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August 6, 2025

Company name: System Support Holdings Inc.
Name of representative: Ryoji Koshimizu
President, Representative Director
(Securities code: 4396; Tokyo Stock Exchange Prime Market)
Inquiries: Naoyuki Morita
Director
General Manager of Management Headquarters
(Telephone: +81-76-213-5161)

Notice Regarding the Rolling of Medium-Term Management Plan

We, System Support Holdings Inc., have conducted a rolling review of our Medium-Term Management Plan in light of the actual results for the fiscal year ended June 2025 and changes in the external environment. As a result, we have formulated a new three-year Medium-Term Management Plan, the "Rolling Plan (FY6/2026 to FY6/2028)," and hereby announce the details as follows.

1. Background of the Rolling of the Medium-Term Management Plan

On August 7, 2024, we announced its three-year Medium-Term Management Plan, the "Rolling Plan (FY2025/6 to FY2027/6)." This plan set forth the continuation of management based on our corporate creed and management philosophy, while establishing "Growth and creation of further innovation" as the medium-term themes, along with management indicators for the three-year period.

In order to reflect recent internal and external changes, we have revised the Medium-Term Management Plan and formulated a new "Rolling Plan (FY6/2026 to FY6/2028)," which adds management indicators for the fiscal year ending June 2028.

2. Overview of the Medium-Term Management Plan "Rolling Plan (FY6/2026 to FY6/2028)" (Medium-Term Themes)

Growth and creation of further innovation

(Basic Policies)

- Expansion of services that form the foundation of DX promotion for customers and society
- Growth and success of diverse human resources
- Strengthening Sustainability Management

3. Medium-Term Management Indicators

Unit: 1 million yen

	FY 2025/6	FY 2028/6 (Planned)
Net Sales	26,938	40,153
Operating Profit	2,218	3,552
Operating Margin	8.2%	8.8%

-End-

Medium-Term Management Plan Rolling Plan (FY6/2026 to FY6/2028)

System Support Holdings Inc. (Securities Code: 4396)

August 6, 2025

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Medium-Term Management Plan Rolling Plan (FY6/2026 to FY6/2028)

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Formulation of Rolling Plan (FY6/2026 to FY6/2028)

We have reviewed the Mid-term Management Plan Rolling Plan (FY2025/6 to FY2027/6) announced in August 2024 to reflect external and internal changes.

Background of formulation of "Rolling Plan (FY6/2026 to FY6/2028)"

[External Environment]

- The market for the Cloud-related business is expected to continue to grow significantly due to the migration of IT systems from on-premises as well as an increase in utilization after migration and increasing multi-Cloud support.
- The hiring environment continues to be highly competitive

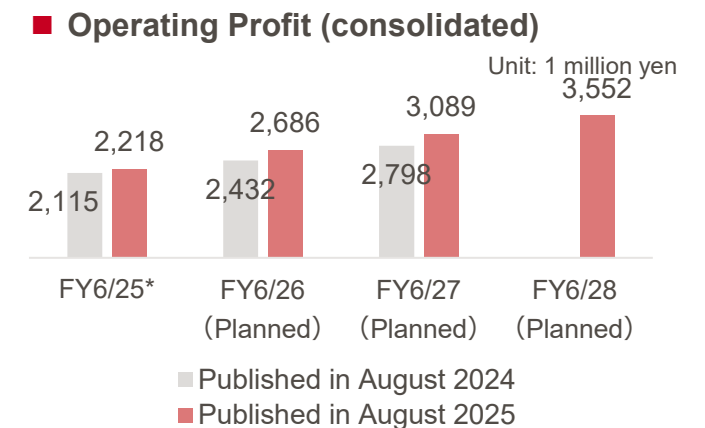
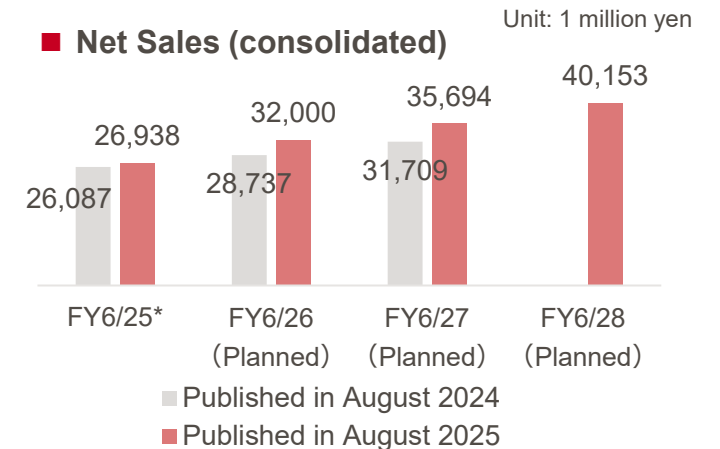
[Internal Environment]

- The Cloud Integration Business continues to grow and the composition of the business changes due to the expansion of resale, which is a recurring revenue.
- Enhancing our hiring and training systems for cloud engineers is generally going according to plan
- Conducted M&As with the goal of expanding service provision and offerings, with two companies joining the group in FY6/2025 and one company joining in FY6/2026
- Transitioned to a holding company in January 2025 so that we can reliably promote M&As, strengthen corporate governance, and train the next generation of company leaders

◆ **There is no change to the Medium-Term Themes** (specific measures have been slightly revised).

◆ **Revised the plan to reflect the actual results for FY6/2025 and completed M&A**

Comparison of planned figures between announcement in August 2024 and Rolling Plan (FY6/2026 to FY6/2028) Published in August 2025



Group Corporate Creed, Management Philosophy, and Medium-term Themes

Group Corporate Creed (values)

Sincerity and Innovation

Group Management Philosophy

Contributing to Society

Advanced Customer Service

Sharing Value

Medium-Term Themes

Growth and creation of further innovation

Expansion of services that form the foundation of DX promotion for customers and society

- We will be the first to deploy AI-related services and new overseas services in the Japanese market.
- Focusing on the Cloud Integration Business, we aim to achieve further growth through human resource development and R & D.

Growth and success of diverse human resources

- Positioning human resources as the biggest source of business growth
- Implementing aggressive investment in human resources
- Continue to create a comfortable working environment

Strengthening Sustainability Management

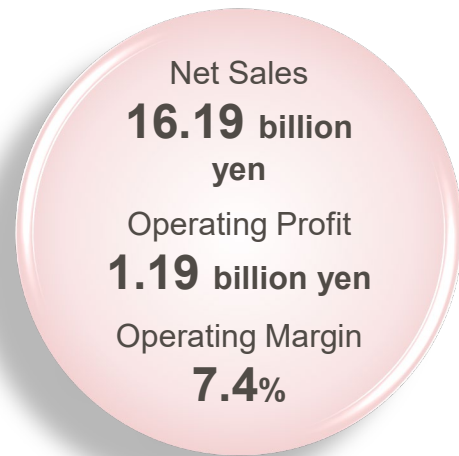
- Strengthening sustainability initiatives
- Improve the quality of corporate governance

Review of the First Year (FY6/2025) of the Medium-Term Management Plan

Item		Review of the first year (FY6/2025)
Numerical planning		<ul style="list-style-type: none"> ■ Net Sales: Compared to Initial Forecast +3.3%, Compared to Revised Forecast +1.3% ■ Operating Profit: Compared to Initial Forecast +4.9%, Compared to Revised Forecast +0.8% ■ PMI for the two M&As conducted at the start of the period is progressing favorably, contributing to sales and profits
Medium-term themes	Expansion of services that form the foundation of DX promotion for customers and society	<ul style="list-style-type: none"> ■ Favorably expanded the scope of services by dramatically increasing projects related to Snowflake and Oracle Cloud Infrastructure in addition to AWS, Microsoft Azure, Google Cloud, and the cloud-integration business ServiceNow ■ Expanded AI-related service offerings like Azure OpenAI and Google Gemini, with inquiries increasing as well ■ Resale, a recurring revenue, expanded as customers moved to the cloud and increased data usage.
	Growth and success of diverse human resources	<ul style="list-style-type: none"> ■ Reinforcement of the organization mainly by strengthening Cloud-related engineers through recruitment and training is generally progressing as planned. ■ Continue to develop an environment to meet the diversifying needs of employees
	Strengthening Sustainability Management	<ul style="list-style-type: none"> ■ Strengthened efforts to improve the quality of corporate governance by transitioning to a holding company ■ Enhanced the disclosure of sustainability data and began calculating the Scope-3 emission of greenhouse gases ■ Support for the promotion of DX by industry, academia, and public and private sectors through the provision of free DX education at Microsoft Base Kanazawa, etc.

