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July 31, 2026

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Notice Concerning the Revision in Shareholder Return Policy

TECHMATRIX CORPORATION (the “Company”) hereby notifies that, at a meeting of the Board of Directors held today, it resolved to revise its shareholder return policy for a certain period. The details are described below.

1. Reason for the revisions

The Company has provided returns to shareholders through stable dividend payments, with a target payout ratio of 40% or a dividend on equity (DOE) ratio of 7%, whichever is higher.

Meanwhile, the Company has continued to achieve steady growth through its transition to a recurring-revenue business model, leveraging the “Foresight” and “Business know-how” it has cultivated over many years. In addition, while actively pursuing growth investments and M&A opportunities to further expand its business, the Company has maintained a strong financial position supported by the continuous generation of robust operating cash flows.

In light of its strong business foundation and financial position, the Company has determined that it is able to further enhance shareholder returns while continuing to adhere to its policy of giving the highest priority to growth investments and M&A opportunities. Accordingly, for the four-year period from the fiscal year ending March 31, 2027 through the fiscal year ending March 31, 2030, the Company will maintain its current dividend policy and aim to achieve a total payout ratio of 100% in each fiscal year through the flexible acquisition of treasury shares. This policy has been established after comprehensively considering the balance between shareholder returns and the growth investments and M&A opportunities anticipated during the period of the next medium-term management plan. Upon completion of the next medium-term management plan, the Company intends to review its shareholder return policy again in light of the business environment, investment opportunities, financial condition and other relevant factors.

For the fiscal year ending March 31, 2027, as described in the “Notice Concerning the Determination of Matters Relating to the Acquisition of Treasury Shares and the Cancellation of Treasury Shares” announced today, the Company plans to acquire treasury shares with a maximum aggregate purchase amount of ¥3.2 billion, with the aim of achieving a total payout ratio of 100%.

The Company will continue to steadily execute growth investments aimed at enhancing corporate value over the long term, while maintaining proactive shareholder returns under a disciplined capital management policy. Through further strengthening value sharing with shareholders, the Company remains committed to maximizing corporate value.

For further details regarding this initiative, please refer to the attached appendix.

2. Details of the revisions

(Before the revision)

Our basic dividend policy is to pay consistent and stable dividends, aiming to pay whichever is the higher of a dividend making the consolidated dividend payout ratio 40% or a dividend making the consolidated dividend on equity ratio (DOE) 7%.

(After the revision)

While maintaining its policy of prioritizing growth investments and M&A, the Company aims to achieve a total payout ratio of 100% from the fiscal year ending March 31, 2027 through the fiscal year ending March 31, 2030.

The Company will maintain stable dividends based on a payout ratio of 40% of consolidated earnings or a dividend on equity (DOE) ratio of 7%, whichever is higher, and will flexibly acquire treasury shares, while securing the funds necessary for growth investments and M&A, to further enhance shareholder returns.

3. Timing of the revisions

The revised shareholder return policy will be effective from the fiscal year ending March 31, 2027.

Capital allocation to achieve continuous improvement of corporate value

Proof of a Solid Revenue Base and Competitive Advantage in the AI Era

Solid Revenue Base and Evolution into Recurring Business Model

Foresight

Information Infrastructure Business, SE Business

- Discovering and delivering overseas state-of-the-art technologies
- Capabilities in selecting state-of-the-art technologies and an extensive track record in the Japanese market

Business know-how

Medical System Business, CRM Business, EdTech Business

- Delivering best practices tailored to specialized industries and business types as solution packages
- In-depth knowledge of specialized industries and business operations

(Results for the fiscal year ended March 31, 2026)

Accumulation of subscription contracts

Stock type sales ratio *

81.1%

(TechMatrix and PSP)

High profitability driven by a focus on technology and solution packages

24 **consecutive years of revenue growth**

12 **consecutive years of profit growth**

ROE 20.5%

Estimated cost of capital 7%

*Percentage of revenue from ongoing business.

