	—	—	—	9.5
i-BRIDGE Systems Philippines Inc.	—	—	—	—	16.7
Nissinsoftware	—	—	—	—	15.7
AdvanceSoft	—	—	—	—	*

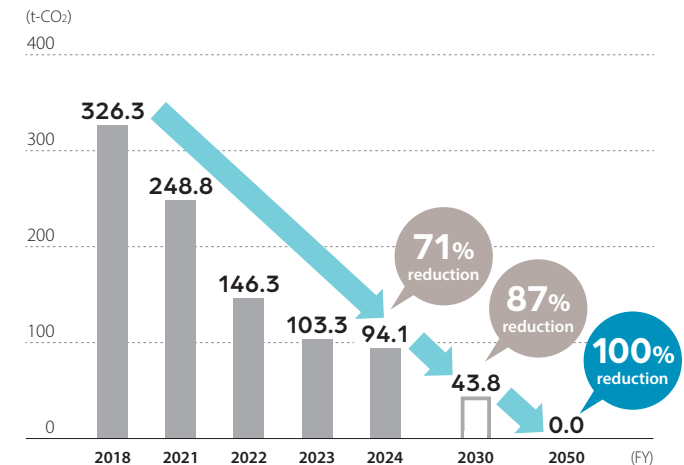
\* Scheduled to begin in 2025.

### CIJ Group's Scope 1, 2, and 3 CO<sub>2</sub> emissions (t-CO<sub>2</sub>)

	2021	2022	2023	2024
CIJ	1,696.7	1,714.5	1,826.1	1,897.8
CIJ Next	—	—	—	1,261.8
Custanet	—	—	—	323.0
Japan Financial Engineering	—	—	—	93.1
a-LINK	—	—	—	56.0
i-BRIDGE	—	—	—	30.2
i-BRIDGE Systems Philippines Inc.	—	—	—	46.1
Nissinsoftware	—	—	—	217.4
AdvanceSoft	—	—	—	*

\* Scheduled to begin in 2025.

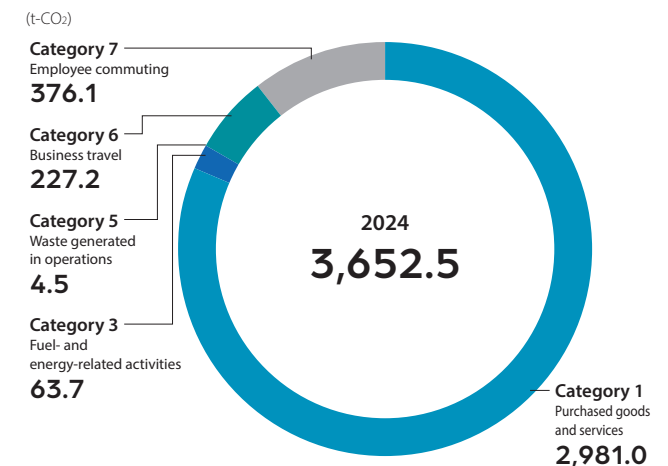
### CIJ's CO<sub>2</sub> emission reduction targets and progress for Scope 1 and 2



\* The fiscal year is calculated from April to March.

\* Scope 1 emissions are zero.

### CIJ Group's Scope 3 CO<sub>2</sub> emissions by category



# Consolidated Financial Highlights

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
<b>Financial results</b> (Millions of yen)											
Net sales	17,589	18,704	19,064	18,844	19,604	20,685	20,392	21,467	22,859	25,733	26,899
Operating profit	1,353	1,409	1,201	1,436	1,770	1,557	1,386	1,570	1,829	1,964	2,170
Ordinary profit	1,393	1,454	1,226	1,456	1,802	1,534	1,396	1,598	1,839	1,993	2,204
Profit attributable to owners of parent	859	902	818	1,107	1,199	1,051	921	971	1,142	948	1,495
<b>Financial position</b> (Millions of yen)											
Total assets	12,894	12,970	13,033	13,884	14,556	15,518	16,251	16,680	17,775	18,497	18,676
Net assets	9,804	10,156	10,504	11,059	11,754	12,708	13,104	13,740	14,139	14,509	14,516
<b>Cash flows</b> (Millions of yen)											
Cash flows from operating activities	1,406	674	696	1,682	419	1,710	701	1,578	1,939	1,177	1,782
Cash flows from investing activities	(429)	45	(371)	668	(1,425)	(267)	85	(1,946)	1,730	(511)	(885)
Cash flows from financing activities	(497)	(778)	(525)	(605)	(508)	(735)	(142)	(708)	(537)	(893)	(1,639)
<b>Financial indicators</b> (%)											
Profit attributable to owners of parent/equity (ROE)	8.9	9.0	7.9	10.3	10.5	8.6	7.1	7.2	8.2	6.6	10.3
Return on invested capital (ROIC)	8.5	9.0	7.8	9.0	10.5	8.7	7.3	7.9	8.9	9.2	10.0
Ratio of dividends to net assets (DOE)	2.3	2.5	2.2	2.2	2.9	2.7	3.0	3.7	3.9	4.4	5.9
Capital adequacy ratio	76.0	78.3	80.6	79.6	80.7	81.9	80.6	82.4	79.5	78.4	77.7
Total payout ratio	57.3	55.1	56.5	51.1	50.3	55.2	67.7	50.9	73.0	98.6	103.5
<b>Per share indicators</b> (yen)											
Annual dividends per share*1 *2	3.3	3.8	3.6	3.8	5.5	5.5	6.3	8.3	9.3	11.0	15.0
Net assets per share (BPS)*1	150.19	159.99	169.79	183.59	198.52	211.20	221.50	231.64	243.15	251.34	256.67
Earnings per share (EPS)*1	12.88	13.90	13.02	18.09	20.02	17.57	15.48	16.39	19.51	16.35	26.10