Medium-Term Management Indicators (Consolidated) – Summary

Planned CAGR of Net Sales: 14.2% or more
Planned CAGR of Operating Profit: 17.0% or more



FY6/2022



FY6/2025



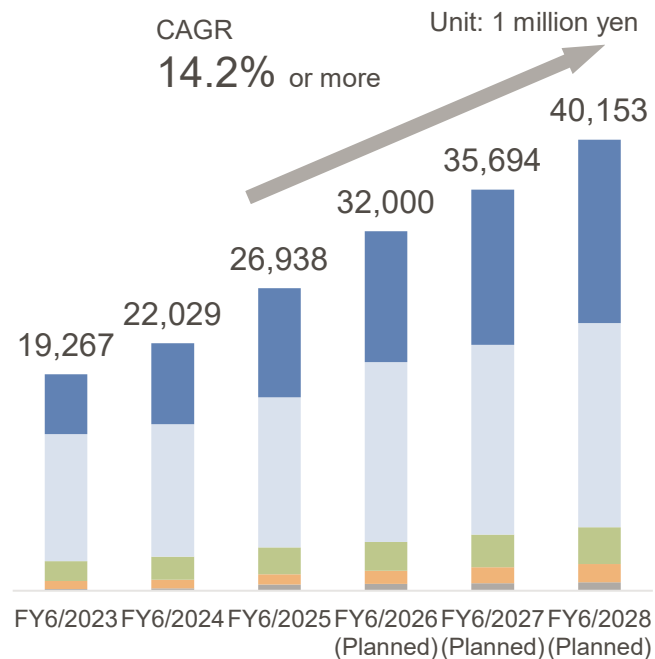
FY6/2028 (Planned)

Medium-Term Management Plan Rolling Plan (FY6/2026 to FY6/2028)

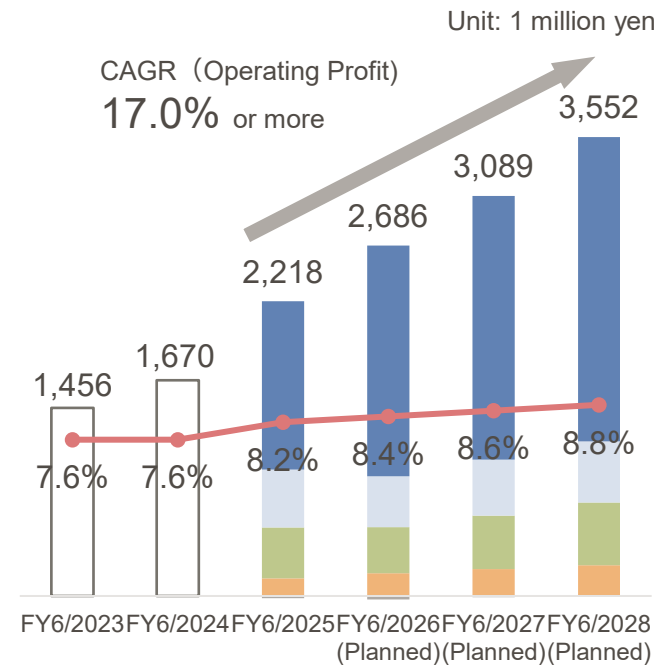
Medium-Term Management Indicators (Consolidated) – Sales and Profit Plan

◆ We aim to increase profits by focusing on the highly profitable Cloud Integration Business.

■ Net Sales (consolidated) *1



■ Operating Profit/Margin (consolidated) *2



Since the allocation methods for the SG&A expenses of each segment will be reviewed, the breakdown of operating profit for each segment prior to FY6/2024 are not displayed on this graph.

■ Cloud integration ■ System integration ■ Outsourcing
 ■ Product ■ Overseas — Operating margin

■ Regarding the changes to segment profits (operating profit)

Segment profits (operating profit) were adjusted due to a review that will be conducted in FY6/2026 regarding how the SG&A expenses for each segment are allocated in order to gain a more detailed understanding of each segment

Operating Profit Distribution Ratio (FY6/2025(consolidated))

Distribution under previous allocation method



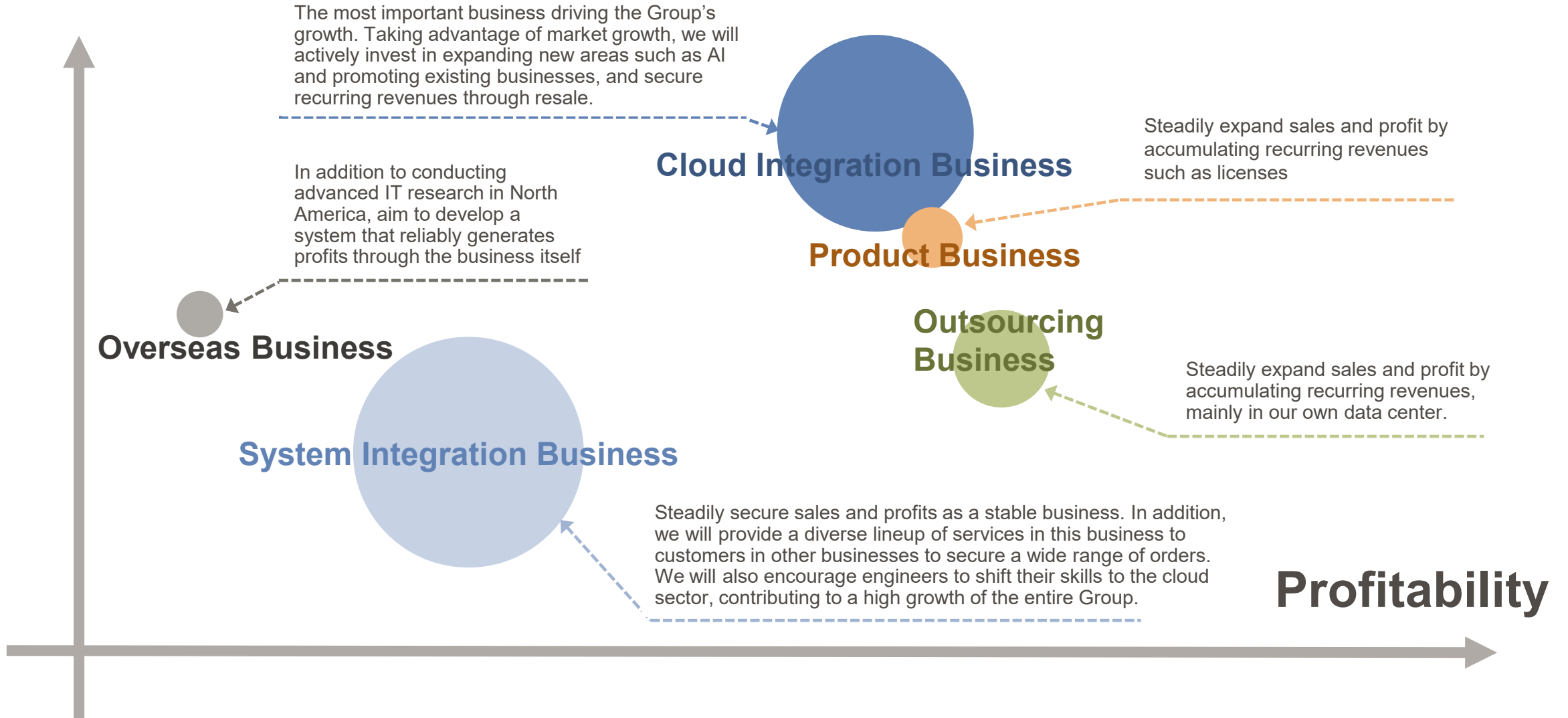
Distribution under new allocation method



Growth Strategy by Segment - Whole Picture

Growth potential

* The size of circle is the Scope of sales.



