

# DTS Group Report 2025

Integrated Report



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Editorial Policy

This integrated report is published as a tool to facilitate constructive dialogue with various stakeholders, including investors, shareholders, customers, and employees, regarding the Company's growth strategy and ESG.

It provides an overall picture of DTS's corporate activities, with a focus on areas of particular importance, and integrates both financial and non-financial information.

Scope of Report

DTS CORPORATION and its Group companies in Japan and overseas

Period Covered

April 1, 2024 to March 31, 2025 (FY2024)  
(Includes information about certain events occurring after the reporting period)

Publication Date

October 2025

Details regarding initiatives related to businesses, the medium-term management plan, and corporate social responsibility are presented on the Company's official website.

Solutions and Packages <https://www.dts.co.jp/section/Sustainability>

Guidelines Referenced

- Ministry of Economy, Trade and Industry Guidance for Collaborative Value Creation
- International Integrated Reporting Council (IIRC) International Integrated Reporting Framework
- ISO 26000 (Guidance on Social Responsibility)

Notes to this Report

The names of companies and products used in this report are the trademarks or registered trademarks of their respective owners.

Disclaimer

In this integrated report, statements concerning the future, such as forecasts regarding the DTS Group's operating results, financial position, other general management information, targets, and plans are based on information currently available to the Company and certain assumptions that it deems reasonable. By their nature, these judgments and assumptions are subjective and uncertain.

Furthermore, there is no guarantee that statements regarding the future will be realized as stated, and actual business performance may differ significantly due to various factors.



Philosophy

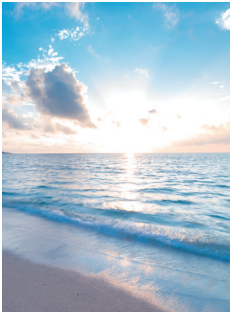
Technology is the power to make people happy and create greater enrichment in society.

At DTS Group, we use **technology** to build the trust and confidence of our customers  
**technology** to increase our corporate value  
**technology** to improve the lives of our employees  
**technology** to contribute to society



Vision

Vision 2030  
Become a company that continuously takes on challenges in order to provide value that exceeds expectations



Credo

Hold our values close **Always enjoy change**

For our clients: **Sincerity and trust**  
For our shareholders: **Growth and contribution**  
As individuals: **Independence and spirit of challenge**  
As members of the Group: **Respect and co-creation**  
As members of society: **Integrity and fairness**

Code of Conduct

DTS Group employees observe these eight items contained in the Code of Conduct.

- Respect for human rights and creation of workplaces with fulfillment through work
- Maintain good relationships with customers and improve customer satisfaction (CS)
- Rigorous information management and confidentiality
- Free competition and fair trading
- Appropriate handling of intellectual property
- Appropriate operation management and information disclosure
- Prohibition on involvement with anti-social forces
- Environmental and social contribution initiatives





## Realizing the DTS Group Way

# By assiduously developing technology and continually refining our signature offerings, we strive to offer greater value and impact

Since its founding in 1972, DTS has grown together with its customers and contributed to the IT evolution in Japan.

Over the course of expanding our business, we earned the trust of our customers by meticulously enhancing our technologies, confronting difficult problems head-on, and building solid systems that consistently provide solutions.

By carefully seeing every project to its conclusion and building on the results, we have worked as an independent system integrator, establishing a solid foundation spanning many industries and business categories. To date, the DTS Group annually works with over 3,500 companies.

Furthermore, our proposal capabilities and confidence spring from deep operational knowledge that can be gained only through close engagement with our customers' business creation and development, which, in turn, cultivates value, leading to a virtuous cycle that further enhances our relationships of trust with our customers.

Throughout its history of over 50 years, DTS has consistently focused on creating unique signature offerings. This remains our approach even today, with generative AI rapidly spreading, particularly over the past two years, and IT environments changing significantly.

DTS utilizes the technical perspectives and knowledge we have developed in the IT field to stay abreast of cutting-edge technologies in the United States and globally. With the varied intersection of emerging technologies, we carefully choose services to best serve our customers with our operational knowledge.





## Realizing the DTS Group Way



DTS aims to be a Company that continues to take on the challenge of providing value beyond expectations under Vision2030, our long-term outlook, in order to build a new growth model through active investment.

Regarding the provision of services, we have identified key growth areas of focus and are investing resources to differentiate these areas and transform them into signature offerings.

In October 2022, we established the ServiceNow® Promotion office, a specialized team to streamline operations through digital workflows and implement digital transformation (DX) for other companies. Since its establishment, we have strengthened the unit by adding more engineers with ServiceNow® certification. As a result, in April 2024, it became our fourth domestic partner to garner the highly difficult to obtain Certified Technical Architect (CTA) certification. In August of the same year, we began offering a new original service package, the Simple-Start-Pack, which utilizes templates with DTS's know-how to rapidly implement systems in

as little as two months.

On the other hand, mcframe, our flagship core business package for the manufacturing industry, leverages our operational knowledge from the manufacturing industry, and at release this product was praised for its comprehensive support system tailored to the situation on the ground to ensure a smooth launch, for which it won the Take Off Award from Business Engineering Corporation.

DTS has been awarded Gold Partner Certification by Atlassian, the Australian company that provides Jira Service Management, a tool to optimize and refine IT service management, just over a year and a half after signing our partnership contract.

Corporations are becoming ever-more aware of cutting-edge technologies and their potential. DTS' ability to select the best new technologies from everything that is available and transform them into signature offerings is an indispensable element of our future growth.

The focus of the current business landscape for generative AI is improving the efficiency of the existing work environment, but its future impact on both companies and society is expected to be major, with the potential to replace even intellectual work. Therefore, our involvement with generative AI as a systems integrator will go beyond simply reselling various services to include building systems tailored to utilizing it. DTS has set up the specialized Generative AI Business Promotion Office, and is conducting various initiatives, such as trials in the data utilization field, its specialty area, with goal of eventually refining its own signature offerings from the results. We will invest a cumulative total of ¥1.0 billion upfront in AI and generative AI from FY2025 to FY2027, including in collaboration with external partners. Although it may be difficult to commercialize in the short term, we aim to realize a business at the ¥10.0 billion level by FY2030.

In addition to AI and generative AI, customer experience value (CX) is another area we will invest in upfront. Corporate IT investments are shifting from focusing on core IT infrastructure

to customer contact services. We will combine the core system operational knowledge that DTS has cultivated with CX and generative AI with the goal of becoming a business at the ¥5.0 billion level.

In addition to the CX domain, DTS expects RFID (a contactless identification technology that automatically reads and writes information on specific tags) to both broaden and deepen our involvement in society. DTS Group company Tohoku Systems Support offers one-stop solutions by building both RFID hardware and systems, and we expect to see the company help drive growth and contribute to solving issues facing logistics-related social infrastructure such as labor shortages, business optimization, and security.

Even in the age of AI, during which we expect to see even more corporate innovation and societal changes, DTS is determined to continue taking on the challenges of providing even greater value and impact by painstakingly refining both its technologies and signature offerings.



## Message from the President



# A Breakdown of the Growth Goals Set Under the New Medium-Term Management Plan—Continuing to Invest in Growth with an Eye to the Future

**Tomoaki Kitamura**  
Representative Director and President

## “ Review of FY2024 Business Results: Exceeded Major Targets under the Previous Medium-Term Management Plan ”

In FY2024 (ended March 31, 2025), revenue and profit both reached record highs, with net sales totaling ¥125.9 billion and operating profit at ¥14.48 billion. We achieved the goals of the previous medium-term management plan (hereinafter, “the previous plan”), i.e., net sales and operating profit at or exceeding ¥110.0 billion and ¥12.0 billion, respectively, a year ahead of schedule. On top of this, we were able to maintain that momentum and outstrip projections made at the beginning of the year. ROE reached 17.7%, surpassing both the previous plan’s target of 13%, but also the target of 16% established in Vision2030, our long-term outlook.

Turning to net sales by business segment, the Operations and Solutions segment saw its results rise by ¥9.54 billion (21.9%) year on year along with an expansion in projects in the financial industry and the full-year contributions of two newly consolidated companies.

In the Technology and Solutions segment, although projects for housing and business process solutions fell, projects for ServiceNow®, cloud infrastructure, and embedding were up, resulting in a year-on-year increase of ¥660 million (1.6%).

The Platform and Services segment saw a ¥20 million (0.1%) year-on-year decrease in sales due to a decline in major product-based non-recurring system infrastructure project sales, despite an increase in businesses and infrastructure construction.

Operating profit increased in all segments (¥1.98 billion in total, up 15.8%).

Under the previous plan, DTS aimed to broaden its areas of strength, setting the goal of concentrating on focus businesses in three areas, namely, Digital Biz, Solution Biz, and Service Biz. In addition, DTS was working to raise the proportion of sales from these businesses in the sales mix to 40% or more.

As we achieved this target one year ahead of schedule in FY2024, we increased our concentration on the focus businesses in line with the final step of the previous plan and were able to increase this proportion to 51.6%.

[pp. 015-016](#) Reflecting on the Previous Medium-Term Management Plan and Overview of the New Medium-Term Management Plan



## Message from the President

Growth investments of ¥25 billion over three years were planned, and although there were some fluctuations in the breakdown, we finished the period at ¥27.3 billion. I believe that creating a new growth model, which was set at the first stage of the Vision2030 long-term outlook, has been achieved to a good degree.

### “ Breaking Down and Disclosing the Growth Targets of the New Medium-Term Management Plan ”

Under the previous plan, our performance was driven by our customer base in the financial industry, particularly the banking industry, which saw an increase in projects thanks to revitalized IT investment, which had been curbed until the financial environment improved, as well as proactive growth investment and the clarification of focus businesses.

From the perspective of organizational structure, the segment-based business format of the Operation and Solutions, Technology and Solutions, and Platform and Services Segments has proven effective. Previously, the Company utilized a top-down format, with all business departments and Group companies reporting directly to the president. Since reorganizing to the segment-based system, I feel that the heads of each segment now carry a sense of ownership that they bring to planning strategies for not only their specific areas but the entire segment, including Group companies.

