



Digital Information Technologies Corporation

# Financial Results for the First Quarter of the Fiscal Year Ending June 2025



**1** ——— **FY6/25 Q1 Financial Report**

**2** ——— **FY6/25 Business Forecasts**

**3** ——— **Vision for 2030 and Medium-term Management Plan**  
(Partially extracted from the financial results materials disclosed on August 9, 2024)

**4** ——— **Appendix**



# FY6/25 Q1 Overview of Financial Results

- Significant increases in sales and profits due to strong demand in the overall business and a reaction to the handover of an unprofitable project in the same period of the previous fiscal year.
- Although personnel expenses rose due to improved employee compensation and costs increased due to M&A activities, the expense increases were offset by robust demand.

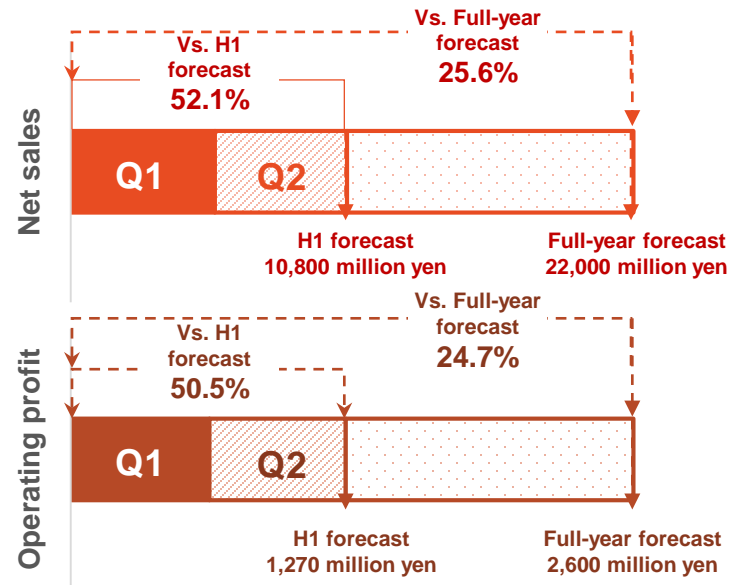
## Major KPIs

**Net sales: 5,632 million yen**  
(+19.6% YoY)

**Operating profit: 641 million yen**  
(+17.4% YoY)

**Operating profit margin: 11.4%**  
(-0.2 ppt. YoY)

## Progress rate of performance forecast





# FY6/25 Q1 Overview of Performance by Business

The mainstay Software Development Business segment performed well across all businesses, with significant increases in both sales and profits.

Two newly acquired subsidiaries have also played a role in driving business expansion.

## ■ Software Development Business (sales: +20.9% YoY)

- **Business Solutions Unit (+17.2% YoY):** Significant increases in sales and profits YoY due to robust demand and a rebound effect from resolving the unprofitable project in the pharmaceutical field during the previous fiscal year. In business system development, the strategy of focusing on the financial sector, where demand is robust, delivered results, while projects in the public sector, telecommunications, and manufacturing sectors expanded. Additionally, the inclusion of sales from System Products Co., Ltd., acquired through M&A, contributed to record-high performance, maintaining strong momentum.
  - **Embedded Solutions Unit (+13.3% YoY):** Sales and profits significantly increased YoY, with sales in Q1 growing more than initially expected due to continued strong sales of automotive-related projects. In embedded system development, sales grew for automotive R&D and IoT-related projects for consumer electronics. In embedded system verification, sales were solid overall, and we received an order for an In-Vehicle Infotainment (IVI) project from a major component manufacturer.
  - **Product Solutions Unit (formerly Original Product Unit (+120.6% YoY):** Sales and profits significantly increased YoY, driven by growth in the Company's existing product lineup, including the accumulation of licensing sales from proprietary products and sales related to electronic contract services. Additionally, related SI development and the consolidation of Jungle, Inc., acquired through M&A, further contributed to the substantial growth.
- ## ■ Systems Sales Business (sales: -9.2% YoY):
- Both sales and profits declined YoY, impacted by a reactionary drop in demand following the previous fiscal year's rush demand for the introduction of the Qualified Invoice System.



# FY6/25 Q1 Summary of Financial Results

- Significant increase in sales YoY due to steady growth in demand as expected.
- Significant growth in profits as higher costs were absorbed by a reaction to the completion of the unprofitable project and an increase in unit prices.