Growth Strategy by Segment (Cloud Integration Business) (1)

Business outline: Technical support for migration and use of cloud services (ServiceNow, Microsoft Azure, AWS, Google Cloud, etc.) and resale of licenses, etc. (Resale)

1 Expansion of the corresponding area

Conduct investment to quickly deploy AI and foreign services in the Japanese market to expand the range of support

Core Areas ■ ServiceNow

Actively conduct research and development on AI agent features and aim to create a system that allows us to quickly offer them to customers

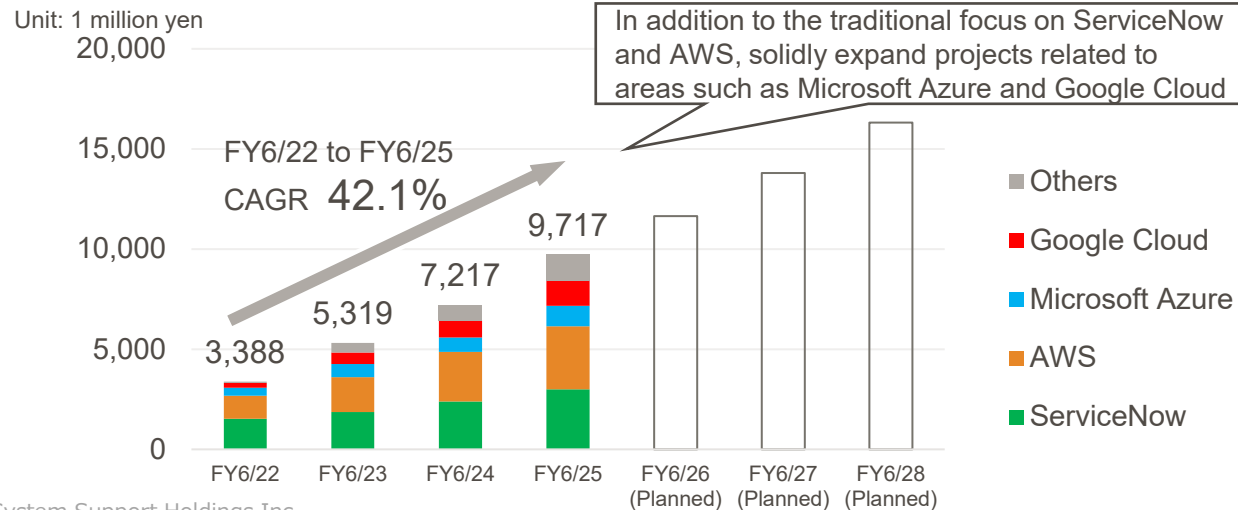
■ Snowflake

Continue training engineers and strengthen the services that combine the strengths of our corporate group, such as linking with SAP and migrating to Oracle databases

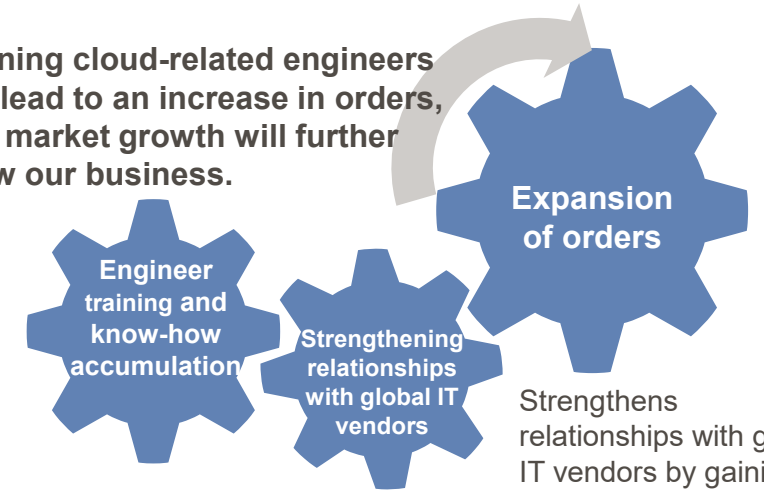
2 Expansion of existing businesses

Focusing on AWS, Microsoft Azure, Google Cloud, and ServiceNow, which are the mainstays of this business, we will accelerate the recruitment and training of engineers.

■ Net sales of Cloud Integration Business



Training cloud-related engineers will lead to an increase in orders, and market growth will further grow our business.



Actively invests in training cloud-related engineers

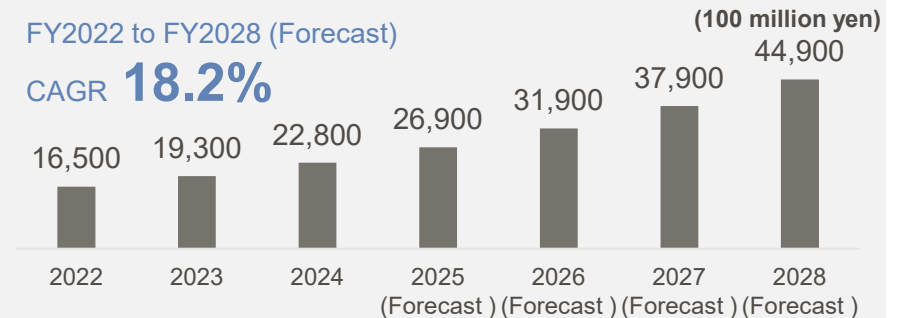
Strengthens relationships with global IT vendors by gaining technical certifications and recognition

Expansion of the Cloud Market

■ Cloud platform services (IaaS/PaaS) market trends and forecasts*

FY2022 to FY2028 (Forecast)

CAGR **18.2%**

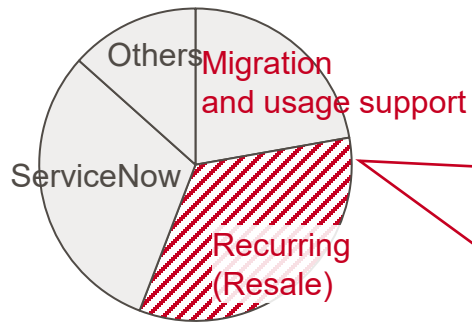


Note 1: Business operator's net sales base Note 2: Forecasts for 2025 and subsequent years Note 3: Market size does not include Software as a Service (SaaS)

Growth Strategy by Segment (Cloud Integration Business) (2)

◆ Secure recurring revenues through resales, which comprise 34% of the sales of this business

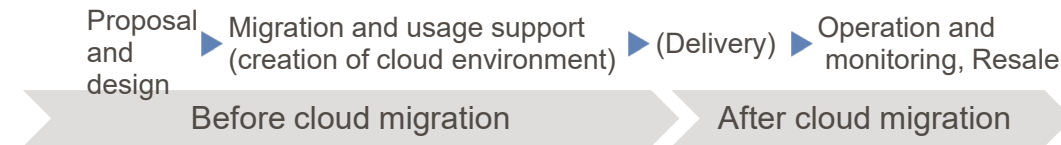
Cloud integration business
Sales composition ratio (FY6/2025)