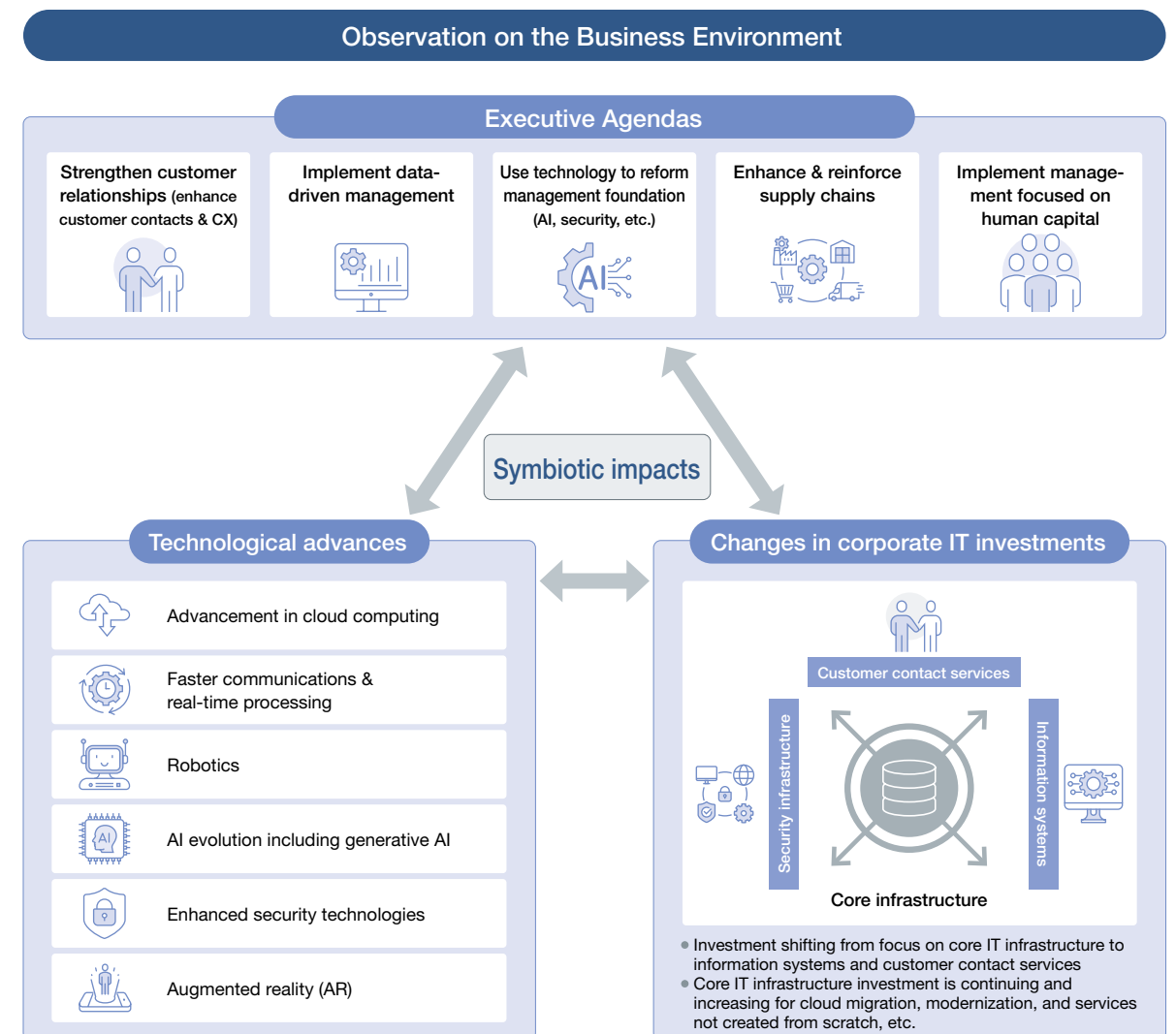
Because we achieved the major targets of the previous plan a year ahead of schedule, interest in our next growth strategy has grown dramatically both internally and externally, but there has also been some external criticism that it is difficult to visualize such growth.

Accordingly, in the new medium-term management plan we have broken down DTS' growth goals and laid out this breakdown in an easy-to-understand manner.

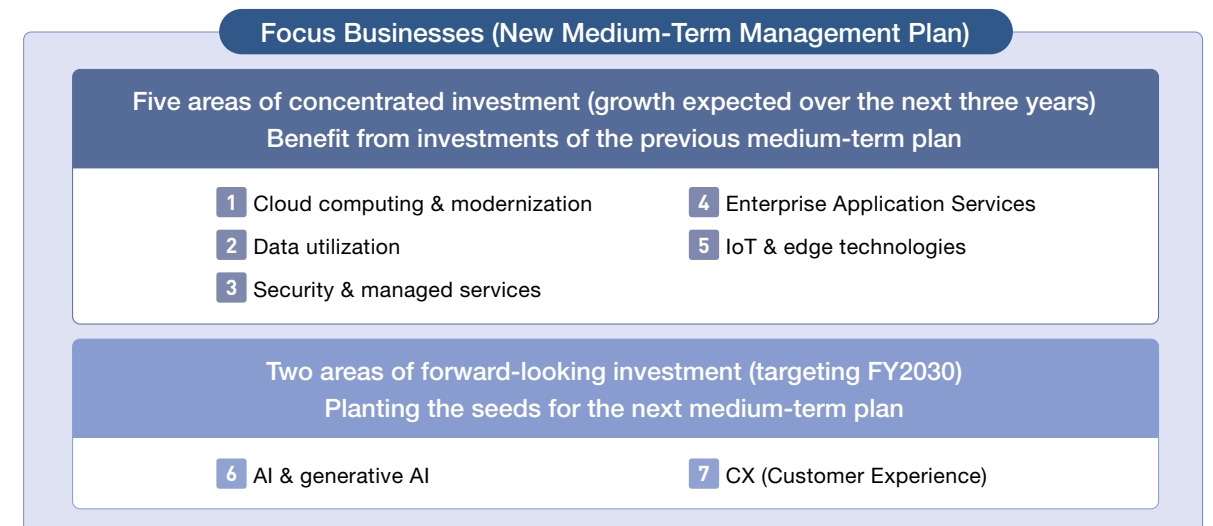
The new medium-term management plan is the second stage of Vision2030, our long-term outlook, and how to sustain and develop growth investments while maintaining a focus on improving business profitability through such actions as collecting on investments.

To achieve this goal, the new medium-term management plan focuses on three pillars: 1) the evolution of focus businesses and deepening concentrated on core businesses, including legacy fields; 2) the execution of strategic alliances to strengthen the capabilities of focus businesses and core businesses; and 3) the strengthening of the Group's management foundation.

pp. 017-018 Business Strategies of the New Medium-Term Management Plan



### Incorporate into areas with potential for growth in focus businesses





## Message from the President



## “Evolution of Focus Businesses and Deepening of Core Businesses”

First, to clarify and define the allocation of management resources, we have divided them into “concentrated investment areas” and “forward-looking investment areas” within our focus businesses, further subdividing these areas into seven domains.

We expect to see growth over the three years of medium-term management plan in the five domains of concentrated investment, while the forward-looking investment area domains of AI & generative AI and CX (customer experience value) have net sales targets set for FY2030.

In core businesses, we will work to ensure solid profit by strengthening our upstream process response and proposal capabilities, expanding prime projects, thoroughly managing quality, and reinforcing our development capabilities. Currently, financial institutions are actively investing in IT, and we expect to see this trend extend beyond the three years of the new medium-term plan and continue to contribute to profit.

With regard to global expansion, in light of the governance issues that have arisen at overseas subsidiaries, we will prioritize strengthening governance and business management and work to reset our global business strategy.

## “Execution of Strategic Alliances”

We will execute strategic alliances to complement and reinforce the evolution of our focus businesses as well as the deepening of core businesses. At the same time, we will work to accelerate expansion that would be difficult to achieve through organic growth alone.

Specifically, we will invest ¥10 billion in M&A as part of our growth investments. In March 2025, we formed a capital and business alliance with Spice Factory Co., Ltd., which has strengths in the CX field, through a minor investment. We will actively pursue similar small-scale investments, collaborating with startups by investing in tech funds, and forming business alliances with solution vendors.

Furthermore, we plan to invest ¥200 million over the next three years in collaborative research with universities and research institutes, an area in which we have not previously engaged.

We have established the Generative AI Business Promotion Office under the Innovative Business Promotion Department to specially focus on these alliances and the domain of generative AI.

## “Strengthening the Group’s Management Foundation”

Reflecting our belief that the greatest asset for a systems integrator is its human resources, we will invest ¥11 billion in human capital, using these funds to secure and train personnel, give back to employees, and improve engagement, thereby strengthening the Group’s management foundation.

DTS’s non-consolidated employee engagement score was a challenge, and we strove to improve it to 51.1 points in FY2024, which is over the national average. Under the new medium-term management plan, we will strive to raise the score to 55 points by its final year.

Regarding human resources, DTS (non-consolidated) will continue hiring around 200 new graduates every year in line with a plan to increase our overall workforce in Japan by 500 people over the course of the new medium-term management plan. In terms of development, we will focus on developing highly professional human resources. We currently have 238 certified highly skilled personnel (non-consolidated as of FY2024) in such areas as development, operations, sales, and staffing. We aim to increase this number to 350, which will enable us to expand both the number and scale of projects that we can undertake.

The DTS employee turnover rate is one of the lowest in the industry, but we aim to further increase employee retention by improving engagement and offering desirable returns.

In terms of employee returns, we will continue to expand the three measures implemented under the previous plan, including increasing base salaries, offering special performance bonuses, and providing a restricted stock compensation plan.

Increasing employee returns directly impacts profit, so it is essential to improve the source of those returns: productivity, or profit per person. In the previous plan, we set a target of ¥2.8 million for domestic operating profit per person, and we achieved this target while also expanding returns.

In addition, to strengthen the management foundation, we will invest ¥2 billion in renewing our internal core systems. Furthermore, we will centralize data storage in data lakes, and leverage BI and AI tools to implement advanced data-driven management.

## “Approaching Vision2030, the Long-Term Vision”

DTS, like other IT corporations, must closely follow the changes that accompany new cutting-edge technologies, especially those originating from the United States. Given the way that generative AI has rapidly spread over the past two years, customers are very interested in the potential of new technologies. In the short term, generative AI applications are focused on optimizing existing operations, but in the future, a systems integrator will need to go beyond reselling related services and take on the challenge of creating new systems with their customers.

From this standpoint, we still have a long way to go on the road to becoming a company capable of continuously taking on challenges in order to provide value that exceeds expectations, as laid out in Vision2030, our long-term outlook.

Right now, we have to ask ourselves if we have satisfied our customers’ needs and where our weaknesses lie as well as what our customers appreciate the most about DTS and how we compare to our competitors. Every year, DTS strives to answer these questions through its customer satisfaction survey, the results of which we review and use as the basis for an action plan, an effort that is gradually yielding results.

Fortunately, DTS’s announcement of a new medium-term management plan was positively received on the stock market. We owe our stakeholders, including our customers, shareholders, and investors as well as our employees and their families, our thanks for their ongoing support.

From this position of gratitude, we will continue striving to achieve our vision of becoming a company that continuously takes on challenges in order to provide value that exceeds expectations as laid out the new medium-term management plan. By implementing growth investments with capital efficiency in mind, we aim to contribute with value that exceeds expectations.



## DTS Group Business Performance

Since its founding, the DTS Group has continued growing in its key area of providing solutions to clients in finance, telecommunications, and the public sector as an independent systems integrator. We have participated in large-scale projects for critical systems in financial organizations and built online stores and various management systems for retail businesses, and through the development of such products as embedded systems related to self-driving car technologies, we have contributed to the development of many companies and society. The Group will continue striving to provide new value through digital transformation (DX).

