OBIC Integrated Report

2026

Organization for Business Innovation and Communication

OBIC Co., Ltd.

Top message

The OBIC Group will continue to change and grow with customers, continuing to move forward with powerful steps

Chairman and CEO
Masahiro Noda

President and COO
Shoichi Tachibana

Creating New Value with Technology Innovation and by Taking on Challenge

Our management philosophy is "Company growth starts with employee growth" and "Innovation ~Destruction and Creation~." We believe that sustainable corporate growth can be achieved when each and every employee identifies issues and continuously makes improvements. Supporting this philosophy is our user-oriented approach, which means always taking the customer's perspective and pursuing truly needed services. Our business model, which provides one-stop solutions through in-house development and direct sales, is a strength based on this philosophy.

Regarding "human capital," the source of corporate growth, we have consistently adhered to a principle of "Emphasis on new graduates" and a thorough on-site approach since our founding. Just as the nodes of bamboo bend, people also develop flexibility when faced with challenges. By learning from our customers and growing through friendly competition among employees, we will continue to focus on employee skill development and medium- to long-term corporate growth, based on this long-term perspective on human resource development. Furthermore, by being sensitive to technological advancements and creating new value, we will continue to be a company trusted by our customers.

Direction of Management toward Enhancing Corporate Value

In the present day, when IT is vital to the infrastructure of society, OBIC wants to be an irreplaceable partner for our customers who provides optimal solutions looking ahead to the future. Considering that customers' business success is the very thing that gives meaning to our existence, we have continued to take on challenges toward its realization.

Demand remains high for system upgrade investments aimed at improving corporate productivity and operational efficiency. In recent years, customers' security awareness has increased due to the rise in ransomware attacks, driving higher demand for private cloud services. We meet this demand through our in-house OBIC7 Cloud and our training facility, OBIC Cloud Academy. This is the result of pursuing ceaseless transformation and evolution, unconstrained by past practices or successes.

Our strength lies in the provision of one-stop solution services, as well as in a wealth of expertise in various industries and businesses we have accumulated over 55 years. By utilizing an integrated in-house system that enables us to responsibly handle all processes from proposal, development, and implementation to operational support, we propose optimal solutions that flexibly and precisely meet customers' diverse needs.

Toward Achieving Medium- to Long-term Targets

Taking advantage of our strength as an independent company, we will conduct weather-impervious management unaffected by changes in economic conditions of specific businesses. By providing services to customers across a broad range of industries in a balanced manner, we reduce exposure to economic fluctuation risks and aim to achieve stable growth. We also focus on adapting to advanced technologies. In April 2025, we established an independent organization, the AI Research & Development Promotion Department, to fully harness the power of AI for improving customer and in-house productivity.

Our goal for the future is to realize our mission of "contributing to the growth of Japan's economy and society." As a business partner to our customers, we will support the creation of management efficacy and contribute to society. To this end, it is vital to continue to transform ourselves without getting satisfied with the present situation. When each and every employee continues to take on challenges for his or her own growth and the Company's growth it will be a driving force that enables the OBIC Group to continue to evolve.

CONTENTS

02 Introduction
- 02 Top message
- 03 Vision・Mission
- 04 Business Development of OBIC Group
- 06 Table of Contents, Editorial policy

07 Value Creation Story

16 Growth Strategy to Create Value

25 Base for Supporting Value Creation

42 Data Selection

株式会社オービック

Strengthening corporate management through IT services

Vision statement

Company growth starts with employee growth
Innovation ~Destruction and Creation~

Since our foundation, we have concentrated on personnel development based on the idea that company growth starts with employee growth. Each individual employee possesses an innovative spirit and works hard to improve their skills and expertise, not limiting themselves to their past experiences of success or conventional methods. In this way, they aim for continuous growth.

Mission statement

Support customers' business reform through the provision of IT services and contribute to the establishment of sustainable management foundations

As IT services are now considered social infrastructure, from business consulting to post-implementation support, which provides integrated services, OBIC believes its mission is to support the sustained growth of its customers.
We support customers' business reform as their business partner, and contribute to the establishment of sustainable management foundations, thereby sparking innovation of corporate management throughout Japan.

CONTENTS

02 Introduction

02 Top message

03 Vision ･Mission

04 Business Development of OBIC Group

06 Table of Contents, Editorial policy

07 Value Creation Story

16 Growth Strategy to Create Value

25 Base for Supporting Value Creation

42 Data Selection

株式会社オービック

History of Value Creation that Has Supported the Management of Japanese Companies for Half a Century

1960s Founded on a user-oriented approach; started with 2 million yen in capital stock and an office of approx. 20 m^2

Osaka Business (currently OBIC) was founded in 1968 during the period of rapid economic growth in Japan. At the time, many large companies had installed accounting machines and large computers to handle the increasing volume of bookkeeping calculation work. Accounting machines cost ¥several million at the time, which was quite expensive for SMEs, so they would outsource complicated and extensive paperwork to outside calculation centers.

While working as a sales representative for an import and sales company of accounting machines, Masahiro Noda (currently Chairman and CEO) held a fervent desire to encourage SMEs to use accounting machines to streamline their administrative processes. He started an accounting machine leasing business, in which he would acquire used accounting machines that were stored in the warehouses of large companies at low prices, refurbish them, and rent them to SMEs for a fixed monthly fee. He founded the company as a husband and wife team with stock capital of ¥2 million.

Building during the "Osaka Business" period (Higashi-ku (currently Chuo-ku), Osaka)

1970s~90s Transitioned to open systems and developed the OBIC7 series

In the 1970s, office computers for SMEs were launched one after another. When Mitsubishi Electric Corporation introduced its MELCOM series, the first domestically produced office computer, we signed a distribution agreement and became the No. 1 dealer for sales of MELCOM80. Later, when the focus of office computer sales shifted from hardware to software, we announced our in-house developed office computer OFFICE80 based on the know-how we had accumulated through lease sales, and it was adopted by customers in various businesses and industries.

In the 1990s, Windows took the PC industry by storm, which led to a rapid shift from the heyday of office computers to open systems. In order to quickly shift the focus of our business from office computers to PCs, we provided PCs to approximately 1,000 employees, trained them in their operation, and began developing an ERP system. At the time, ERP software was mainly created for large companies and was entirely dominated by major foreign manufacturers until OBIC released the OBIC7 series, which targeted SMEs and was suited to Japanese business practices. The software received high acclaim for its extensive functions and thorough support.

Launch of OFFICE80, the Company's proprietary brand of office computer

2000s~20s Listed company on the First Section of the Tokyo Stock Exchange and launched cloud business

OBIC was listed on the Second Section of the Tokyo Stock Exchange in 1998 and on the First Section in 2000. Various initiatives that continue to this day were born, including the "integrated sales and SE service structure" by which sales and SE teams collaborate seamlessly in an open-floor arrangement to address customer challenges. In 2005, construction of the Tokyo headquarters was completed, and a bamboo grove and a small stone wall were placed in the front garden as a reminder that our employees, who are as flexible and pliable as bamboo, shall work together and press on, as expressed in the quote "The people are your castle and your stone walls."

With the launch of our private cloud OBIC7 Cloud in 2013, we opened the OBIC Cloud Academy training facility for customers in 2017, further enhancing the benefits of implementing OBIC7 Cloud.

We also strengthened our ties with society by sponsoring the OBIC Seagulls American football team and holding the "OBIC Special Concert" featuring world-renowned conductor Ken-Ichiro Kobayashi.

American football team OBIC Seagulls is formed
In 2021, won the top league championship for the eighth time, and first time in seven years

The first OBIC Special Concert held

2020s~ Strengthening proposal activities for large and mid-sized enterprises and continuing to innovate for further growth

In 2020, the OBIC Midosuji Building was completed in Osaka, the company's birthplace. We further strengthened our knowledge-intensive business model and raised our number of business model patent applications, which visualize system-building know-how by industry and sector, beyond 2,400. Our enhancement of added value has led to competitive differentiation, and our market development is progressing smoothly, mainly among large and mid-sized enterprises.

To achieve sustained growth, we have also obtained external certifications, including the "Certified Health and Productivity Management Outstanding Organization" and "Platinum Kurumin" certifications, as well as ISO 14001 environmental management certification. In 2025, we established the AI Research & Development Promotion Department and Human Capital Development Promotion Office to further strengthen our organizational structure with a view to the future.

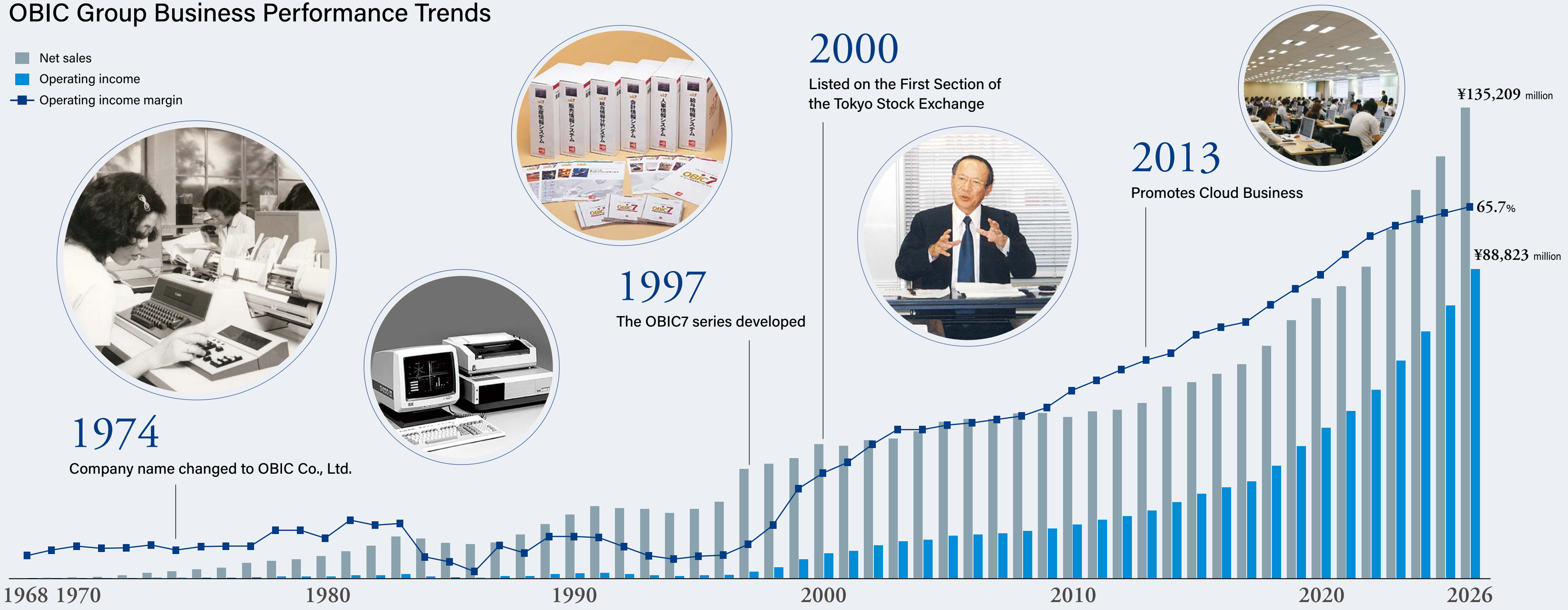
We will continue to strive to contribute to our customers and society through sincere customer service and continued innovation.

The OBIC Midosuji Building completed in Osaka, the site of the Company's founding

CONTENTS

02 Introduction
02 Top message
03 Vision・Mission
04 Business Development of OBIC Group
06 Table of Contents, Editorial policy
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
42 Data Selection

OBIC Group Business Performance Trends



OBIC Group History

1968 Company founded in Osaka as Osaka Business Co., Ltd.
1974 Company name changed to OBIC Co., Ltd.
1976 OBIC Office Automation Co., Ltd. founded
1979 Number of office computers (MELCOM 80 series) delivered exceeds 3,000 units
1980 Office computer "OFFICE80" developed
OBIC Business Consultant Co., Ltd. founded
1981 OBIC Business Solution Co., Ltd. founded
1982 OBIC System Engineering Co., Ltd. founded
1996 OBIC Support Center opens
1997 OBIC7 series of comprehensive corporate ERP software products developed
1998 Listed on the Second Section of the Tokyo Stock Exchange
2000 Designated to the First Section of the Tokyo Stock Exchange
2005 OBIC Tokyo headquarters building completed (Kyobashi, Chuo-ku)
2006 Acquires ISO/IEC27001(ISMS) certification Enters into Certified Gold Partner. Agreement with Microsoft Corporation
2013 Launch of OBIC Cloud
2017 OBIC Cloud Academy Tokyo opens
2018 50th anniversary of the foundation
Total number of companies using the OBIC7 series exceeds 20,000
2020 Market capitalization exceeds ¥2 trillion
The OBIC Midosuji Building completed (Hiranomachi, Chuo-ku, Osaka) OBIC Cloud Academy Osaka opens
2021 OBIC Cloud Academy Nagoya opens
2024 Receives the Intellectual Property Achievement Award from the Commissioner of the Japan Patent Office

Events in Society

1968 Kawabata Yasunari awarded the Nobel Prize in Literature
1970 Osaka World Exposition held
1972 First giant panda brought to Japan
1976 Apple Computer, Inc. (now Apple Inc.) founded
1978 Treaty of Peace and Friendship Between Japan and the People's Republic of China signed
1983 Tokyo Disneyland opens
1986 Act on Securing, Etc. of Equal Opportunity and Treatment between Men and Women in Employment goes into effect
1989 Heisei era begins, Berlin Wall falls, and the Cold War ends
1995 Great Hanshin-Awaji Earthquake
1998 Nagano Winter Olympic Games held
2000 Financial Services Agency established; ¥2,000 note issued
2002 FIFA World Cup Korea/Japan begins
2008 Bankruptcy of Lehman Brothers (2008 Financial Crisis)
2009 Dematerialization of share certificates of listed companies
2011 Great East Japan Earthquake
2012 Tokyo Skytree opens
2019 New era "Reiwa" is announced
2020 Outbreak of the COVID-19 pandemic
2021 Tokyo 2020 Olympic Games held
2025 Osaka World Exposition held

CONTENTS

02 Introduction
02 Top message
03 Vision・Mission
04 Business Development of OBIC Group
06 Table of Contents, Editorial policy
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
42 Data Selection

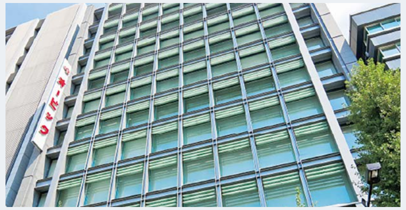
Table of Contents

Introduction

Top Message 2
Vision・Mission 3
Business Development of OBIC Group 4
Table of Contents and Editorial Policy 6

Value Creation Story

Financial and Non-Financial Highlights 7
Financial Capital 10
Value Creation Process 12
Materiality 13
Risks and Opportunities, and Response Thereto 14
Value Creation through a "Virtuous Cycle of People and Knowledge" 15



Growth Strategy to Create Value

Business Model 16
Business Summary of OBIC Group 17
Strengths of the OBIC Group 18
Overview of Operations 19
Initiatives to Enhance Intellectual Capital 22

Base for Supporting Value Creation

Initiatives for Human Capital 25
Initiatives for Society 31
Initiatives for Environment 34
Corporate Governance 36

Data Selection

Summarized Financial and Non-Financial Data 42
Company Profile, Financial Results Information, and Stock Information 43

2026 TOPICS

Relocation to a new building in the Kyobashi area and expansion of headquarters space by 30%

In August 2025, we moved into a newly constructed wooden office building adjacent to our Tokyo headquarters as a major tenant. This has increased our employee office space by 30%, preparing us for an expansion in new hires over the medium to long term.
We will continue to promote the development of an environment where employees can work comfortably as we strive for further service quality improvement.

Editorial policy

The OBIC Group publishes the Integrated Report with the aim of enhancing communication with our stakeholders, and improving their understanding of the OBIC Group's medium- to long-term value creation through financial and non-financial information.

Period covered by the report

April 1, 2025 to March 31, 2026
(The report includes some information of years other than the relevant year.)

Scope covered by the report

In principle, this Integrated Report provides information about OBIC Co., Ltd. and the OBIC Group (one consolidated subsidiary and two equity method affiliates).

Reference guidelines

The International Integrated Reporting Framework by the IFRS Foundation, and Guidance for Collaborative Value Creation by the Ministry of Economy, Trade and Industry are used as reference.

Matters that require attention regarding future outlook

This Integrated Report includes information concerning future outlook and future forecast based on plans. These descriptions do not guarantee future performance; as they include various risks and uncertainties, actual financial results, performance, achievement degree, and financial condition in the future can be different from the present outlook.