Resales

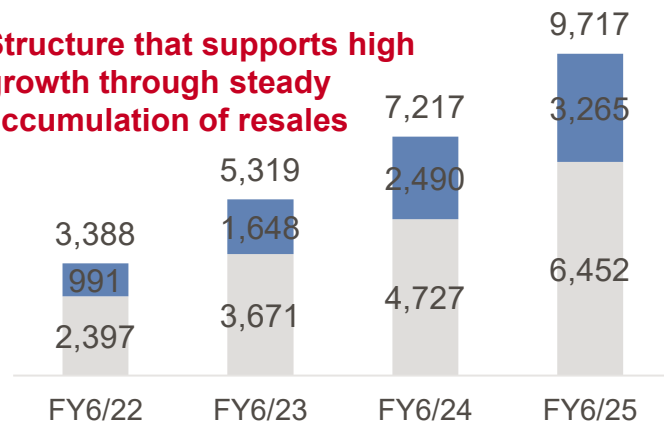
- Reselling cloud services such as AWS, Microsoft Azure, and Google Cloud
- Revenue is mostly from fees that scale according to the amount of data used
- Inventory-related earnings that don't require in-house effort
- Sales and profits increase as clients migrate to the cloud and increase their data usage

■ Flow of cloud platform migration and usage support



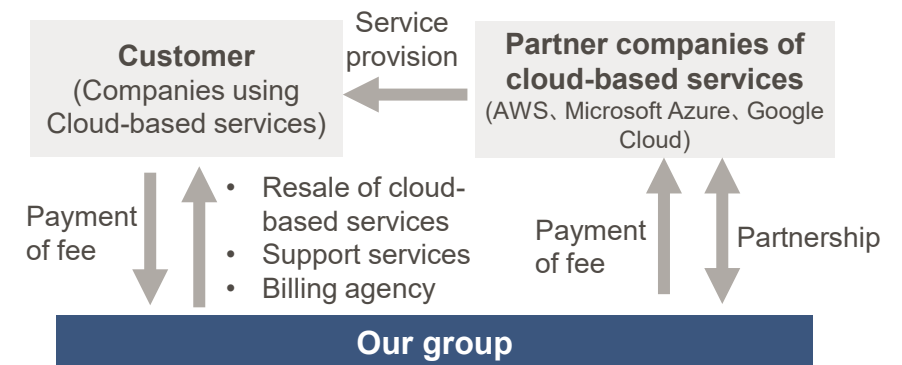
■ Net Sales of Cloud Platform Migration, Usage Support, etc.

Structure that supports high growth through steady accumulation of resales



- Resales of AWS, Microsoft Azure, Google Cloud
- Except for Resales (Migration and usage support of AWS, Microsoft Azure, Google Cloud, ServiceNow-related services, etc.)

■ Outline of Resale



Growth Strategy by Segment

Business outline

Growth strategy

<h3>System Integration Business</h3>	<p>Technical support for the introduction and use of ERP packages, construction of infrastructure such as Oracle database, and IT system consulting, design, development, operation, and maintenance</p>	<ul style="list-style-type: none"> Expansion of existing businesses Steadily recruit and train engineers and secure orders for ERP-related, database-related, RPA-related, and other IT system development, which are the mainstay of this business. Provide customers with a variety of options Provide a variety of services such as application development to customers in other businesses, including the Cloud Integration Business. Strengthening project management Continue project management from the perspective of quality, duration, cost, and risk control to curb the occurrence of unprofitable projects and improve service quality. 	<h3>Client Companies</h3> <p>Percentage of direct transactions: 69.7%*1 Customer repeat rate: 84.3%*2</p> <p>Application development and other various technologies in this business support orders in the Cloud Integration Business.</p> <p>System Integration Business → Cloud Integration Business Shift engineers' skills to the cloud sector.</p>																					
<h3>Outsourcing Business</h3>	<p>Our Group's private cloud and other data center services, data analysis and input, and near-shore system operation and maintenance</p>	<ul style="list-style-type: none"> Data center expansion Aim to increase the number of customers and the usage fees per customer by perceiving the needs that aren't met by major cloud providers and leveraging the advantage of customized services such as private clouds for critical systems Continuous data center facility expansion We will gradually increase equipment at our Group's data centers in Kanazawa and Tokyo according to operating status, achieving both quality improvement and profitability. Expansion of ERP near-shore With the need for maintenance of ERP products, centered on SAP ERP, expected to increase toward 2027, Our Company is strengthening its system by training near-shore personnel in the Kanazawa area. 	<h3>Net sales of Outsourcing Business and ratio of recurring revenue (annual and monthly data center fees) against net sales</h3> <p>Unit: 1 million yen</p> <table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Net Sales (1 million yen)</th> <th>Ratio of Recurring Revenue (%)</th> </tr> </thead> <tbody> <tr> <td>FY6/23</td> <td>1,772</td> <td>73%</td> </tr> <tr> <td>FY6/24</td> <td>2,043</td> <td>69%</td> </tr> <tr> <td>FY6/25</td> <td>2,392</td> <td>66%</td> </tr> <tr> <td>FY6/26 (Planned)</td> <td>-</td> <td>-</td> </tr> <tr> <td>FY6/27 (Planned)</td> <td>-</td> <td>-</td> </tr> <tr> <td>FY6/28 (Planned)</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Fiscal Year	Net Sales (1 million yen)	Ratio of Recurring Revenue (%)	FY6/23	1,772	73%	FY6/24	2,043	69%	FY6/25	2,392	66%	FY6/26 (Planned)	-	-	FY6/27 (Planned)	-	-	FY6/28 (Planned)	-	-
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FY6/26 (Planned)	-	-																						
FY6/27 (Planned)	-	-																						
FY6/28 (Planned)	-	-																						

Growth Strategy by Segment

Business outline

Growth Strategy

Product Business

Development, sales, and customization of products (software) by Our Group
Mainly cloud-based products (monthly billing system)

■ Maintaining and improving stable high profitability

By increasing non-customized sales, we will strengthen the structure in which increased sales lead to higher profits. We will accumulate recurring sales such as monthly usage fees to ensure stable high profit margins.

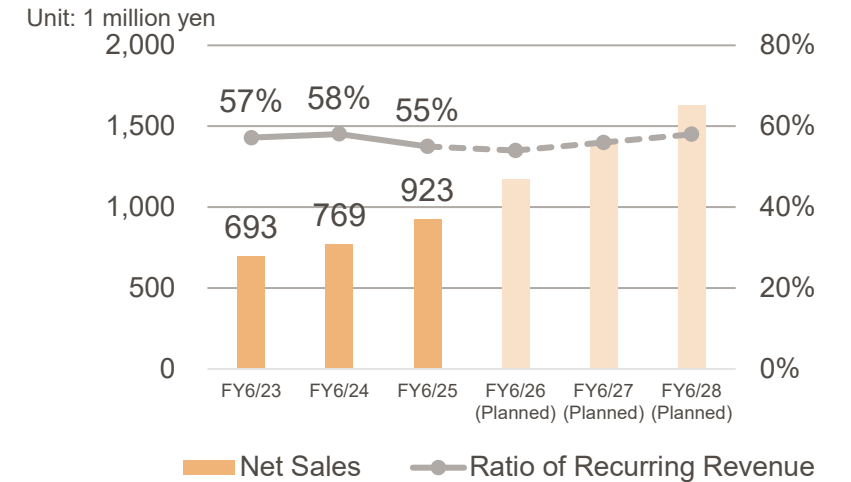
■ Customer expansion

In order to increase new customers, Our Company will expand sales channels for agents and strengthen advertising and publicity.

■ Functional enhancement

Continue to enhance existing products to reduce lead time until introduction and improve competitiveness against other companies' products.