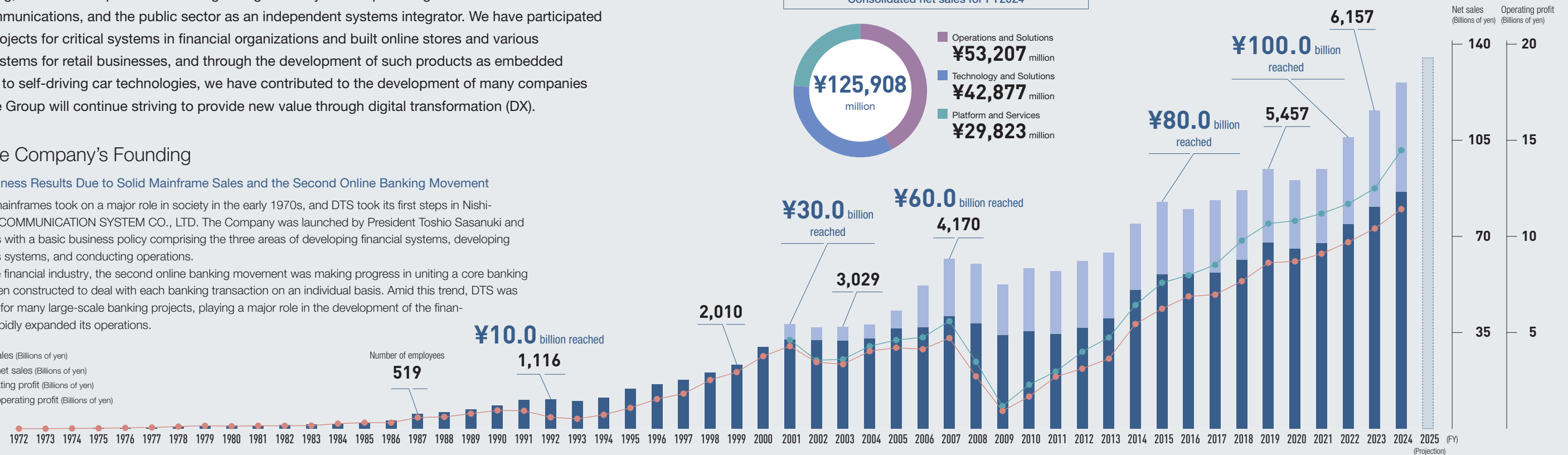
## History of the Company's Founding

### Expansion of Business Results Due to Solid Mainframe Sales and the Second Online Banking Movement

Computers called mainframes took on a major role in society in the early 1970s, and DTS took its first steps in Nishi-Shinbashi as DATA COMMUNICATION SYSTEM CO., LTD. The Company was launched by President Toshio Sasanuki and nine other members with a basic business policy comprising the three areas of developing financial systems, developing telecommunications systems, and conducting operations.

At that time in the financial industry, the second online banking movement was making progress in uniting a core banking system that had been constructed to deal with each banking transaction on an individual basis. Amid this trend, DTS was also commissioned for many large-scale banking projects, playing a major role in the development of the financial industry, and rapidly expanded its operations.

Consolidated net sales (Billions of yen)  
Non-consolidated net sales (Billions of yen)  
Consolidated operating profit (Billions of yen)  
Non-consolidated operating profit (Billions of yen)



Former Presidents

1972

Founder: Toshio Sasanuki

Establishment of DATA COMMUNICATION SYSTEM CO., LTD. in Shinbashi 2-chome district of Minato-ku, Tokyo



1995

Takaichi Sugiyama

1999

Listed on the First Section of the Tokyo Stock Exchange

2001

Made DATALINKS CORPORATION a subsidiary



2002

Yasutaka Akabane

2003

Data Tsushin System renamed DTS Corporation



2010

Koichi Nishida

2018

Conducted an absorption-type merger with DATALINKS CORPORATION



2021

Tomoaki Kitamura

2022

Moved to the Prime Market of the Tokyo Stock Exchange



## Evolution of the medium-term management plan

### FY2016 to FY2018

Generating New Value  
Change! for the Next

#### Key Points of the Plan

Three Changes: Management Revolution, Business Transformation, and Sales Reformation

#### Numerical Targets

Net sales: ¥90.0 billion  
Operating profit margin: 9.0% or higher  
Sales per employee: ¥20 million or higher  
ROE: 10% or higher  
Total return ratio: 40% or higher

### FY2019 to FY2021

Providing New Value to the Society of Tomorrow  
Next Value Creator

#### Key Points of the Plan

Realizing sustainable growth and corporate value enhancement for the DTS Group by creating social and economic value

#### Numerical Targets

Net sales: ¥100.0 billion or higher  
Operating profit margin: 10% or higher  
Overseas business net sales: ¥5.0 billion or higher

## Vision2030 (long-term vision)

Become a company that continuously takes on challenges in order to provide value that exceeds expectations

### FY2022 to FY2024

1st STAGE  
Create a new growth model

#### Key Points of the Plan

Under Vision2030, we set key challenges for business and the management foundation and establish KPIs to solve them

#### Numerical Targets

Consolidated net sales: ¥110.0 billion or higher  
EBITDA: ¥13.0 billion or higher  
EBITDA margin: approx. 12%  
ROE: 13% or higher  
Focus business net sales: 40% or higher  
Growth investment: ¥25.0 billion

### FY2025 to FY2027

2nd STAGE  
Improve business profitability

#### Key Points of the Plan

With the aim of promoting business growth and expansion while strengthening our stability and credibility, this plan consists of three pillars: evolution of focus businesses and deepening of core businesses, execution of strategic alliances, and strengthening of the Group's management foundation

#### Numerical Targets

Consolidated net sales: ¥160.0 billion or higher  
EBITDA: ¥20.0 billion or higher  
EBITDA margin: 12.5%  
ROE: 18% or higher  
Focus business net sales: 40% or higher  
Growth investment: ¥32.5 billion

### FY2028 to FY2030

3rd STAGE  
Focus on improving capital efficiency

#### Vision2030

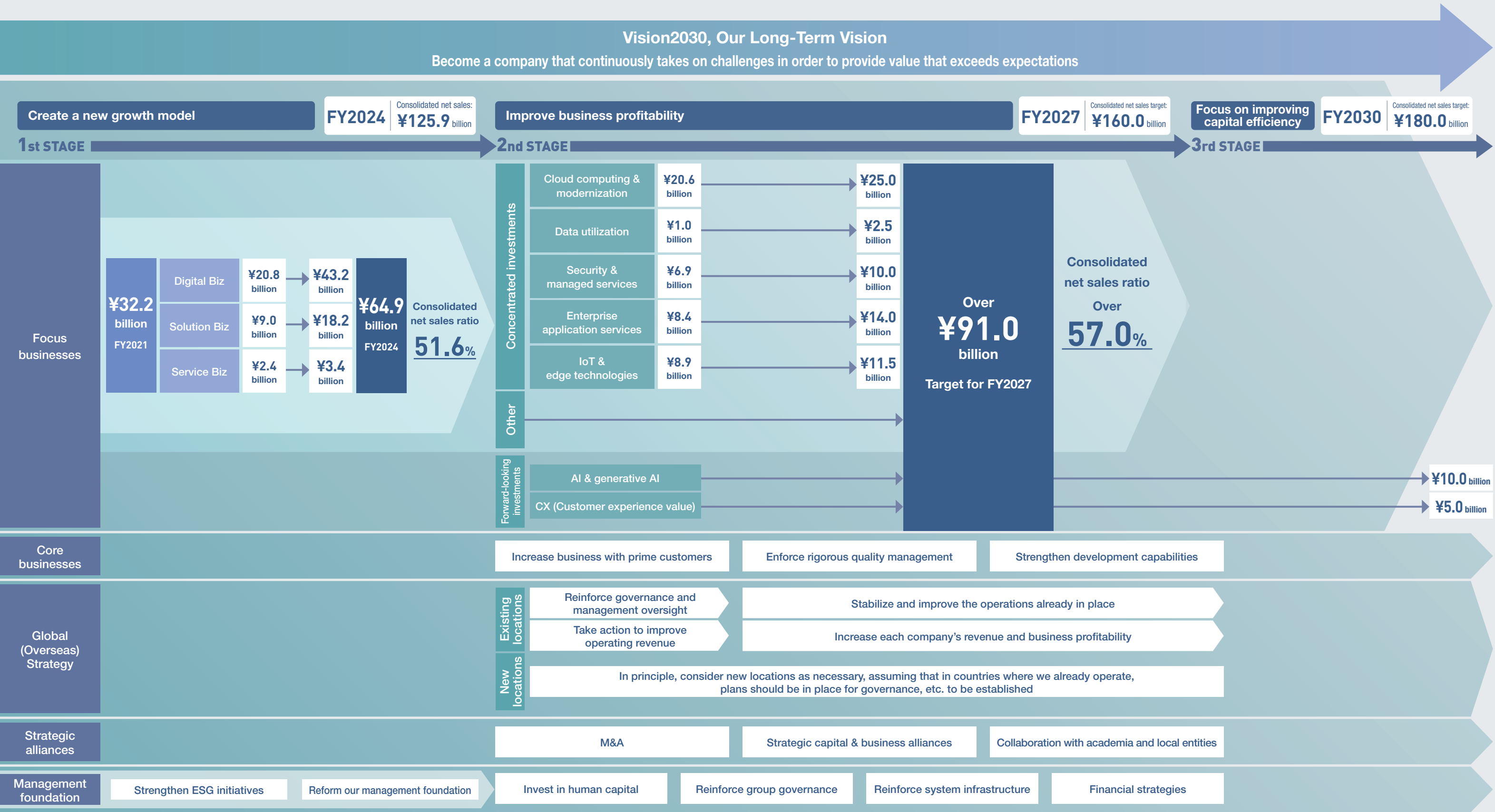
Sales and Profit (EBITDA): 2x FY2020 level  
Growth Investments: FY2022 to FY2030 Approx. ¥10.0 billion annually  
ROE: Improve to 16%  
Focus business net sales: 70% or higher  
Shareholder returns: Dividend payout ratio: 50% or higher every fiscal year  
Total return ratio: 70% or higher every fiscal year



Reflecting on the Previous Medium-Term Management Plan and Overview  
of the New Medium-Term Management Plan

In FY2024, the third year of the previous medium-term management plan, both net sales and operating profit surpassed those of the previous fiscal year, reaching new record highs. Furthermore, the ratio of sales from focus businesses to consolidated net sales was 51.6%, thus achieving our target of 40%.

In the new medium-term management plan (FY2025–FY2027), we have redefined five areas of DTS’ focus businesses from which we expect to see distinctive growth as concentrated investment areas, and two areas of AI/generative AI and CX as forward-looking investment areas, with the goal of expanding business and generating profits in both core businesses.