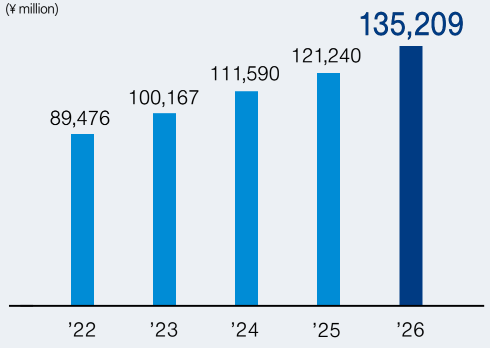
CONTENTS

02 Introduction
02 Top message
03 Vision・Mission
04 Business Development of OBIC Group
06 Table of Contents, Editorial policy
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
42 Data Selection

Financial and Non-Financial Highlights

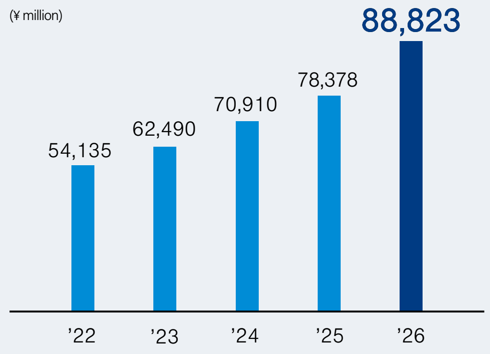
■ Net Sales

¥135,209 million (consolidated)



■ Operating Income

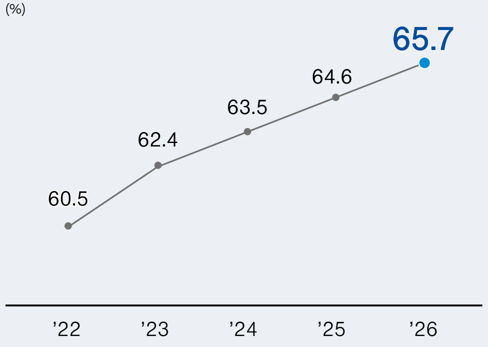
¥88,823 million (consolidated)



* Increase in operating income for 32 consecutive years

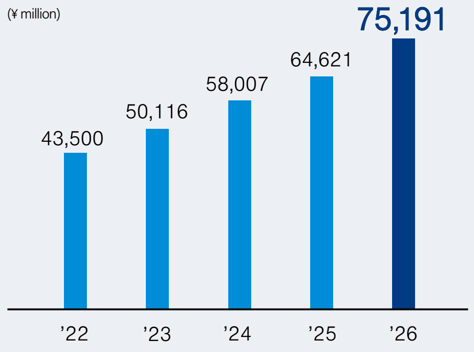
■ Operating Income Margin

65.7% (consolidated)



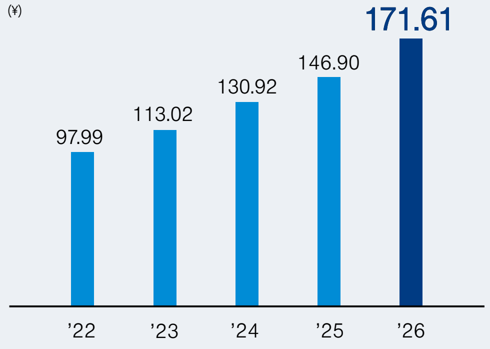
■ Net Income Attributable to Owners of the Parent

¥75,191 million (consolidated)



■ Net Income per Share (EPS)

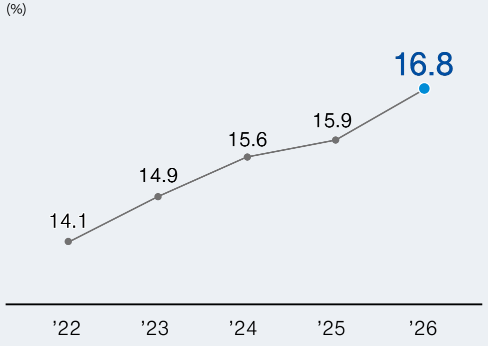
¥171.61 (consolidated)



* A stock split was implemented at a ratio of 5 shares for every 1 common share on October 1, 2024.
Calculated assuming the stock split was conducted at the beginning of each fiscal year from March 2022 to March 2024.

■ Return on Invested Capital (ROIC)

16.8% (consolidated)



* Return on invested capital (ROIC) = operating income after tax / (shareholders' equity + interest-bearing debt)

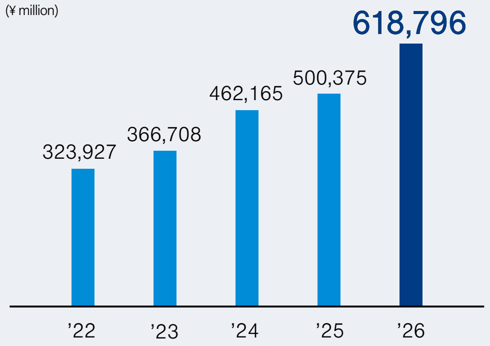
CONTENTS

02 Introduction
07 Value Creation Story
07 Financial and Non-Financial Highlights
10 Financial Capital
12 Value Creation Process
13 Materiality
14 Risks and Opportunities, and Response Thereto
15 Value Creation through a "Virtuous Cycle of People and Knowledge"
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
42 Data Selection

株式会社オービック

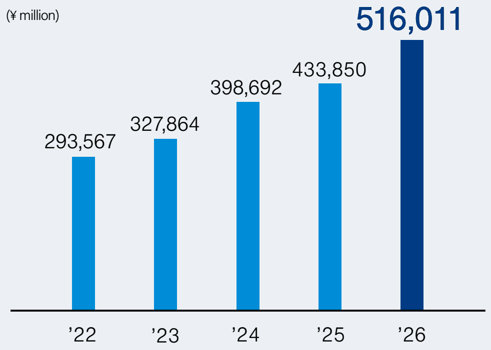
Total Assets

¥618,796 million (consolidated)



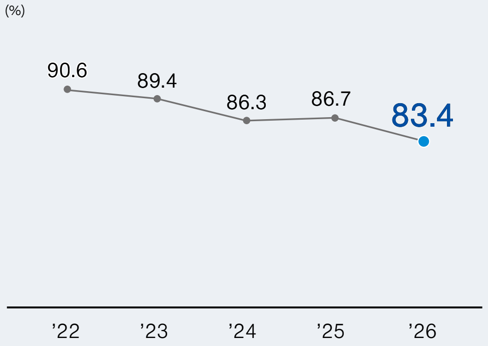
Net Assets

¥516,011 million (consolidated)



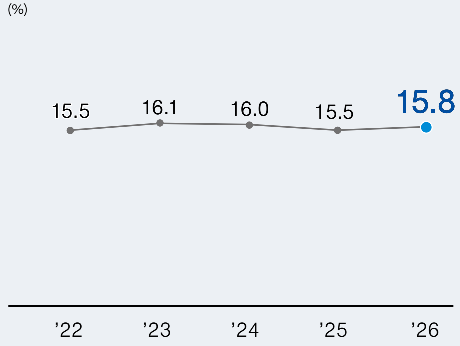
Equity Ratio

83.4% (consolidated)



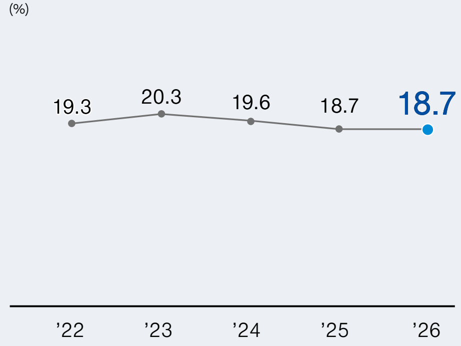
Return on Equity (ROE)

15.8% (consolidated)



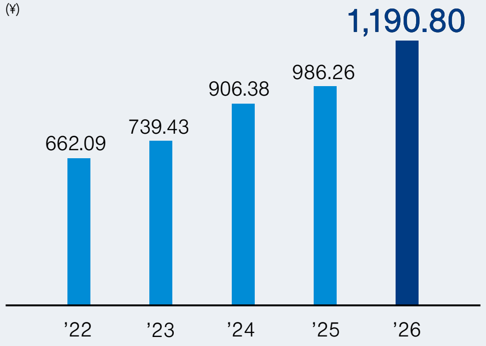
Return on Assets (ROA)

18.7% (consolidated)



Net Assets per Share (BPS)

¥1,190.80 (consolidated)



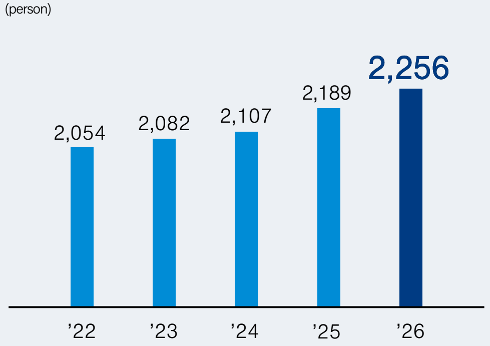
* A stock split was implemented at a ratio of 5 shares for every 1 common share on October 1, 2024.
Calculated assuming the stock split was conducted at the beginning of each fiscal year from March 2022 to March 2024.

CONTENTS

02 Introduction
07 Value Creation Story
07 Financial and Non-Financial Highlights
10 Financial Capital
12 Value Creation Process
13 Materiality
14 Risks and Opportunities, and Response Thereto
15 Value Creation through a "Virtuous Cycle of People and Knowledge"
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
42 Data Selection

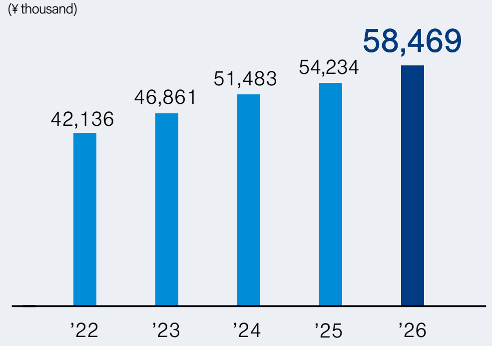
■ Total number of employees

2,256 persons (consolidated)



■ Net sales per employee

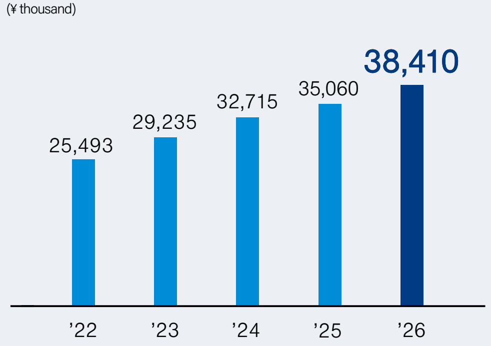
¥58,469 thousand (consolidated)



* Calculated on the basis of average number of employees for the year

■ Operating income per employee

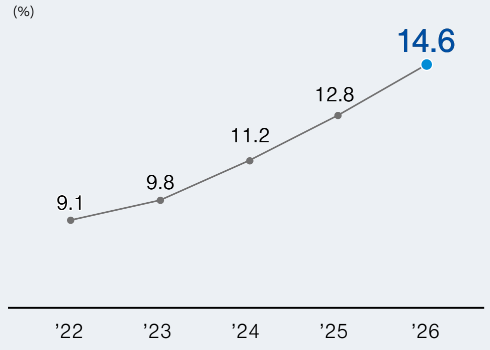
¥38,410 thousand (consolidated)



* Calculated on the basis of average number of employees for the year

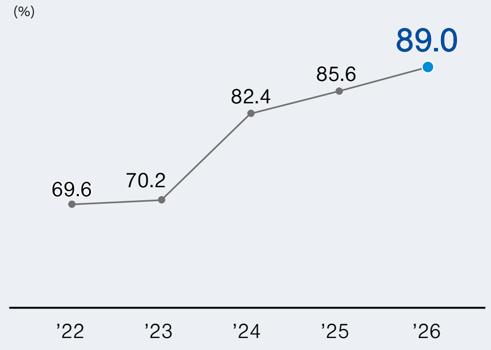
■ Ratio of women in managerial positions

14.6% (non-consolidated)



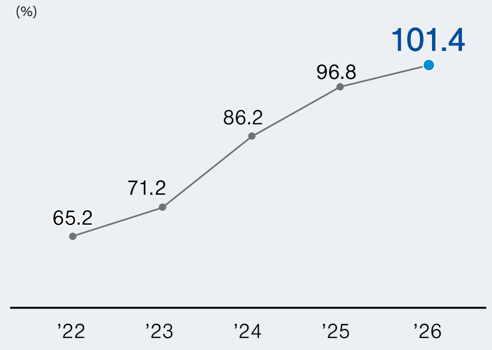
■ Paid leave acquisition rate

89.0% (non-consolidated)



■ Acquisition rate of male employees taking childcare leave, etc.

101.4% (non-consolidated)



CONTENTS

02 Introduction
07 Value Creation Story
07 Financial and Non-Financial Highlights
10 Financial Capital
12 Value Creation Process
13 Materiality
14 Risks and Opportunities, and Response Thereto
15 Value Creation through a "Virtuous Cycle of People and Knowledge"
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
42 Data Selection

Financial Capital

Taking on the Challenge of Expanding Business with Active Investment While Maintaining Strong Financial Foundation

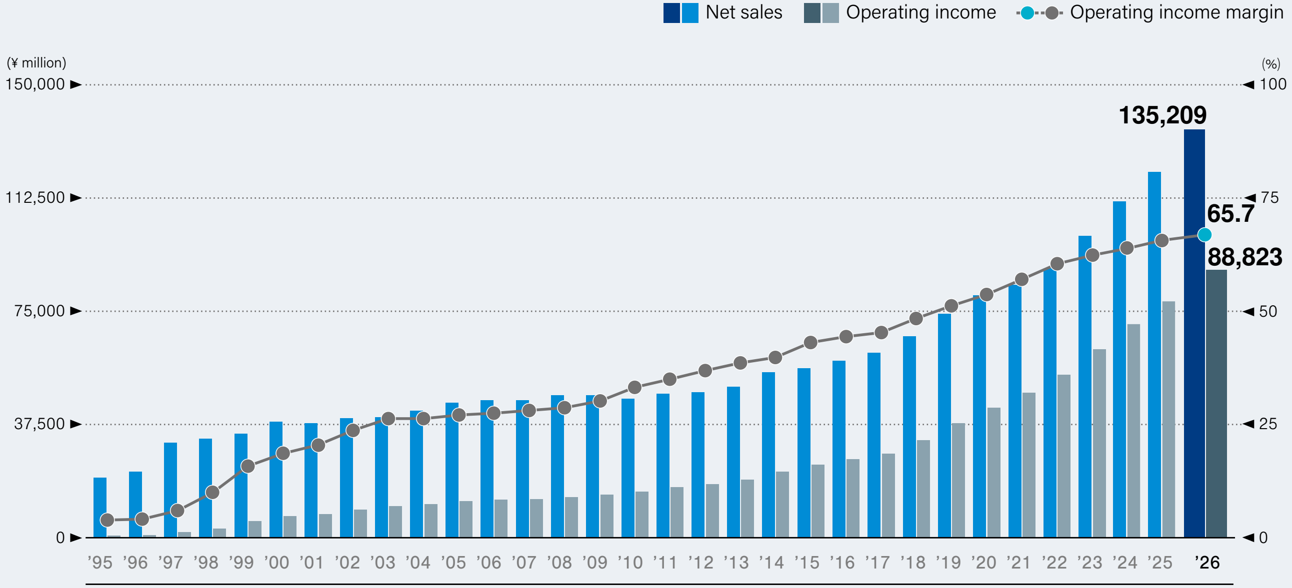
Operating Income Rose for 32nd Consecutive Fiscal Year

Since its establishment, OBIC has pursued quality in management with a focus on operating income, and continued to grow even during various global financial crises, such as when the bubble economy burst and Lehman Brothers failed. Recently, although the global economy has changed significantly due to tense overseas conditions, surging resource costs, and global monetary restraints, all of our employees have worked diligently, resulting in operating income growth for 32 consecutive years and a record-high operating income margin of 65.7%.

We will continue to secure a strong management foundation and strive to increase business performance and corporate value by making sufficient investments in human capital and cloud-related facilities.

Furthermore, we regard returning profits to shareholders as one of our key priorities. We believe appropriate reflection of our corporate value in our share price will enable us to meet shareholders' expectations. We will work to maintain and improve the consolidated dividend payout ratio and return on equity (ROE), based on stable and continuous dividends.

Net sales/Operating Income (¥ million)/Operating Income Margin (%)



Growth	Profitability	Efficiency	Safety	Continuity
Operating income Year over year	Operating income margin	Return on equity (ROE)	Equity ratio	Period of consecutive operating income growth
113.3%	65.7%	15.8%	83.4%	32 fiscal years

CONTENTS

02 Introduction
07 Value Creation Story
07 Financial and Non-Financial Highlights
10 Financial Capital
12 Value Creation Process
13 Materiality
14 Risks and Opportunities, and Response Thereto
15 Value Creation through a "Virtuous Cycle of People and Knowledge"
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
42 Data Selection

株式会社オービック

Enhancement of Financial Characteristic and Improvement of Capital Efficiency

The foundation supporting our financial performance lies in a business model that is committed to in-house development and direct sales and enhances customer satisfaction through an integrated system covering sales, development, and services. Our core product, the integrated business software OBIC7 Series, continues to receive strong demand for system construction from large and medium-sized companies in a wide range of industries, including manufacturing, distribution, services, and finance. We also effectively meet the need for cloud services, which require speedy response, through our in-house cloud centers. In addition, we are strengthening the foundation for providing high-quality services by proceeding with upfront investments such as expanded facilities that lead to business continuity and sustainable growth, while also focusing on returns to human capital. In particular, we are further enhancing our competitiveness by securing and developing talented human capital.

In our business strategy for the fiscal year ending March 2027, we aim to achieve an increase in operating income for the 33rd consecutive year and further strengthen our financial foundation. While continuing to emphasize "quality in management," and based on the 32 consecutive fiscal years of increased profit achieved through the previous fiscal year, we will aim this fiscal year to again generate operating income exceeding that of the previous fiscal year.

As an independent company, we place significance on maximizing financial security and have continued debt-free management. Our equity ratio remained high at 83.4% as of the end of the previous fiscal year. This strong financial characteristic supports our management foundation that flexibly responds to changes in the external environment.

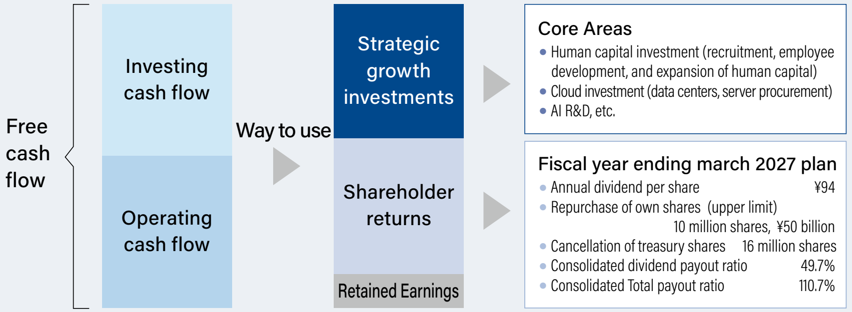
By continuing to maintain a direct sales structure that allows us to hear customers' views directly and quickly capture market trends, we will adapt swiftly even in this age of rapid change. Close communication with customers is essential for improving our services, so we will continue to sincerely listen to customer feedback and strive to provide better services.

Capital Allocation and Shareholder Returns

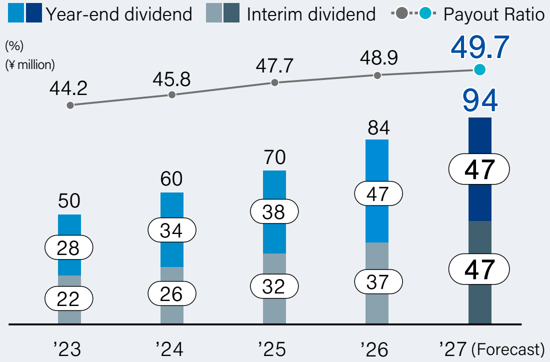
The Company's basic approach is to secure a strong management foundation by producing high performance and to stably continue reinvestment and shareholder returns over the medium and long term. We believe that this will lead to the improvement of corporate value and an appropriate stock price level.