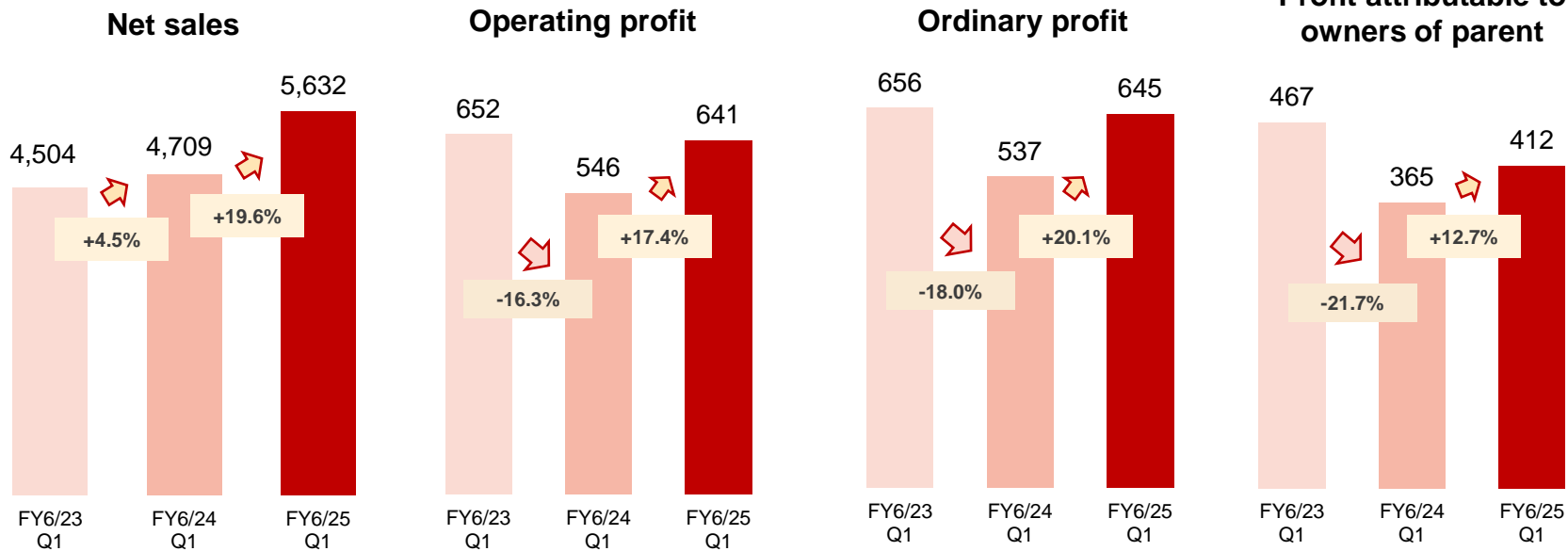
(Millions of yen)	FY6/24 Q1 Result	Composition %	FY6/25 Q1 Result	Composition %	YoY %
<b>Net sales</b>	<b>4,709</b>	100.0%	<b>5,632</b>	100.0%	+19.6%
<b>Gross profit</b>	<b>1,110</b>	23.6%	<b>1,348</b>	24.0%	+21.4%
<b>SG&amp;A</b>	<b>564</b>	12.0%	<b>707</b>	12.6%	+25.3%
<b>Operating profit</b>	<b>546</b>	11.6%	<b>641</b>	11.4%	+17.4%
<b>Ordinary profit</b>	<b>537</b>	11.4%	<b>645</b>	11.5%	+20.1%
<b>Profit attributable to owners of parent</b>	<b>365</b>	7.8%	<b>412</b>	7.3%	+12.7%



# FY6/25 Q1 Financial Highlights

Net sales reached a record high. All profit items increased significantly, offsetting higher costs.

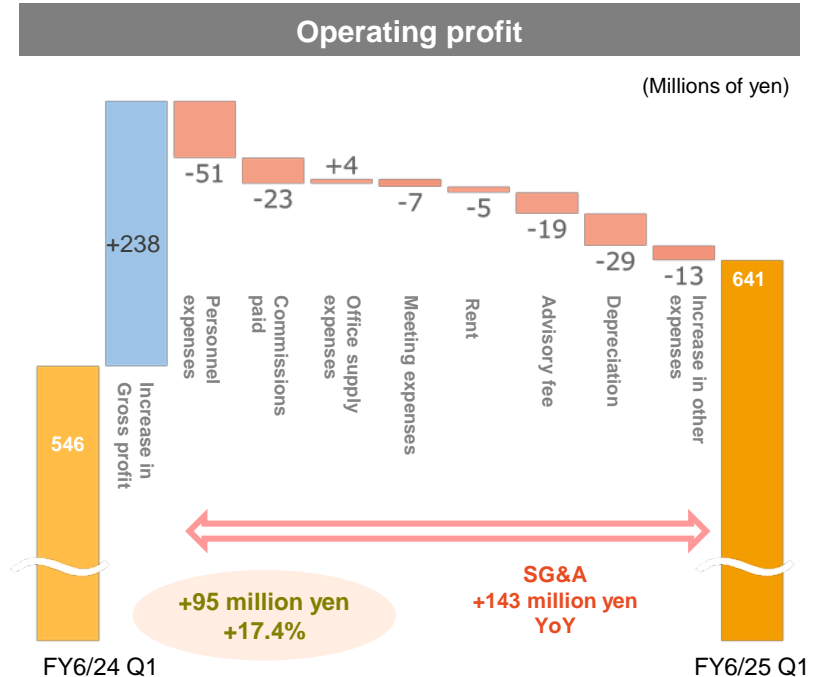
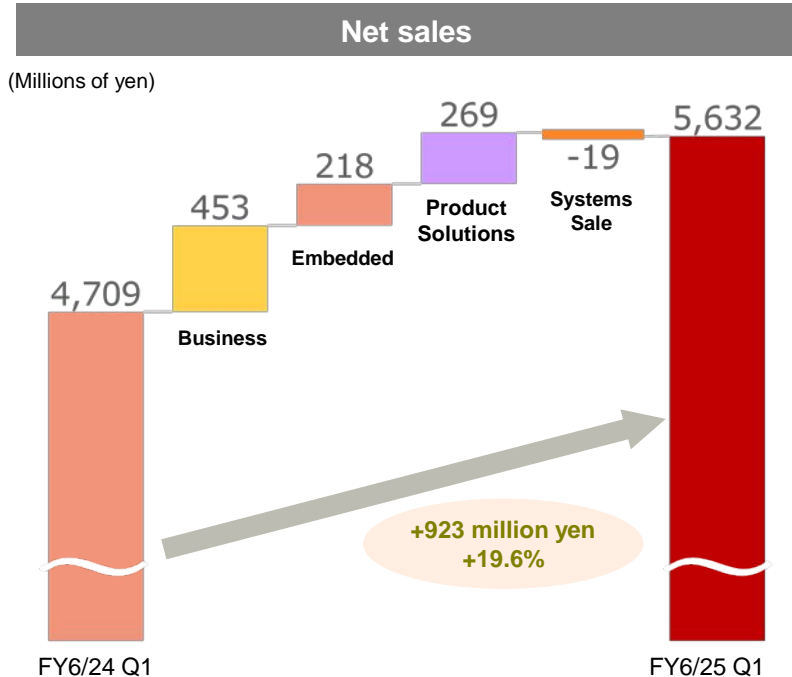
(Millions of yen)