\*1 The Company has conducted a 1.2-for-1 share split of its common shares, effective April 1, 2022, and a 2-for-1 share split of its common shares, effective April 1, 2023. In addition, the Company has conducted a 1.5-for-1 share split of its common shares, effective April 1, 2024. The annual dividends per share, net assets per share, and earnings per share have been calculated assuming that the share splits were conducted at the beginning of FY2015.

\*2 The annual dividends per share for FY2016 and FY2021 includes a commemorative dividend.

# Non-financial Highlights

**E** Environment **S** Social **G** Governance

	Item	Classification	FY2024	FY2025	
<b>E</b>	CO <sub>2</sub> emission	Scope 1 + 2	240.7t-CO <sub>2</sub>	243.2t-CO <sub>2</sub>	Group*
		Scope 3	1,722.9t-CO <sub>2</sub>	3,652.5t-CO <sub>2</sub>	Group*
	Electricity consumption		593.76MWh	962.84MWh	Group*
	Percentage of employees who have received training related to environmental issues		100%	100%	Non-consolidated
	CDP score		C	C	Group
<b>S</b>	Number of employees	Male	619	1,302	Group*
		Female	190	375	Group*
		Total	809	1,677	Group*
	Percentage of managers		11.9%	11.3%	Group*
	Number of Executive Officers	Male	12	13	Non-consolidated
		Female	1	1	Non-consolidated
		Total	13	14	Non-consolidated
	Women's advancement	Percentage of employees	23.5%	22.4%	Group*
		Percentage of managers	14.1%	12.6%	Group*
	Number of new graduate hires	Male	26	69	Group*
		Female	8	36	Group*
		Total	34	105	Group*
	Number of mid-career hires	Male	2	19	Group*
		Female	2	14	Group*
		Total	4	33	Group*
	Employment rate of persons with disabilities		2.56%	2.56%	Non-consolidated
	Average age	Male	39.3 years old	39.0 years old	Non-consolidated
Female		36.7 years old	36.6 years old	Non-consolidated	
All employees		38.7 years old	38.5 years old	Non-consolidated	
Average service years	Male	14.2 years	14.0 years	Non-consolidated	
	Female	11.5 years	11.2 years	Non-consolidated	
	All employees	13.6 years	13.3 years	Non-consolidated	

\* Figures for FY2024 are non-consolidated, and figures for FY2025 are for the Group.

	Item	Classification	FY2024	FY2025	
<b>S</b>	Average annual salary	Male	5,707 thousand yen	6,064 thousand yen	Non-consolidated
		Female	4,994 thousand yen	5,447 thousand yen	Non-consolidated
		All employees	5,547 thousand yen	5,929 thousand yen	Non-consolidated
	Rate of taking 5 days of annual paid leave		98.3%	99.9%	Non-consolidated
	Average overtime hours worked		15.3 hours/month	17.0 hours/month	Non-consolidated
	Acquisition rate of childcare leave	Male	66.7%	50.0%	Non-consolidated
		Female	100.0%	100.0%	Non-consolidated
	Number of employees using shortened working hours for childcare		20	19	Non-consolidated
	Number of employees taking nursing care leave		0	0	Non-consolidated
	Number of employees using shortened working hours for nursing care		2	1	Non-consolidated
<b>S</b>	Average working hours		167.4 hours/month	160.7 hours/month	Non-consolidated
	Acquisition rate of annual paid leave		73.8%	71.5%	Non-consolidated
	Turnover rate		8.2%	10.8%	Group*
	Stress check participation rate		98.9%	98.4%	Non-consolidated
	Health checkup participation rate		100%	99.8%	Non-consolidated
	Engagement score		52.3	53.9	Non-consolidated
	Telework implementation rate		36.2%	35.0%	Non-consolidated
	Employee performance evaluations implementation rate		100%	100%	Non-consolidated
	Percentage of employees who have received skills-related training		78.6%	95.5%	Non-consolidated
	Number of employees who have received skills-related training		686	879	Non-consolidated
<b>S</b>	Average hours of training per participant		36.1 hours	38.0 hours	Non-consolidated
	Average hours of training per employee		28.4 hours	36.3 hours	Non-consolidated
	Average cost of training per employee		39.7 thousand yen	42.6 thousand yen	Non-consolidated
<b>G</b>	Percentage of employees who have received compliance training		9.0%	100%	Group*
<b>ESG</b>	EcoVadis score		48		Group