Journey of Evolution into a Solid Recurring Business Model

TechM@trix

1984 Founded
Import and domestic sales of advanced overseas technologies

1990
Launched financial and contracted systems development businesses (BS business)

1996
Launched cybersecurity business (Information Infrastructure)

2012
Launched security-related operation and monitoring service (TPS) business

Information Infrastructure Business

1994
Launched software quality assurance business (SE business)

1996
Launched CRM business

1998
Launched medical system business

2012
Started providing cloud PACS “NOBORI” (Medical business)

2021
Entered EdTech (education) business

2025
Launched providing quality control dashboard (SE business)

Application Services Business
(CRM, SE, BS, EdTech businesses)

Medical System Business

2018
Spun off the Medical System Business (NOBORI Ltd.)

2022
PSP Corporation and NOBORI Ltd. were merged, with PSP Corporation as the surviving company.

Growth driven by two core pillars: Discovering and delivering overseas state-of-the-art technologies, and providing proprietary added value as best practices

- The information Infrastructure and SE Businesses, which provide overseas state-of-the-art technology, serve as our cash-generating engine (accounting for 75% of total revenue).
- The Medical System Business, which delivers best practices tailored to specialized industries and business types, has grown into a business exceeding 10 billion yen. In the Application Services Business, the CRM Business has scaled beyond 3.5 billion yen. While the EdTech Business requires upfront investment at this stage, we are developing it into a future growth pillar.

Even in the situation of an Anthropic Shock, our business strengths remain solid.

In early 2026, the launch of autonomous AI agents (e.g., Claude Cowork) by U.S.-based Anthropic PBC triggered a fundamental shift in the role of software, resulting in approximately 42 trillion yen ($285B) in market capitalization being wiped out from the software market.

1. End of traditional SaaS user-ID-based pricing model and GUIs

- **No need for GUIs:** We are entering an era where AI agents operate systems directly.
- **Collapse of ID-based pricing models:** User-based pricing models collapse as AI agents replace humans in task processing.

Impacted businesses are transitioning into "AI-era data foundations" (detailed on Slide 29 CRM Business)

2. Disappearance of low value-added SI businesses

- **Limits of man-month business model:** The time-based compensation business is no longer viable.
- **AI-driven in-house development:** As AI replaces coding, development man-hours drop drastically, accelerating in-house development.

Not applicable to our business portfolio

3. Liberation from legacy system maintenance

- **Automated modernization of legacy languages:** The emergence of tools like Claude Code enables automatic conversion of legacy systems into modern languages, eliminating the need for life-extension and maintenance

Not applicable to our business portfolio

4. Direct replacement of digital labor sourcing

- **Complete replacement of tasks:** AI agents take over the majority of simple digital tasks, leading to a sharp drop in unit pricing to a fraction of former levels.

Not applicable to our business portfolio

Even as AI Evolves, Our Growth Continues Accelerating

TechMatrix

Information Infrastructure Business

- Control and defense mechanisms provided by security hardware cannot be replaced by AI.
- The needs for next-generation security solutions and security operations powered with AI are growing.
- New market opportunities are emerging in AI security.

CRM Business

- Human involvement remains indispensable for SLA responses requiring approval and emotional handling such as complaints.
- We are transitioning toward performance- and volume-based pricing models.
- An evolution into a data foundation for AI-enabled contact center operations creates a structure to scale revenue.

SE Business

- In core domains like automotive, stringent safety and accountability requirements, including ISO 26262, make complete AI replacement extremely difficult.
- The acceleration brought about by AI-driven development conversely heightens quality risks, dramatically increasing demand for verification, testing, and other services.