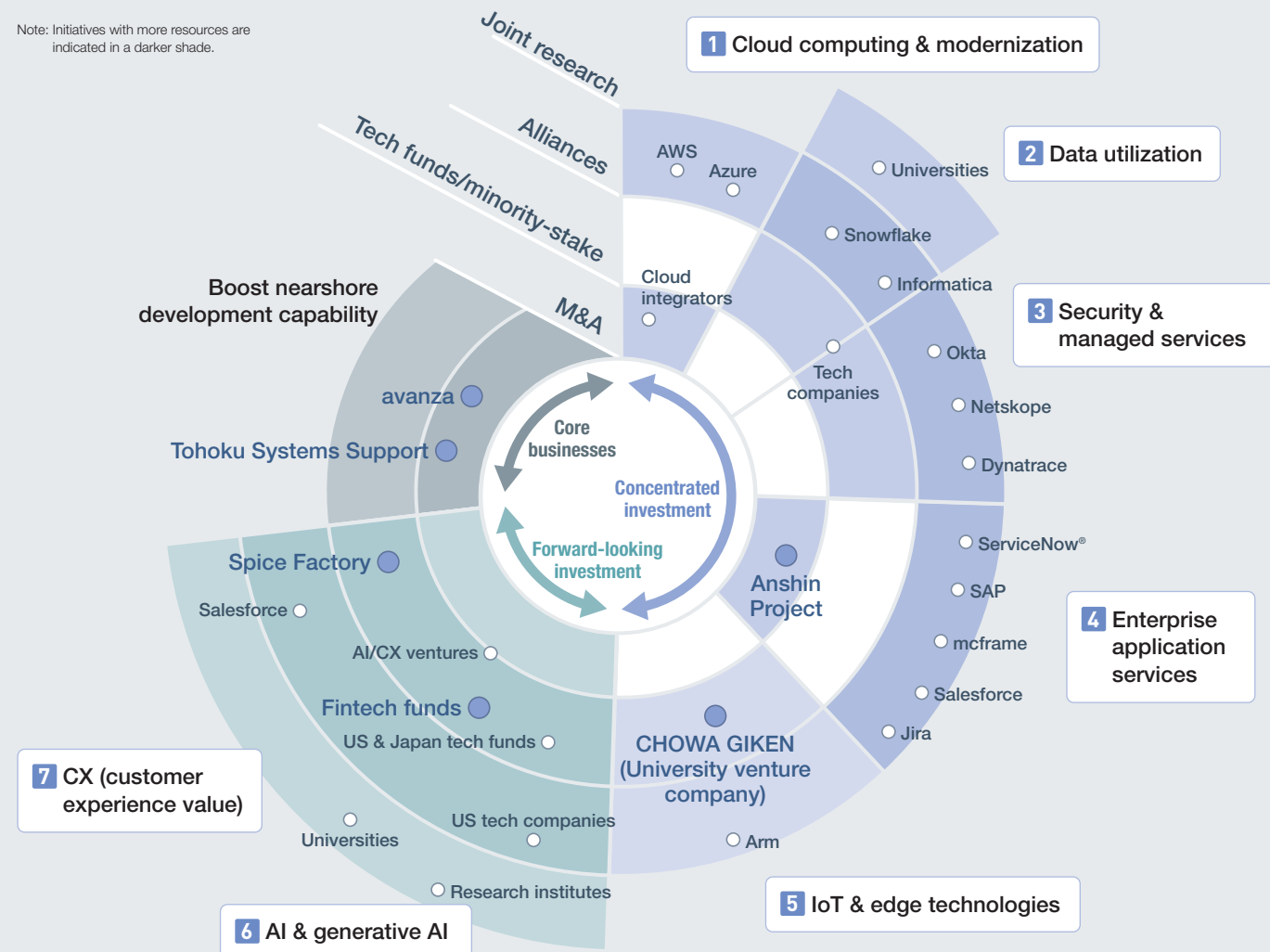




## Business Strategies for the New Medium-Term Management Plan

## Execution of Strategic Alliances

As customers and technologies change rapidly, we are advancing strategic alliances to complement and strengthen the agility of the capabilities needed to realize our growth strategies to deepen both focus and core businesses.



## M&amp;A

We are accelerating the DTS Group's business growth to an even greater degree, and have established four principles of M&A to do so: strengthen focus businesses, expand into new businesses, expand regional locations, and secure human resources. We are targeting corporations with business relevant to these principles, including those with development strengths in ServiceNow®, SAP, mcframe, AWS, and AZURE to strengthen focus businesses; those with data utilization capabilities in generative AI and CX fields to expand into new businesses; those with bases in the Kansai, Tokai (Nagoya), Kyushu, and Hokkaido (Sapporo) areas to expand regional locations; and those with excellent performance in development of operational systems and infrastructure construction to secure human resources.

## Strategic capital &amp; business alliances

We will strive to strengthen our capabilities in seven areas and establish and expand new businesses by collaborating with venture capital funds, minority-stake investments, strategically working with corporations that possess technologies that are anticipated to expand globally.

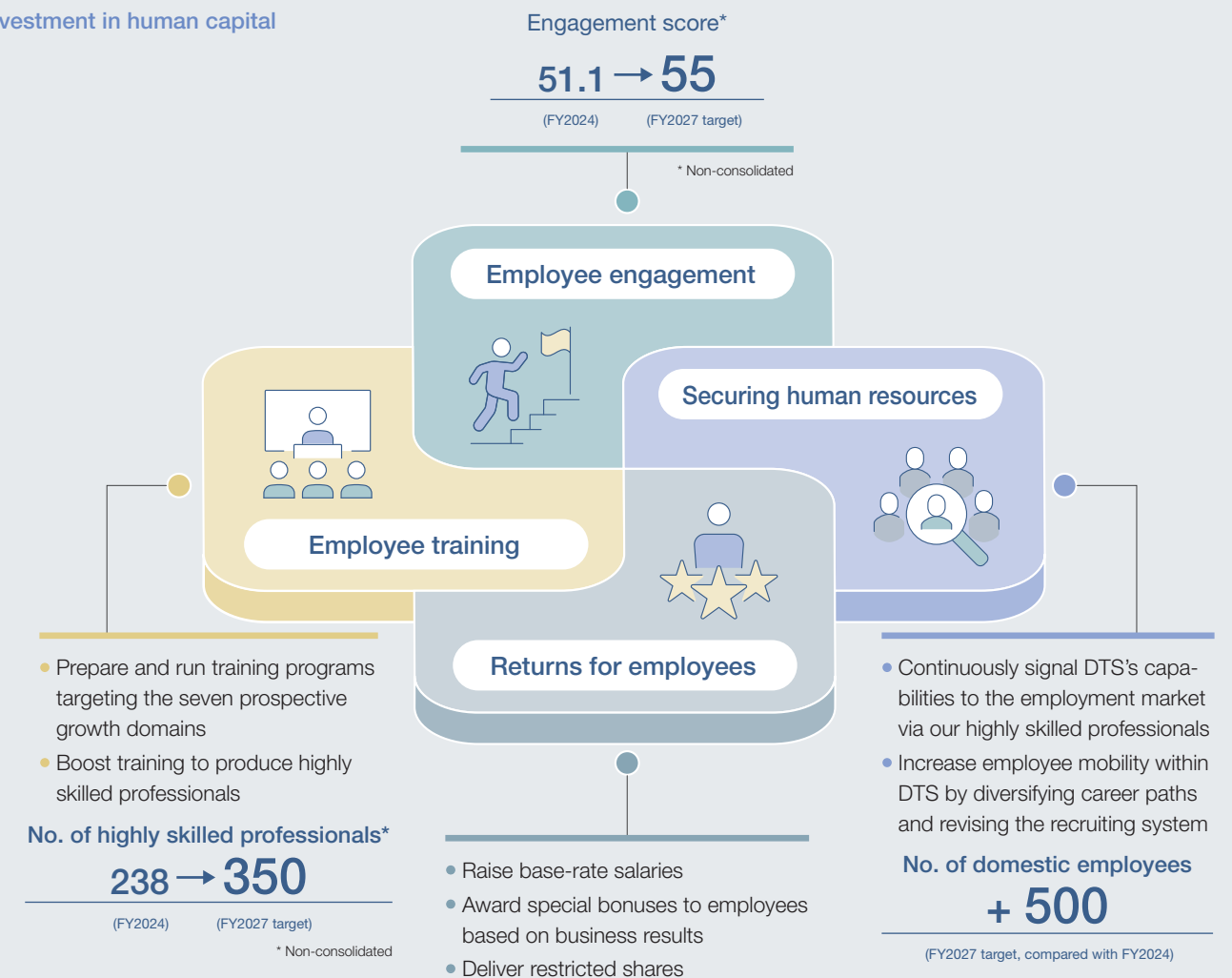
## Collaboration with academia and local entities

We will actively work to address regional social and economic challenges by working with local governments and organizations in addition to conducting cutting-edge joint research with universities and research institutes. Through these efforts, we will contribute to the revitalization of regional communities and the cultivation of next-generation human resources, thus contributing to the realization of a sustainable society.

## Strengthening of the Group's management foundation

We will invest in human capital by enhancing employee engagement, developing human resources to produce advanced professionals, secure personnel, and provide employee returns, in addition to strengthening Group governance and system foundations.

## Investment in human capital



## Reinforce Group governance

To realize sustainable business management, we will continue to promote the enhancement and permeation of Group-wide governance systems and continuously conduct training to improve compliance awareness.

## Reinforce system infrastructure

We will work towards business stabilization by improving operational efficiency through fundamental system reforms, accelerating decision-making with data-driven management, and reducing cyberattack risks by strengthening IT infrastructure security.



## The DTS Group's Financial Strategies



We will continue delivering growth that outpaces the industry,  
creating value for all our stakeholders.

**Kazumasa Taninaka**

Director and Managing Executive Officer

### The Previous Medium-term Management Plan and Our Evolution under the New Medium-term Management Plan

Under the previous medium-term management plan (hereinafter “the previous plan”), we pursued a number of initiatives and were able to achieve all of the financial targets we had set, including for net sales.

Among these initiatives was a new cash allocation strategy aimed at improving capital efficiency and reducing cash on hand through strategic proactive growth investments and returning any remaining funds to shareholders.

Driven by strong business performance, cash generated from operations reached ¥45.4 billion over three years, exceeding the initial plan by ¥10.4 billion. Rather than simply accumulating this as cash, we allocated the surplus to additional growth investments, including returns for employees, with the aim of creating a positive cycle of business expansion and increased employee motivation. In addition, we returned ¥33.2 billion to shareholders—¥13.2 billion more than the initial plan of ¥20.0 billion—and achieved our target of maintaining cash on hand at around 40% of total assets. This reflects our firm commitment to enhancing capital efficiency by avoiding the accumulation of excessive amounts of cash. Under the new medium-term management plan, we will build on this approach while also considering the use of debt, as we continue working to improve capital efficiency.

### Growth Investment Results and Outlook

In dialogues with shareholders regarding the use of cash, one of the most frequently expressed desires is for stepped up growth investment.