■ Net sales of Product Business and ratio of recurring revenue (monthly usage fees, etc.) against net sales



Overseas Business

System integration overseas (in the U.S. and Canada), outsourcing of payroll and accounting services, recruitment services, and media management

■ Expansion of cutting-edge services in Japan

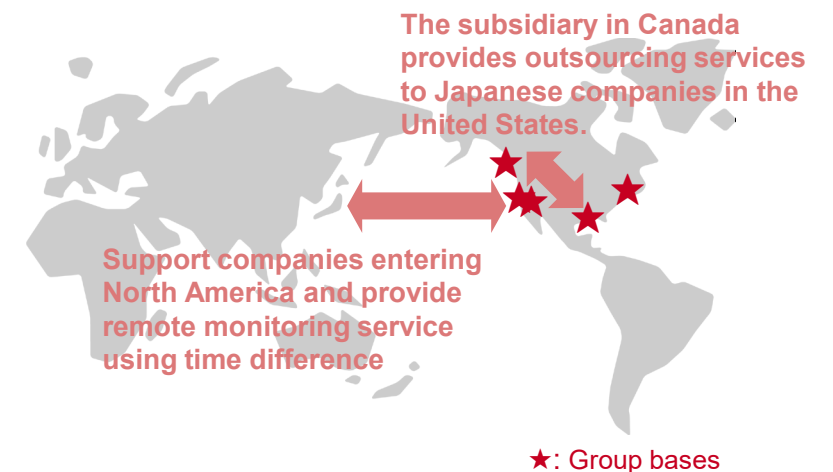
Collecting cutting-edge IT information to develop promising businesses in Japan.

■ Support for companies entering North America

Support for IT infrastructure, recruitment, and marketing of Japanese companies entering North America.

■ Strengthening outsourcing services

Strengthen remote monitoring services for Japanese companies using the time difference between Japan and North America and outsourcing services for Japanese companies in the U.S.



Human resources strategy

◆ Positioning human resources as the source of business growth, we aim to create new corporate value through “Active recruitment and promotion of diverse human resources,” “Human resource development,” and “Comfortable working environment.”

Recruitment and development measures

1 Active recruitment activities

Instead of recruiting all employees at the head office, we assign a recruiting manager to each location for flexible recruiting and to prevent mismatches between applicants.

2 Development of IT engineers

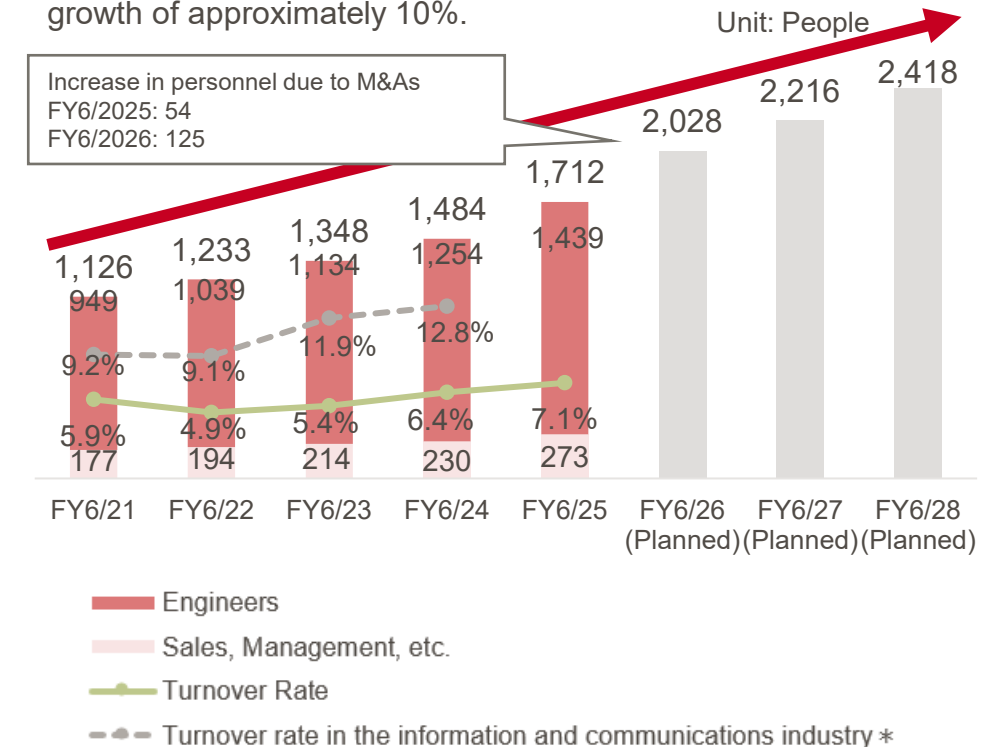
Investing to maintain and improve competitiveness, including acquisition of vendor qualifications mainly in the cloud field.

3 Raising salary levels and creating a comfortable working environment

Aiming to improve salary levels and to promote health management, diversity inclusion and equity, we set and achieve targets for the ratio of female employees, the ratio of employees taking paid leave, and the ratio of employees taking parental leave.

■ Personnel plan (consolidated)

We aim to balance proactive recruitment and a comprehensive training system, while maintaining an organic annual workforce growth of approximately 10%.



Growth Investment Policy

- ◆ Accelerate growth by investing cash generated from business activities for developing new areas and strengthening business foundations.

Policies in each sector

■ Investment in human resources

Positioning human resources as a source of business growth, we will invest mainly in “active recruitment and appointment of diverse human resources” and “human resources development” (see page 15 for human resources strategy)

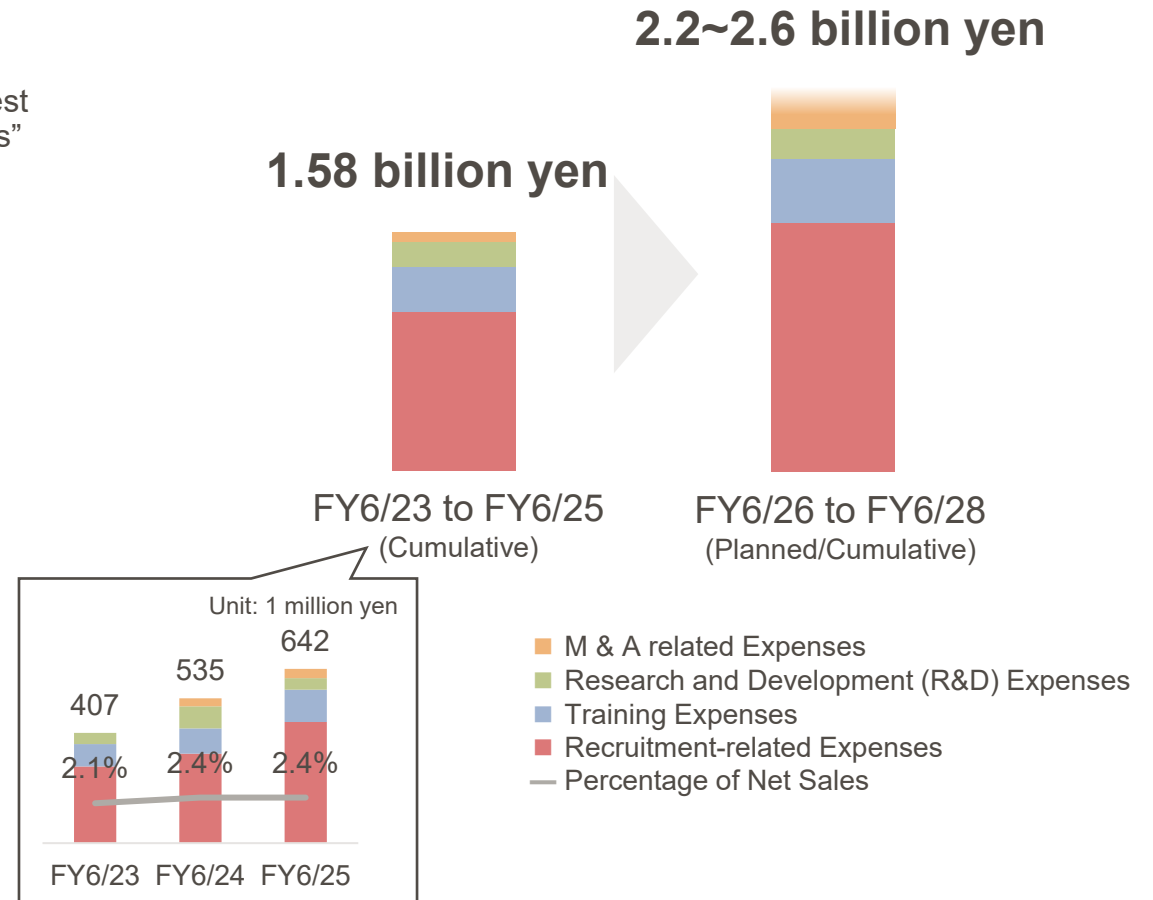
■ R & D investment

Focus on considering the development and strengthening of services, especially AI and cloud services.