# Company Profile

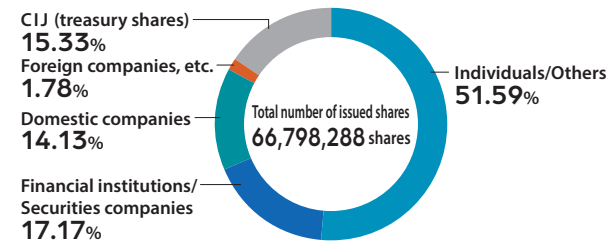
## Overview of the Company (As of June 30, 2025)

Company name	Computer Institute of Japan, Ltd.
Establishment	January 7, 1976
Capital	2,270 million yen
Number of employees	1,677 (consolidated), 808 (non-consolidated)
Head Office	Yokohama Gate Tower 17F, 1-2-5 Takashima, Nishi-ku, Yokohama, Japan
Website	<a href="https://en.cij.co.jp/en/">https://en.cij.co.jp/en/</a>
Offices	Hokkaido Branch (Sapporo-shi, Hokkaido) Tokyo Branch (Chuo-ku, Tokyo) Chubu Branch (Nagoya-shi, Aichi) Kansai Branch (Osaka-shi, Osaka) Kyushu Branch (Fukuoka-shi, Fukuoka)
Group companies	CIJ Next Co., Ltd. Custanet Co., Ltd. Japan Financial Engineering, Ltd. a-LINK Corporation i-BRIDGE Inc. i-BRIDGE Systems Philippines Inc. Nissinssoftware Co., Ltd. AdvanceSoft. Co., Ltd.

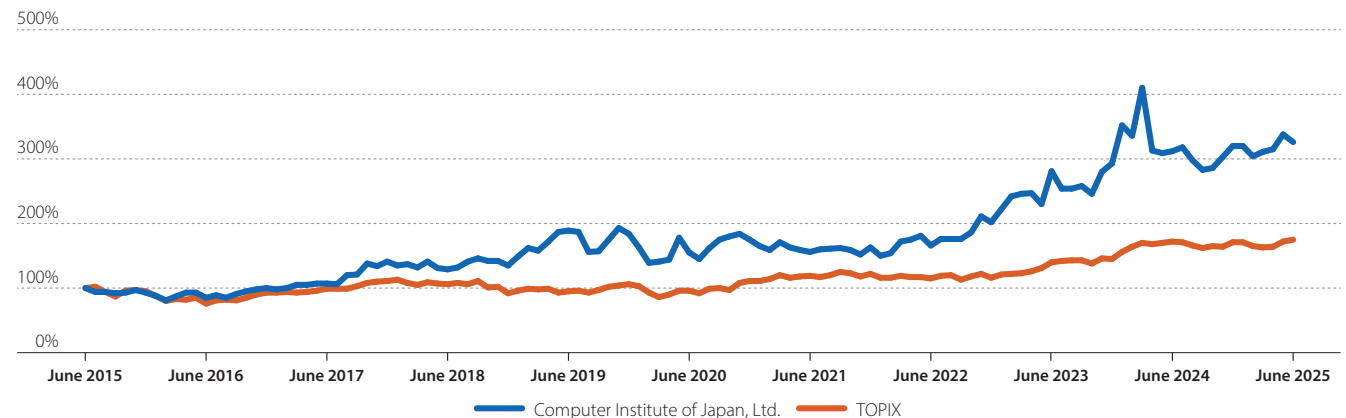
## Status of Shares (As of June 30, 2025)

Listings	Prime Market of the Tokyo Stock Exchange
Code	4826
Total number of authorized shares	190,080,000 shares
Total number of issued shares	66,798,288 shares (including treasury shares)
Total number of shareholders	20,053

### Breakdown by type of shareholder



### The Company's share price trends (comparison with TOPIX)



(Note) The Company's share price and TOPIX (Tokyo Stock Price Index) are indexed with the closing data from July 2015 set as 100.

## Major shareholders (top ten shareholders)

Shareholder name	Number of shares held	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd.	6,764,200	11.96
HIKARI TSUSHIN, INC.	4,411,800	7.80
CIJ Employee Stock Ownership Association	2,342,007	4.14
NTT DATA Corporation	1,710,720	3.02
UH Partners 2, Inc.	1,699,960	3.00
Custody Bank of Japan, Ltd.	1,409,600	2.49
SIL Co., Ltd.	1,352,160	2.39
Masahiko Oshika	1,185,306	2.09
Toyo Securities Co., Ltd.	1,174,692	2.07
Shozo Nakano	1,084,752	1.91

(Note) The Company holds 10,241,966 treasury shares, which are excluded from the above-mentioned shares. The shareholding ratio is calculated after deducting the number of treasury shares from the total number of issued shares.