# Factors behind Changes in Net Sales and Operating Profit (YoY)

- Mainstay Business Solutions Unit, Embedded Solutions Unit, and Product Solutions Unit all performed well
- Operating profit increased due to improved employee compensation and depreciation expenses (goodwill associated with M&A), but gross profit growth greatly exceeded the increase in expenses.

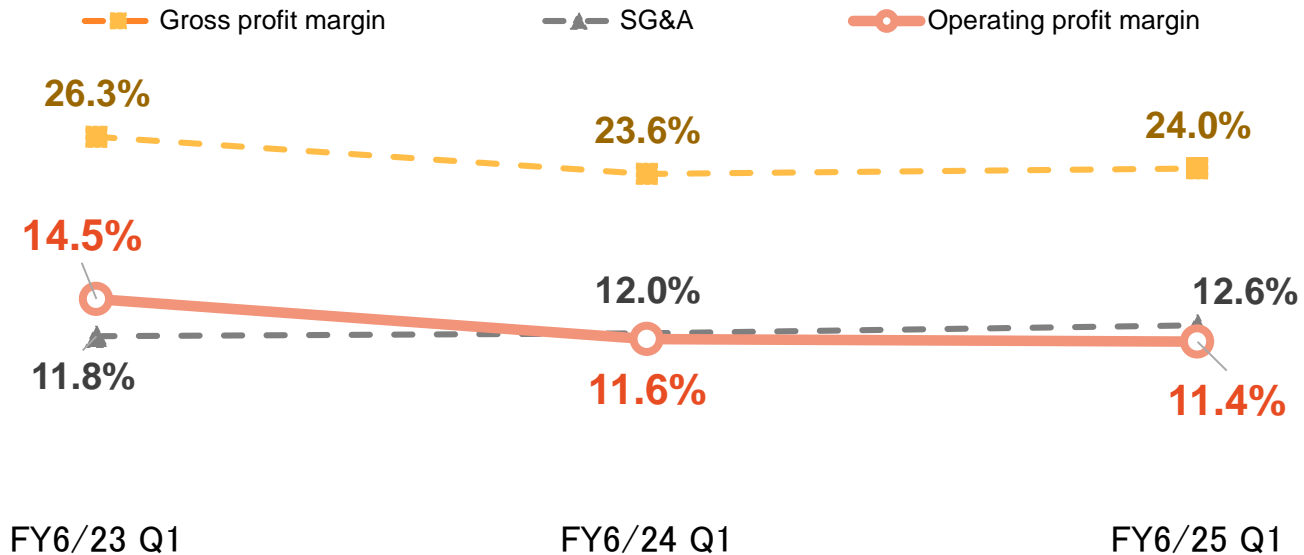




# Changes in Operating Profit Margin

- Although costs were in a rising phase due to increases in personnel expenses associated with improvements in employee compensation, partner unit prices, and depreciation (including goodwill), strong demand helped absorb these increases, keeping the decline in profit margins to a minimum.

