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To whom it may concern,

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Notice Concerning Formulation of Medium-Term Management Plan

We hereby announce that Systema Corporation has formulated its medium-term management plan ending in fiscal 2027 (the fiscal year ending March 2028). Details are as follows.

1. Formulation of Medium-Term Management Plan

The Systema Group has formulated a new medium-term three year plan for the fiscal year ending March 2028. We aim to achieve net sales of 102.7 billion yen, operating profit of 16 billion yen, and an operating profit margin of 15.6% in three years. To achieve this goal, we will strengthen sales, expand stock-based businesses, concentrate investment in growth areas, scrap and build existing businesses, and improve productivity by investing in human resources.

2. Management Policy

In order to achieve the three-year medium-term plan, the Systema Group will not be bound by the framework of business segments, but will further strengthen cooperation among divisions and focus on improving productivity and expanding businesses with higher added value under the "All-Systema" structure. In the plan, in the solution design business, where growth is slowing, we will continue to restructure our business domain by deepening our efforts in each field, and expand our business domain to support IT problem solving, integrating project management and specification design in all processes, by employing specialists with expertise in each industry in the conventional specification formulation and design processes, which are our specialties.

In addition, as the shortage of human resources is becoming serious in all industries, our Group is also facing an urgent need to secure excellent human resources. We will continue to improve the working conditions of employees and raise wages further, hire engineers with particularly high technical capabilities, find partner companies, and actively invest in stock-based businesses to secure profits. Furthermore, in addition to improving productivity, we will focus on expanding high-value-added businesses such as consulting services and PMO projects that support the promotion of DX in the software development business, etc., so that we can pass on the cost increase to the price as soon as possible.

3. Performance target

(Millions of yen)

	FY2025 Actual results	FY2026 Forecast	FY2027 Plan	FY2028 Plan
Net sales	83,621	89,100	94,700	102,760
Operating profit	12,067	12,700	13,800	16,000
Operating profit margin	14.4%	14.3%	14.6%	15.6%