### Growth Investment Strategies of the New Medium-Term Management Plan

FY2025–FY2027

Total	Growth investment	¥32.5 billion	
Breakdown	Investment in human resources (incl. higher expenses due to workforce expansion)	¥11.0 billion	Improve employee compensation and benefits and grow our workforce Improve overall skills through investment in training and securing highly skilled human resources
	M&A	¥10.0 billion	Strengthen alliances by implementing growth strategies Earmark ¥10 billion for investment (M&A, capital alliances, VC, etc.)
	Business investment	¥11.5 billion	
	Capital expenditures	¥4.5 billion	Relocate development centers, promote environmental conservation, and develop software packages (Walk in home, HOUSING CORE, etc.)
	Investment in R&D	¥2.0 billion	Offer new solutions & products (embedded systems, etc.) Develop generative AI and pursue collaborative R&D with academia
	Other business investment	¥5.0 billion	Boost sales and marketing activities, implement operational improvement measures (internal IT system, etc.) Generate new product offerings

Moreover, the Company believes that actively pursuing growth investments is essential to expanding sales and profits. Under the previous plan, we carried out ¥27.3 billion in growth investments, exceeding the initial plan of ¥25.0 billion.

At DTS, we consider investment in human resources to be one of the key aspects of our growth investment strategy. In our industry, the shortage of skilled personnel is a major challenge, and we believe that securing talent will have a definite impact on future business performance. Accordingly, we are undertaking investment in human resources that includes improvements in returns for employees, such as through compensation. During the three years of the previous plan, we raised base salaries each year and provided special bonuses. We also enhanced our human resource development programs, particularly in focus businesses, to foster highly skilled professionals. This resulted in a total investment of ¥8.9 billion, exceeding the original plan of ¥7.5 billion. In addition, as a long-term incentive for employees, we introduced a restricted stock compensation plan starting in FY2023. This initiative has created a positive cycle in which employees experience personal growth alongside the Company, feel rewarded through compensation, continue taking on challenges, and are more motivated.

Under the new plan, we will continue to actively return value to employees through a combination of base salary increases, short-term incentives, and long-term incentives.

At the same time, we will focus on strengthening human resources in seven newly defined key growth areas within our focus businesses, such as cloud, security, enterprise application services (EAS), and AI. By combining our existing strength in operational insights with technical capabilities in these seven areas, we aim to drive growth under the new plan.

Beyond these seven areas, the IT personnel shortage is becoming increasingly severe, and securing talent is becoming more difficult. At DTS, we recognize the importance of promoting our attractive work environment, recent improvements in compensation, and the overall value of working at DTS within the recruitment market.

### Active Investment and Investment Discipline

With regard to M&A, we actively pursued opportunities during the previous plan, resulting in ¥11.6 billion in investments, exceeding the initial plan of ¥10.0 billion over three years. Under the new plan, we are planning to invest another ¥10.0 billion, this time expanding our investment strategy to include not only M&A but also minority investments.

Minority investments, such as our stake in Spice Factory Co., Ltd., are intended to mutually complement capability gaps. Similarly, investments are not made for purely financial purposes, but rather as a means to explore potential alliance partners including in venture capital.

In Japan, we acquired all shares of Tohoku Systems Support Co., Ltd., further strengthening our nearshore development structure. Under the new medium-term management plan, we will continue to pursue M&A as a means of reinforcing group growth, business expansion, and the management foundation.



## The DTS Group's Financial Strategies

On the other hand, with regard to our overseas operations, a governance-related issue occurred at an overseas subsidiary in 2024. As a result, we will prioritize strengthening governance and the management structure as we work to solidify our foundation.

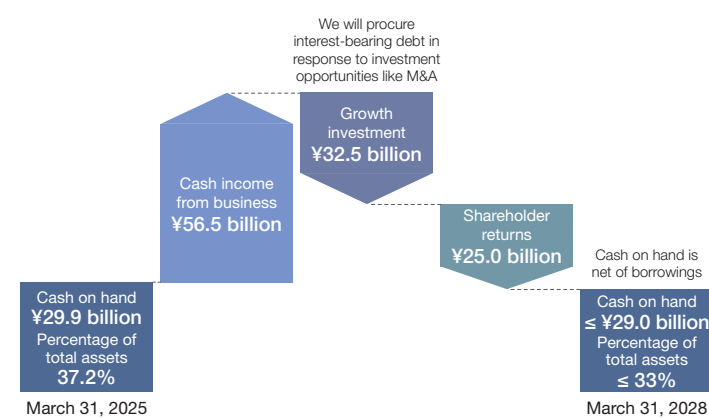
For M&A, we set hurdle rates based on capital cost and make investment decisions accordingly. Post-acquisition evaluations are conducted quarterly and confirmed by the Board of Directors. These investment discipline mechanisms were established during the previous plan and are the result of the knowledge gained through three years of active growth investment.

## Cash Allocation and the Use of Debt

A new initiative within the financial strategy of the new medium-term management plan is cash allocation that takes the use of debt into consideration. For DTS, which has essentially operated debt-free until now, the decision to explore a management approach that includes debt represents a significant shift.

The purpose of a financial strategy is to support a business strategy, and the use of debt has become a topic of discussion at the Board of Directors. We believe that by leveraging debt DTS will be better able to make a significant leap forward, and we intend to use this option effectively to drive future growth. To that end, we will prepare for the flexible deployment of this option when an opportunity such as a large-scale M&A arises.

## Cash Allocation Plan

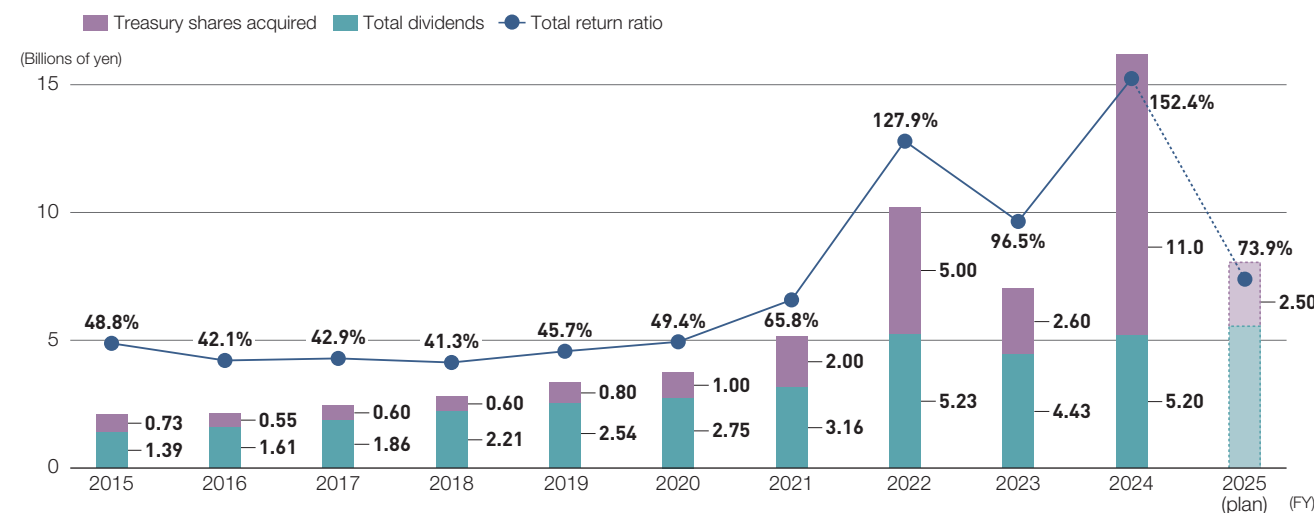


## Our Approach to Shareholder Returns

With regard to shareholder returns, our policy is to allocate cash generated from operations to growth investments, including returns for employees, and shareholder returns, while maintaining a focus on capital efficiency. As stated in the previous plan, any surplus remaining after growth investments will be used for additional shareholder returns, such as the acquisition of treasury shares.

Aiming for stable shareholder returns, we have set targets of a dividend payout ratio of 50% or higher and a total return ratio of 70% or higher, continuing from the previous plan. For FY2025, we expect to pay an annual dividend per share of ¥140, resulting in a dividend payout ratio of 51.1%. In addition, we plan to repurchase ¥2.5 billion in treasury shares, bringing the total return ratio to an estimated 73.9%.

## Shareholder Returns

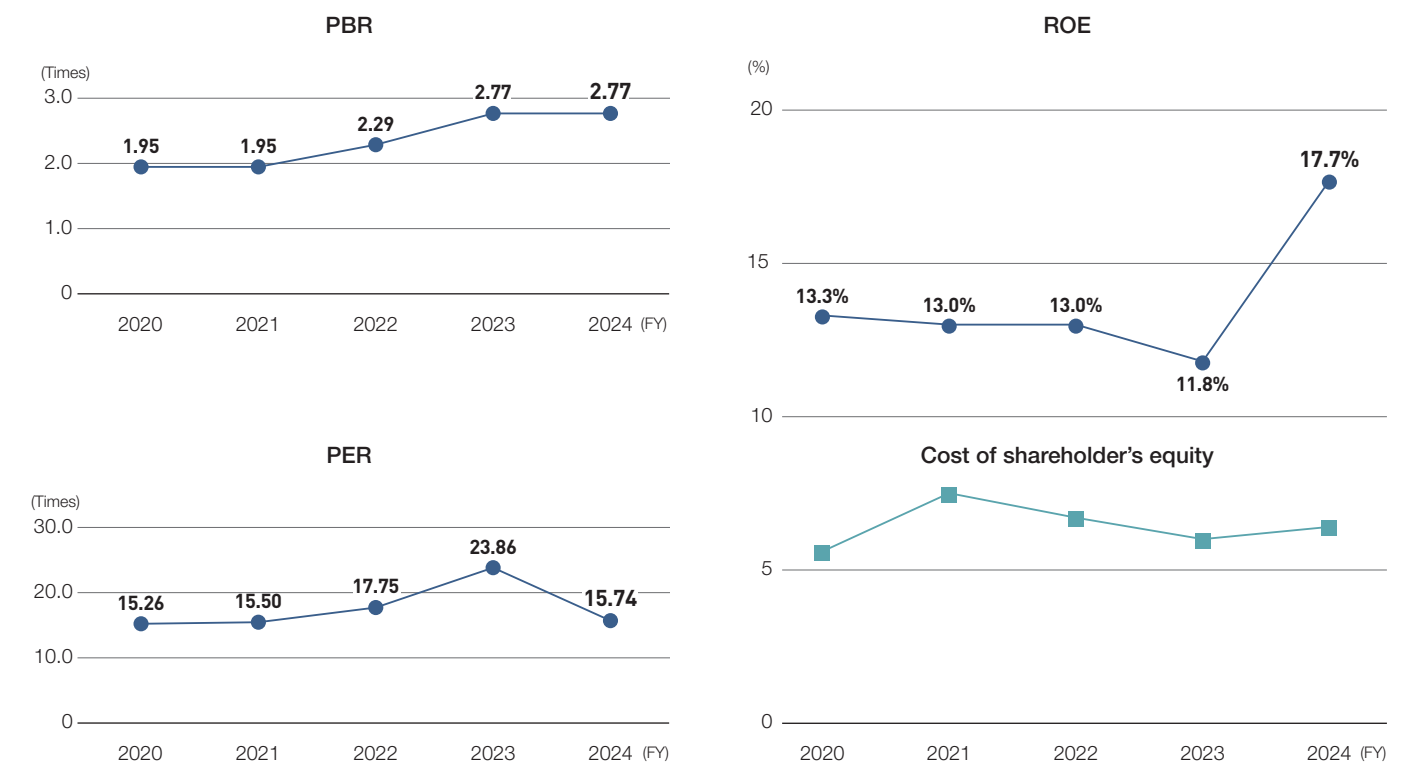


## Practicing Management with a Focus on Capital Cost and Stock Price

Our ROE has consistently remained above our capital cost. In addition to profit growth, proactive shareholder returns have helped streamline our equity base. This resulted in an ROE of 17.7% in FY2024, exceeding the 16% target set for 2030 in our long-term outlook. Under the new medium-term management plan, we will continue to place emphasis on capital profitability through initiatives such as improving productivity and optimizing equity. By further enhancing ROE, we aim to expand the equity spread and meet the expectations of our shareholders.