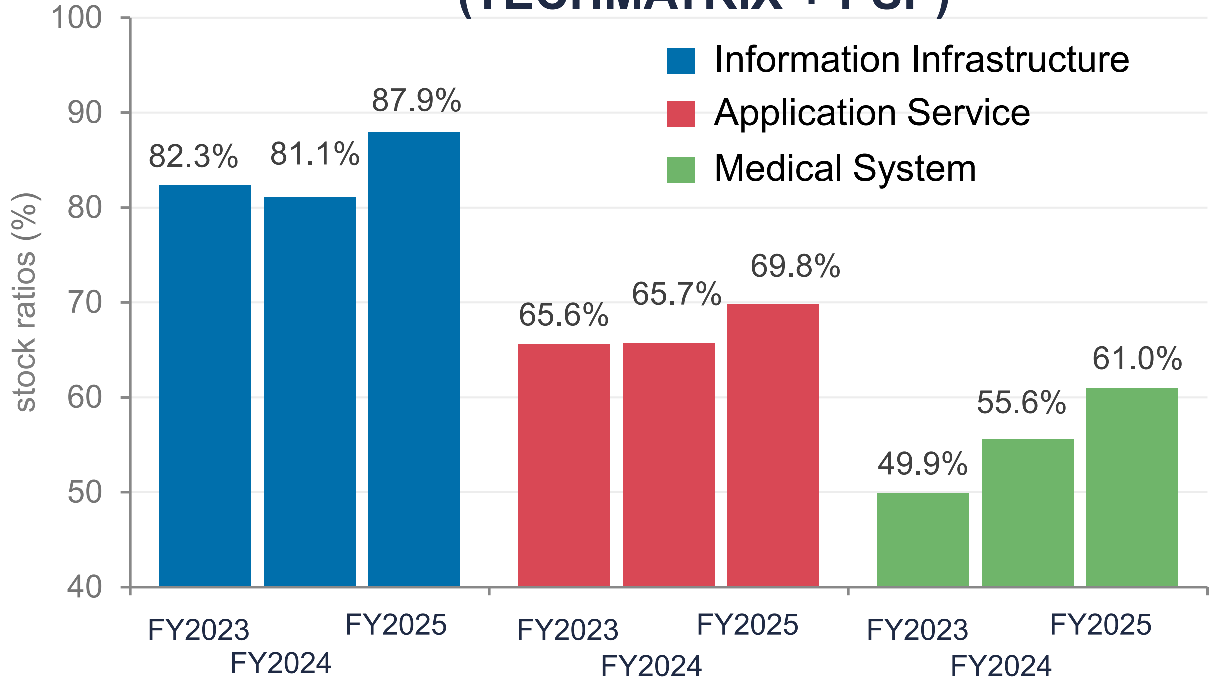
Medical System Business

- Increased processing speed and data volume driven by AI directly boost revenue growth under our usage and capacity-based pricing models.
- We are creating new revenue streams by proactively embedding AI into our proprietary services and delivering them to the market.

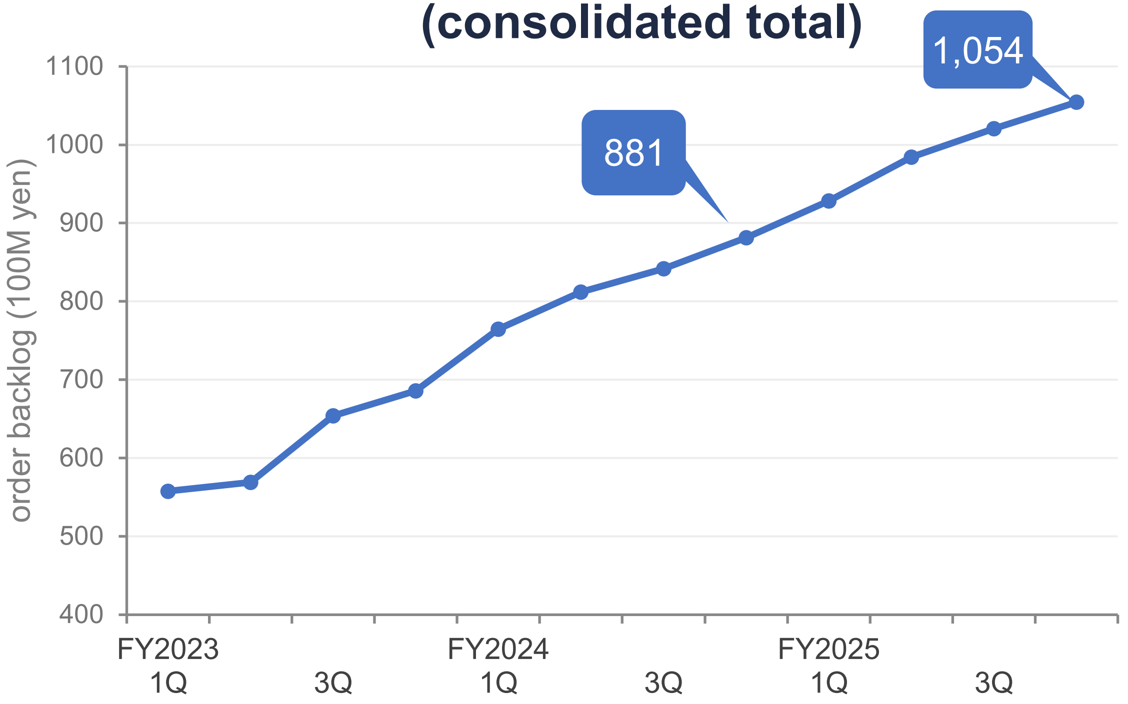
Time-series of stock ratio and order backlog growth

- The strength of a revenue base created by foresight and business know-how

Trends in stock type sales ratios by segment (TECHMATRIX + PSP)



Quarterly trend of order backlog (consolidated total)



Company-wide backorders	Information Infrastructure	Application Service	Medical System
+19.6%	**+18.9%**	**+17.4%**	**+23.6%**
(FY24→FY25)	Order backlog: 78.8 billion yen	Order backlog: 7.1 billion yen	Order backlog: 19.4 billion yen

Growth Drivers and Further Growth Scenarios

Information Infrastructure

Current situation
(The numbers are last year's results)

- Stock ratio 87.9% (+5.6 points in 3 years)
- Backlog 78.8 billion yen (+18.9%)
- Revenue of 51.6 billion yen and operating profit of 6.6 billion yen, both record highs (+13.2%/+24.9%)

Growth driver
- Expanding the range of products, growing business in the 'AI security' area.
- Enhancing security operation services through AI use and collaboration with Firmus.
- Expanding into ASEAN (Malaysia, Singapore, etc.) centered around Firmus.

