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Company: Japan System Techniques Co., Ltd.

Representative: Takeaki Hirabayashi, President and CEO

Stock code: 4323, Tokyo Stock Exchange, Prime Market

Contact: Taku Hirabayashi, Director and Senior Officer

Tel: +81-6-4560-1000

Notice of Group Vision “JAST VISION 2035”

The JAST Group has formulated “JAST VISION 2035” with the target for the fiscal year ending March 2036.

Background of the formulation of the long-term vision “JAST VISION 2035”

Having celebrated our 50th anniversary in 2023, we have positioned 2024 as the first year of our second founding. Based on our corporate and management philosophies, which have been the starting point of our corporate activities, we have formulated “JAST VISION 2035” as our long-term vision.

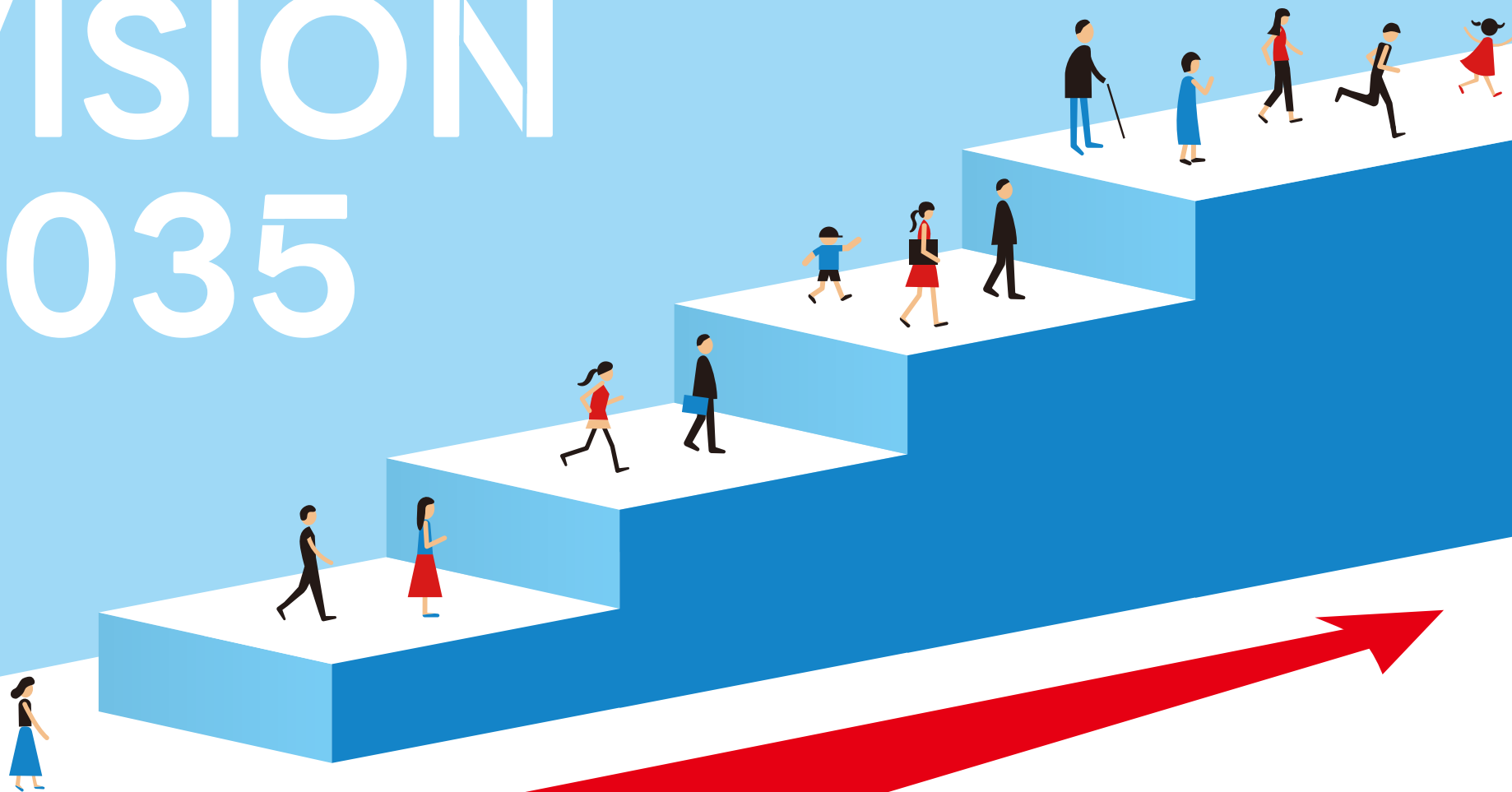
Based on this vision, we will proceed to formulate a new medium-term management plan covering the fiscal year ending March 2027 and beyond.