With the aim of sustainably enhancing corporate value, we will make investment in growth areas that offer profitability above the cost of capital the top priority in our capital allocation. We will first allocate free cash flow (FCF) generated from business activities to strategic growth investments in human resources, the cloud, AI, and other areas to strengthen our future competitive advantage, while also enhancing shareholder returns. Looking at shareholder returns, we will work to maintain and improve our consolidated dividend payout ratio based on stable and continuous dividends. Funds remaining after dividend payments will be used for flexible share repurchases and other measures to improve capital efficiency and maximize shareholder value. Looking at capital efficiency, we recognize that our ROE has remained above 10%, which demonstrates efficient use of capital and high profitability. We will continue to strive for business growth and improved profitability, maintain our high level of ROE through appropriate investment decisions and efficient management, and achieve further sustainable improvement.

Capital Allocation



Dividend Record



Note: A stock split was implemented at a ratio of 5 shares for every 1 common share on October 1, 2024. Dividend amounts are calculated on the assumption that the stock split had been implemented from the beginning of the fiscal year ended March 2023 through the fiscal year ended March 2025.

CONTENTS

02 Introduction
07 Value Creation Story
07 Financial and Non-Financial Highlights
10 Financial Capital
12 Value Creation Process
13 Materiality
14 Risks and Opportunities, and Response Thereto
15 Value Creation through a "Virtuous Cycle of People and Knowledge"
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
42 Data Selection

Value Creation Process

Recognition of external environment Risks and Opportunities, and Response Thereto
▶P.14

Materiality Key Priorities
▶P.13

Input

Financial capital
Equity ¥516.0 billion
Free cash flow ¥71.7 billion

Production capital
Continuously strengthen products that address customer needs
Strengthen quality control of products and projects
Provide cloud services with advanced security levels
Upgrade and expand training facilities for customers

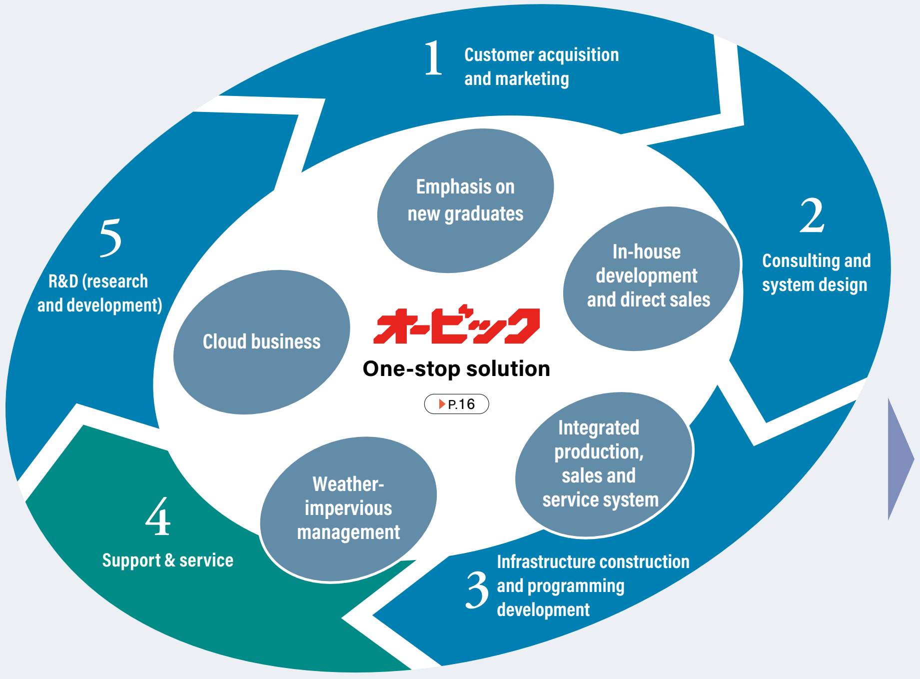
Intellectual capital
R&D expenses ¥3.0 billion
Accumulate expertise through the acquisition of business model patents focused on the business practices of each business sector and industry

Human capital
Total number of consolidated employees 2,256
Active recruitment of new graduates
Development of diverse core personnel

Social Capital
Total customer base
Over 29,000 companies
Expand use of cloud services
Dialogue with stakeholders such as investors

Natural capital
Environmental policies and formulation of targets
Build an environmental management system

Business Model



Base for Supporting Value Creation

Initiatives for Human Capital ▶P.25
Initiatives for Society ▶P.31
Initiatives for Environment ▶P.34
Corporate Governance ▶P.36

Output

Results Achieved through Business

Consolidated Results

Net sales	¥135.2 billion
Operating income	¥88.8 billion
Operating income margin	65.7%
Periods of consecutive profit growth	32

Dividends

Annual dividend per share	¥84
Payout Ratio	48.9%

Outcome

Creation of Social and Economic Value

Economic Value

ROE	15.8%
Equity Ratio	83.4%

Social Value

Customers
Support digital transformation and help companies to create new earnings drivers by providing cloud services to customers

Employees

Number of new graduate employees	161 person
Ratio of women in managerial posts	14.6%
Employee turnover rate (five-year average)	4%

Business partners
Fulfill social responsibilities that ensure business continuity

Shareholders and investors
Return profits linked to business performance
Increase in our stock price and market capitalization

Local communities
Contribution to community invigoration

Environmental value
Reduce the environmental impact of OBIC and its customers by concentrating operations at the cloud center
CO_2 emissions per unit
9% vs previous fiscal year

Maximizing Shareholder Value and Increasing Capital

CONTENTS

02 Introduction
07 Value Creation Story
07 Financial and Non-Financial Highlights
10 Financial Capital
12 Value Creation Process
13 Materiality
14 Risks and Opportunities, and Response Thereto
15 Value Creation through a "Virtuous Cycle of People and Knowledge"
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
42 Data Selection

株式会社オービック

Materiality

Corporate philosophy

"Company growth starts with employee growth"
"Innovation~Destruction and Creation~"

Process of Identifying Issues

Step1	Grasp the current situation surrounding the OBIC Group
Step2	Select key priorities to respond to social demands
Step3	Confirm validity and identify materiality

Targets to Work on Related to Materiality Items

		Materiality	Key indicators	Target for the fiscal year ending March 31, 2027	Target for the fiscal year ending March 31, 2026	Related SDGs
Key priorities related to business	Production capital	Technology innovation and product development	Cloud utilization rate	90% or more	95%	7, 8, 9, 12
		Information security enhancement	Number of serious information leak incidents	0	0	16
			Information security training completion rate	100%	100%	
		Business continuity plans	Annual BCP drill implementation rate	100%	100%	11
			Telework environment readiness rate	100%	100%	
	Intellectual capital	Increasing added value through accumulation of know-how	Operating income per employee	100% or higher compared to the previous fiscal year	109.6% compared to the previous fiscal year	8, 9
			Cumulative number of business model patent applications	100% or higher compared to the previous fiscal year	116.4% compared to the previous fiscal year	
Key priorities related to corporate activities	Human capital	Securing and training human resources	New graduate hiring rate	100%	100%	4
			Employee training implementation rate	100%	100%	
		Health management and work-life balance	Acquisition ratio of male employees taking childcare leave	100%	101.4%	3
			Paid leave acquisition rate	100%	89.0%	
		Ensuring diversity through employee growth	Ratio of women in management positions	15% (As of March 31, 2028)	14.6%	5
	Natural capital	Environmental preservation, including climate change response	Greenhouse gas emissions reduction rate (Scope 1 + 2) Base year: FY2017	50% reduction (2030) 100% reduction (2050)	45.8%	13, 14, 17
	Rigorous corporate governance		Sustainability training completion rate	100%	100%	10, 15, 16
			Board of Directors meeting attendance rate (Ratio for all directors)	90% or higher	100%	

CONTENTS

02 Introduction
07 Value Creation Story
07 Financial and Non-Financial Highlights
10 Financial Capital
12 Value Creation Process
13 Materiality
14 Risks and Opportunities, and Response Thereto
15 Value Creation through a "Virtuous Cycle of People and Knowledge"
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
42 Data Selection

Risks and Opportunities, and Response Thereto

Ever-changing political climate and market circumstances pose various risks to corporate activities.
In modern society with globalization and diversification advancing, OBIC builds a structure that can properly respond to risks having a potential impact on our corporate value, and aims to achieve sustained growth and contribute to society.

	Risk factors	Risks	Opportunities	Countermeasures	Corresponding materiality
Economy	**Deterioration of an economic environment due to business recession, price fluctuation, etc.**	• Reduction of investing activities associated with decline in earnings • Deterioration of an employment environment	• Expansion of market share due to the weakening of competitors • Promotion of innovation • Improvement of corporate value	• Cost reduction and promotion of efficiency • Improvement of productivity • Development of close relationships with customers	• Technology innovation and product development • Increasing added value through accumulation of know-how
Technology	**Cybersecurity threats**	• Damage to corporate image • Suspension of business	• Protection of information assets • Securing of business continuity • Acquisition of competitive advantage	• Enhancement of security measures • Improvement of employees' security awareness • Quick response to the occurrence of information leakage	• Information security enhancement
Society	**Occurrence of large-scale natural disasters**	• Restrictions on business activities • Damage to facilities, etc.	• Enhancement of risk management • Improvement of reputation from the international community	• Formulation and enhancement of a business continuity plan (BCP) • Analysis and management of supply chain risks • Enhancement of initiatives for environment issues	• Business continuity plans • Environmental preservation, including climate change response
Human capital	**Shortages of human capital or decline in motivation**	• Loss of competitive advantage • Decrease in productivity • Compliance violations	• Acquisition of talented human capital • Improvement of employee engagement • Enhancement of innovation • Acquisition of competitive advantage • Realization of sustainable growth	• Active recruiting activities • Enhancement of training systems • Creation of satisfying work environment • Diversity & inclusion	• Securing and training human capital • Ensuring diversity through employee growth • Health management and work-life balance
Organization	**Inadequacy of governance system**	• Decline in employees' motivation • Decrease in customer satisfaction • Loss of competitive advantage	• Management transparency and efficiency improvement • Improvement of reputation from the investors • Prompt response to ESG issues	• Enhancement of corporate governance system • Demonstration of leadership by management personnel • Enhancement of information disclosure • Enhancement of internal controls • Clarification of responsibilities of management personnel and officers	• Rigorous corporate governance

CONTENTS

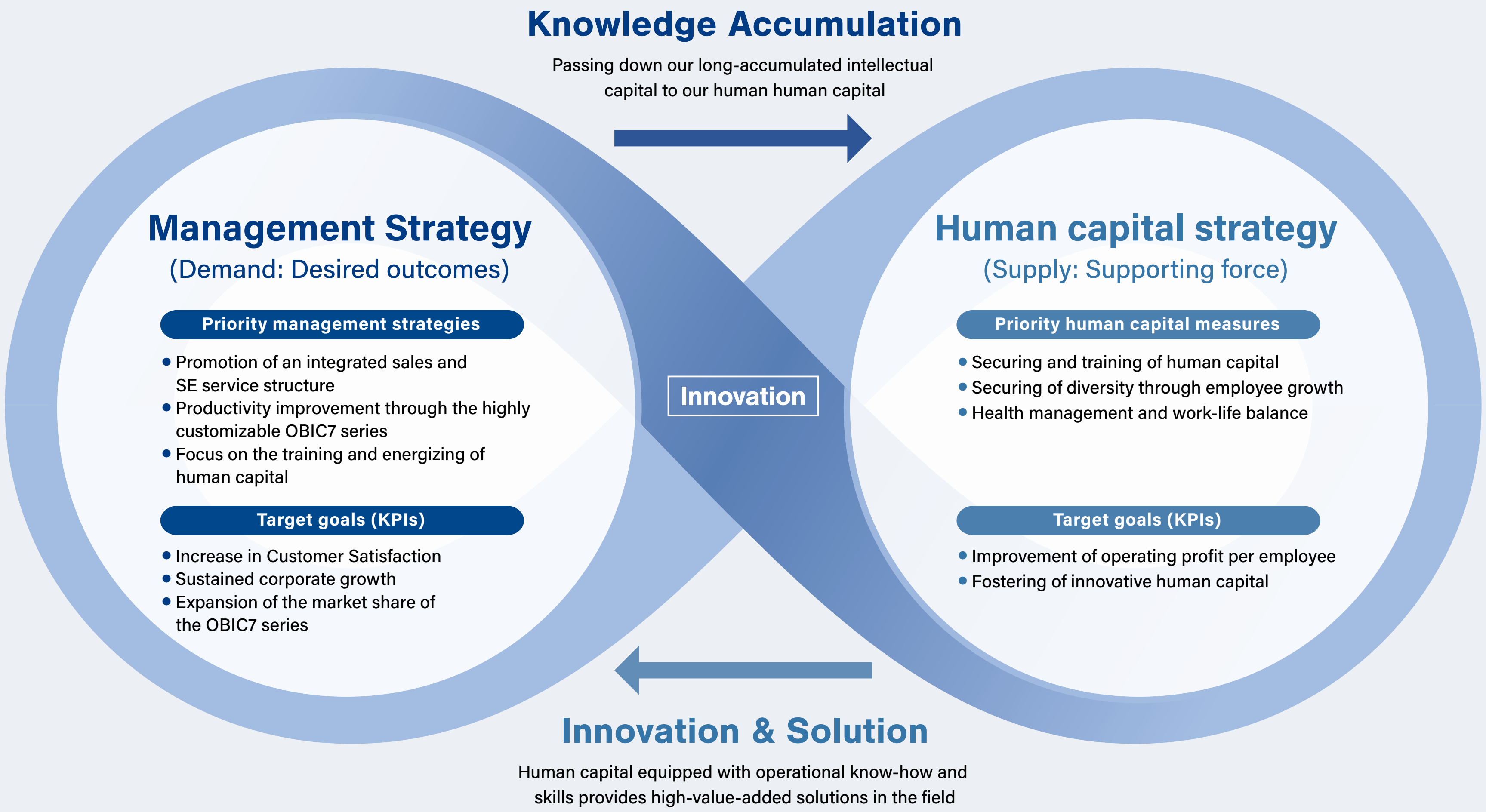
02 Introduction
07 Value Creation Story
07 Financial and Non-Financial Highlights
10 Financial Capital
12 Value Creation Process
13 Materiality
14 Risks and Opportunities, and Response Thereto
15 Value Creation through a "Virtuous Cycle of People and Knowledge"
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
42 Data Selection

株式会社オービック

Value Creation through a “Virtuous Cycle of People and Knowledge”

A unique principle that generates growth

The source of OBIC’s competitiveness lies in its long-standing emphasis on new graduate hires and the resulting accumulation of human capital and intellectual capital. We have steadily maintained a cycle by which new graduate employees acquire operational know-how and skills over time, then channel knowledge gained in the field back into human capital development. The proposal capabilities and system-building methods refined through this process have been well received and have led to many customers choosing our company.



CONTENTS

02 Introduction
07 Value Creation Story
07 Financial and Non-Financial Highlights
10 Financial Capital
12 Value Creation Process
13 Materiality
14 Risks and Opportunities, and Response Thereto
15 Value Creation through a “Virtuous Cycle of People and Knowledge”
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
42 Data Selection

Business Model

Customer acquisition and marketing

Discovery of strategic customers' needs based on market analysis

While looking into the market from various points of view, such as economic atmosphere, industry trends, and law revision, we strive to discover the needs of new and existing customers in a strategic manner.

R&D (research and development)

Development of new technologies and services to increase our competitiveness

We will direct our efforts to the development of new technologies and services in order to increase our industry-leading competitiveness in a sustainable manner. Through innovative research and development, we will create the next-generation products and solutions, and provide new value to the market.

Consulting and system design

Proposal of customized solutions and systems design toward solving issues

We propose optimal solutions for customers' issues. We examine specific realization methods utilizing the latest functions or past know-how before designing a system.

Programming Development and Cloud environment Creation

Creation of high-security and high-performance systems utilizing cloud technology

We perform programming based on a design document. We create a high-security and high-performance system usage environment with the OBIC7 Cloud.

Support & service

Full support for smooth system operation and follow-up service after installation

We provide total service that will allow our customers to experience comfortable operation and feel great peace of mind, ranging from operation support and education to outsourcing.

Innovating customers' businesses through seamless one-stop solution

OBIC has remained committed to a user-oriented approach since its foundation in April 1968. Considering issues from the customer's viewpoint, OBIC has continuously delivered expertise that generates management efficacy as required by customers. Such efforts have given rise to One-Stop Solutions, a solutions platform that enjoys a high recognition among customers as a business model unique to OBIC.

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
16 Business Model
17 Business Summary of OBIC Group
18 Strengths of the OBIC Group
19 Overview of Operations
22 Initiatives to Enhance Intellectual Capital
25 Base for Supporting Value Creation
42 Data Selection

株式会社オービック

The OBIC Group's unique total solution and synergy that accelerate corporate growth

01 System Integration Services

Net sales

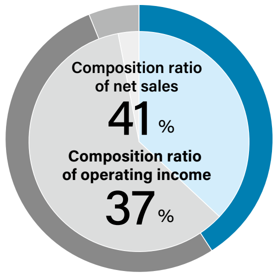
¥55,250 million

(increase by 9.8% vs previous fiscal year)

Operating income

¥32,982 million

(increase by 10.3% vs previous fiscal year)



Major services: Provision of core operating integration systems

Major companies: OBIC Co., Ltd.

02 System Support Services

Net sales

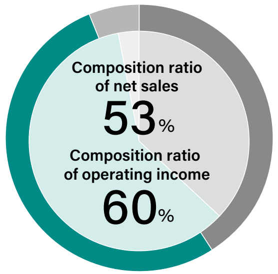
¥71,508 million

(increase by 13.5% vs previous fiscal year)

Operating income

¥52,896 million

(increase by 15.2% vs previous fiscal year)



Major services: Operation support, maintenance, etc. of core operating integration systems

Major companies: OBIC Co., Ltd.

03 Office Automation Services

Net sales

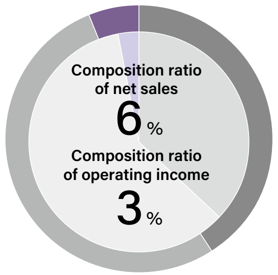
¥8,451 million

(increase by 7.2% vs previous fiscal year)

Operating income

¥2,944 million

(increase by 14.5% vs previous fiscal year)



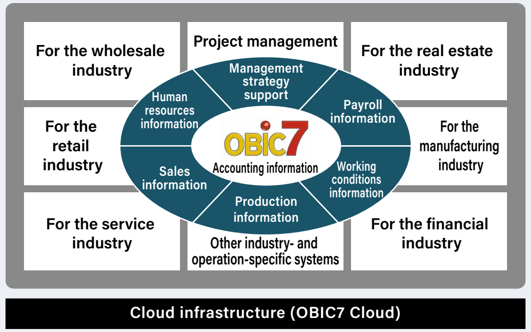
Major services: Provision of office automation equipment in general and computer supplies

Major companies: OBIC Office Automation Co., Ltd.