■ M & A investment

Dynamic implementation of M & A to expand the service lineup and resources in growth areas.

■ Investment-related Expenses



Shareholder Return Policy

◆ Dividend policy

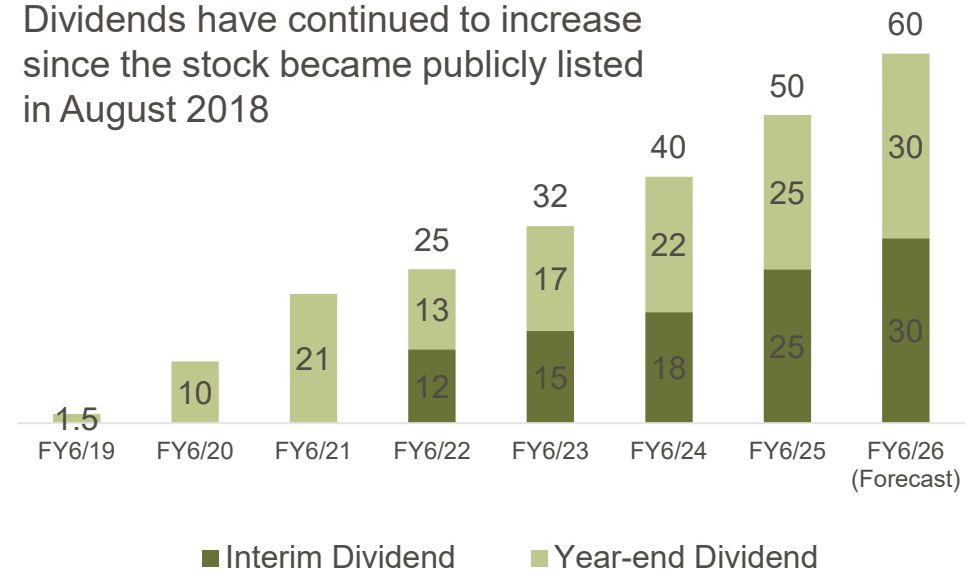
Our basic profit distribution policy is to continue to pay progressive dividends to shareholders and increase the level of dividends in accordance with our performance and profit level, while investing in future growth and strengthening our management structure.



■ Dividend trend *

Unit: Yen

Dividends have continued to increase since the stock became publicly listed in August 2018



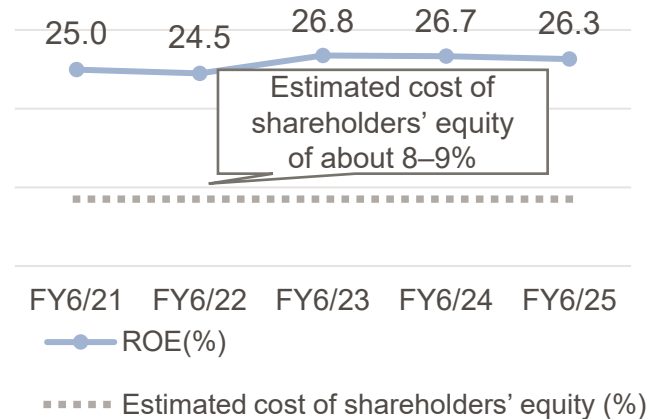
Managing while remaining conscious of capital costs and share price

- ◆ The company is aiming to form a market cap with an eye on the TOPIX for the next term through our efforts to continually improve our enterprise value, all while maintaining high ROE in the future as well.

Initiatives to improve enterprise value

- ① Continually enhance performance in accordance with the medium-term management plan
- ② Invest in growth and provide suitable shareholder returns to enhance performance as we aim for an ROE of 25% or higher throughout this rolling-plan period
- ③ Remain conscious of the average PER for the industry while we strive to be positively viewed by the stock market

■ ROE

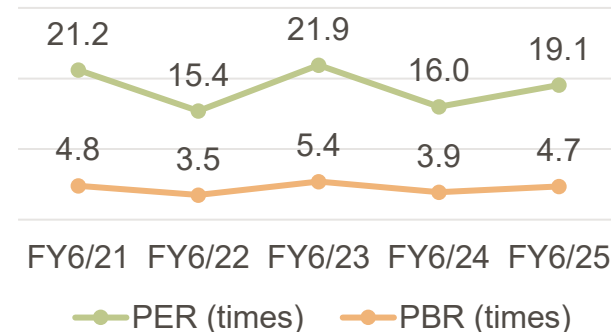


■ ROE

The company has been fluctuating around 25%, which greatly exceeds the average ROE of 10.6%¹ for IT and telecom companies listed on the Tokyo Prime exchange and that have a similar cost of shareholders' equity* as that which we estimate

* Estimated cost of shareholders' equity calculated from the CAPM and interviews with multiple investors

■ PER and PBR



■ PER

The company has been fluctuating around 15x – 22x, which is below the average of 26.0x^{*2} for IT and telecom companies listed on the Tokyo Prime exchange

■ PBR

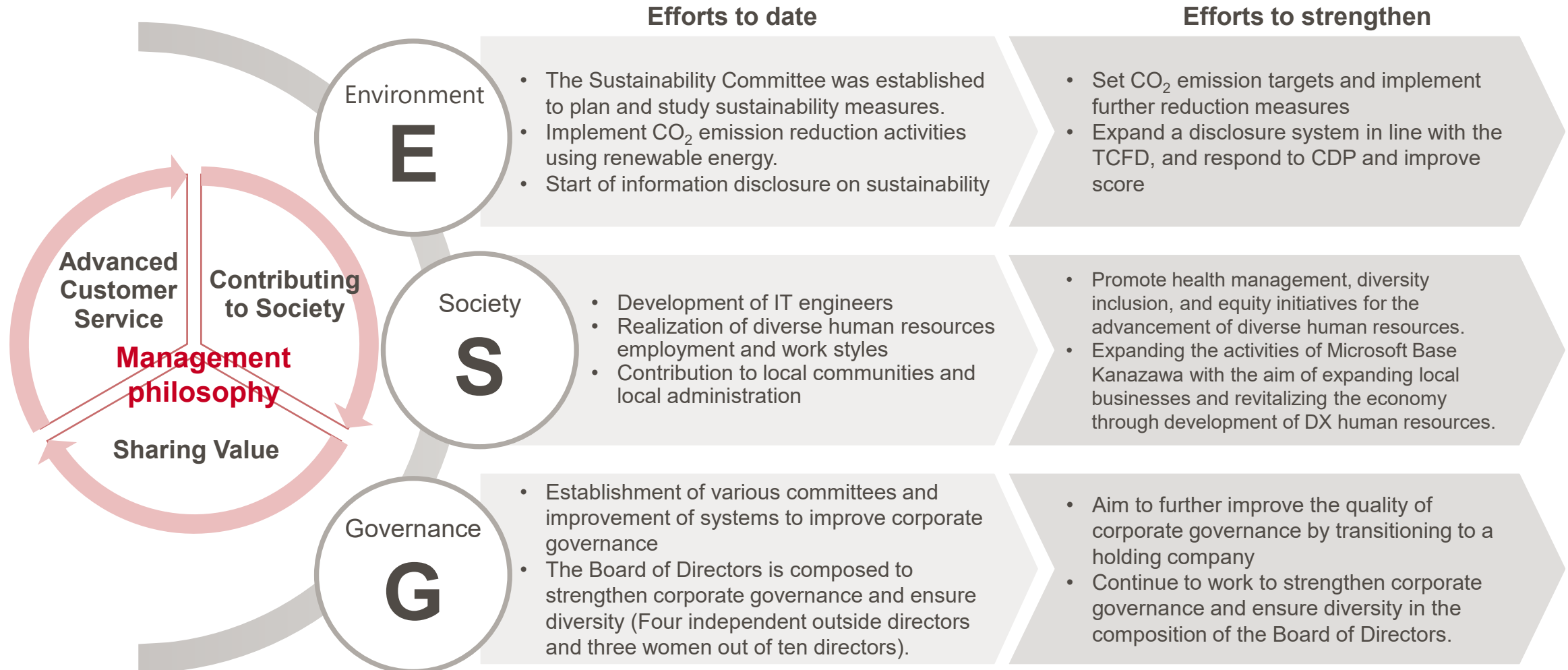
The company has been fluctuating around 3.5x – 5.4x, which is above the average of 2.5x^{*2} for IT and telecom companies listed on the Tokyo Prime exchange