Ratio of each profit and SG&A to sales

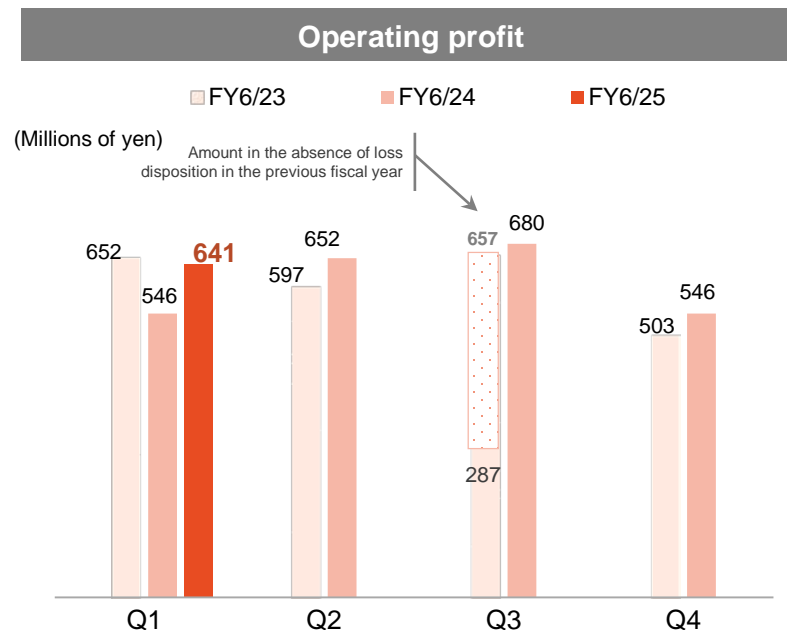
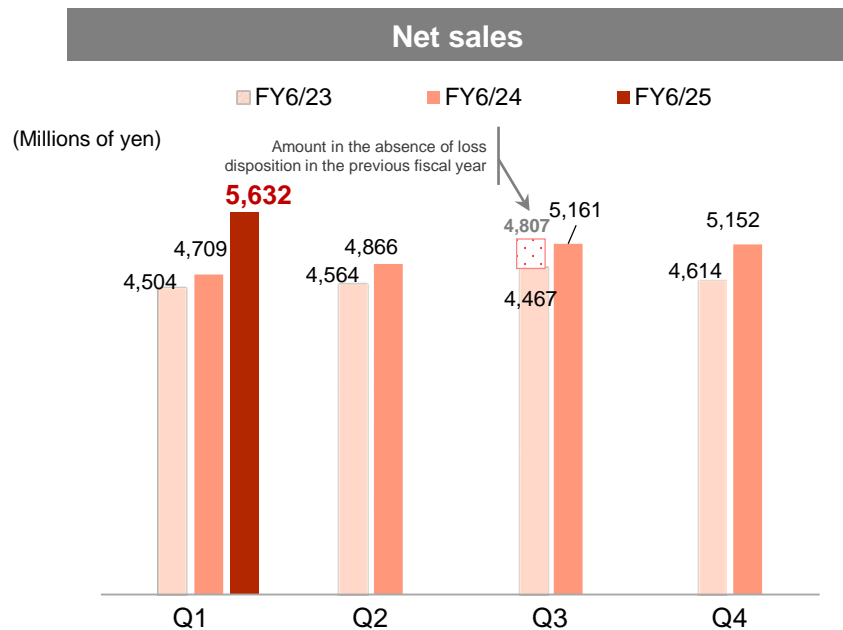






# Quarterly Net Sales & Operating Profit

- Net sales continued to reach record highs in all quarters, following the previous first quarter.
- Operating profit also increased significantly, absorbing the rise in costs.



\*Operating profit has a seasonal tendency to decrease in Q4 due to the hiring of new graduates, year-end allowances, etc. However, we have been working to reduce the decrease by increasing the base salary and bonus payment rate since the previous fiscal year.



# Business Segments and Composition of Sales

- Sales composition of the Product Solutions Unit grew significantly, driven by the review of business segmentation and increased sales from Jungle, Inc., acquired through M&A.
- Sales proportion of the Business Solutions Unit grew due to a recovery in business system development.

Sales composition by business segment	Classification	FY6/23 Q1	FY6/24 Q1	FY6/25 Q1
<b>Software Development Business</b>		<b>96.4%</b>	<b>95.6%</b>	<b>96.6%</b>
<b>Business Solutions Unit</b>	Business Bases	<b>58.5%</b>	<b>55.9%</b>	<b>54.8%</b>
Business System Development		56.9%	54.8%	58.4%
Operational Support		43.1%	45.2%	41.6%
<b>Embedded Solutions Unit</b>	Business Bases	<b>33.4%</b>	<b>34.9%</b>	<b>33.1%</b>
Embedded Product Development		73.4%	73.5%	73.3%
Embedded Product Verification		26.6%	26.5%	26.7%
<b>Product Solutions Unit</b>	Growth Field	<b>4.6%</b>	<b>4.8%</b>	<b>8.8%</b>
<b>Systems Sales Business</b>	Business Bases	<b>3.6%</b>	<b>4.4%</b>	<b>3.4%</b>