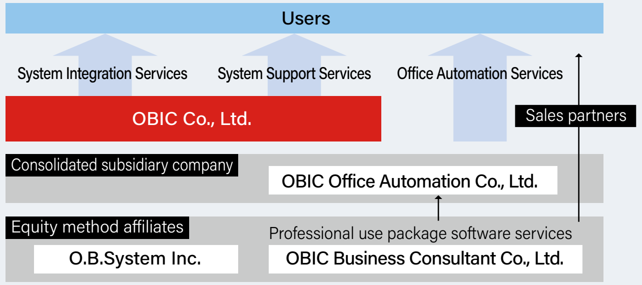
* Net sales and operating income by segment above are results of the fiscal year ended March 2026.

OBIC7 Series

The OBIC7 series is a component-based ERP product that integrates information systems, such as those for personnel, payroll, management of working conditions, sales and production, with a primary focus on accounting information systems. The product is designed in such a way that by utilizing the advantages of a component-based system developed in-house, it becomes possible to customize it according to the characteristics of customer business types and business formats and maintain integration at an introduction stage. This makes it possible to achieve total optimization in a short time frame, contributing to optimizing investment for the informatization of the entire business group. The OBIC7 series has been installed by many companies since its launch in 1997 and has gained the top market share.



Business Structure



* Since the professional use package software services are carried out by an affiliate company, they are not included in any segment for services.

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
16 Business Model
17 Business Summary of OBIC Group
18 Strengths of the OBIC Group
19 Overview of Operations
22 Initiatives to Enhance Intellectual Capital
25 Base for Supporting Value Creation
42 Data Selection

株式会社オービック

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
16 Business Model
17 Business Summary of OBIC Group
18 Strengths of the OBIC Group
19 Overview of Operations
22 Initiatives to Enhance Intellectual Capital
25 Base for Supporting Value Creation
42 Data Selection

Strengths of the OBIC Group

1 Emphasis on new graduates

OBIC recruits only new graduates as employees. We work to provide the best solutions for customers' business issues by investing considerable time in developing employees' techniques and skills.

"People are the real assets of Osaka Business"
(from a corporate brochure published in 1973)

2 In-house development and direct sales

We identify ever-changing needs and issues of the market in a timely manner by coming face-to-face with customers, not through sales agents. We constantly provide optimal solutions and achieve business solutions by utilizing our expertise for direct sales and reflecting such expertise in our system development.

3 Integrated sales and SE service structure

Sales and SE staff work closely together to serve customers in an integrated sales and SE service structure. Our open and flat organizational structure allows employees to work across boundaries of job categories and job responsibilities, which contributes to their strong solidarity.

4 Weather-impervious management

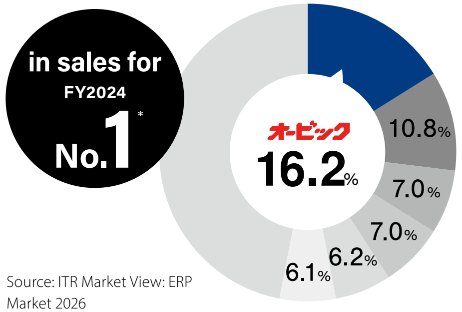
OBIC offers its solutions to all companies. Therefore, we can cover a wide range of customers from every line of businesses and industries, ranging from major enterprises and leading medium-sized enterprises to SMEs in terms of company size. This is why we have been able to establish a strong management foundation unaffected by economic trends.

5 Cloud business

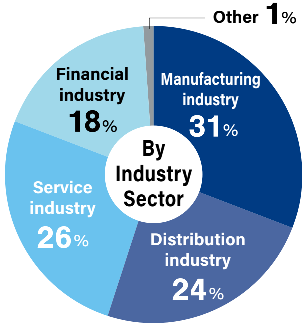
Our private in-house cloud service dramatically reduces customers' maintenance and upgrade work. Ensuring rapid stable operation and advanced security, this cloud service responds to the optimization of work styles and rapid changes in the business environment.

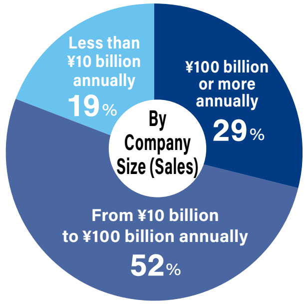
Share of net sales for ERP market

OBIC ranked No. 1 (16.2%) in terms of market share by vendor sales in fiscal 2024 in "ITR Market View: ERP Market 2026," a market research report published by ITR Corporation. In addition, we ranked first in accounting operations (16.9%) and sales operations (25.1%) for market share by business field in fiscal 2024, as well as in various other market shares.



Source: ITR Market View: ERP Market 2026
* Based on FY2024 sales amount





* The graphs show the results of System Integration Services based on net sales. (Fiscal year ended March 31, 2026)

株式会社オービック

Overview of Operations

System Integration

System Integration Services

Supporting customers' business reforms through the provision of IT services

Characteristics and Strength of the Services

Through our system integration services, we provide business consulting service for corporations, systems design, program development, and installation support, with a primary focus on the OBIC7 series, our flagship comprehensive corporate ERP software products.

OBIC has two major strengths related to these services.

The first is a one-stop solution. In the system development industry, it is common for a prime contractor to re-entrust services to multiple layers of companies such as subcontractors and sub-sub contractors. However, we perform all steps by our own employees without re-entrusting them, and strive to promote projects smoothly through prompt and appropriate communication with customer companies.

The second is our expertise in various industries and businesses. OBIC has been addressing the functional enhancement of products and services as well as the accumulation of know-how in human capital through doing business with companies in various industries and businesses for more than 50 years since its foundation. In projects of major and leading medium-sized enterprises, which are our main projects, we are required to satisfy various business requirements in line with the business practices of industries and businesses. The OBIC7 series has enjoyed a high reputation among our customers for its ability to cover a wider range of area than competitors' products in its standard conditions as well as for its usability that allows users to reduce the burden of customized development as much as possible while securing the quality and rapid operations, all of which are the product of our years of effort to enhance the functions of the OBIC7 series according to the needs of each industry and business.

Principal products and services

OBIC7 Series


OBIC Cloud Academy

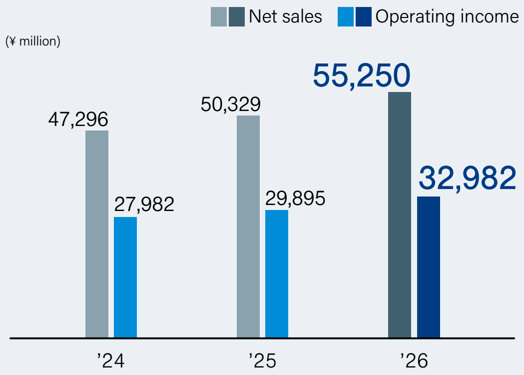
Results and issues in the fiscal year ended March 31, 2026

In this fiscal year, our flagship products, the OBIC7 series of comprehensive corporate ERP software products, were appreciated by companies of various industries and businesses as an ERP system to manage information in an integrated manner. As a general tendency, we promoted the acquisition of new customers among major and leading medium-sized enterprises, as a result of which the sales of system building of the OBIC7 series with high added value remained strong.

We have conventionally promoted the expansion of market share, the accumulation of expertise, and the enhancement of proposal capabilities in the market of leading medium-sized enterprises. In recent years we have also been developing our business in the market of major enterprises. At our OBIC Cloud Academy training facility that introduces industry-specific system implementation examples and benefits to client companies, we presented varied content including user lectures and seminars on responding to legal revisions such as the new lease accounting standards, attracting many participants.

We will continue to address the expansion of our market share in the market of major enterprises by improving our added-value proposal capabilities and productivity.

Net Sales/Operating Income



CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
16 Business Model
17 Business Summary of OBIC Group
18 Strengths of the OBIC Group
19 Overview of Operations
19 System Integration
20 System Support
21 Office Automation
22 Initiatives to Enhance Intellectual Capital
25 Base for Supporting Value Creation
42 Data Selection

株式会社オービック

System Support

System Support Services

Continuing to support IT services growing with the development of companies into the future

Characteristics and Strength of the Services

Our system support services include operation support after the beginning of system operation, maintenance, the measurement of the effect of system utilization, etc. OBIC has three major strengths related to these services.

The first is reliable operation and quick recovery. Many of our client companies use their systems in our in-house private cloud environment, which achieves more stable operations and higher hardware redundancy than on-premise setups. In addition, since supporting applications and an infrastructure in-house in an integrated manner enables us to clearly identify a cause in case of failure and allows quicker recovery than the case where multiple vendors provide support, which is highly evaluated.

The second is a high level of security. Since our flagship products, the OBIC7 series of comprehensive corporate ERP software products, are core systems that handle highly confidential information assets related to management, they need to satisfy requirements of high-level security. Our OBIC7 Cloud is adopted by large financial institutions with strict security requirements, and has been introduced by many major and leading medium-sized enterprises.

The third is our continuous proposal activities. Our sales and SE staff engage in continuous proposal activities such as by measuring the effect of system utilization even after system installation, through which we work to build lasting relationships with customers.

Principal products and services

Information system operation support

Cloud solutions

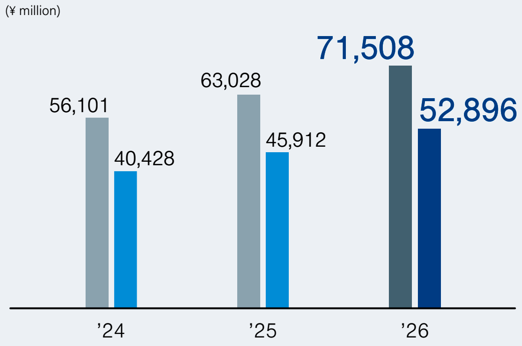
Results and issues in the fiscal year ended March 31, 2026

During the fiscal year, our core cloud solutions and other software operational support and maintenance services performed favorably amid a growing number of large and mid-sized enterprise customers.

Since SE staff do not need to be dispatched to client companies' locations for OBIC7 Cloud system support, employee productivity is also improving.

In order to continue to respond to high demand from the market of major and leading medium-sized enterprises, we will work on the improvement of the support system and service quality as well as the further enhancement of cloud service by making cloud-related prior investments actively.

Net Sales/Operating Income



CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
16 Business Model
17 Business Summary of OBIC Group
18 Strengths of the OBIC Group
19 Overview of Operations
19 System Integration
20 System Support
21 Office Automation
22 Initiatives to Enhance Intellectual Capital
25 Base for Supporting Value Creation
42 Data Selection

Office Automation

Office Automation Services

Aiming for the creation of an ideal office environment and operational improvement

Characteristics and Strength of the Services

Our office automation services include the provision of system hardware to SMEs, and sales of office supplies, office furniture, etc.

OBIC has two major strengths related to these services.

The first is our group-integrated support system. Our flagship products, the Bugyo series of ERP package products for SMEs are ones developed by OBIC Business Consultant Co., Ltd. (OBC), our equity method affiliate company, which are highly evaluated because the OBIC Group can respond to system construction and provide support after installation in an integrated manner.

The second is our total office solution service. We provide adequate solutions to complex issues that can occur in an office such as the improvement of operation efficiency and work environment. We not only select software, hardware, security devices, etc. used in an office, but also propose optimum products and services including related office supplies and office furniture out of the options offered by a wide range of manufacturers. Our know-how that enables to provide such services is highly evaluated by SMEs.

Principal products and services

Bugyo Series

Hardware, and network and security devices

Office supplies

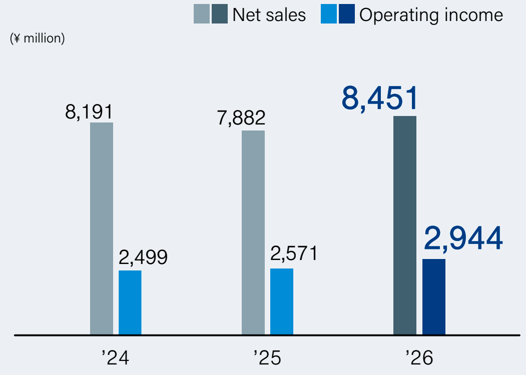
Office design

Results and issues in the fiscal year ended March 31, 2026

This year as well, driven by the growing digitalization needs of small and medium-sized enterprises, sales of highly profitable cloud products increased and remained steady.

We will continue to address the expansion of the share of the market targeting SMEs by maximizing the synergistic effect of the OBIC Group and promoting the improvement of operation efficiency of SMEs.

Net Sales/Operating Income



CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
16 Business Model
17 Business Summary of OBIC Group
18 Strengths of the OBIC Group
19 Overview of Operations
19 System Integration
20 System Support
21 Office Automation
22 Initiatives to Enhance Intellectual Capital
25 Base for Supporting Value Creation
42 Data Selection

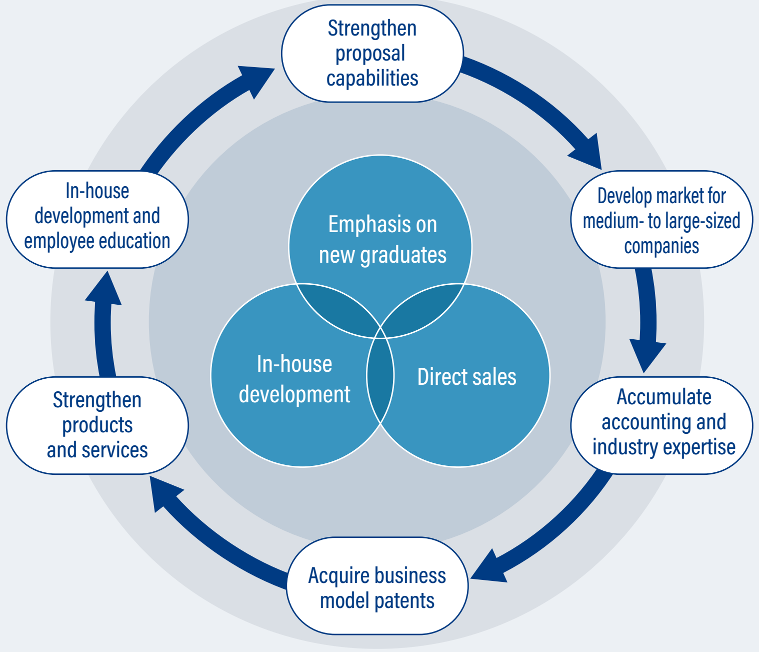
Initiatives to Enhance Intellectual Capital

Patent Strategy

OBIC, which has provided solutions to customers through in-house development and direct sales activities over many years, has accumulated a wealth of expertise of various industries and businesses. To visualize and increase the added value of this expertise leading to differentiation from the competition and bolstering of knowledge intensive business, the Company has been working for over two decades on acquiring business model patents.

Business model patents are patents that are granted for frameworks that utilize systems and other devices to solve business issues. We believe our strength in providing integrated in-house services for customers ranging from consulting to business process improvement proposals, systems design, and support after installation is reflected in the number of these patents that we have acquired.

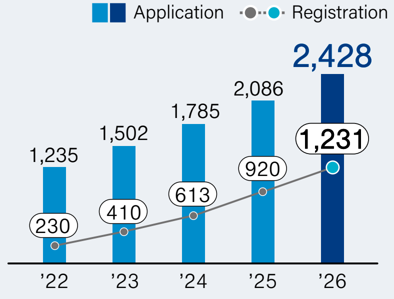
Process for Accumulating Intellectual Property



Patent Acquisition Framework

OBIC's patent strategy emphasizes acquiring patents linked to management strategy. We are working to acquire patents that are valuable to customers by incorporating the process of acquiring business model patents within various sales, marketing, and development strategy processes, such as strengthening products and services in line with marketing for industries and businesses, and employee education. In promoting patent acquisition, we have established promotion teams in each business division, centered on the Intellectual Property Strategy Promotion Department within the Solutions Business Division headed by the President and COO, and are working company-wide on these activities. As of the end of March 2026, the cumulative number of our business model patent applications and registrations exceeded approximately 2,400, which is a high level even in the IT sector. Going forward, we will keep endeavoring to provide services that offer even higher added value and contribute to a sustainable society by actively using patented technology and encouraging constant innovation by employees.

Total Number of Patent Applications and Registrations



External Evaluations

Number of Registered Business Method Patents (Registered in 2025): 3rd place

As an external evaluation of our intellectual property activities, we were ranked third in the number of business method patents registered in Japan, according to the statistical data in the 2026 edition of the Annual Report on Patent Administration.

Please scan the QR code to visit a reference website. ▶
2026 Edition of the Annual Report on Patent Administration

Recipient of the FY2024 Intellectual Property Achievement Award from the Commissioner of the Japan Patent Office

The Intellectual Property Achievement Award is presented each year by the Japan Patent Office of the Ministry of Economy, Trade and Industry to companies and others that have made effective use of the intellectual property system and contributed to its smooth operation and development. We were recognized for our intellectual property activities in the patent field as a company in good standing utilizing the intellectual property rights system.

Please scan the QR code to visit a reference website. ▶
FY2024 Intellectual Property Achievement Award

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
16 Business Model
17 Business Summary of OBIC Group
18 Strengths of the OBIC Group
19 Overview of Operations
22 Initiatives to Enhance Intellectual Capital
23 Relationship Between Intellectual Capital and Other Forms of Capital
24 Enhancement of Added Value Through the Use of AI
25 Base for Supporting Value Creation
42 Data Selection

Relationship Between Intellectual Capital and Other Forms of Capital

Intellectual capital

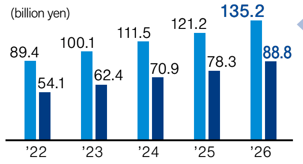
Strengthening Intellectual capital leads to the enhancement of all other forms of capital.
By leveraging this cycle and appropriately utilizing each type of capital, we will continue to strive to further enhance corporate value.

Financial capital

Increase in Net Sales and Operating Income

Our unique value-added proposals have enhanced price competitiveness and contributed to strengthening a stable management foundation through sustainable profit improvement.

Net sales/Operating income

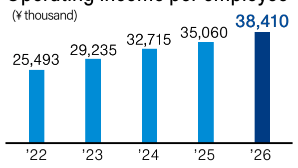


Human capital

Increase in Operating Income per Employee through Enhanced Proposal Capabilities

Through internal dissemination of patent know-how and employee training activities, employee expertise has increased and is being utilized to strengthen proposal capabilities for customers.

Operating income per employee

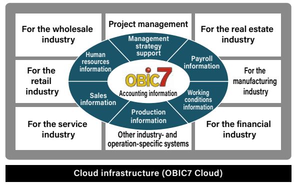


* Calculated on the basis of the average number of employees for the year

Production capital

Product Enhancement and Securing of Quality

By integrating and evolving company-wide know-how through accumulation processes of intellectual property, we are able to continuously strengthen our products and ensure quality in response to customer needs.