^{*1} Source: Tokyo Stock Exchange Financial Results Summary Report (March 2025)

^{*2} Source: Tokyo Stock Exchange – PER and PBR by Company Size and Industry (Consolidated & Non-Consolidated) (June 2025), Simple PER and PBR

Sustainability Policy

◆ Address social issues through sustainability management based on the management philosophy.



Reference Materials

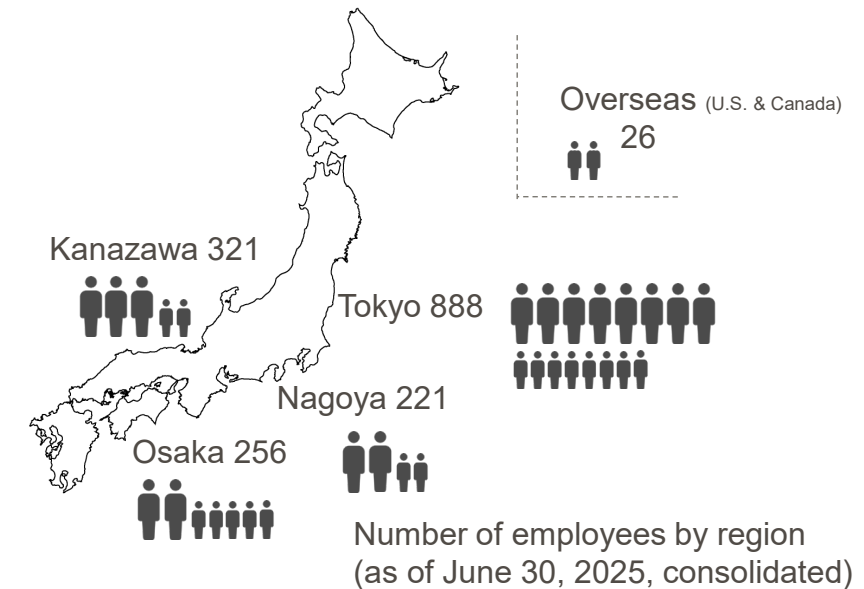
Company Profile

Company name	System Support Holdings Inc.
Headquarters Location	9F Rifare, 1-5-2 Honmachi, Kanazawa-shi, Ishikawa Prefecture
Founded	January 1980
Stock Exchange Listing	Tokyo Stock Exchange Prime Market (securities code: 4396)
Capital	723 million yen
Net sales	26,938 million yen (FY6/2025, consolidated)
Representative	Ryoji Koshimizu, President and Representative Director
Number of employees	1,712 (as of June 30, 2025, consolidated)
Group Locations	Tokyo, Nagoya, Osaka, and Kanazawa (headquarters), United States (Silicon Valley, NY, LA, Houston), Canada (Vancouver)

- The head office is located in Kanazawa City, and the center of business including employees and customers is Tokyo, Nagoya, and Osaka.
- 84% of employees are engineers

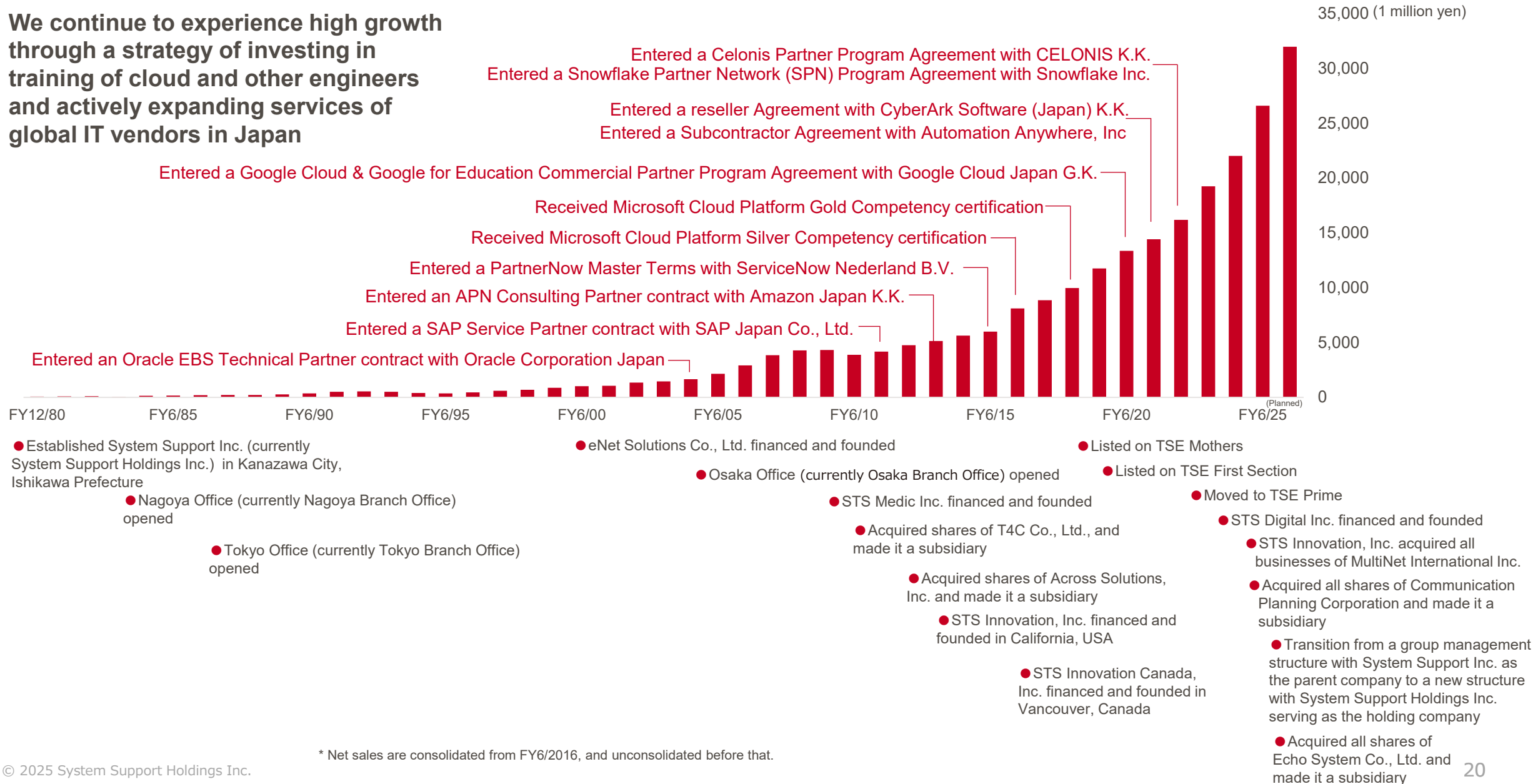
Business Overview

- **Cloud Integration Business**
Technical support for migration and use of cloud services (ServiceNow, Microsoft Azure, AWS, Google Cloud, etc.) and resale of licenses, etc.
- **System Integration Business**
Technical support for the introduction and use of ERP packages, construction of infrastructure such as Oracle database, and IT system consulting, design, development, operation, and maintenance
- **Outsourcing Business**
Our Group's private cloud and other data center services, data analysis and input, and near-shore system operation and maintenance
- **Product Business**
Development and sale of products (software) by Our Group, and customization according to user companies' applications
- **Overseas Business**
Overseas system integration, outsourcing of payroll and accounting services, recruitment services, and media management