Growth Scenario
- A high stock ratio has increased backorders, and the rise in handled products is directly linked to business growth.
- Improving profit margins by expanding the security operations service business

Application Services Business

Current situation
(The numbers are last year's results)

- Stock ratio 69.8% (+4.2 points in 3 years)
- Backlog 7.1 billion yen (+17.4%)
- Revenue hits a record high of 9.8 billion yen (+7.7%), EdTech posts an operating loss due to upfront investments

Growth driver
- Enhancing the added value of CRM through the service commercialization of generative AI technology (such as FastGenie).
- Expansion of products handled in the SE business and deployment of in-house solutions.
- The full-scale expansion of EdTech in public schools.
- Expanding the CRM business in ASEAN and turning it profitable.

Growth Scenario
- The stock ratio has improved for CRM, SE, and EdTech. The backlog of orders keeps growing.
- Reducing sales losses for EdTech and CRM in ASEAN and making AI-related sales a new source of revenue

Medical System Business

Current situation
(The numbers are last year's results)

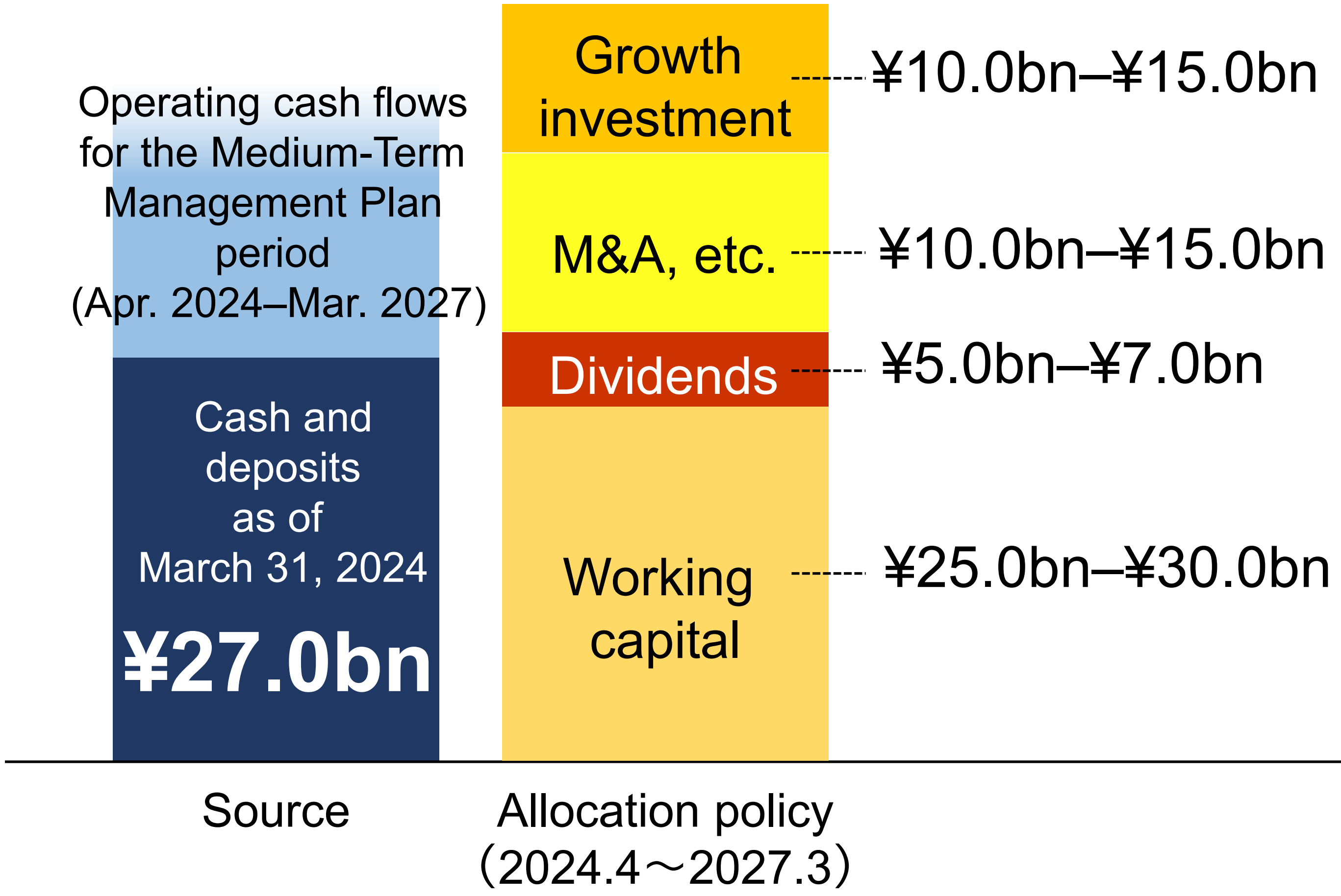
- Stock ratio 61.0% (+11.1 points in 3 years)
- Backlog 19.4 billion yen (+23.6%)
- Revenue of 10.2 billion yen, operating profit of 1.3 billion yen (+1.1%/+6.1%)