Under the new medium-term management plan, we set ambitious financial targets with a strong awareness of capital markets and are aiming for sales growth that will not be easily achieved. Since the announcement of the new medium-term management plan, our track record and forward-looking stance on growth has resulted in the solid performance of our stock price, which reached its highest level since our listing. We also believe that the new medium-term management plan has been well received in the capital markets. The Board of Directors monitors our stock price on a quarterly basis, comparing such indicators as PBR and PER with those of benchmark companies. We will continue to place importance on how we are evaluated in the capital markets.

## Changes in PBR, PER, ROE, and Cost of Shareholder's Equity



## Continuing our Efforts to Exceed the Expectations of our Stakeholders

The IT field continues to undergo constant change, and where there is change, there are always areas where we can contribute. In other words, there are business opportunities. To capture these opportunities, it is essential to heighten our sensitivity to change and respond with speed and agility. By placing even greater emphasis on this speed, we will strive to achieve growth that keeps pace with the industry and deliver enhanced value to our customers. Through these efforts, we aim to exceed the expectations of our clients, employees, business partners, and shareholders.



## The DTS Group's Growth Strategies



### Shift to High Value-Added Areas Involving Upstream Processes, Aiming to Return Even Higher Value to Stakeholders

**Isao Asami**

Director and Senior Managing Executive Officer

The new medium-term management plan is the second stage of the long-term outlook Vision2030, and consists of three pillars: (1) evolution of focus businesses and deepening of core businesses, (2) execution of strategic alliances, and (3) strengthening of the Group's management foundation.

#### Evolution of Focus Businesses and Deepening of Core Businesses

In the previous medium-term management plan (hereinafter, the previous plan), we identified focus businesses, in the digital, solution, and service businesses, for all three segments as key growth areas toward Vision2030.

Under the new medium-term management plan, a major pillar of our growth strategy is the evolution of focus businesses and deepening of core businesses.

To pursue the evolution of focus businesses, we have divided such businesses into the two categories of concentrated investment areas and forward-looking investment areas, and then clarified seven key growth areas within these categories.

We have designated five domains within our focus businesses offering particular growth potential as concentrated investment areas for further business expansion over the three-year period of the new medium-term management plan, specifically, (1) cloud computing & modernization, (2) data utilization, (3) security & managed services, (4) enterprise application services, and (5) IoT & edge technologies. Sales targets have been set for the final year of the new medium-term management plan, and we will work to sustainably expand these areas over the next three years.

As for forward-looking investment areas, we have also identified AI & generative AI, and CX (customer experience value), and our sales target for FY2030 for AI & generative AI, including SI, is approximately ¥10 billion, while that for CX is approximately ¥5 billion.

First, for AI & generative AI, we believe that the use of these tools to improve productivity processes in development, manufacturing, and testing will become common, regardless of segment. Therefore, we are working to spread AI awareness among all employees, including through training. Thus far, we have seen that applying AI has improved productivity by approximately 20% on average in the development and manufacturing processes, and we would like to see this increase further.

Accordingly, we have been conducting experiments involving practical AI applications. One example of this is an AI update introduced to our management dashboard to read internal data and make predictions for the future. The Innovation Promotion Department is working to further develop this feature, and we plan to eventually sell this as part of a solution package for external use.

In these ways, we are working on two AI & generative AI approaches by promoting AI use within the Company as well as developing cutting-edge products.

In contrast, because the Company's strengths lie in core systems, we have had less engagement with CX development involving user interfaces. Today, system development needs solutions that include interface designs that consider end-user utility and convenience. In addition, although current trends lean toward the modernization of on-premises legacy systems and cloud lift, we expect this trend to eventually wind down and identified CX as a new key growth area.

In March 2025, we entered into a capital and business alliance with Spice Factory Co., Ltd., which specializes in CX. We are looking to leverage Spice Factory's expertise in service design in order to strengthen CX proficiency across the Group.

Deepening our core businesses will entail strengthening our upstream process response and proposal capabilities, expanding our prime position, meticulously managing quality, and beefing up our development capabilities, all of which will support the cultivation of solid profits.

Looking to DTS's international expansion, return on investment has been sluggish recently, and there were governance issues at one overseas subsidiary in 2024. Therefore, we are prioritizing the strengthening of governance and business management while revising our business strategy with an eye to improving and expanding operating revenue on a country-by-country basis. Under the new medium-term management plan, we will focus on improving fundamental capabilities in our overseas businesses through such measures as providing employees with training in the skills needed for international expansion.

#### Growth Outlook for the Three Segments

The Technology and Solutions segment remains at the center of our growth strategy under the new medium-term management plan. This segment was established in the second year of the previous plan as we saw the opportunity to develop its potential. Although its growth rate has been impressive, the base profit of each product has been small, so its impact on overall performance has been limited. ServiceNow®, Snowflake, zero trust, and other products that we focused on under the previous plan have achieved sales approaching double-digit billions of yen, and we expect its impact on overall business performance to grow moving forward. Furthermore, the Technology and Solutions segment is expected to play an increasingly crucial role in providing customers with new solutions based on our expertise.

Under the new medium-term management plan, the Operations and Solutions segment will need to increase profitability while maintaining its existing customer base and introducing elements from the Technology and Solutions segment to accelerate the expansion of concentrated investment areas. This approach will enable us to flexibly rotate our focus between customers and technology, rather than remaining static.

The Platform and Services segment faces the challenge of significant performance fluctuations caused by hardware sales, but we will continue to seek out large-scale supercomputer projects that leverage our strengths in the education sector. We are also looking to data centers, which are increasingly employing supercomputers, and this market is expected to expand with the growth of AI. These are just a few examples of opportunities for growth in high-performance computing (HPC) involving the efficient management of huge volumes of data. In our focus businesses, we expect to see increased demand for Jira Service Management, a tool for efficient, advanced IT service management. In addition, in the field of AI & generative AI, we will apply AI to our operational services while enhancing ReSM's 24/7 services.

Under the new medium-term management plan, we will continue to shift our focus away from contract-based business and redirect our efforts and human resources toward high value-added upstream processes, thereby securing higher profits and increasing stakeholder returns.

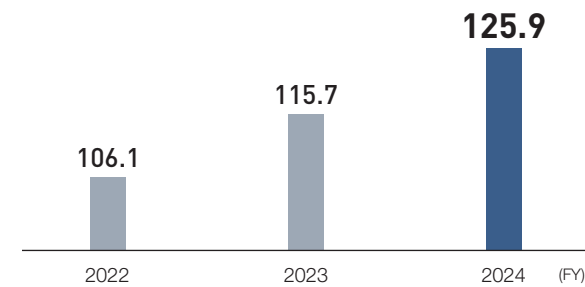


## Overview of Segment Strategies

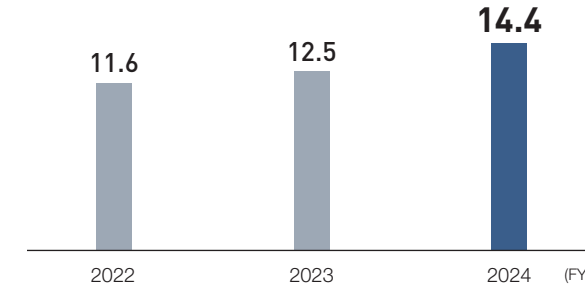
In the DTS Group, our business activities are classified under the three segment headings; “Operation and Solutions,” “Technology and Solutions” and “Platform and Services.” DTS will aim to evolve from its existing SI business model centered on application development to expand its business scope by creating new solution services.

### Consolidated

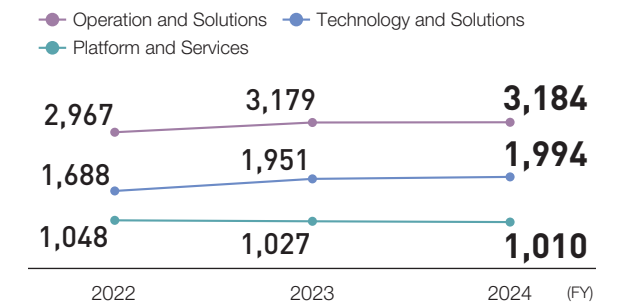
#### Net sales (Billions of yen)



#### Operating profit (Billions of yen)

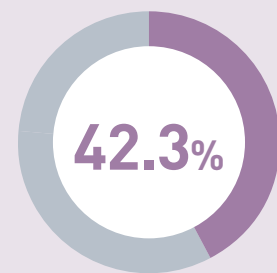


#### Number of Employees by Segment



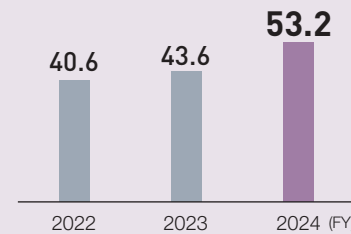
### Operation and Solutions

#### Percentage of total net sales

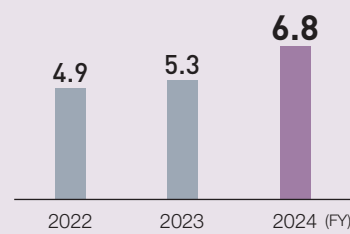


#### Sales by segment/operating profit

##### Net sales (Billions of yen)



##### Operating profit (Billions of yen)



#### Internal Packages and Services

- AMLion, FireWeb, kotosora, etc.



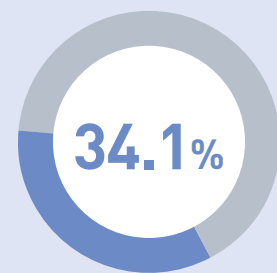
This segment provides IT services, such as system development and maintenance, that support customers operating in the finance, insurance, public service, and communications sectors of social infrastructure.

Since its founding over 50 years ago, the Company has amassed a track record primarily in the financial industry, and many of our engineers have specialist skills applicable to advanced projects like large-scale system integration and reconstruction. By combining this wealth of industry knowledge and project management capabilities with digital technology, we are able to provide high value-added services.

Going forward, we will continue to help our customers solve operational challenges and transform their operations, while endeavoring to provide further value through the creation of industry-specific solutions.