Reference

“JAST VISION 2035”

Please refer to the attachments for more information.

JAST VISION 2035



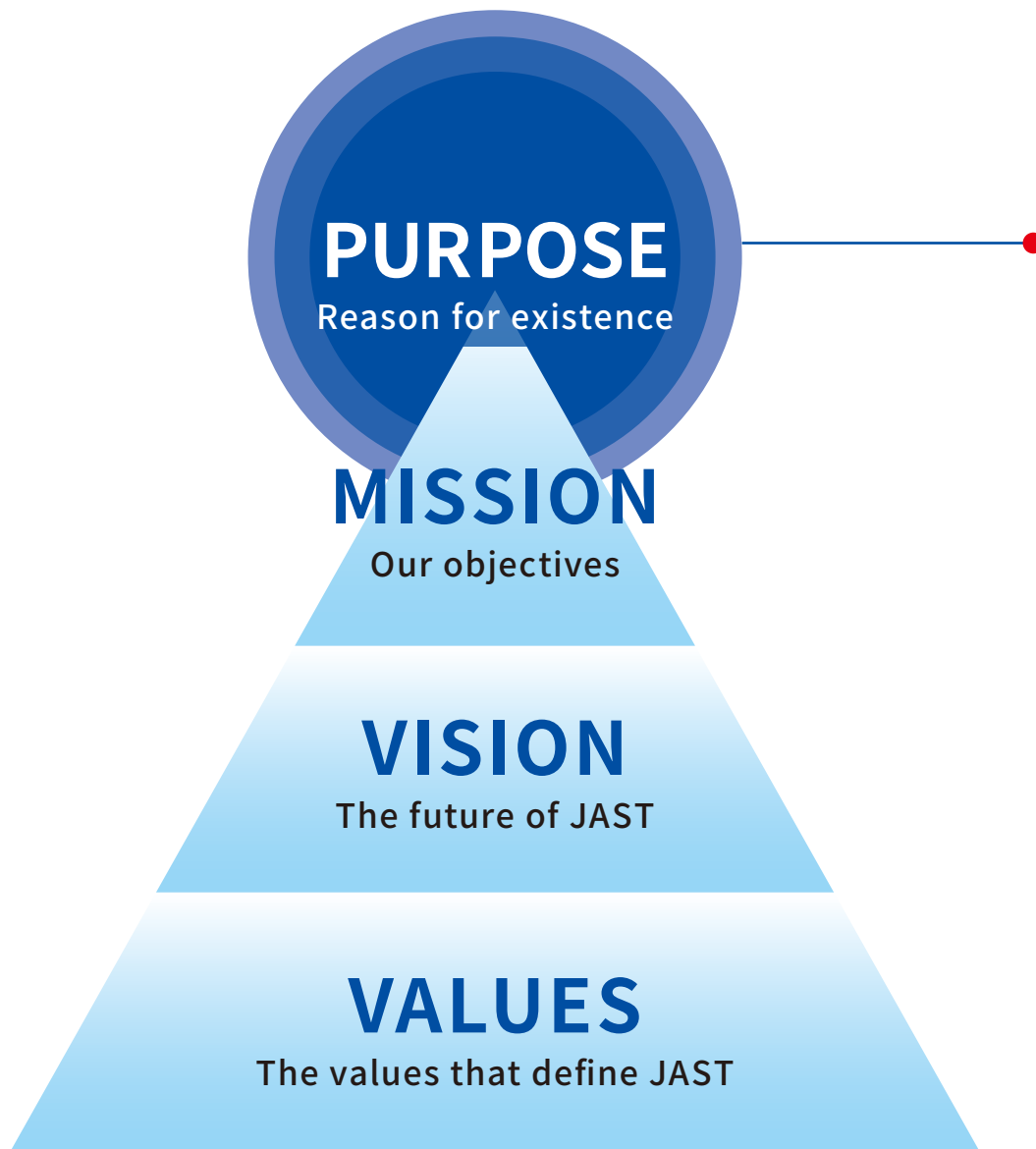


**Becoming a problem-solving company
recognized by everyone by leveraging
the humanity of our people**

In addition to our technical expertise and solid track record, the corporate philosophy embraced by our employees is the greatest management resource of the JAST Group, and our greatest strength is the humanity that underpins our corporate philosophy. We have created our VISION for the next 50 years of progress, driven by the identity we have established during the 50 years since our founding.