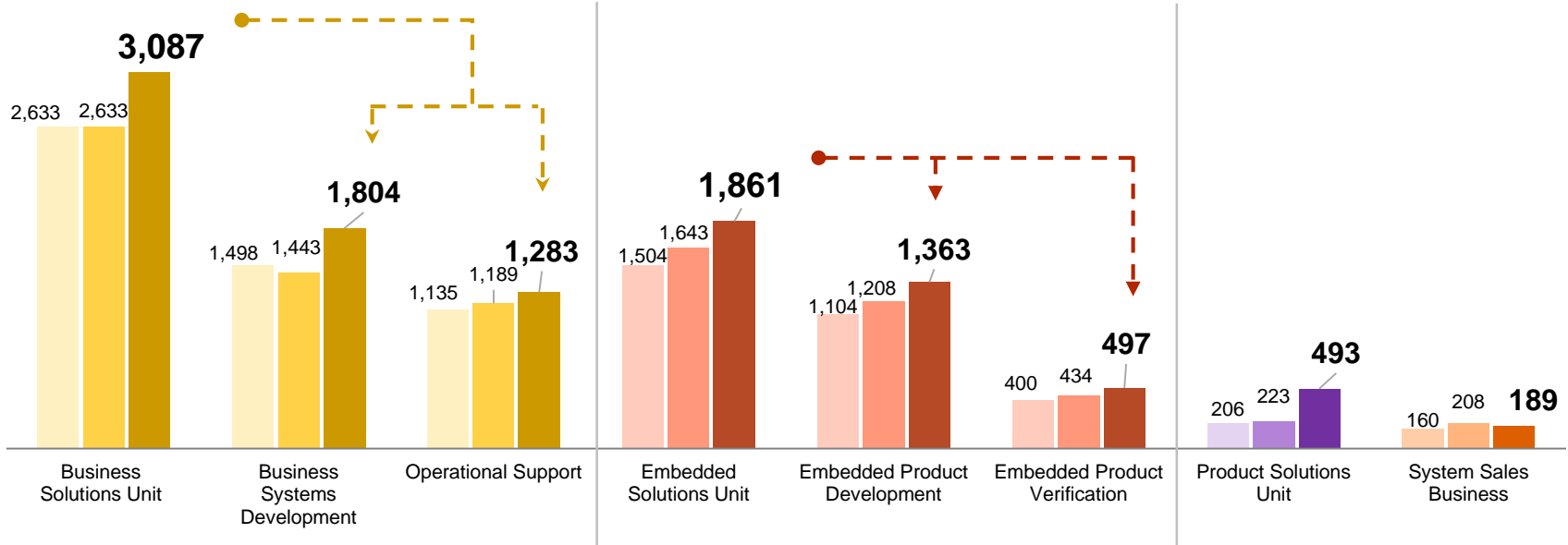


# Sales by Business Segment

- Sales of the core Business Solutions Unit and Embedded Solutions Unit saw significant growth, while the Product Solutions Unit doubled its sales.

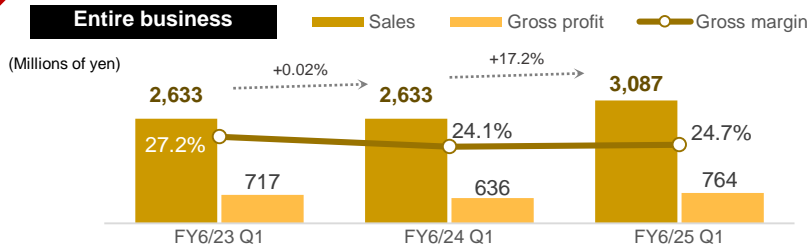
## Quarterly Sales by Business

(From left to right: FY6/23 Q1, FY6/24 Q1, FY6/25 Q1)





# Sales by Segment: Business Solutions Unit



**Sales: 3,087 million yen**  
**YoY change: +17.2%**  
**Full-year progress: 25.7%**

## <Entire business>

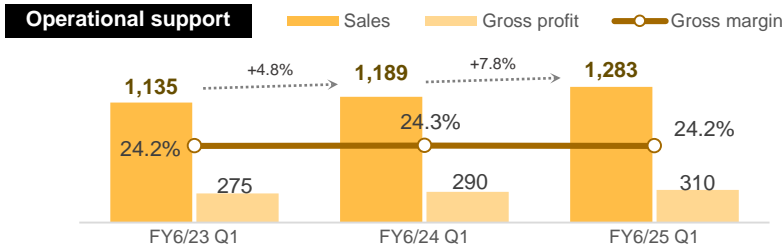
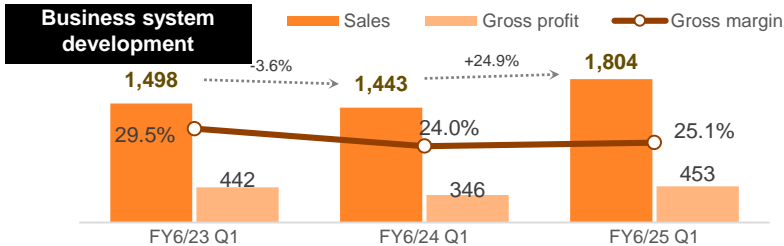
Significant increases in sales and profits YoY due to robust demand, a reaction to the handover of the unprofitable project during the previous fiscal year, and the consolidation of System Products Co., Ltd.

## ■ Business system development

The strong performance thanks to the successful strategy of focusing on the financial sector in anticipation of strong investment appetite, the growth in public, telecommunications and manufacturing projects, and the recording of sales from System Products Co., Ltd. (209 million yen).

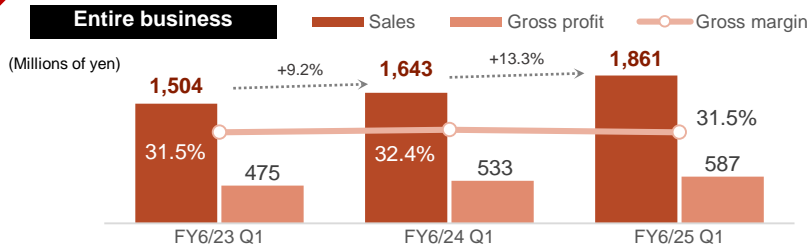
## ■ Operational support

Despite steady expansion of business domains such as growth in cloud-related infrastructure construction domains, sales and profits only increased slightly YoY due to the impact of cost reductions at major customers.