Growth driver
- Accelerating the shift of PACS to the cloud and expanding its share.
- Expansion of new businesses in PHR and pathology fields.
- Expansion of the 'AI Image Diagnosis Support' Platform.
- Business expansion in ASEAN and other countries. (Thailand, Malaysia, Philippines, Nepal, etc.)

Growth Scenario
- With the shift of PACS to the cloud, the stock ratio has improved, and the backlog of orders has also grown.
- AI image diagnosis and digital pathology are advancing, and revenue contribution is set to accelerate in the next medium-term plan.

The disclosed capital allocation policy

The three-year capital allocation policy for the medium-term management period (FY2024–FY2026) announced in October 2025



Recruit and develop advanced IT talent, improve their working conditions, and invest in R&D

- Acquire talent to expand portfolio services
- Invest in R&D to enhance and expand proprietary solutions

M&A and capital and business alliances

- Acquire cutting-edge technology, specialized expertise, and talent

Enhance shareholder returns

Funds for business continuity

- To ensure business continuity, working capital must cover not only routine operating costs but also approximately one month's worth of order value. This reflects the time lag between payments to overseas suppliers and the collection of customer payments. The required working capital is increasing due to multi-year large-scale contracts.

Investment Results for the First Two Years of FY2024–FY2026 Medium-Term Management Plan

TechM@trix

Invested **approx. 17.5 billion yen** over the first two years

Growth investment for human capital

Approx.
10
billon yen

- **Accelerated recruitment and development of advanced IT talent ahead of schedule,** invested through the hiring of over 300 new employees and improvements in working conditions across group companies (**approx. 4.5 billion yen**)
- Drove the **expansion of proprietary solutions**, including feature enhancements such as AI diagnostic support in medical business, development of AI-powered product lines in CRM business, and cloud-based school administration support in EdTech business (**approx. 5.5 billion yen**)

Strategic M&A and R&D

Approx.
7.5
billon yen

Investments serving as future growth pillars

- **Executed large-scale investments in Firmus Sdn. Bhd. in November 2024 and Medmain Inc. in March 2026**

Future commitments: prioritizing and disciplined giving

1 **Growth investment**
(Continuing to invest in business growth and aiming for even more revenue growth)

2 **M&A, etc.**
(Strategic business expansion and achieving discontinuous growth)

3 **Shareholder returns (dividends and share buybacks)**
(When it comes to share buybacks, we aim to have a total payout ratio of 100%, and if we judge that there's a gap with the market valuation within that target range, we actively carry them out.)

Balancing growth and shareholder returns

TechMatrix

Disciplined capital allocation policy targeting a 100% total payout ratio, while maintaining the principle of prioritizing growth investment and M&A

- Four-year period: FY2026-FY2029 (through the end of the next Medium-Term Management Plan)
- Conduct 3.2 billion yen in share buybacks to achieve a 100% total payout ratio for the current FY
  - Maintain the current dividend policy targeting the higher of a 40% payout ratio or a 7% DOE
  - Targeting a 100% total payout ratio in each fiscal year through dividends and flexible share buybacks

1. Steady expansion of recurring business leveraging foresight and business know-how
2. Continuous generation of robust operating cash flows

→ **Robust cash generation** →

3. Execution of strategic and proactive growth investments and M&A
4. **Policy to target a 100% total payout ratio (3.2 billion yen in share buybacks)**

- The 100% total payout ratio applies to future net income and is separate from funding for growth investments and M&A
- Continued execution of growth investments and M&A under a 100% total payout ratio policy.
  - Maintaining financial flexibility through the use of cash on hand (¥25-30 billion working capital buffer) and debt financing as needed
- Further details on capital allocation will be presented with the next Medium-Term Management Plan.