Company Profile – Net Sales Trends and History

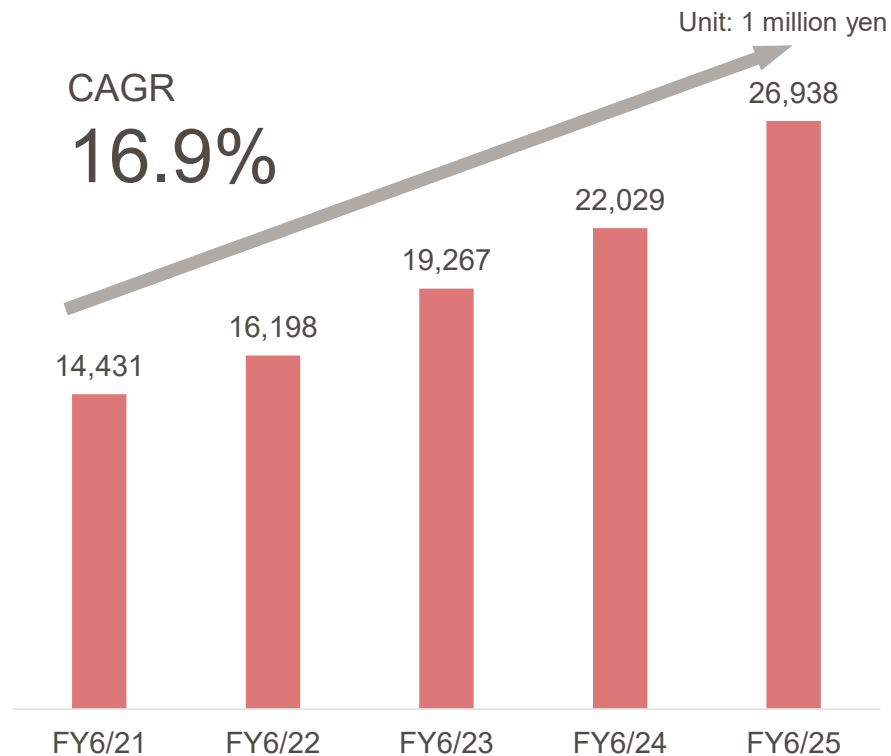
We continue to experience high growth through a strategy of investing in training of cloud and other engineers and actively expanding services of global IT vendors in Japan



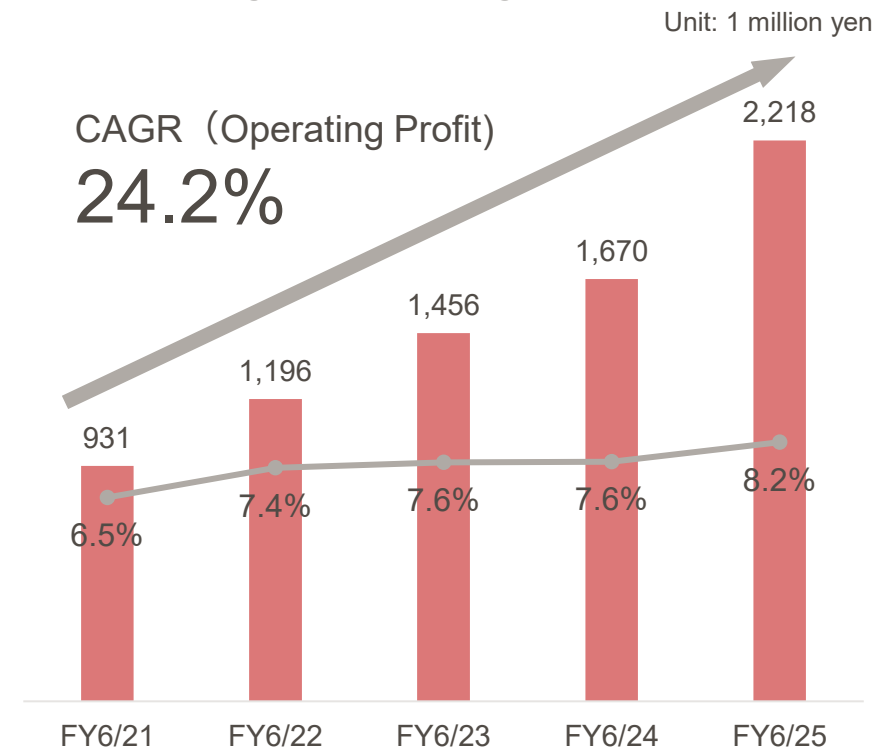
Review: FY6/2021 to FY6/2025

- ◆ Net sales were driven by Cloud-related business and CAGR was 16.9%.
- ◆ Operating profit grew at a CAGR of 24.2% and the operating margin increased by 1.7 percentage points due to the expansion of profitable businesses such as cloud-related businesses.

■ Net Sales (consolidated)



■ Operating Profit/ Margin (consolidated)



Recent Mergers and Acquisitions

Company Name	Main Office	Date Acquired	Acquisition Price (including advisory costs etc.)	Primary Reason for Acquisition	Performance	Number of Employees (when merged)
MultiNet International Inc.	New York, USA	July 1, 2024 (date business was transferred)	275 million yen	Reinforce the deployment of services to customers in the United States (East Coast, Midwest, South)	[FY12/2023 (prior to becoming a group company)] Net Sales: 2.69 million USD Operating Profit: 0.08 million USD * Merged with STS Innovation Inc. after the business was transferred	11
Communication Planning Corporation	Shibuya-ku, Tokyo	July 26, 2024	629 million yen	Expand service offerings and grow the business related to ERP implementation support	[FY3/2024 (prior to becoming a group company)] Net Sales: 605 million yen Operating Profit: 55 million yen [FY6/2025 (after becoming a group company)] Net Sales: 718 million yen Operating Profit: million yen	43
Echo System Co., Ltd.	Hiroshima	July 1, 2025	573 million yen	Reinforce the deployment of services to customers in western Japan	[FY7/2024 (prior to becoming a group company)] Net Sales: 1,415 million yen Operating Profit: 123 million yen	125

Disclaimer and Forward Looking Statements

- ◆ This document has been prepared by System Support Holdings Inc. (hereinafter referred to as “Our Company”) for the purpose of providing investors with an understanding of the current status of Our Company.
- ◆ The contents of this document are prepared based on economic, social, and other conditions generally recognized as prevailing at the time this report was prepared, as well as certain assumptions that we have judged to be reasonable, but may be subject to change without notice due to changes in the business environment or other reasons.
- ◆ The materials and information provided in this presentation include so-called “forward looking statements.” These statements are based on current expectations, projections, and assumptions with risks and involve uncertainties that could cause results to differ materially from those in the statements.
- ◆ Such risks and uncertainties include general industry and market conditions, and general domestic and international economic conditions such as interest rate and currency exchange rate fluctuations.

For further information, please contact:
Investor Relations, Administrative Planning Department, System Support Holdings Inc.
TEL: 076-213-5161 E-mail: ir@sts-hd.co.jp

Thank you

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