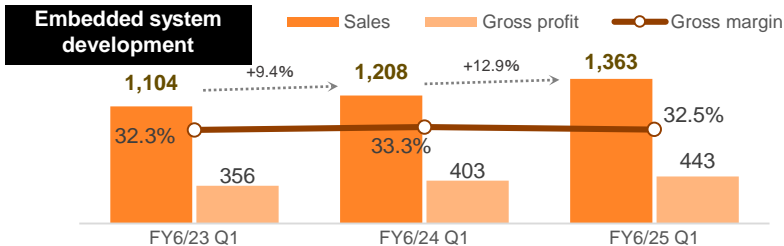




# Sales by Segment: Embedded Solutions Unit

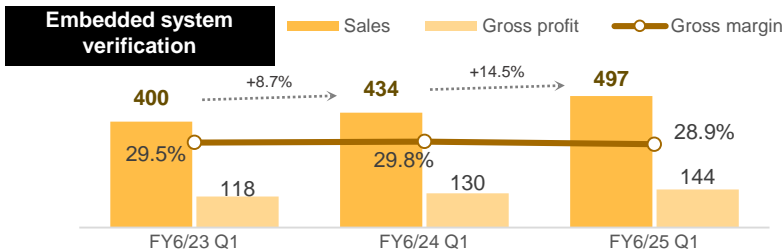


**Sales: 1,861 million yen**  
**YoY change: +13.3%**  
**Full-year progress: 24.8%**



## <Entire business>

Automotive-related sales continued to be strong. Significant increase in sales and profits YoY thanks to higher-than-expected growth.



## ■Embedded system development

Demand for automotive-related projects continued to be strong. Significant YoY growth in both sales and profits due to growth in automotive-related R&D and IoT-related projects for consumer electronics, despite continued slump in semiconductor-related business.

## ■Embedded system verification

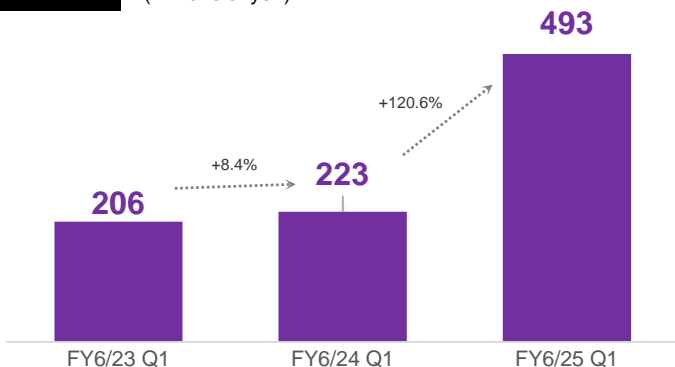
Performance was strong, with steady growth in fields other than automotive (e.g. pharmaceuticals, 5G, etc.) and the acquisition of IVI projects in the automotive field.



# Sales by Segment: Product Solutions Unit

## Sales

(Millions of yen)



**Sales: 493 million yen**

**YoY change: +120.6%**

**Full-year progress: 27.9%**

### <Entire business>

Significant increase in sales due to the consolidation of 131 million yen of sales of Jungle, Inc., which became a subsidiary, in addition to the accumulation of licensing sales, etc. Gross profit margin declined due to the SI development to introduce DD-CONNECT and the impact of seasonality at Jungle, Inc.

### ■ [WebARGUS: Cybersecurity product]

Licensing sales from existing customers increased steadily, driving consistent growth in both sales and profits. We are currently in the process of enhancing the capabilities of the ransomware-resilient version of the product.

### ■ [xoBlos: Operational efficiency products]

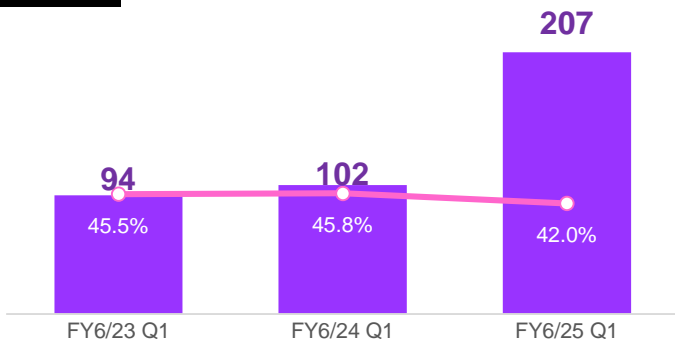
Sales and profits grew significantly YoY, driven by strengthened sales initiatives such as exhibition participation, along with cross-selling and broader reach within existing customers.

### ■ [Other new products]

Strong demand for SI for DD-CONNECT, an electronic contract service, was strong, mainly in the housing construction industry. As for Jungle, we expect further growth in Q2, when sales of our products reach their peak.