The need for the people of the JAST Group to use their humanity has never been greater due to the uncertain outlook caused by rapid changes involving numerous social issues. Our goal is to be a company that plays a vital role in society with a firm commitment to solving social issues by working with all our customers.

PURPOSE



**Making society a better place
by creating and providing
new types of IT services**

Our founder, Takeaki Hirabayashi, started JAST based on the corporate philosophy of constantly advancing as a company that is a responsible member of society and provides benefits for people and the world. Guided by this corporate philosophy during the past 50 years, JAST has earned a reputation as a trusted organization with many accomplishments and advanced technologies backed by businesses that closely reflect the needs of customers and society. To create our VISION that looks ahead to 2035, we have defined our MISSION and VALUES that underpin our resolute commitment to our corporate philosophy and form the nucleus of the identity of the JAST Group.

MISSION•VISION•VALUES

MISSION

Our objectives

—● A firm commitment to solving social issues

The JAST Group is dedicated to the sustained growth of society and the companies. This is why our MISSION is defined by a firm commitment to solving social issues. Our commitment has two key elements. One is a sincere dedication to serving customers by always increasing our understanding of their needs and providing solutions for problems. The other is constant initiatives for technological progress that makes these solutions possible.

VISION

The future of JAST

—● Becoming a problem-solving company recognized by everyone

Since our inception 50 years ago, we have continuously focused on devising ways to solve the problems of our customers. Accomplishing our corporate philosophy will require an even stronger dedication to playing a role in establishing a society capable of sustainable growth.

Becoming a problem-solving company recognized by everyone is a central goal of our vision, which is the basis for more growth during the next 50 years. We are determined to focus our energy on solving more issues in society. We want even more people to recognize JAST's strengths as a source of innovation in society and as a company that plays a vital role in society.

VALUES

The values that define JAST

MISSION•VISION•VALUES

MISSION

Our objectives

VISION

The future of JAST

VALUES

The values that define JAST

Management philosophy

To realize the management philosophy of “good for four stakeholders” (namely, customers, employees, shareholders and society), our highest priority must be the steady upgrading of the integrity and quality of our company and our people. During the next 50 years, improving the skills and other characteristics of our people will remain a key objective. Accompanying this commitment will be constant measures to ensure that people understand and embrace our management philosophy. We want to be a corporate group with people guided by unified goals, the confidence to take actions as needed, and the determination to be a source of value and inspiration for society.

JAST DNA

The people of the JAST Group are fueled mainly by three motivations. First is the dedication to never overlook customers in need of assistance. Second is to always be aware of the joy of receiving appreciation. Third is the enjoyment of involvement with software development and technological progress. These motivations are the power that enables people to retain the willingness to take on challenges and do what is best for themselves and others. These properties that define JAST, which are rooted in our management philosophy and employee training and development programs, are the DNA that will be passed on to the people of our organization during the next 50 years.

the Fueki Ryūkō (immutability and fluidity) philosophy in management

Fueki Ryūkō defines the management philosophy of the JAST Group and consists of two concepts. First is the calmness to accept the unchanging principles (Fueki) such as our corporate philosophy and the guidelines for our activities. Second is the courage to make revisions as needed to reflect changes in the social and business climate (Ryūkō). Guided by these two concepts, we will take many actions to accomplish our VISION.

Our Business Climate

External environment

The growing need for rapid responses to the increasingly rapid pace of changes in social issues and technological progress

» Social issues



- Increasing need for measures to solve social issues such as the labor shortages due to Japan's extremely low birthrate and declining population, regional dysfunction, and widening disparities
- Increasing need for green innovation against global warming, the loss of biodiversity, global food shortages and other problems

» Technological progress



- The approaching generative AI singularity
- Practical use of blockchain, advanced communication technologies, robotics, IoT and other technologies that are reshaping industries
- Shortage of advanced IT personnel, surplus of IT personnel with conventional skills

Internal environment

Management resources accumulated for 50 years since inception

» Corporate culture/business environment



- Firmly established philosophy and strong business skills due to philosophy-driven management
- Able to take on new challenges with no restrictions due to absence of affiliations with any other corporate group

» Business foundation



- JAST-brand products with a high market share
- A system integration business with strong development capabilities and a powerful workforce

» Human resources



- People with advanced technological skills and outstanding personal characteristics
- Committed to always putting the customer first

» Financial strength



- Sound management for maintaining ample equity and liquidity
- Stable financial base due to diverse business structure



“ JAST VISION 2035 ”