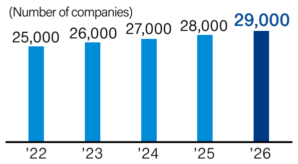


Social and relationship capital

Increase in Cumulative Number of Client Companies

The intellectual property we have accumulated so far has increased our reliability, strengthened our competitiveness, and laid the foundation for developing new markets.

Cumulative Number of Client Companies



Natural capital

Reducing Environmental Impact through Cloud Adoption and Productivity Improvement

By promoting cloud adoption and improving internal productivity, working hours have been reduced. As a result, electricity usage during business operations has been curbed, leading to a reduction in environmental impact.

ISO14001 certification acquired

REGISTERED ORGANIZATION No. E2550・ISO14001

MS CM002

Management Effects through Patent Strategy

We are constantly pursuing technological innovation and aim to enhance corporate value by providing optimal solutions to our customers. Products and services utilizing business model patents are contributing to solving our customers' challenges.

Case Study 1 Virtual Multi-Axis Analysis Function (Patent No. 6974953)

Details Enables profit and loss analysis not only by actual organizations and segments, but also by virtual organizations and arbitrary segments.

Effect Supports decision-making for business planning and sales strategies, such as store/product analysis and area/business analysis.

Case Study 2 Lifetime Profit and Loss Management by Machine (Patent No. 6966210)

Details Aggregates sales and cost information for complex operations from manufacturing to maintenance, enabling understanding of lifetime revenue and expenditure by machine.

Effect Supports revenue management and future investment decisions for companies engaged in complex businesses.

Case Study 3 Profit and Loss Management Simulation (Patent No. 7470000)

Details Combining sales plans with budgeted costs (manufacturing costs and SG&A expenses) managed on a monthly and periodic basis enables simulation of profit and loss by period.

Effect The simulation enables early identification of the impact of cost fluctuations on earnings and supports decisions on appropriate pricing to improve operating income margin.

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
16 Business Model
17 Business Summary of OBIC Group
18 Strengths of the OBIC Group
19 Overview of Operations
22 Initiatives to Enhance Intellectual Capital
23 Relationship Between Intellectual Capital and Other Forms of Capital
24 Enhancement of Added Value Through the Use of AI
25 Base for Supporting Value Creation
42 Data Selection

株式会社オービック

Enhancement of Added Value Through the Use of AI

We are building a lineup of AI solutions that help solve customers' management issues and are working to further enhance our capabilities for value-added proposals

By combining AI with the abundant industry and business know-how we have accumulated through our in-house development and direct sales, we are improving service quality and productivity.
For customer companies, we go beyond simply providing AI technology to deliver prompt solutions that capture customer needs by thoroughly putting AI into practice internally and turning AI utilization into our own unique competitive advantage.
We will continue to create even greater added value and pursue the Company's sustainable growth.

Thorough utilization of AI in the company

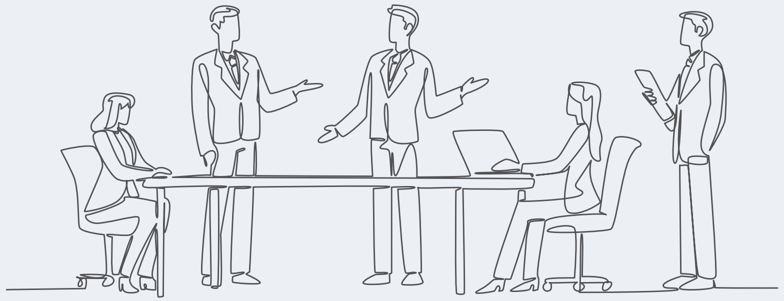
Marketing Sales	Improving the Quality of Proposals	Strategy formulation	Market research
		Support for proposal preparation	Automatic Generation of Meeting Minutes
Product Development	Faster Development and Improved Quality	Support for preparing design documents	Automatic program generation
		Quality check	Test automation
Customer Support	Improving Support Quality and Customer Satisfaction	Faster response to inquiries	Analysis of customer churn risk
		Internal information search	Creation of support articles

Provision to client companies

CONTENTS
02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
16 Business Model
17 Business Summary of OBIC Group
18 Strengths of the OBIC Group
19 Overview of Operations
22 Initiatives to Enhance Intellectual Capital
23 Relationship Between Intellectual Capital and Other Forms of Capital
24 Enhancement of Added Value Through the Use of AI
25 Base for Supporting Value Creation
42 Data Selection

Human Resources

Under the Company's management philosophy of "Company growth starts with employee growth" and "Innovation -Destruction and Creation-," we strives to address the recruitment and development of human capital and the creation of pleasant working environment.



Creation and Development of Human Capital

Since its foundation, OBIC has emphasized the view that company growth starts with employee growth. By taking the time to really cultivate the attributes of new graduate employees from medium- to long-term perspectives without being restrained by stereotypical frameworks such as membership-type and job-type employment models, we are working to bolster our organizational capabilities by fostering our corporate culture, while enhancing individual employees' expertise.

Management Philosophy	Corporate Culture and Business Model	
Company growth starts with employee growth	Emphasis on new graduates	Family-oriented principle
Innovation—Destruction and Creation—	In-house development and direct sales	Knowledge-intensive

Input	KPIs	Outcome	Contribution to Financial Indicators
Investment to improve human capital ROI	Ratio of women in managerial posts 15% Childcare leave, etc. acquisition rate among male employees 100% Paid leave acquisition rate 100%	Enhancement of labor productivity	Enhancement of operating income per employee Improvement of operating income margin

Medium- to Long-term Target

Sustained Profit Growth

Please scan the QR code to visit a reference website. ▶
OBIC's Human Capital Management

Recruitment and training

Securing and training of human capital

Strengthening expertise through an emphasis on new graduates and medium- to long-term development

- Continuation of new graduate hiring to support the next generation
- Career development support tailored to individual aptitudes
- Training programs to enhance specialized skills

Development of diverse core personnel

Development of next-generation executive managers and digital human capital

- Strengthening leadership through management training
- Developing human capital with IT, accounting, and business knowledge
- Growth opportunities and career support regardless of gender

VISION

Company growth starts with employee growth

Innovation -Destruction and Creation-

Creation of a pleasant working environment

Promotion of flexible work style

Flexible programs tailored to life stages

- Development of support systems for balancing childcare/caregiving and work
- Initiatives encouraging male employees to participate in childcare

Improvement of employee engagement and promotion of health and productivity management

Pursuit of well-being

- Understanding the state of the organization and individuals through engagement surveys
- Creating a workplace environment based on certification as a Health and Productivity Management Outstanding Organization

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
26 Securing and training human capital
29 Promotion of Flexible Work Style
30 Improvement of Employee Engagement and Promotion of Health and Productivity Management
31 Initiatives for Society
34 Initiatives for Environment
36 Corporate Governance
42 Data Selection

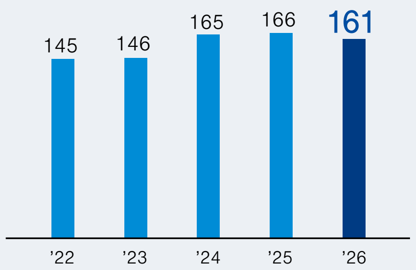
Securing and training human capital

Securing human capital

Emphasis on new graduates

OBIC recruits only new graduates as employees. Believing that employees' ability to make proposals, communication skills, and other human skills are crucial to exploring and finding the best solutions for customers' business issues, we invest considerable time in developing such human capital. Being strongly committed to recruiting new graduates as employees, OBIC fosters such new graduates from the very beginning of their professional careers, and works to rigorously develop and motivate human capital.

Change in the number of new graduate employees



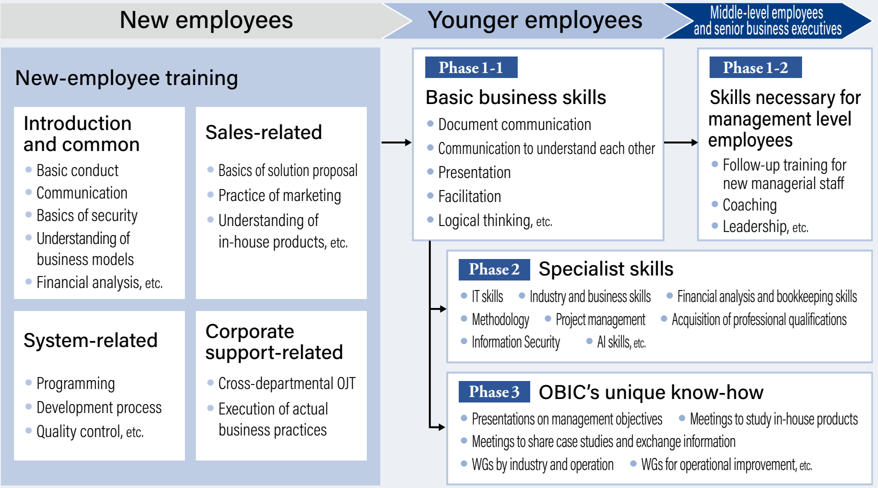
What We Are Looking for in Employees

Guided by our philosophy of "contributing to the growth of Japan's economy and society," we wish to contribute to corporate and social development by solving our corporate clients' management issues and contributing to sustainable growth. To continue to address the diverse array of issues faced by our customers as their management partners, we believe it is important to have unconventional flexibility and playful ideas as well as a drive to contribute to society without being bound by precedents or past successes. Those are the ideal characteristics of people we are looking to hire.

2026 New Employee Ceremony

Human capital development

Training Flowchart



New-employee training

At the new employee training, participants learn about basic conduct including compliance and business manners, as well as basic knowledge on our business models at the common training for all new employees regardless of their job type. Then, they go to the next step and get training according to their job type, where they acquire knowledge necessary to individual job. We are also committed to a "self-reliance policy" in employee education, with approximately 200 employees serving as instructors in a six-month group training session for new employees to pass down OBIC's unique knowledge and know-how.

After assigning them to individual departments, we richly provide training programs and programs to support certification acquisition that will help young employees improve their capabilities, middle-level employee, and senior business executives according to their characteristics. Such programs include ones related to basic business skills, specialist skills, and OBIC's unique expertise.

In addition, we provide training programs to acquire skills necessary for management level employees to middle- and higher-ranked employees to promote the development of next-generation executive managers.

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
26 Securing and training human capital
29 Promotion of Flexible Work Style
30 Improvement of Employee Engagement and Promotion of Health and Productivity Management
31 Initiatives for Society
34 Initiatives for Environment
36 Corporate Governance
42 Data Selection

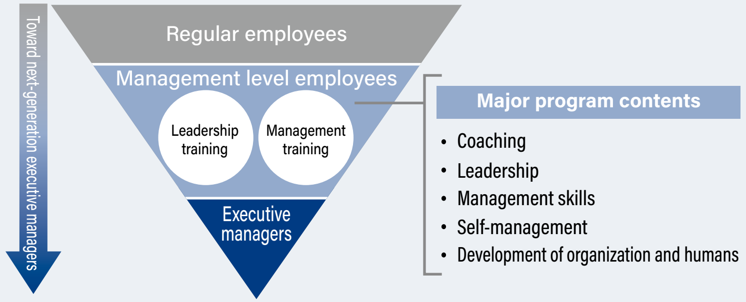
株式会社オービック

Human capital development

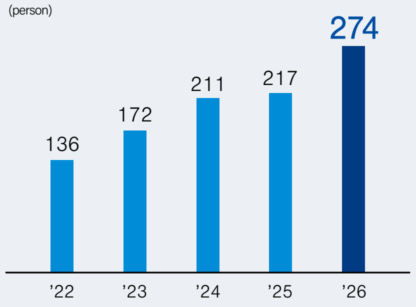
Phase 1 Development of next-generation executive managers
-Upskilling programs for management level employees-

OBIC provides opportunities for learning leadership skills, coaching skills, etc. through various training programs for management level employees and those ranked higher, working to develop next-generation executive managers who will support employees.

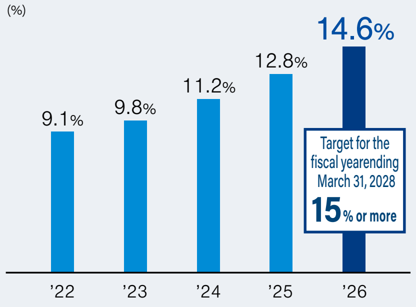
At the same time, in an effort to increase the diversity of core personnel, we actively promote the appointment to managerial positions focusing on the management abilities and attributes of individual employees. Going forward, with the aim of achieving a ratio of women in managerial posts of 15% or more, we will work to continually provide growth opportunities to employees.



Number of participants in upskilling programs for management level employees

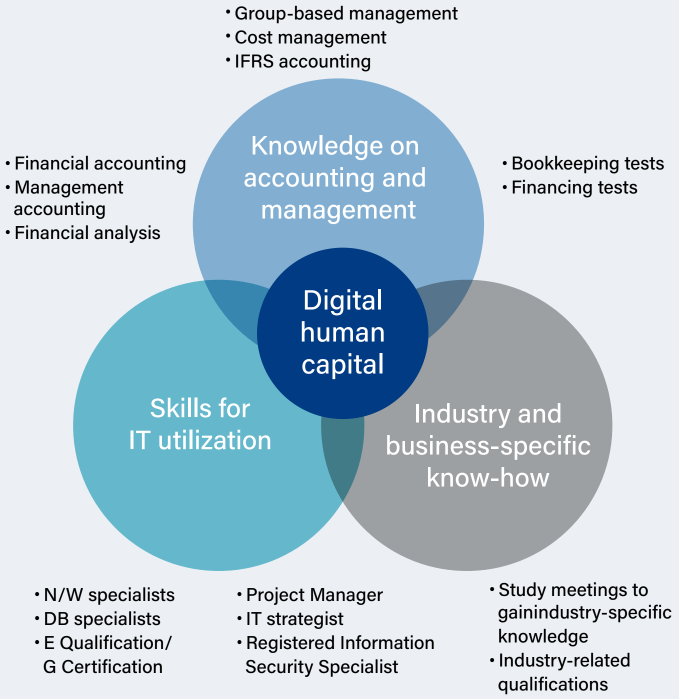


Ratio of women in managerial posts



Phase 2 Development of digital human capital
-Programs for improving basic business skills and specialist skills-

To support our customers' sustainable growth, it is necessary to develop digital human capital who have knowledge on accounting and management, extensive knowledge on business operations, and industry-specific know-how, in addition to skills for IT utilization. Under our robust education and training system, all employees work to improve a diverse range of knowledge and skills in accounting and other areas, regardless of their type of job. We also support employees' learning by providing assistance for obtaining certifications, paying certification allowances, and working on online education.



CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
26 Securing and training human capital
29 Promotion of Flexible Work Style
30 Improvement of Employee Engagement and Promotion of Health and Productivity Management
31 Initiatives for Society
34 Initiatives for Environment
36 Corporate Governance
42 Data Selection

株式会社オービック

Human capital development

Phase 3

Strengthening added value proposal capabilities
-Unique know-how enhancement program-

Since shortly after our founding, we have held "Presentations on management objectives" at the beginning of each fiscal year. All employees, including new hires, participate to share annual goals and activity policies, unifying direction and enabling each person to tackle their work.

At the 2026 presentations on management objectives

In addition to the vertical organization that manages operations, we have formed cross-functional virtual organizations (workings) where young, mid-career, and executive employees can freely participate according to purpose. The number of workings exceeds 100, with almost all employees participating.

Through the process of employees with diverse backgrounds sharing know-how, planning marketing strategies, exchanging industry information, and holding study sessions to improve skills, our ability to propose added value is fostered, leading to strengthened competitive advantage.

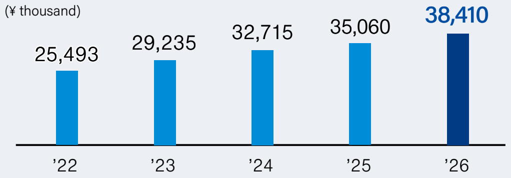
	Tokyo Metropolitan Area	Kansai	Chubu	Kyushu
Industry-related	Chemicals Steel Machinery Construction Work Logistics Food Semiconductors Finance etc.			
Business-related	Accounting Human Resources Payroll Employment Cloud etc.			
Activity-related	Intellectual Property Quality Improvement Diversity etc.			

Improving Productivity Through Employee Innovation

Based on our Management Philosophy of "Company growth starts with employee growth" and "Innovation—Destruction and Creation—," we have transformed our business model from labor-intensive to knowledge-intensive.

Through various initiatives such as acquiring business model patents, utilizing AI, forming cross-departmental virtual organizations (working groups), and opening the customer training facility OBIC Cloud Academy, we have accumulated industry and business know-how, leading to improved value-added proposal capabilities and higher productivity per employee. By invigorating employee innovation, we will continue to emphasize sustainable growth.

Operating Income per Employee



* Calculated on the basis of average number of employees for the year

Human Capital Management Excellence 2025 Gold Award

OBIC was selected for Human Capital Management Quality 2025 (GOLD) as a good-standing company working on human capital management and information disclosure.

Going forward, as a leading company for its approach to human capital management and information disclosure, OBIC will continue to address sustainable corporate growth by achieving a good balance between the improvement of individual employees' expertise and the enhancement of organizational capabilities by fostering our corporate culture.

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
26 Securing and training human capital
29 Promotion of Flexible Work Style
30 Improvement of Employee Engagement and Promotion of Health and Productivity Management
31 Initiatives for Society
34 Initiatives for Environment
36 Corporate Governance
42 Data Selection

株式会社オービック

Promotion of Flexible Work Style

Creation of a system that enables everyone to work with vigor and enthusiasm

We believe that individual employee growth combined with greater diversity creates a synergistic effect. To that end, we encourage employees to hone their respective skills and know-how and build on their individuality in an open corporate culture that emphasizes communication.

In addition, we promote flexible work styles so that all employees in various circumstances can use their abilities to the fullest, and have successful long-term careers. For instance, we offer paid holidays that can be used in one-hour increments, shortened working hours for employees raising children until their children finish the sixth grade of elementary school, staggered working hours, and working from home.

Recently, we have set a 100% paternity leave acquisition rate among male employees as a key indicator, while also supporting the balance of work and caregiving. We will continue to work to increase growth opportunities for employees.

Major initiatives

- Paid holidays that can be used in one-hour increments
- Shortened working hours (available to employees raising children until their children finish the sixth grade of elementary school)
- Introduction of a staggered shift system
- Introduction of telework
- Acquisition of male employees taking childcare leave, etc.
- Support for balancing caregiving and work (including an internal consultation flow for caregiving and the creation of a caregiving support book)

Providing learning opportunities suited to work styles

As for training formats, we offer online training tailored to various areas of study and participants, in addition to in-person training, so that all sorts of employees can work to improve their abilities in a flexible manner without limiting themselves to their working styles.