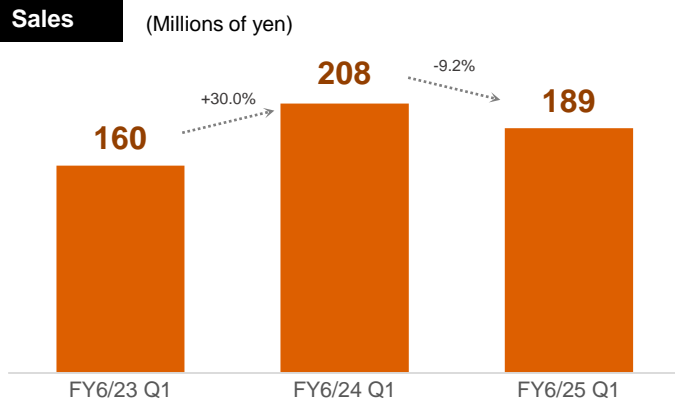
## Gross profit

■ Gross profit    ● Gross margin





# Sales by Segment: Systems Sales Business

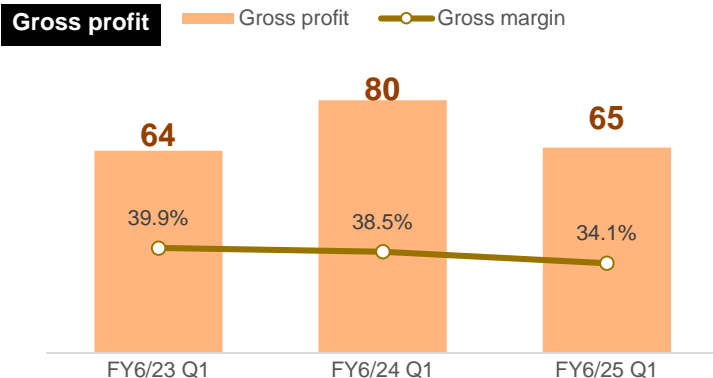


**Sales: 189 million yen**  
**YoY change: -9.2%**  
**Full-year progress: 25.9%**

## <Entire business>

Sales and profits decreased YoY due to a pause in last-minute demand accompanying the introduction of new systems such as the Electronic Bookkeeping Law and the Invoice System.

- Sales declined YoY, due to a reaction to the strong last-minute demand accompanying the introduction of new systems in Q1 of the previous fiscal year, but increased compared to Q1 FY6/23. We are working to strengthening the sales system and continuing to focus on acquiring new customers.



# Balance Sheet

- Maintained a high equity ratio of 70.1%.

	End-Jun. 2024	End-Sep. 2025	Change
Cash and deposits	4,615	4,106	-509
Accounts receivable and contract assets	3,579	3,566	-13
Work in progress	120	136	15
Others	220	313	93
<b>Total current assets</b>	<b>8,536</b>	<b>8,123</b>	<b>-413</b>
Property, plant and equipment	207	201	-5
Intangible assets	862	816	-46
Investments and other assets	610	620	10
<b>Total non-current assets</b>	<b>1,680</b>	<b>1,639</b>	<b>-41</b>
<b>Total assets</b>	<b>10,217</b>	<b>9,762</b>	<b>-455</b>

(Millions of yen)  
\*Rounded down to the nearest million yen

	End-Jun. 2024	End-Sep. 2025	Change
Accounts payable-trade	733	875	141
Income taxes payable	495	271	-223
Others	1,445	1,313	-131
<b>Total current liabilities</b>	<b>2,673</b>	<b>2,460</b>	<b>-213</b>
Long-term borrowings	179	55	-123
Provision for share awards	175	182	6
Others	129	115	-13
<b>Total non-current liabilities</b>	<b>485</b>	<b>354</b>	<b>-130</b>
<b>Total liabilities</b>	<b>3,158</b>	<b>2,815</b>	<b>-343</b>
Capital stock	453	453	-
Capital surplus	459	459	-
Retained earnings	6,145	6,034	-111
<b>Total net assets</b>	<b>7,058</b>	<b>6,946</b>	<b>-111</b>
<b>Total liabilities and net assets</b>	<b>10,217</b>	<b>9,762</b>	<b>-455</b>



## Topics: Internship for Agricultural DX Experience

As part of collaboration with our partner Hokuto City in Hokkaido, we hosted an internship focused on agricultural DX utilizing AI.

Looking ahead to regional revitalization and strengthening recruitment at regional bases, we will continue to implement unique activities for local communities.

By taking photos of tomatoes with a smartphone, AI determines whether they are ready for harvest



Demonstration tests were actually conducted at tomato farms, mainly for students, to verify the effects.



Students promote the project in cooperation with farmers



Report meeting was held after the experiment



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**4** ——— **Appendix**



## FY6/25 Full-year Business Forecasts

- Aiming for 15 consecutive years of higher sales and profits based on the policy of "achieving a growth trajectory" set in the new medium-term plan.
- Although the profit margin declined in the short term due to growth investments for medium-to long-term growth, there are no concerns about the growth potential of the business, and sales are expected to increase by more than 10%.