Our Target Positioning and Direction of Transformation



“ Become a problem-solving company recognized by everyone ”

Play a role in establishing a society capable of sustainable growth

Our Target Positioning

» **Establish a reputation as a company that is always involved with solving social issues and is essential for creating these solutions**

- Directly provide services that are part of solutions for the issues of people worldwide
- Capture the leading market share in many specialized categories by providing services centered on IT for solving niche issues based on communications with people facing problems to
- Be a problem-solving leader by building co-creation frameworks with companies and organizations with advanced technologies and market insight and with public-sector entities and others



Our Direction of Transformation

» **Transformation encompassing all group companies and businesses**

- Create/reorganize into a dynamic organizational structure, recruit skilled people, reskill current employees and use other activities in order to accomplish our VISION by using the people, technologies and knowledge of all group companies and businesses

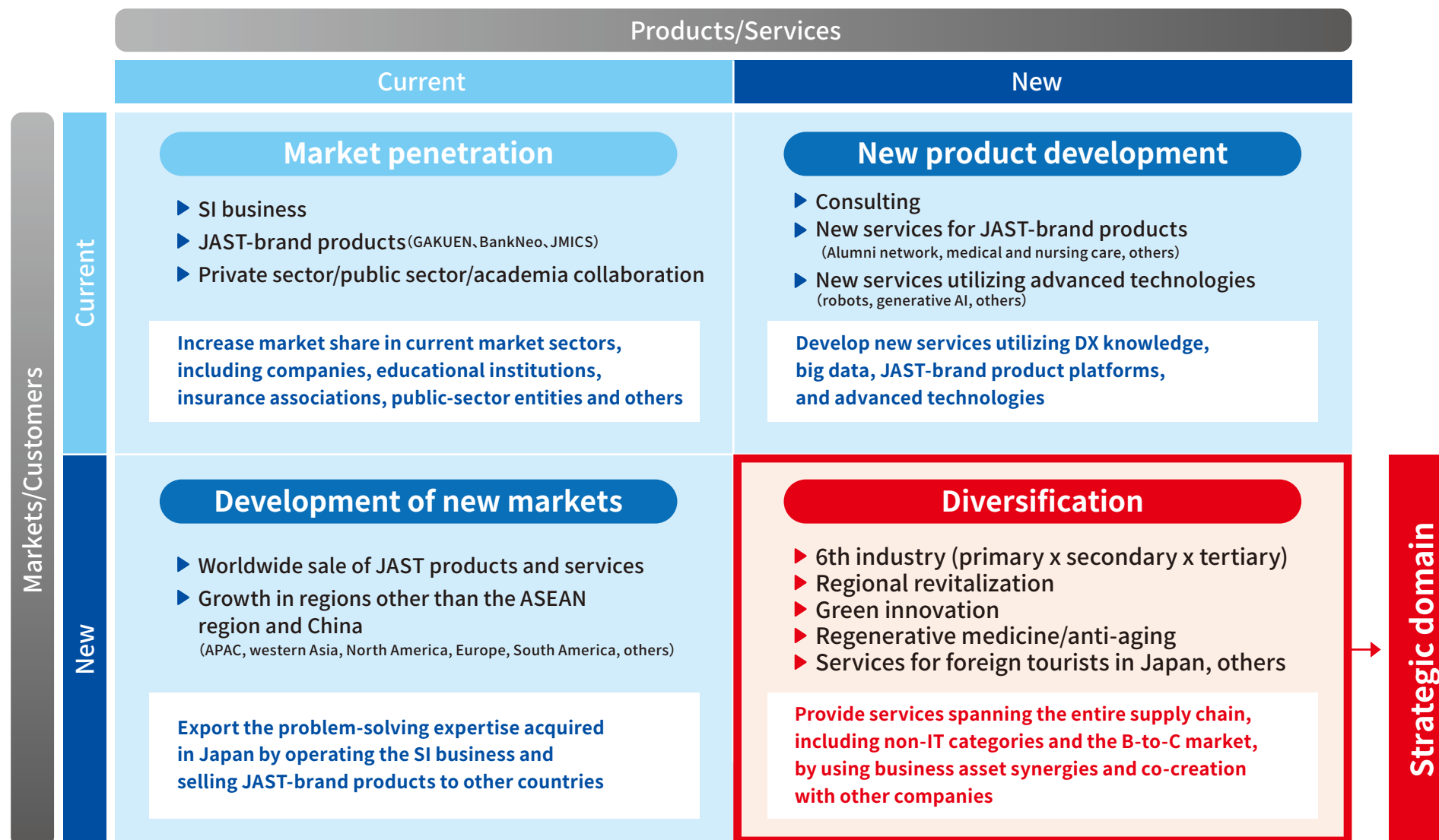
» **A stronger management foundation for more growth**