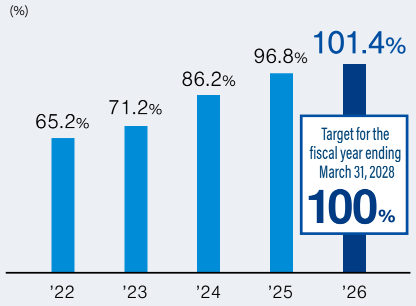
We also support employees' learning by providing assistance for obtaining certifications, paying certification allowances, and working on online education.

Platinum Kurumin certification

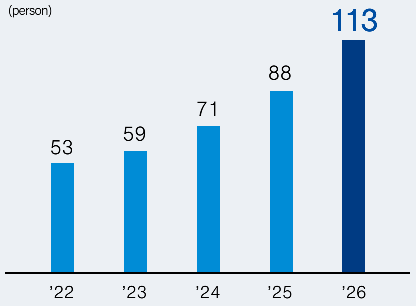
In 2024, we obtained Platinum Kurumin certification in recognition of factors including the return-to-work rate after maternity and childcare leave and the rate of male employees taking childcare and other leave.

プラチナくるみん
子育てサポートしています

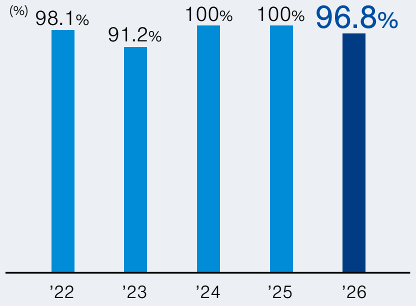
Acquisition Ratio of Male Employees Taking Childcare Leave



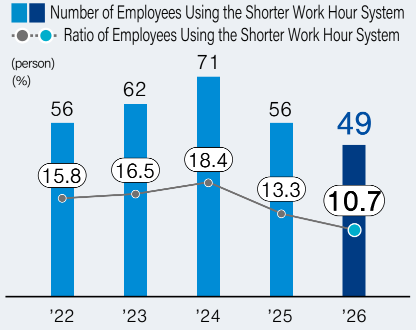
Number of Employees Acquiring Childcare Leave



Ratio of Employees Returning to Work after Childcare Leave



Number and Ratio of Employees Using the Shorter Work Hour System



* The ratio of employees using the shorter work hour system is calculated for female employees only.

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
26 Securing and training human capital
29 Promotion of Flexible Work Style
30 Improvement of Employee Engagement and Promotion of Health and Productivity Management
31 Initiatives for Society
34 Initiatives for Environment
36 Corporate Governance
42 Data Selection

株式会社オービック

Improvement of Employee Engagement and Promotion of Health and Productivity Management

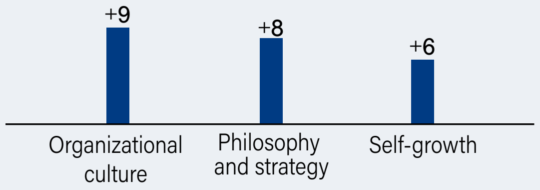
Implementation of employee engagement surveys

In efforts to visualize the status of organizations and individuals and foster the climate to promote organizational activation by all employees, we implement employee engagement surveys. For the survey, we use the engagement measurement tool "Wevox" provided by Atrae, Inc., and measure all employees of our company twice a month. The results of organization-based engagement score are made available to employees on the portal website of Wevox, which are used for the planning and formulation of activities, and individual personnel management services toward the improvement of employee engagement within a workplace.

Going forward, by continuously monitoring weekly score results, we will work to establish a system that can grasp the conditions of organizations and individuals promptly, and properly carry out the management of human capital and organizations.

* As of April 2026
* The score is calculated for the regular and contract employees of OBIC alone

Top 3 items with higher scores compared to industry peers



Initiatives toward the improvement of employee engagement

Christmas cakes

It has been our annual event to give a whole Christmas cake to all employees at Christmas to express our continuing gratitude.

OBIC Family Sports Festival

We hold the OBIC Family Sports Festival participated by employees and their family members every year throughout Japan.

One-on-one meetings

Employees have interviews with their supervisors several times a year, in which the achievement of individual employees activity targets they set at the start of the fiscal year is confirmed, and that information is utilized in assigning the right people to the right jobs.

Feedback system

This system allows employees to obtain feedback not only from members in the same workplace or their project members but also from those in other departments who are related to them in work, through which we aim to accelerates our employees' growth and improve their motivation.

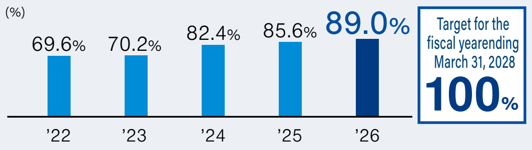
Initiatives for Health and Productivity Management

We have worked hard to maintain and improve the health of our employees based on the principle of family (an emphasis on new graduates) which we have cultivated since the early days of our foundation in 1968. We are considering and implementing cross-organizational measures extending from main departments to the work-life balance promotion team, centered on our goal of creating environments where employees can work with good health and grow.

As health and productivity management indicators, we have set targets of a 100% paid leave utilization rate and a 100% childcare leave, etc. utilization rate among male employees. We have seen improvement every fiscal year through regular encouragement to take such leave. In recognition of these initiatives, we have been continually certified as a Health & Productivity Management Outstanding Organization since 2021.

Please scan the QR code to visit a reference website. ▶
OBIC's Health and Productivity Management

Paid leave utilization rate per employee



2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500

We were certified as a Health & Productivity Management Outstanding Organization 2026 (Large Enterprise Category) White 500 by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi. Based on the belief that employees constantly innovating and fully leveraging their abilities ends up supporting customers' sustainable growth, OBIC will continue striving to create environments where employees can work in good health and grow.

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
26 Securing and training human capital
29 Promotion of Flexible Work Style
30 Improvement of Employee Engagement and Promotion of Health and Productivity Management
31 Initiatives for Society
34 Initiatives for Environment
36 Corporate Governance
42 Data Selection

株式会社オービック

Social

Taking responsibility as a company that supplies IT services that have become an integral part of social infrastructure, we will provide services that guarantee a high level of information security and product quality.

Initiatives for Security

Responsibility for Information Security

OBIC provides comprehensive integration services to conduct system analysis and consultation for client companies as well as system support services for hardware maintenance and system operations We recognize that the information assets of customers and the Company to be handled by us in the course of these services are a critical component of our management foundation. To protect these information assets from various security risks, we have established a basic policy, and implement and promote it.

Please scan the QR code to visit a reference website. ▶
Information Security Basic Policy

ISO/IEC27001(ISMS)

We recognize that the information assets of both the Company and the customers that we serve are a critical component of our management foundation.

We hold information security seminars for all employees several times a year and work to improve employees' knowledge about security. In addition, to protect these information assets from various security risks, we acquired Information Security Management System (ISMS) certification in 2007, and have since then expanded the scope of acquisition. Furthermore, an audit is conducted each year by an independent third party for obtaining and maintaining ISMS certification.

We have secured appropriate measures against risks involving information security under the director in charge of information security.

Scope of registration
Contract work from customers, including system analysis, design, development, maintenance, operation, and service provision; integrated package software design, development, and implementation support; sale of general OA equipment and computer supplies
Business sites covered
OBIC Co., Ltd. (Tokyo Headquarters, Tokyo Headquarters Kyobashi Edogrand, Osaka Headquarters, Yokohama Branch, Nagoya Branch, Kyoto Branch, Fukuoka Branch, East Japan Data Center 2, West Japan Data Center 1, West Japan Data Center 2)
OBIC Office Automation Co., Ltd. (Tokyo Headquarters, Osaka Headquarters, Nagoya Branch, Yokohama Branch, Fukuoka Sales Office)

Development of Security Human Capital

We are also concentrating on measures to combat the recent surge in cyberattacks. We have established a dedicated security team in-house, drawn up security rules, and monitor quality. In addition, we enlist several external firms specializing in security to perform periodic vulnerability assessments, and OBIC7 and our cloud services are highly commended.

To develop security personnel, we encourage employees to acquire the national cybersecurity certification of Registered Information Security Specialist. At present, between 10 and 20 of our employees are registered as holding this certification and keeping it up to date.

We will spare no effort in ensuring security so that customers will feel comfortable entrusting us with installing and operating their systems.

Registered Information Security Specialist

Policy on Personal Information Protection

We deeply understand that it is our social responsibility as a company to appropriately handle our clients' personal information, and work to protect personal information based on the personal information protection policy we have established.

Please scan the QR code to visit a reference website. ▶
Policy on Personal Information Protection

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
31 Initiatives for Society
31 Initiatives for Security
32 Initiatives for Products and Service
33 Initiatives to Support Sports and Culture
34 Initiatives for Environment
36 Corporate Governance
42 Data Selection

Initiatives for Products and Service

Quality Responsibility

OBIC believes that providing high-quality products and services is crucial for achieving rapid installation and reliable operation. We strive to ensure quality by establishing a specialized quality control organization at headquarters and conducting third-party checks during project development processes.

Going forward, we will continue working toward early operation and stable operation under high quality standards by utilizing software testing expertise throughout each project.

SOC1 and SOC2 Type 2 Report

We have obtained SOC 1 Type 2 Report on internal controls related to contracted business in compliance with the U.S. standard AT-C Section 320 (SSAE No. 18) as well as SOC 2 Type 2 Report on internal controls related to Trust service standards (among security standards) in compliance with the U.S. standards AT-C Section 105 and AT-C Section 205 (SSAE No. 18) and SOC 2 Trust Service Criteria (Security).

OBIC is capable of providing highly transparent and highly trustworthy cloud services to its client companies, along with reducing the burden of audits of financial statements, audits of internal controls and other such processes, and has received objective evaluations of its response to information security risks.

AICPA SOC
aicpa.org/soc4so
SOC for Service Organizations | Service Organizations ™

OBIC Cloud Academy, a Training Facility for Customers

The OBIC Cloud Academy serves as a venue for concentrated testing by our customers and meetings to explain operations, as well as for planning the rollout of solutions in dedicated cloud service environments prepared for each customer. The OBIC Cloud Academy is available at all of the Company's bases across Japan, and we are considering various ways to use it as part of our services to assist customers' business continuation.

OBIC Cloud Academy

Cloud Services

All of the many solutions provided by OBIC are available as cloud services. We build dedicated environments for each customer in our in-house cloud center, which dramatically reduces their maintenance and upgrade work, while ensuring advanced security and rapid deployment of reliable operations. Our cloud services help our corporate customers optimize their groupwide operations, organizations and work styles by strengthening internal controls and enabling remote work. We also promptly respond to rapid changes in the business environment.

Cloud center

First ERP Vendor in the Country! Certified as JSTQB "Platinum Partner"

OBIC recognizes that providing high-quality products and services is important to achieve rapid installation and reliable operation. To realize high quality through the improvement of technological capability for software tests, we encourage employees to study for the JSTQB software testing qualification, and have acquired certification as a Platinum Partner, the highest rank in Japan.

JSTQB Platinum Partner
International Software Testing Qualifications Board

About the JSTQB Partner Program

JSTQB is an organization that awards certification to individuals demonstrating basic software testing knowledge and testing abilities that are appropriate for actual business operations. It holds exams for basic and advanced level qualifications and designates partners based on the number of employees at the partner organization who hold these qualifications.

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
31 Initiatives for Society
31 Initiatives for Security
32 Initiatives for Products and Service
33 Initiatives to Support Sports and Culture
34 Initiatives for Environment
36 Corporate Governance
42 Data Selection

株式会社オービック

Initiatives to Support Sports and Culture

OBIC Seagulls

American football, which requires level-headed judgment, meticulous strategies, and organizational tactics, has much in common with OBIC's business approach of supporting corporate business reform through IT services. OBIC has sponsored the OBIC Seagulls since 2003. The team is part of the National Football Association (commonly known as the X League) and won the American Football Japan Championship, Rice Bowl 74, in 2021, achieving the feat of winning for the eighth time overall.

The OBIC Seagulls are based in Narashino, Chiba Prefecture, and interact with the community and conduct activities to popularize American football. The team strives to contribute to society through sports through continuous participation in various events such as putting on performances at a community marathon and teaching elementary and junior high school students about the fun of American football in sports classes. Going forward, the team continues to be grateful to all for their support and will continue striving to be loved by many people.

In 2021, won the top league championship for the eighth time, and first time in seven years

A community interaction marathon with Seagulls players

Community interaction with Seagulls players

OBIC Special Concerts

OBIC has held the "OBIC Special Concert" series every year in Tokyo, Nagoya, Osaka and Fukuoka since the first concert was held in 1999. It is a popular series of concerts featuring accessible and authentic classical music. Fabulous performances are given by a first-rate orchestra under the passionate direction of Mr. Ken-Ichiro Kobayashi, who is known as a "fiery maestro." Concert halls are filled to capacity with audiences who are captivated by these musical performances.

OBIC Special Concert 2026 ©Taira Tairadate

Mr. Ken-Ichiro Kobayashi

Golf (Professional Golfer Isao Aoki at Mobara Country Club)

OBIC has long sought to help promote the sport of golf in various ways through Japanese professional golfer Isao Aoki. Since signing an agreement to appear in an OBIC TV commercial in 1982, Mr. Aoki has served as the public face for OBIC while continuing to lead an impressive career on the golf course. Mr. Aoki was inducted into the World Golf Hall of Fame in 2004, and was designated a Person of Cultural Merit in 2024.

Club pro Isao Aoki

Mobara Country Club

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
31 Initiatives for Society
31 Initiatives for Security
32 Initiatives for Products and Service
33 Initiatives to Support Sports and Culture
34 Initiatives for Environment
36 Corporate Governance
42 Data Selection

Environment

OBIC recognizes the gravity of its social responsibility to conduct its operations in an environmentally friendly manner. Accordingly, OBIC will drive innovation in various technologies and improve management efficiency to help realize a society balancing environmental preservation and sustainable corporate growth.

Information Disclosure Based on the TCFD Recommendations

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Governance

We have established the Sustainability Promotion Committee that works under the direct supervision of the President and COO. The President and COO has also been designated as the person ultimately responsible for climate-related issues and receives daily reports from committee members regarding changes in the external environment and other issues concerning climate change, progress made on meeting the Company's targets, and proposals for new initiatives. If necessary, these reports and other information are shared with the Board of Directors and other relevant parties.

Strategy

1. Risks

Risks	Transition	Regulatory	Increase in the cost of business due to the introduction of new environmental regulations, such as carbon taxes
		Legal	Litigation and halts in operation due to serious violations of environmental laws and regulations, etc.
		Reputational	Damage to the Company's reputation due to an inability to conform to greenhouse gas emission regulations or the like
	Physical risks		Impact on business operations or damage to Company facilities, etc. due to a major natural disaster caused by climate change

2. Opportunities

Opportunities	Products and services	Increased demand for services through cloud centers that offer advanced environmental performance due to a growing need to reduce greenhouse gas emissions
	Resource efficiency	Reductions in operational costs accompanying more efficient use of energy, such as electricity
	Resilience	Increased demand for secure cloud centers that ensure business continuity in the event of a major natural disaster

3. Policy for Reduction of Greenhouse Gas Emissions

We recognize risks and opportunities in climate change, which are reflected in our policy to reduce greenhouse gas emissions and in our initiatives. With view to reducing the environmental impact of our Tokyo headquarters, we promoted a change to LED lighting for the entire building and a conversion to energy saving facilities, which have helped to reduce annual electricity consumption. Going forward, we will also gradually convert the electricity plans at offices in each location to the ones using renewable energy, thereby reducing CO_2 emissions on a continual basis.

Risks and Management

We conduct risk management through a committee and a risk management system. Each quarter, relevant departments compile climate-related data at the committee's request and this information is used by committee members for monitoring purposes, including to confirm the state of progress, conduct analysis, and identify issues. This ensures the continuous monitoring and management of risk.

Indicators and Targets

We have set the targets below for cutting greenhouse gas emissions (Scope 1 + 2*).

◆ 2030
50% reduction in emissions compared to fiscal 2017

◆ 2050
100% reduction in emissions compared to fiscal 2017

* Scope 1: Direct emissions from fuel consumption at Company facilities
Scope 2: Indirect emissions from the use of electricity and heat at Company facilities

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
31 Initiatives for Society
34 Initiatives for Environment
34 Information Disclosure Based on the TCFD Recommendations
35 Climate Change Initiatives
36 Corporate Governance
42 Data Selection

株式会社オービック

Climate Change Initiatives

Action Guidelines for Climate Change

1. We recognize the finite nature of resources and energy and strive to use them effectively.
2. We sufficiently consider the conservation and protection of the natural environment and biodiversity.
3. We strive to reduce environmental impact by providing cloud services to customers.
4. We promote work styles that do not require employees to commute or travel, such as working from home.
5. We act in compliance with environmental laws and regulations, regional ordinances and conventions, and agreements with stakeholders.
6. We work to improve environmental performance by building and operating an environmental management system, regularly evaluating the progress made on achieving targets, and continuously making improvements.

Environmental Targets

Effective use of the Company's environmental resources	Reduce CO_2 emissions (reduce by 7% vs previous fiscal year)
	Reduce CO_2 emissions per unit of net sales (reduce by 15% vs previous fiscal year)
	Reduce waste volume per employee (reduce year on year)
Enhance management resource efficiency at partner companies and safeguard business continuity	Provide cloud services (cloud utilization rate of at least 93%)
Provide flexible and diverse workplace environments	Develop remote working environments (environment completion rate: 100%)
Legal compliance	Comply with environmental laws and regulations (zero violations)

Environmental Performance Data

Data item		Unit	2018/3 Base year	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3 Latest reporting year	2026/3 Reduction rate (Vs. base year)	2030/3 Reduction rate target (Vs. base year)	2050/3 Reduction rate target (Vs. base year)
Fuel consumption	Kerosene	ℓ	38,700	36,600	36,200	0	0	30,040	38,240	41,040	41,140			
	Fuel oil A	kL	0.06	0.16	0.05	0.08	0.06	0.05	0.06	0.09	0.08			
	LPG	t	1.63	1.67	1.73	0.00	0.00	1.64	1.69	1.77	1.68			
	City gas	1,000 Nm^3	93	84	92	75	70	61	54	56	57			
Heat consumption (steam, cold water)		GJ	1,081	1,583	1,853	1,839	3,376	2,864	4,041	4,293	3,978			
Electricity consumption		MWh	4,771	4,695	4,525	4,392	4,175	3,936	3,473	3,474	3,723			
Water usage*1		m^3	12,791	12,873	13,668	12,177	11,714	11,421	11,771	11,294	11,814			
Waste	General waste*1	t	119.4	120.8	117.3	96.0	105.2	120.8	77.3	70.6	68.0			
	General waste recycling rate	%	62.2	64.1	57.4	64.3	66.9	71.6	61.7	64.0	63.5			
	Industrial waste*1	t	29.0	64.2	29.6	29.6	17.1	22.5	15.5	12.7	13.4			
	Industrial waste recycling rate	%	100	100	100	100	100	100	100	100	100			
Primary energy consumption*2		GJ	54,026	53,441	52,566	48,999	48,779	46,600	38,738	39,330	41,139	23.9%		
CO_2 emissions	Scope 1*3	t-CO_2	307	282	300	166	156	217	218	230	231	24.7%		
	Scope 2*3	t-CO_2	2,374	2,283	2,157	1,971	1,970	1,469	1,179	1,204	1,222	48.5%		
	Scope 1+2*3	t-CO_2	2,681	2,565	2,457	2,137	2,126	1,686	1,397	1,434	1,453	45.8%	50%	100%
CO_2 emissions per ¥1 million of net sales (Scope 1+2)*4			0.040	0.035	0.031	0.025	0.024	0.017	0.013	0.012	0.011	73.2%		
Scope 3*3		t-CO_2	-	-	-	-	-	20,998	28,323	27,151	27,729			

*1 Water usage and waste is calculated for the Tokyo headquarters. *2 Consumption converted into energy obtained from natural sources, such as fossil fuels, nuclear fuel, hydropower, and solar power *3 Scope 1: Direct emissions associated with fuel consumption at the Company's facilities Scope 2: Indirect emissions associated with the use of electricity and heat at the Company's facilities Scope 3: Other indirect emissions (supply chain emissions) *4 CO_2 emissions ÷ consolidated net sales (millions of yen)

Please scan the QR code to visit a reference website. ▶
Environmental Performance Data

Environmental management system

ISO 14001 Certification

ISO14001 is an international standard for environmental management systems. It provides organizations with a framework for protecting the environment and responding to changing environmental conditions, while striking a balance with socioeconomic needs.