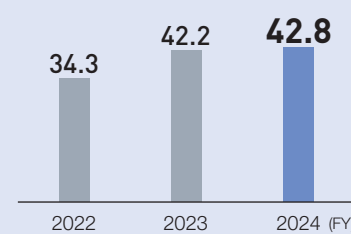
### Technology and Solutions

#### Percentage of total net sales

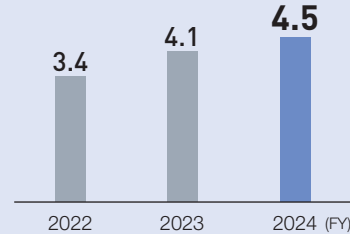


#### Sales by segment/operating profit

##### Net sales (Billions of yen)



##### Operating profit (Billions of yen)



#### Internal Packages and Services

- SAP, mcframe, ServiceNow®, Walk in home, HOUSING CORE, intra-mart, etc.



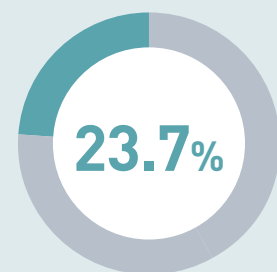
This segment supports the business expansion and operational transformation of our customers, primarily in the seven areas of cloud infrastructure, zero trust, IoT, operational reform DX, construction DX, ERP, and data usage.

DX, or digital transformation, refers to the application of digital technology to products, services, and business models and can be extrapolated to operations, organizations, processes, and corporate culture based on the needs of customers and society.

We are modernizing our IT assets by combining extensive operational know-how built up over its long history with cutting-edge technologies. By updating extant systems and transforming operational processes and business models, we can better support our customers' digital transformation and contribute to their flexibility, resilience, and digital competitiveness.

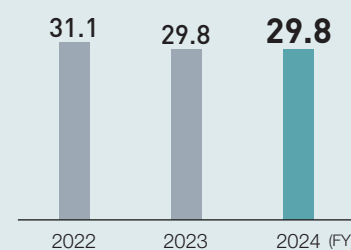
### Platform and Services

#### Percentage of total net sales

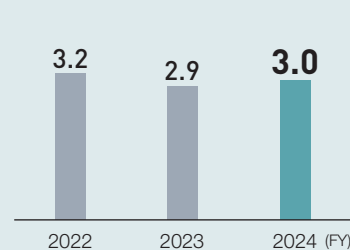


#### Sales by segment/operating profit

##### Net sales (Billions of yen)

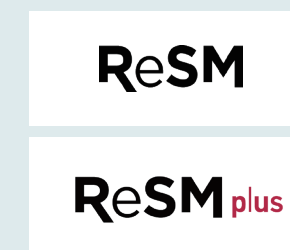


##### Operating profit (Billions of yen)



#### Internal Packages and Services

- ReSM, IT service management, BPO, life cycle management, etc



This segment offers one-stop services ranging from IT equipment sales and licensing to building multi-vendor servers and cloud environments as well as their operation and maintenance, and business efficiency support, including BPO.

We coordinate optimal solutions across a wide range of challenges such as including system construction, data protection, security, as well as operational and maintenance efficiency to ensure satisfactory customer IT experience.

Leveraging our strengths as an independent systems integrator backed by a fifty-year history, we offer optimal solutions delivered by specialists in system operations and business improvement utilizing the latest technologies like hybrid and multi-cloud system, and drawing on our accumulated business expertise. Going forward, we will continue to support our customers' businesses in the present, and work together with them to co-create their futures.



## Overview of Segment Strategies

## Operation and Solutions

## Aiming for a True Prime Position through Operational Capabilities

**Makoto Kondo** Managing Executive Officer, Head of Operation and Solutions Segment

**Growth Strategy under the Medium-Term Management Plan**

- ▶ Expand focus businesses (concentrated investment areas) and increase the profitability of core businesses, including in core systems, aiming for net sales of ¥65.0 billion
- ▶ From a profitability perspective, aim to increase operating profit per employee to ¥3 million



— Review of Performance and the Previous Medium-Term Management Plan

The results for this segment in the fiscal year ended March 31, 2025, were excellent, with net sales up by more than 21.9% year on year and operating profit up by more than 27.6% year on year, demonstrating a strong growth trend in both sales and profit. The compound annual growth rate (CAGR) for focus businesses' net sales was 40% during the period of the previous plan, significantly exceeding our expectation of 19%, and exceeding the target for the proportion of sales from focus businesses of 26% set under the previous medium-term management plan (hereinafter, the previous plan), to 35%.

In accordance with our strategy of strengthening resources, we acquired avanza Co., Ltd. and Tohoku Systems Support Co., Ltd., which we consider a great accomplishment.

While our focus businesses and acquisitions contributed substantially to performance, it should be mentioned that existing customers in the financial and public sectors are strongly leaning into IT investment, and this organic growth has driven performance.

In this environment, we promoted four growth strategies. The first of these, "expand the modernization business," led to orders for such large-scale projects as transitioning away from main-frames, and cloud and other migration. Meanwhile, in line with the growth strategy to "strengthen DX capabilities," we focused on developing human resources with a focus on the cloud, which grew more than expected.

Supporting the growth strategy to "enhance domestic and overseas Group collaboration," nearshore demand was robust, growing 40% more than anticipated. KYUSHU DTS, which is based in Fukuoka, opened a development center in Nagasaki to expand its reach for the future. Furthermore, with the acquisition of Tohoku Systems Support, DTS has expanded its reach into northern Japan, thus creating new growth opportunities.

Regarding efforts to "increase new customers by evolving value provided," although initial targets were not achieved due to higher demand from existing customers, we will continue working to strengthen efforts to acquire new customers.

— Future Challenges and Major Points of the New Medium-Term Management Plan

Under the new medium-term management plan, we will continue to maintain the trust of our existing customers, expand the core businesses of this segment, work to increase profitability, and further expand focus businesses, with a goal of reaching ¥65 billion in sales.

Because 94% of our business consists of contracted development projects, securing high operating profit per employee presents a greater challenge than in other segments. We are addressing this by striving to raise productivity by improving project management, introducing new technologies like generative AI, and translating business knowledge and development expertise into assets and templates. Rather than cutting back on contracted development, we have shifted our focus to refining existing businesses with highly productive profit structures and focusing on recurring business. There is also plenty of room for growth and improvement amongst Group companies, and we will work together to enhance productivity.

Due to our taking on the challenge of new fields, we amassed more unprofitable projects than anticipated and so are currently analyzing contributing factors and looking at preventive measures. We have also established a new working group to strengthen monitoring, with the aim of avoiding unprofitable projects and putting thorough damage control measures in place. In addition, we are prioritizing the strengthening of governance at overseas Group companies, as well as working to improve business management and operating revenue.

During the period of the new medium-term management plan, we expect to invest over ¥2.5 billion in growth focused on the seven focus businesses, as well as to see Tohoku Systems Support record strong results in cloud computing & modernization for the financial and public sectors and avanza to perform well in the use of IoT & edge technologies to provide RFID solutions.

Amongst our customers, there are some who make longer-term IT investment plans with an eye to 2030 or even 2035, and, acting as their best partner, we will propose strategic modernization that meets their needs.

In line with our slogan, "Aiming for a True Prime Position through Operational Capabilities," we will work closely with other segments of the DTS Group so that we together achieve the targets of the new medium-term management plan.

## Technology and Solutions

## Further Advance Business Shift to Key Growth Areas and to a High-Profit Model in Order to Maximize Customer Value

**Hiroyuki Norikane** Senior Executive Officer, Head of Technology and Solutions Segment, Head of Digital Solution Sector

**Growth Strategy under the Medium-Term Management Plan**

- ▶ To improve business profitability, we will shift business towards key growth areas and switch to a high-profit model to achieve sustainable growth and improved productivity, thus realizing dramatic growth in such key businesses as ServiceNow® and mcframe, by launching new solutions like managed services and generative AI as well as strategically investing in sales training and human capital.
- ▶ With the aim of achieving segment net sales of ¥57.0 billion, we are aiming for a substantial ¥13.0 billion sales increase in focus businesses.



— Review of Performance and the Previous Medium-Term Management Plan

Towards achieving our long-term outlook, Vision2030, under the previous medium-term management plan (hereinafter, the previous plan) we worked to lay the groundwork for creating a new growth model and ensuring its profitability. We began by defining our areas of focus and worked to shift to solutions and recurring businesses with an eye to sustainable growth. These efforts yielded a relatively high 10.1% three-year CAGR as well as record-high sales and profit. Moreover, the target sales breakdown for the segment under the previous plan aimed for at least 40% coming from focus business sales, however, we were able to far surpass this initial goal, raising the actual proportion to 77%. Segment growth thus outstripped that achieved by DTS overall, and I am proud to have been at the vanguard of expansion in the Group's focus businesses.

We quickly established a system to realize dramatic Company-wide growth, and the primary factors behind this success include the close analysis of market trends and behavior, the clear definition of areas of market growth and value creation, and the strategic consolidation of business operations, shifting of resources, strengthening of human resource development, and creation of reliable delivery systems.

In concrete terms, our new focus businesses, including ServiceNow® for business reform DX and mcframe for ERP for manufacturing, were launched in fiscal 2022 and 2023 and have grown into businesses with billions of yen in sales in just two years. In the same way, thanks to our focus on prime and semi-prime projects, the proportion of prime projects within the segment's business divisions has increased.

As a result of these initiatives, over the past three years this lineup has seen a significant shift in makeup regarding the top twenty profit-generating products, largely due to expansion in the number of prime customers. I believe that this is a result of our creating a solid business foundation by transforming into a highly profitable digital business in combination with organizational transformation. Furthermore, I believe that these efforts are in line with the growth strategies of the new medium-term management plan.

— Major Points of the New Medium-Term Management Plan

To realize dramatic growth in our focus businesses, we must firmly establish the groundwork for our businesses and take steps to scale them up. Accordingly, we have been actively stepping up the speed of human resource development, collaborating with suppliers, and strengthening our delivery system, so as to secure billions of yen in sales in as short a time as possible.

Amid an ERP industry full of strong competitors, we started our mcframe business from nothing with an initial focus on production management. Within a year of our establishing a dedicated department, we received the Take Off Award, which is given to partners anticipated to possess considerable future growth potential. This achievement was largely thanks to our fierce focus on the automotive parts processing industry, an area in which the DTS Group has expertise, as well as to efforts to increase the number of prime projects by at least one per year.

The Company's accumulated knowledge was recreated in the form of templates that were then rolled out across the organization along with experienced human resources. In addition, the Company benefited from deepening collaboration with suppliers by leveraging its know-how in the automotive parts industry. Going forward, we will incorporate data analysis and generative AI into our projects and offer clients support throughout the entire process. We aim to become the top mcframe business in Japan within the next five years.

Under the new medium-term management plan, we will build on our existing foundation by shifting to key growth areas, further advancing to a high-profit model, and maximizing customer value. We will also expand our business by leveraging our operational expertise and technology to create new businesses in new fields.