- Make substantial investments in human resources and intellectual resources for more growth
- Create value with high capital efficiently by using the group's resources in the best possible ways and eliminating waste



The Strategic Domain of JAST

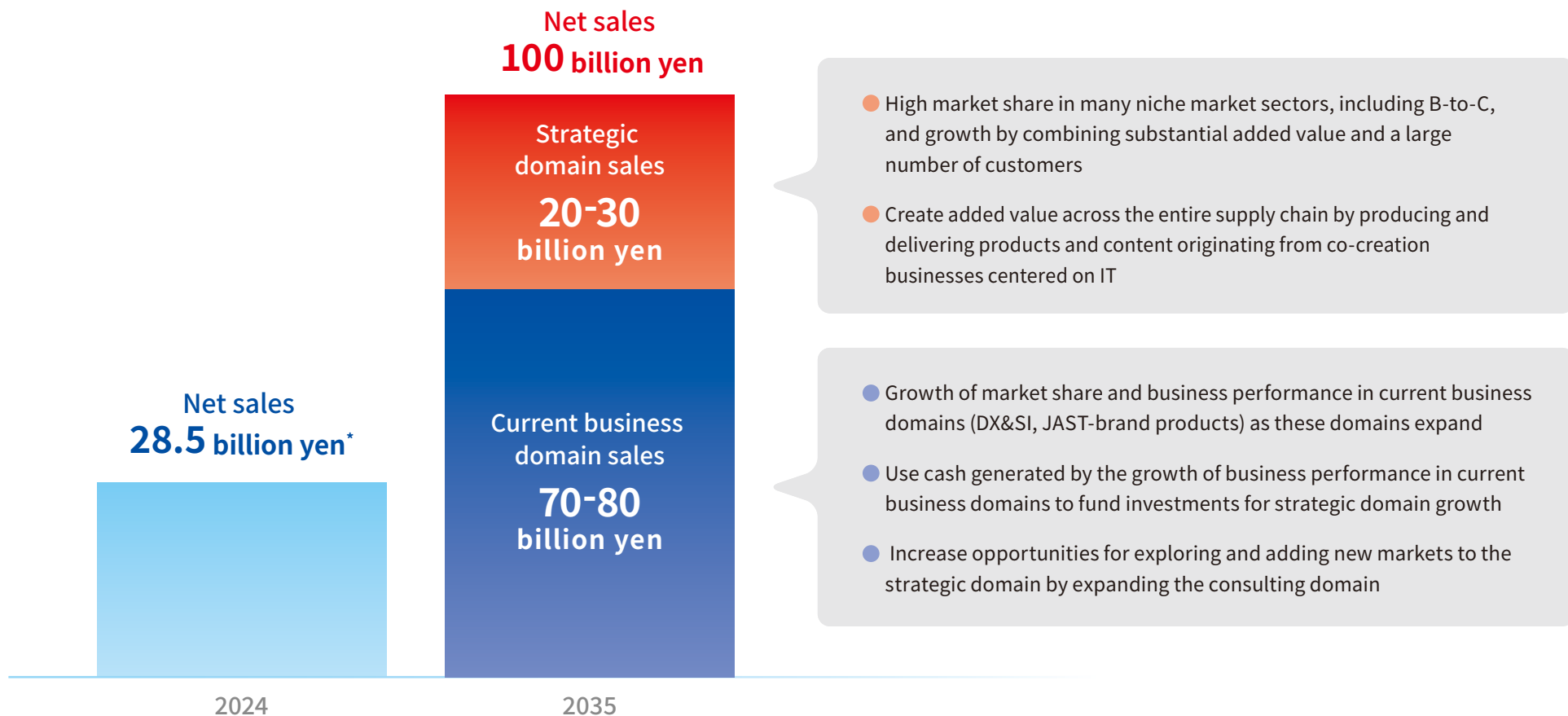
Our strategic domain encompasses a diverse array of categories because JAST is dedicated to creating solutions for many types of customers.



Target Business Scale

The target is to achieve JAST Group consolidated sales of **100 billion** yen by 2035 through the growth strategy.

Strategic domain consolidated sales of **20-30 billion** yen is the primary performance indicator for accomplishment of the vision.



*Note: Consolidated earnings forecast for the fiscal year ending March 2025

THANK YOU!