<Scope> Tokyo Headquarters
<Services> System analysis, design, development, and maintenance services ordered by customers; design and development of integrated package software; and implementation support services

REGISTERED ORGANIZATION
No. E2550 - ISO14001

MS
CM002

External Evaluations

Response to CDP Questionnaires

CDP climate change surveys target the world's top companies by market capitalization and investigate factors such as their activities to reduce greenhouse gas emissions and initiatives for mitigating climate change. We responded to the CDP questionnaire for fiscal 2025 and received a B rating.

CDP Discloser 2025

Third-Party Assurance

We have obtained third-party assurance for CO_2 emissions from JIC Quality Assurance Ltd. (JICQA), an organization for third-party assurance. We will continue to work on highly reliable information disclosure.

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
31 Initiatives for Society
34 Initiatives for Environment
34 Information Disclosure Based on the TCFD Recommendations
35 Climate Change Initiatives
36 Corporate Governance
42 Data Selection

Corporate Governance

OBIC recognizes that for the sustainable improvement of corporate value, it is extremely important to enhance business risk management and secure the transparency of corporate management.

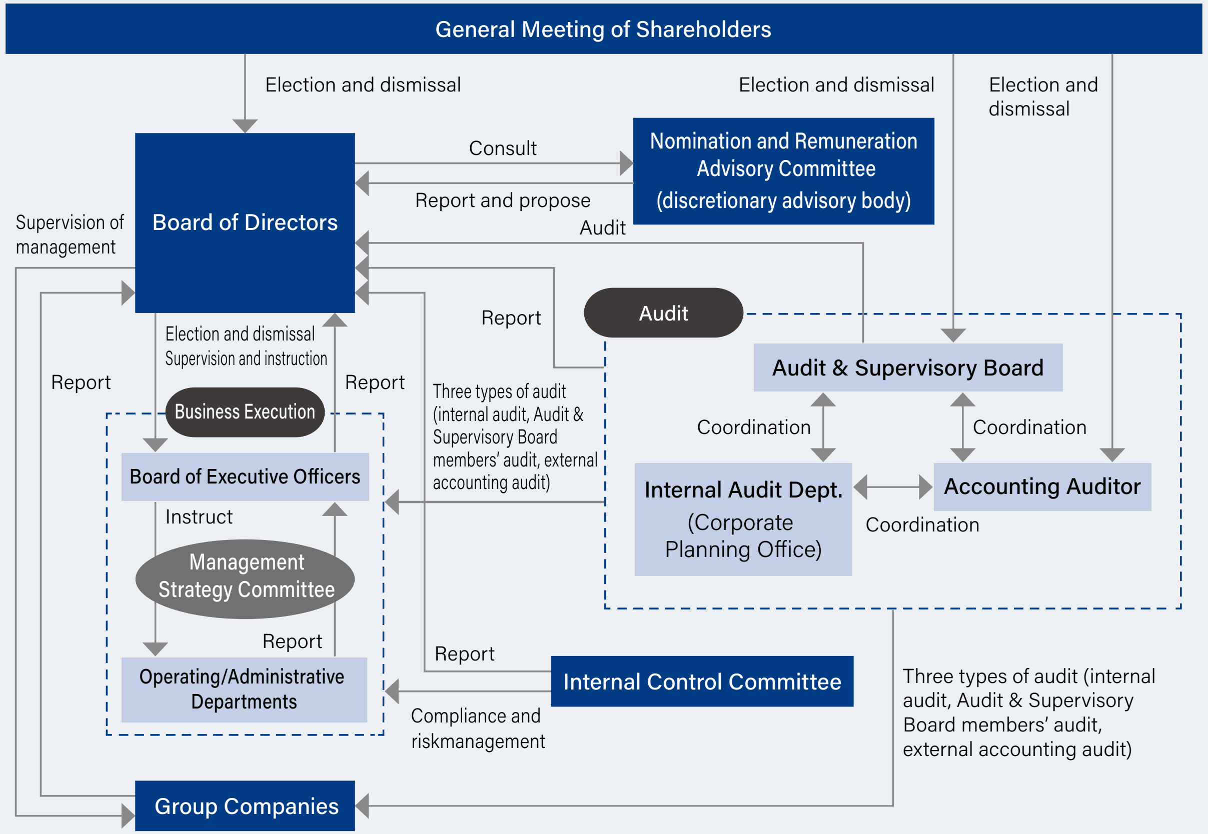
System of Directors and Audit & Supervisory Board Members

OBIC has built a corporate governance system that enlists the Board of Directors to serve as a managerial decision-making body, while also employing the Audit & Supervisory Board equipped with the managerial audit function, and an Executive Officer system to further strengthen the corporate structure.

The Board of Directors meets regularly once a month to deliberate on all important matters, and also discusses and explores countermeasures with respect to progress achieved in business performance. The Company has 14 executive officers, who are not directors, in addition to five directors who concurrently serve as executive officers. Adoption of the Executive Officer system has culminated in a framework that separates the managerial decision-making and supervision functions from the business execution functions, which makes it possible to promptly address changes in the business environment. At management strategy meetings and other meetings held on the same day as the Board of Directors, reports on the current status of performance from each department are made, and after discussion, specific measures are decided.

The Audit & Supervisory Board consists of three members including two outside Audit & Supervisory Board members and serves to strengthen the management monitoring function. Its members conduct daily audits, attend important meetings including those of the Board of Directors, and provide advice and recommendations as appropriate. The Audit & Supervisory Board works smoothly, seeking to ensure objectivity and neutrality.

Outline of Corporate Governance Framework



CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
31 Initiatives for Society
34 Initiatives for Environment
36 Corporate Governance
37 Board of Directors
38 Officer Remuneration
39 Introduction of Officers
40 Risk Management, Compliance
41 Stakeholder Engagement
42 Data Selection

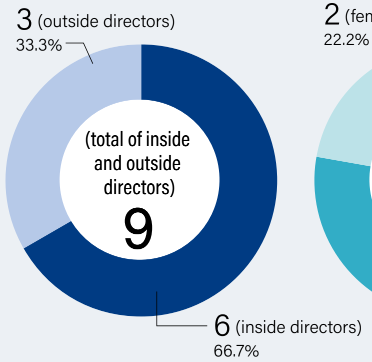
Board of Directors

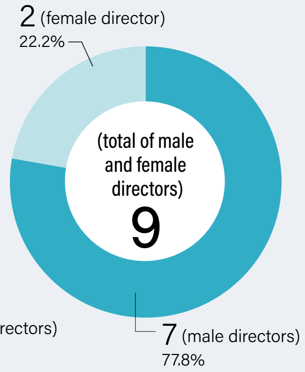
Roles of the Board of Directors

At the beginning of a fiscal year, directors, executive officers, and persons responsible for individual departments have a constructive discussion on management objectives and management plans for the entire Company, and individual business units and departments of that fiscal year, and formulate them.

The Board of Directors receives reports from individuals who execute operations, including executive directors, executive officers, persons responsible for individual departments on the execution status and issues of business operations they are in charge of each quarter, and monitors business conditions. The Board of Directors points out improvements and makes remarks as necessary after examining the reports from the individuals who execute operations. In addition, the Board of Directors makes decisions over matters that are highly important and have an impact on corporate management, in addition to matters stipulated by the Board of Directors regulations as matters to be resolved by the Board of Directors, and those prescribed by laws and regulations, and the articles of incorporation. Also company rules are separately set, and the Board of Directors delegates decision-making authority to management personnel depending on the size and characteristics of transactions and operations.

Composition of the Board of Directors (As of June 25, 2026)





Nomination and Remuneration Advisory Committee

With the aim of ensuring the sustainable improvement of corporate value and securing business transparency, the Nomination and Remuneration Advisory Committee has been established as a voluntary advisory body of the Board of Directors. This committee functions to improve the transparency and objectivity of the process related to the nomination of directors and candidates for Audit & Supervisory Board members as well as a decision on director remuneration, consisting of one inside director and two outside directors, in which the inside director serves as a chairperson and a president.

Status of the fiscal year ended March 31,2026

Composition	Major roles and authorities
Inside director (chairperson) 2 outside directors	Submission of answers related to the adequacy of agenda items deliberated by the Board of Directors and the results of considerations ● Nomination of directors and candidates for Audit & Supervisory Board members ● Determination of director remuneration

Evaluating the Effectiveness of the Board of Directors

OBIC exchanges opinions about the effectiveness of the Board of Directors through individual consultations with outside officers. The Company held discussions at the Board of Directors based on the results of those consultations, and has determined that the effectiveness of the Board of Directors is largely secure.

Process of evaluation

Step 1
Conducting an interview with a candidate (outside officer)

Step 2
Conducting evaluationat the Board of Directors

Step 3
Analyzing the present statusand identified issues

Step 4
Examining the policy to handle the issues

Summaries of the evaluation results

- OBIC's Board of Directors is well balanced and comprised of members who understand the Company's management philosophy and policies and have a wide variety of experiences and knowledge. It aims to carry out appropriate decision-making and supervise the execution of operations.
- Free and active discussion as well as constructive exchange of opinions are conducted by all of the attending directors including outside directors.
- The Nomination and Remuneration Advisory Committee, which is a voluntary advisory body, also receives appropriate advice and proposals from outside directors, and works effectively.

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
31 Initiatives for Society
34 Initiatives for Environment
36 Corporate Governance
37 Board of Directors
38 Officer Remuneration
39 Introduction of Officers
40 Risk Management, Compliance
41 Stakeholder Engagement
42 Data Selection

Officer Remuneration

Details of Officer Remuneration

Category	Type of remuneration	Stakeholders	Limit
Directors	Basic remuneration (monthly fixed remuneration)	Inside and outside	Up to ¥1000 million annually (Including no more than ¥90 million for outside directors)
	Bonuses (performance-linked remuneration)	Inside	Up to 0.5% of net income or ¥400 million annually
	Shares with restrictions on transfer	Inside	Up to ¥600 million annually
Audit & Supervisory Board members	Basic remuneration (monthly fixed remuneration)	Inside and outside	Up to ¥30 million annually

Director remuneration is comprised of monetary compensation as basic remuneration (monthly fixed remuneration) and bonuses (performance-linked remuneration), and non-monetary compensation as restricted stock compensation. Bonuses in the form of performance-linked remuneration are paid at a fixed period every year with net income on a non-consolidated basis, which is the ultimate profit from execution of duties to which the directors make direct contributions, as the performance index, thereby increasing the directors' ambition to improve performance. The rate of performance-linked remuneration is approximately 20 to 30% in the case of standard performance. OBIC's non-consolidated net income for the fiscal year ended March 31, 2026 was ¥69,435 million. Remuneration for Audit & Supervisory Board members is basic remuneration (monthly fixed remuneration) only.

Total Remuneration, etc. for Each Officer Category

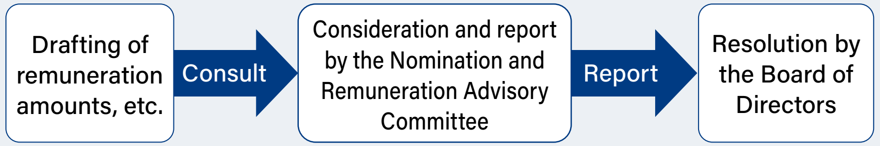
(¥ Million)

Category	Total amount of remuneration, etc.	Total amount of remuneration, etc. by type		
		Basic remuneration	Bonuses	Shares with restrictions on transfer
Directors (outside)	1,137 (51)	686 (51)	332 (—)	118 (—)
Audit & Supervisory Board members (outside)	25 (12)	25 (12)	— (—)	— (—)
Total (outside)	1,163 (63)	712 (63)	332 (—)	118 (—)

Process for Determining Officer Remuneration

Original proposals for the amount of remuneration are drafted based on an additive and subtractive formula within a range determined at the General Meeting of Shareholders after giving consideration to the Company's performance based on remuneration according to position in relation to the status of execution of each executive's duties. Based on the results of an inquiry to the Nomination and Remuneration Advisory Committee, which is a voluntary advisory body in which outside directors make up a majority of the members, a decision is made by the Board of Directors.

Remuneration for Audit & Supervisory Board members is basic remuneration (monthly fixed remuneration) only. The amounts of remuneration for Audit & Supervisory Board members are calculated per discussions among the Audit & Supervisory Board members within the range resolved by the General Meeting of Shareholders.



April 2025	The Nomination and Remuneration Advisory Committee considered details of officer bonuses for the fiscal year ended March 31, 2024, and the individual amounts to be paid for basic remuneration and for the shares with restrictions on transfer plan for directors for the fiscal year ending March 31, 2025. The committee resolved to report to the June 2025 meeting of the Board of Directors on the draft produced as a result of the consideration.
May 2025	The Nomination and Remuneration Advisory Committee considered future policies for granting restricted stock compensation.
June 2025	A meeting of the Board of Directors following the Ordinary General Meeting of Shareholders received the report from the Nomination and Remuneration Advisory Committee and passed a resolution on the officer bonuses for the fiscal year ended March 31, 2025, and the individual amounts to be paid for basic remuneration and the shares with restrictions on transfer plan for directors in the fiscal year ending March 31, 2026.
March 2026	The Nomination and Remuneration Advisory Committee considered details of officer bonuses for the fiscal year ended March 31, 2025, and the individual amounts to be paid for basic remuneration and for the shares with restrictions on transfer plan for directors for the fiscal year ending March 31, 2026. The committee resolved to finalize the draft sometime after April 2026.
April 2026	The Nomination and Remuneration Advisory Committee considered details of officer bonuses for the fiscal year ended March 31, 2025, and the individual amounts to be paid for basic remuneration and for the shares with restrictions on transfer plan for directors for the fiscal year ending March 31, 2026. The committee resolved to report to the June 2026 meeting of the Board of Directors on the draft produced as a result of the consideration.
June 2026	A meeting of the Board of Directors following the Ordinary General Meeting of Shareholders received the report from the Nomination and Remuneration Advisory Committee and passed a resolution on the officer bonuses for the fiscal year ended March 31, 2025, and the individual amounts to be paid for basic remuneration and the shares with restrictions on transfer plan for directors in the fiscal year ending March 31, 2026.

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
31 Initiatives for Society
34 Initiatives for Environment
36 Corporate Governance
37 Board of Directors
38 Officer Remuneration
39 Introduction of Officers
40 Risk Management, Compliance
41 Stakeholder Engagement
42 Data Selection

Introduction of Officers

System of Directors and Audit & Supervisory Board Members

Directors

Masahiro Noda
Chairman and CEO
(Born on August 24, 1938)

Shoichi Tachibana
President and COO
(Chairman of the Board of Directors)
(Born on April 26, 1961)

Takao Fujimoto
Managing Director
General Manager of Kansai Business Div.
(Born on April 07, 1971)

Takeshi Okada
Managing Director
General Manager of Capital Area Business Div.
(Born on July 01, 1981)

Yuta Hanada
Director
Manager of Chubu Nagoya Business Div.
(Born on October 21, 1982)

Kyoko Udagawa
Director
Administrator of Human Capital Development Promotion Office
(Born on January 22, 1974)

Yasumasa Gomi
Outside Director
(Born on February 08, 1943)

Takashi Ejiri
Outside Director
(Born on May 16, 1942)

Mime Egami
Outside Director
(Born on September 14, 1957)

Audit & Supervisory Board members

Masatsugu Kanoutani
Audit & Supervisory Board member (standing)
(Born on December 31, 1968)

Yasuo Tanaka
Audit & Supervisory Board member (part-time)
(Born on December 12, 1973)

Shigetsugu Yamada
Audit & Supervisory Board member (part-time)
(Born on July 04, 1974)

Skill Set of System of Directors and Audit & Supervisory Board Members

Name		Business Execution	Skills					
			Corporate management	Innovation ~Destruction and Creation~	Business and industry experience	Accounting and finance	Legal	ESG
Masahiro Noda			●	●	●	●		
Shoichi Tachibana		●	●	●	●	●		●
Takao Fujimoto		●		●	●			
Takeshi Okada		●		●	●			
Yuta Hanada		●		●	●			
Kyoko Udagawa	Female	●		●	●	●		●
Yasumasa Gomi	Independent outside		●			●		●
Takashi Ejiri	Independent outside						●	●
Mime Egami	Independent outside Female			●				●
Masatsugu Kanoutani				●	●	●		
Yasuo Tanaka	Independent outside						●	●
Shigetsugu Yamada	Independent outside					●		●

Executive Officers (14) Excludes five directors serving concurrently as executive officers

Tomoyuki Kajiura	Managing Executive Officer	Administrator of Sales Promotion Div., Solutions Business Div.
Fumio Fukushima	Managing Executive Officer	Administrator of Marketing Promotion Div. and Administrator of Development Div., Solutions Business Div.
Tomonori Anan	Executive Officer	Administrator of Accounting Div.
Kosuke Ishikawa	Executive Officer	Administrator of Human Resources Dept.
Toru Kanasugi	Executive Officer	Administrator of Purchasing Div.
Hikari Miyoshi	Executive Officer	Administrator of Business Planning Office
Tetsuji Yamagishi	Executive Officer	Deputy General Manager of Capital Area Business Div. in charge of Business Dept. 1 and Business Dept. 2
Takashi Omori	Executive Officer	Deputy General Manager of Capital Area Business Div. in charge of Business Dept. 1 and Business Dept. 2
Masakazu Hirose	Executive Officer	Deputy General Manager of Capital Area Business Div. in charge of Business Dept. 3 and Business Dept. 4 and Business Dept. 5
Shinichi Furuya	Executive Officer	Deputy General Manager of Capital Area Business Div. in charge of Business Dept. 3 and Business Dept. 4 and Business Dept. 5
Yosuke Matsuno	Executive Officer	Deputy Manager of Kansai Business Div.
Keigo Fujihata	Executive Officer	Deputy Manager of Kansai Business Div.
Keiji Owaki	Executive Officer	Administrator of General Affairs Div.
Hideo Iwanaka	Executive Officer	Administrator of Cloud Promotion Division

CONTENTS

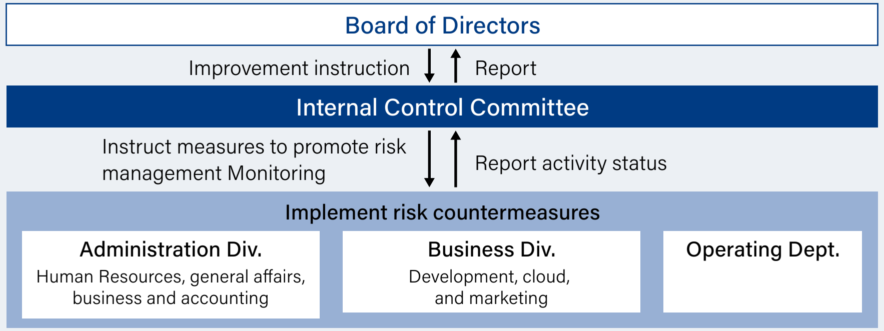
02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
31 Initiatives for Society
34 Initiatives for Environment
36 Corporate Governance
37 Board of Directors
38 Officer Remuneration
39 Introduction of Officers
40 Risk Management, Compliance
41 Stakeholder Engagement
42 Data Selection

Risk Management

Risk Management System

Regarding the risk management system, we regularly review risks, and the internal control committee takes the lead in company-wide integrated management, ensuring thorough compliance in all business areas, preventing risks before they occur, and ensuring prompt response when they do.