We will strategically invest in the development of our human resources to enhance our technological capabilities. In line with the growth strategy, we will also continue restructuring and reforming our corporate culture with a focus on developing expert personnel in every focus area. We are striving to create an environment that motivates every employee to take on new challenges and that provides a sense of excitement, unity, continuous change, and growth.

Through these efforts, we are striving to position DTS as a trusted IT partner for our customers, and further accelerate the transformation of the DTS Group's digital business.



## Platform and Services Segment

## Offer One-Stop Platform Services that Enhance Customers' Efficiency

**Hiroshi Tani** Senior Executive Officer, Head of Platform and Services Segment

**Growth Strategy under the Medium-Term Management Plan**

- ▶ Aim to achieve net sales of ¥38 billion by providing one-stop IT service management encompassing everything from system design and construction to maintenance and operations as well as facility and network services, thus enhancing customers' efficiency
- ▶ Increase operating profit per employee to ¥3.7 million, with an increase of ¥6 billion in focus businesses and ¥2 billion in core businesses

— Review of Performance and the Previous Medium-Term Management Plan

In the fiscal year ended March 31, 2025, performance in this segment amounted to ¥29.8 billion, slightly short of the ¥30 billion targeted. This segment consists of two businesses: operational BPO and infrastructure products.

In operational BPO, the sales volume of cloud computing-related products, devices, and the like increased, as did operational infrastructure design-and-construction projects. Infrastructure product results fell short of the ¥200 million targeted due to a decrease in sales of products related to supercomputers and the adoption of virtualized environments as well as a market correction following the recording of results from a large project in the previous year. Despite these factors, operating profit increased by ¥110 million year on year.

Reflecting the steady expansion of digital, particularly cloud-related, businesses, the focus business ratio in segment net sales rose to 44%, exceeding the target of 32% set under the previous medium-term management plan (hereinafter, the previous plan).

Under the previous plan, one of the factors impacting segment growth was the sluggish performance of the subsidiary DIGITAL TECHNOLOGIES CORPORATION. This was primarily attributable to a major change in the market structure caused by Broadcom's acquisition of VMware, which was previously a major partner in the IT infrastructure field.

In response to these changes, DIGITAL TECHNOLOGIES is supporting the Group's transition to VMware alternatives, such as Microsoft. We are simultaneously strengthening collaboration with Dell, which boasts a proven track record in IT infrastructure, and other partners. In particular, we are tightening our focus on high-performance computing, or AI infrastructure, in the education and research and development fields, and will continue to make the most of our expertise by actively participating in future bidding projects. Since the February 2025 incident involving unauthorized access, we have been further strengthening our security systems to ensure an even stronger business foundation.



— Major Points of the New Medium-Term Management Plan

Under the new medium-term management plan, we aim to achieve sales of ¥38 billion through the provision of one-stop services covering everything from system construction through operation that will improve customers' business efficiency. We plan to increase sales by ¥6 billion in focus businesses, and ¥2 billion in core businesses.

In cloud computing & modernization, an area of concentrated investment, we will focus on expanding hybrid cloud solutions. In terms of data utilization, we are considering utilizing such data integration platforms as Informatica to expand in the data management sector.

In security & managed services, we will expand our operational service menu that includes data recovery services and 24/7, year-round monitoring services. In addition, we will extend data security services, with a focus on ReSM/ReSMplus.

In enterprise application services, we have been focusing on enhancing IT service management. In particular, sales of Jira Service Management, a project management tool developed by Australia-based Atlassian Corporation, have grown steadily and the product is set to take off during the period of the new medium-term management plan. We will further advance our IT service management, including Jira, to expand our business.

In IoT & edge technologies, Group companies will incorporate RFID technology into their proprietary asset and equipment management solutions.

In AI & generative AI, an area of forward-looking investment, we will use Dynatrace's AI to speed up disaster recovery. AI has already been introduced to enhance ReSM's year-round 24/7 operation and monitoring services, and we will continue to utilize it to further enhance our service lineup. In terms of CX (customer experience value), we will pursue improvements by focusing on interfaces with services involving management solution provision as well as operations management and monitoring services.

## DTS's Technology Strategies

The DTS Group has personnel who are technical experts in areas corresponding to the solutions offered by its alliance partners, and leverages cutting-edge technologies like cloud computing and data management to both enhance business efficiency and solve social issues.

## Cloud Computing &amp; Modernization



**AWS**  
Advanced Tier Service Partner

## — AWS

We are a certified Amazon Web Services' AWS Advanced Tier Service Partner thanks to our outstanding ability to implement and operate solutions in accordance with the AWS Well-Architected Framework.\* We are also a certified AWS Migration and Modernization Services Partner, bringing to bear our advanced expertise and extensive experience to modernize businesses to the AWS cloud. In addition, we are actively developing young technical talent and improving our internal support systems, while striving to raise the visibility and reputation of our in-house technologies, to which end, DTS employees speak at external events. These efforts led to five DTS employees being selected to receive technology-related awards, including listings among the 2025 Japan AWS Top Engineers, All AWS Certifications Engineers, and AWS Jr. Champions.

Going forward, we will leverage the technological expertise we have cultivated to strengthen profitability by integrating AI technology and expanding our services through M&A.

## — Azure

We are developing a structure capable of handling multiple cloud services, with a number of our employees holding Microsoft Azure-related certifications. Furthermore, we launched training programs focused on Azure while otherwise endeavoring to enhance our technical foundations.

Looking ahead, in addition to strengthening our service provision capabilities through corporate alliances, we will strive to acquire more engineers with Microsoft-related expertise and are considering undertaking further M&A. In these ways, we will establish our competitive advantage in the cloud field.

\* A design and operational framework that has been officially formulated by AWS to enhance system safety, reliability, cost efficiency, performance efficiency, operational efficiency and sustainability in the cloud environment.



## Data Utilization



**Snowflake**  
Sales Agent

## — Snowflake

We are developing a data integration and analysis platform utilizing Snowflake. To this end, we have established a structure capable of delivering proposals on relevant solutions, introducing such solutions and assisting with their implementation in an integrated manner. While collaborating with customers in the manufacturing sector, we have been accommodating strong demand for these solutions, and achieving a growing volume of sales.

Future plans call for working in tandem with Snowflake to expand business operations and rolling out expertise we have accumulated in the manufacturing sector to other sectors. In addition, we are considering developing such advanced solutions as anomaly prediction and detection systems.

## — Informatica



Acting in collaboration with Informatica, we are reviewing and strengthening our structure for supporting the management and utilization of corporate data. Through this partnership we are exploring new business and solutions possibilities while supporting the adoption of relevant products.

Going forward, we will pursue further collaboration in the area of data management. At the same time, we will develop high value-added services that leverage data analysis while enhancing their functions. By doing so, we will expand the scope of our service fields.



## Security &amp; Managed Services



## — Dynatrace

We utilize Dynatrace, which enables the real-time monitoring of operational status and performance of systems. This solution is already used by some of our customers, helping them upgrade their modes of operation, realize swifter responses to system failure and enhance their service quality.

Going forward, we will strive to acquire new customers and expand the scope of our service fields by accommodating growing needs associated with the automation of system monitoring and operation. By doing so, we aim to enhance the overall value of our operational services.



## — Netskope

We are striving to upgrade our capabilities to deliver proposals on security-related products. Through stepped up collaboration with Netskope, we are creating new projects and expanding the scope of joint proposals.

Our initiatives going forward will be similar to those for Okta and involve developing an operational support structure and enhancing services to be delivered to meet market needs. In these ways, we will thus expand our security business.

## — Okta

We deliver solutions to support corporate information security and are working to release our own solutions in the security field. At the same time, we are striving to secure orders in order to build up a track record regarding the provision of security-related solutions for such customers as automakers. In addition, we are developing our structure with an eye to rolling out these solutions in the financial sector.

Going forward, we will drive the full-scale expansion of our security business by leveraging our track record in the areas of operational upgrading solutions and managed services. We will also work to enhance our proposal capabilities through automation and, to this end, establish a standalone structure for the provision of solutions through M&A. In these ways, we will secure our ability to deliver a comprehensive set of security-related services, ranging from preliminary consulting to the introduction of services, mainly targeting financial and manufacturing sectors.

## IoT &amp; Edge Technologies

## — Arm

For construction, automotive and industrial equipment sectors, we deliver IoT-driven solutions. In doing so, we have amassed a track record via collaboration with multiple partner companies in such endeavors as developing subscription-based business models and securing orders for customized projects designed to satisfy industry-specific requirements.

Going forward, we will strive to enhance the efficiency and productivity of manufacturing sites through the automation of development processes via the use of generative AI and the expansion of operational streamlining platform services.

## Enterprise Application Services



## — ServiceNow®

We are developing human resources by supporting the acquisition of ServiceNow®-related certification. As a result, DTS has become the third company in Japan to have a Certified Technical Architect (CTA) in its workforce. This is the testament to strong technical capabilities possessed by our workforce as the CTA is the most challenging certification endorsed by ServiceNow®. Also, the number of individuals who have acquired relevant certification has grown significantly across the entire DTS Group. This, in turn, has enabled it to stably expand the scope of its service fields as well as the number of new projects it acquires.

Looking ahead, we will strive to provide high value-added services in all fields, including those related to AI, in order to help our customers accelerate their digital transformation efforts. Moreover, we will push ahead with the transition to a recurring revenue-based, non-labor-intensive business model so that we can secure a stable and sustainable profit base.

\* About the ServiceNow trademark: ServiceNow, the ServiceNow logo, Now, and other ServiceNow marks are the trademarks or registered trademarks of ServiceNow, Inc. in the United States and other countries.



## — SAP

We have amassed a robust track record spanning several industries in supporting the introduction of SAP SuccessFactors and other cloud services centered on human resource management operations. The enhancement of our product lineup facilitates the acquisition of new customers while expanding recurring revenue businesses.

Looking ahead, we will increase the breadth of products we offer while acquiring and nurturing additional specialist human resources as well as enhancing the sophistication and stability of our service structure and further expanding operations.



## — mcframe

For customers in the manufacturing sector, we have been focused on delivering the mcframe operational management system, and succeeded in securing orders for several major projects relating to it. We also maintain a close partnership with Business Engineering Corporation, which developed this system, to accelerate the expansion of our business.

Looking ahead, we will strive to upgrade functions afforded via mcframe by coordinating it with AI and data analysis solutions. This will enable us to set ourselves apart from competitors. We will also push ahead with developing industry-specific solutions for manufacturers, with the aim of delivering even greater value.



## — Salesforce

We have been certified by Salesforce as a consulting partner. We will accelerate our human resource development efforts by supporting the acquisition of Salesforce-related certification. At the same time, we will accumulate know-how through development while enabling customers to fully utilize Salesforce even as we work alongside them and support their growth.



## — Jira

We utilize the Jira product line to enhance the efficiency of IT service management. Furthermore, we strive to increase the sophistication of IT service operations by incorporating AI technologies

Going forward, we will endeavor to deliver greater added value and, to this end, enhance our service structure and quality of IT operations through the acquisition of ITSM Specialization partner certification from Atlassian.