Organizational Chart of Risk Management System



Measures to Address Priority Risks

Risks	Countermeasures
Technology innovationand research & development	Strives to engage in research and development activities related to the latest technology trends in a wide range of fields, including network technology and communications technology, verification of new hardware products or verification of software and middleware.
Loss of human capital and expertise	Spends significant time and money each year on securing and developing talented human capital and working to develop human capital with strong future potential.
Information Security	Strives to strengthen and ensure customer data management and to prevent leaks by establishing information management rules, ensuring that all employees are made aware of these through training, and strengthening security of software and infrastructure.
Environmental and climate change	Strives to implement business continuity plan measures, such as setting up a teleworking environment for employees and establishing duplicate cloud computing center sites. Furthermore, by concentrating our cloud computing centers with advanced environmental performance, we are working to reduce greenhouse gas emissions of OBIC and customer companies.

Compliance

To enhance credibility from society, OBIC has formulated various policies concerning the observance of ethics, laws and regulations, etc., while ensuring rigorous compliance in business as a whole, as well as working to prevent risks and ensure prompt response on the occurrence of risks. In fiscal 2025, we are building a human rights due diligence framework and are working to further reduce human rights risks and raise human rights awareness.

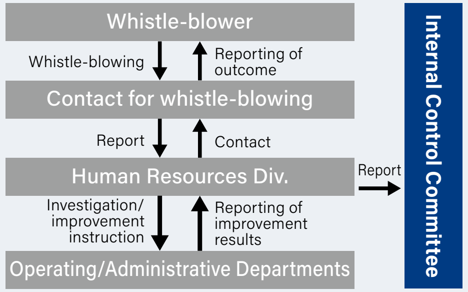
Three policies

- Policy on human rights
- Policy on fair transactions
- Policy on procurement

Internal reporting system

OBIC has established an internal reporting system for the early detection of compliance violations, and correction and prevention thereof. There are two reporting routes, inside Compliance Counselling Counter and outside attorneys, with whom whistleblowers can contact via a number of ways, such as telephone calls, regular mail, e-mails. (anonymous acceptable in both cases)

For the proper operation of the system, we have set company rules to protect the privacy of whistle-blowers and people involved and the confidentiality of reported information, as well as to ensure that such whistle-blowers will not suffer disadvantages for whistle-blowing, etc.



Please scan the QR code to visit a reference website. ▶
Compliance Initiatives

Compliance Counselling Counter

Operational results for the fiscal year ended March 31, 2026

	Number of consultations
Number of new consultations	2
Number of consultations continuing from the previous fiscal year	0

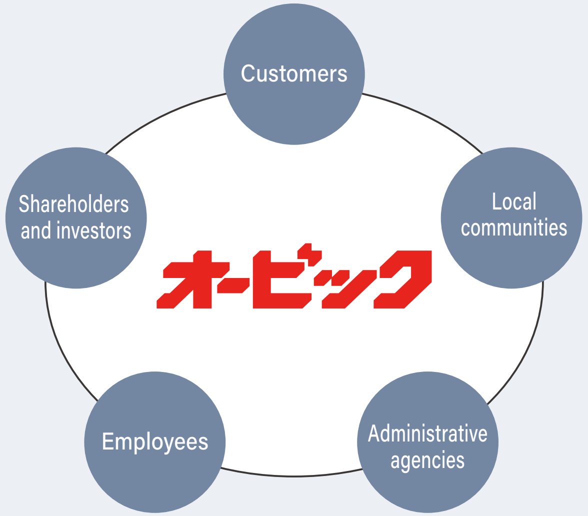
Please scan the QR code to visit a reference website. ▶
Human Rights Initiatives

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
31 Initiatives for Society
34 Initiatives for Environment
36 Corporate Governance
37 Board of Directors
38 Officer Remuneration
39 Introduction of Officers
40 Risk Management, Compliance
41 Stakeholder Engagement
42 Data Selection

株式会社オービック

Stakeholder Engagement



Basic Approach

OBIC believes that dialogues with various stakeholders such as customers, shareholders and investors, employees, and communities are important for the Company's sustainable growth, and is working to clarify the responsibilities and issues of the OBIC Group through communication and working on daily business activities while striving for improvement.

Going forward, by further deepening dialogue with stakeholders, we will continue to address society's expectations and issues with sincerity and apply what we have learned from such dialogue in the Company's business activities.

Status of Major Activities

Stakeholders	Major responsibilities/ issues	Contents of activities	Details of contents	Results/indicators
Customers	Development of customer satisfaction, and creation of lasting relationships with customers	Enhancement of interactive communication with customers	* Holding of events for customers: Holding seminars, users meetings, customers social gatherings * Enhancement of customer support system: Enhancement of call center system and improvement of online support	* Increase in the number of companies visiting events: 30,000 or more * Improvement of customer loyalty: Continued usage rate of 97% or more * Improvement of sales by system support services: Increase by 10% or more
		Improvement of product/service quality	* Market research: Conducting market research to grasp customer needs * Development of products and services: Developing products and services to satisfy customer needs * Quality control: Establishing a quality control system for improving the quality of products and services * Enhancement of follow-up service system: Enhancement of the call center system and improvement of online support	
Shareholders and investors	Securing of the transparency of management information and acquisition of appropriate evaluation	Improvement of the timeliness and quality of information disclosure	* Announcement of quarterly results: Implementation of meetings for the announcement of financial results, and prompt and timely publication of disclosed information * Provision of English version of disclosure documents: Translation of summary of financial results and IR materials into English * IR activities for overseas investors: Conducting personal interviews with overseas investors	* Stable transition of share prices: Improvement of credibility in the market
		Enhancement of personal interviews and briefings	* Personal interviews: Conducting personal interviews with domestic and overseas investor's (150 times or more per year) * Briefing: Conducting financial results briefings (twice per year) * Enhancement of the question-and-answer system: Prompt and polite replies at personal interviews and a question-and-answer session in briefings.	* Building trust-based relationships with investors: Promoting two-way communication through individual meetings and briefings * Improving understanding and evaluation among investors: Through individual meetings and briefings, carefully responding to investors' questions and opinions and promoting understanding of the Company's management strategies and financial condition
		For Overseas Investors Strengthening IR Activities	* Creation of an IR website for overseas investors: Posting IR information in English * Assignment of IR personnel for overseas investors: Responding to inquiries from overseas investors * Dissemination of information to overseas media: Responding to interview requests from overseas media	* Expansion of interest and investment from overseas investors: Increasing interest from overseas investors and expanding investment through overseas IR activities * Building long-term relationships with overseas investors: Building trust through continuous communication with overseas investors
Employees	Improvement of employee satisfaction and development of human capital	Creation of a pleasant working environment Career path support	* Employee engagement: Conducting monitoring on a regular basis (engagement surveys and stress checks) * Events for employees: Holding in-house social gatherings and family sports festivals * Enhancement of training systems: Introduction of e-learning system and enhancement of external training programs * Promotion of diversity: Holding various study meetings including working style sharing meetings	* Reduction of an employee turnover rate * Improvement of employee engagement
Local communities	Contribution to local communities and cooperation with communities	Contribution to the solution of local issues Contribution to community invigoration	* Local contribution activities: Volunteer activities, support for local events, and donation to local organizations * Cooperation with communities: Cooperation with local governments and regional companies * Information dissemination: Information dissemination to communities and interactive communication with local residents	* Improvement of the rate of participation in local contribution activities
Administrative agencies	Compliance with laws and regulations	Compliance with laws and regulations	* Enhancement of the internal auditing system: Establishing an internal audit office to conduct a periodic audit * Collection and analysis of law revision information: Collecting and analyzing law revision information to evaluate the impact of such law revision on the company structure * Prompt response to legal violations: Promptly implementing investigation into the cause, the development of recurrence prevention measures, and the report thereof to related organizations upon the occurrence of legal violations	* Number of legal violations 0 * Publication of corporate governance reports * Positioning compliance with laws and regulations as one of management's highest-priority issues and promoting company-wide initiatives

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
25 Initiatives for Human Capital
31 Initiatives for Society
34 Initiatives for Environment
36 Corporate Governance
37 Board of Directors
38 Officer Remuneration
39 Introduction of Officers
40 Risk Management, Compliance
41 Stakeholder Engagement
42 Data Selection

株式会社オービック

Summarized Financial and Non-Financial Data

	Unit	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3
Earnings conditions													
Net sales	¥ million	56,344	58,738	61,453	66,814	74,163	80,488	83,862	89,476	100,167	111,590	121,240	135,209
Gross operating profit	¥ million	35,336	37,514	39,839	44,517	50,941	56,328	60,840	67,958	77,224	86,428	94,385	105,665
Selling expense and general administrative expenses	¥ million	11,051	11,405	11,989	12,192	13,002	13,090	12,762	13,822	14,734	15,518	16,007	16,841
Operating income	¥ million	24,285	26,108	27,850	32,325	37,939	43,238	48,077	54,135	62,490	70,910	78,378	88,823
Operating income margin	%	43.1	44.4	45.3	48.4	51.2	53.7	57.3	60.5	62.4	63.5	64.6	65.7
Net income attributable to owners of the parent	¥ million	18,776	23,157	23,359	26,268	32,223	35,096	38,001	43,500	50,116	58,007	64,621	75,191
Ratio of net income attributable to owners of the parent	%	33.3	39.4	38.0	39.3	43.4	43.6	45.3	48.6	50.0	52.0	53.3	55.6
Status of cash flows													
Cash flow by operating activities	¥ million	20,980	16,656	21,311	26,107	29,843	31,999	41,677	38,972	52,960	55,831	62,794	73,746
Cash flow by investing activities	¥ million	1,570	4,377	2,314	-6,320	-8,209	-9,238	-5,422	-44,053	1,282	-2,206	-3,934	-2,022
Free cash flow	¥ million	22,550	21,033	23,625	19,787	21,634	22,761	36,255	-5,081	54,242	53,625	58,860	71,724
Cash flow by financing activities	¥ million	-5,381	-10,117	-8,005	-8,450	-11,119	-13,120	-15,121	-22,965	-20,619	-39,702	-29,038	-64,404
Financial conditions													
Total assets	¥ million	173,542	181,522	200,061	221,260	244,909	264,596	298,257	323,927	366,708	462,165	500,375	618,796
Net assets	¥ million	150,584	160,522	177,500	197,394	218,476	238,392	266,025	293,567	327,864	398,692	433,850	516,011
Cash and cash equivalents	¥ million	71,584	82,502	98,121	109,458	119,972	129,612	150,745	122,699	156,321	170,244	200,065	207,385
Equity capital	¥ million	150,584	160,522	177,500	197,394	218,476	238,392	266,025	293,567	327,864	398,692	433,850	516,011
Equity Ratio	%	86.8	88.4	88.7	89.2	89.2	90.1	89.2	90.6	89.4	86.3	86.7	83.4
Other information													
Return on equity (ROE)	%	13.2	14.9	13.8	14.0	15.5	15.4	15.1	15.5	16.1	16.0	15.5	15.8
Return on Assets	%	17.0	16.6	16.9	16.9	18.0	18.1	18.7	19.3	20.3	19.6	18.7	18.7
Earnings per share (EPS)*	¥	41.87	51.88	52.52	59.06	72.45	78.91	85.44	97.99	113.02	130.92	146.90	171.61
Net assets per share (BPS)*	¥	335.82	360.92	399.10	443.83	491.23	536.01	598.14	662.09	739.43	906.38	986.26	1190.80
Dividend per share	¥	65	85	90	115	135	160	185	215	250	300	70	84
Dividend on equity ratio (DOE)	%	4.1	4.9	4.7	5.5	5.8	6.2	6.5	6.8	7.1	7.3	7.4	7.7
Payout Ratio	%	31.0	32.8	34.3	38.9	37.3	40.6	43.3	43.9	44.2	45.8	47.7	48.9

* A stock split was implemented at a ratio of 5 shares for every 1 common share on October 1, 2024. Calculated assuming the stock split was conducted at the beginning of each fiscal year from March 2015 to March 2024.

Non-financial information (non-consolidated)	Unit	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3
Number of employees	person	-	-	-	-	-	1,860	1,854	1,857	1,888	1,898	1,969	2,030
Ratio of female employees	%	-	-	-	-	-	17.0	17.5	19.1	19.9	20.3	21.3	22.5
Ratio of female hires	%	-	-	-	-	-	23.2	30.3	28.3	24.0	28.5	31.3	32.9
Ratio of women in managerial posts	%	-	-	-	-	-	6.5	7.2	9.1	9.8	11.2	12.8	14.6
Number of Employees Acquiring Childcare Leave	person	-	-	-	-	-	58	61	53	59	71	88	113
Acquisition ratio of male employees taking childcare leave, etc.	%	-	-	-	-	-	54.4	40.2	65.2	71.2	86.2	96.8	101.4
Paid leave acquisition rate	%	-	-	-	-	-	65.9	66.5	69.6	70.2	82.4	85.6	89.0
Average training hours per employee	hour	-	-	-	-	-	122	186	176	106	165	119	106

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
42 Data Selection
42 Summarized Financial and Non-Financial Data
43 Company Profile,Financial Results Information,Stock Information

Company Profile

Company name	OBIC Co., Ltd.
Trademark	
Headquarters	2-4-15 Kyobashi, Chuo-ku, Tokyo
Date of establishment	April 8, 1968 (Showa 43)
Capital stock	¥19,178 million
Number of employees	Consolidated: 2,256 Non-Consolidated: 2,030 (As of March 31, 2026)
Net sales	Consolidated: ¥135,209 million Non-consolidated: ¥126,761 million (fiscal year ending March 2026)
Stock listing	Tokyo Stock Exchange Prime Market (Securities Code: 4684)
Total number of shares issued	498,000,000
Overview of operations	• System Integration Services • System Support Services • Office Automation Services
Group companies	OBIC Office Automation Co., Ltd. OBIC Business Consultant Co., Ltd. (Prime Market) O.B. System Co., Ltd. (Standard Market)

Financial Results Information (As of March 31, 2026)

Fiscal year	From April 1 through March 31 of the following year
Ordinary General Meeting of Shareholders	June each year
Date of record of the Ordinary General Meeting of Shareholders	March 31 each year
Date of record for dividends of surplus	Year-end dividend: March 31 each year Interim dividend: September 30 each year

Stock Information (As of March 31, 2026)

Total number of shareholders	19,872	
Number of shareholders holding full trading units	15,335	
Number of shares listed and registered	498,000,000	
Number of shares owned by non-residents	169,169,529	33.9%
Number of shares owned by Company directors and principal shareholders	297,967,050	59.8%
Number of floating shares (consolidated number of shares consisting of less than 50 trading units)	5,762,572	1.1%
Number of shares owned by investment trusts	36,207,500	7.2%
Number of shares owned by pension trusts	3,066,300	0.6%

* A stock split was implemented at a ratio of 5 shares for every 1 common share on October 1, 2024.

Principal Shareholders (As of March 31, 2026)

Ranking	Name	Number of shares held (thousand)	Ownership ratio (%)
1	MN Holdings Co., Ltd.	84,545	19.51
2	The Master Trust Bank of Japan, Ltd.	65,260	15.06
3	Custody Bank of Japan, Ltd.	22,690	5.23
4	Masahiro Noda	14,405	3.32
5	Mizuki Noda	13,905	3.20
6	State Street Bank and Trust Company 505103 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Division)	9,482	2.18
7	State Street Bank and Trust Company 505001 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Division)	8,109	1.87
8	State Street Bank and Trust Company 505223 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Division)	8,096	1.86
9	National Mutual Insurance Federation of Agricultural Cooperatives	6,567	1.51
10	The Chase Manhattan Bank, N.A. London Secs Lending Omnibus Account	5,442	1.25

* OBIC held 64,666 thousand shares of common stock in treasury
* Numbers of shares stated above include shares held in trust as follows:

	(thousand)
The Master Trust Bank of Japan, Ltd.	65,260
Custody Bank of Japan, Ltd.	22,690

CONTENTS

02 Introduction
07 Value Creation Story
16 Growth Strategy to Create Value
25 Base for Supporting Value Creation
42 Data Selection
42 Summarized Financial and Non-Financial Data
43 Company Profile,Financial Results Information,Stock Information

OBIC Co., Ltd.

OBIC Co., Ltd. Headquarters
OBIC Bldg., 2-4-15 Kyobashi, Chuo-ku, Tokyo 104-8328
TEL 03-3245-6500

OBIC website
https://www.obic.co.jp/e/

Securities Code: 4684