(Millions of yen)	FY6/24 Result	Composition %	FY6/25 Forecast	Composition %	YoY %
<b>Net sales</b>	<b>19,888</b>	100.0%	<b>22,000</b>	100.0%	+10.6%
<b>Operating profit</b>	<b>2,424</b>	12.2%	<b>2,600</b>	11.8%	+7.2%
<b>Ordinary profit</b>	<b>2,409</b>	12.1%	<b>2,600</b>	11.8%	+7.9%
<b>Profit attributable to owners of parent</b>	<b>1,686</b>	8.5%	<b>1,804</b>	8.2%	+7.0%



## FY6/25 First-Half Business Forecasts

- In the previous fiscal year, our performance was expected to be weighted toward H2 because the dealing of the unprofitable project were concentrated in H1. However, this fiscal year, as in normal times, the H1 figures are expected to be slightly lower than H2.
- Steady increases in sales and profits are expected in H1.

(Millions of yen)	FY6/24 H1 Result	Composition %	FY6/25 H1 Forecast	Composition %	YoY %	H1 results vs. full-year forecasts
<b>Net sales</b>	<b>9,575</b>	100.0%	<b>10,800</b>	100.0%	+12.8%	49.1%
<b>Operating profit</b>	<b>1,198</b>	12.5%	<b>1,270</b>	11.8%	+6.0%	48.8%
<b>Ordinary profit</b>	<b>1,187</b>	12.4%	<b>1,270</b>	11.8%	+6.9%	48.8%
<b>Profit attributable to owners of parent</b>	<b>811</b>	8.5%	<b>881</b>	8.2%	+8.7%	48.8%



# Progress Toward the Business Forecasts

- Steady progress as anticipated in both the 1H and full-year forecasts

(Millions of yen)	Q1	H1 forecast		Full-year forecast	
	Actual	Forecast	Progress rate	Forecast	Progress rate
<b>Net sales</b>	<b>5,632</b>	<b>10,800</b>	52.1%	<b>22,000</b>	25.6%
<b>Operating profit</b>	<b>641</b>	<b>1,270</b>	50.5%	<b>2,600</b>	24.7%
<b>Ordinary profit</b>	<b>645</b>	<b>1,270</b>	50.8%	<b>2,600</b>	24.8%
<b>Profit attributable to owners of parent</b>	<b>412</b>	<b>881</b>	46.8%	<b>1,804</b>	22.8%

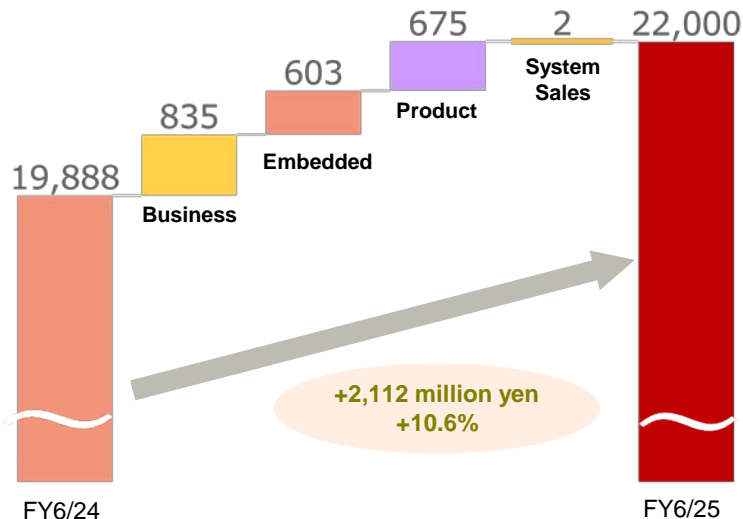


# Major KPIs (Net sales, Operating Profit / Operating Profit Margin)

- Forecast higher sales and profits in all businesses, led by Business Solutions Unit.
- In particular, Product Solutions Unit (formerly Original Product Unit) is expected to grow significantly.

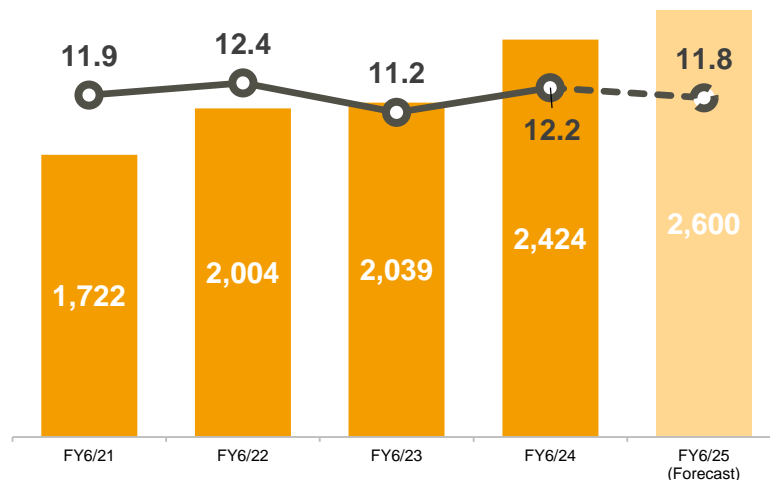
## Net sales

(Millions of yen)



## Operating profit/Operating profit margin

Operating profit (million yen)    Operating profit margin (%)





## Business Forecasts by Segment

- Forecast sales growth of 11.0% YoY in the Software Development Business.
- Product Solutions Unit (formerly Original Product Unit) aims to grow significantly by 61.6%.

(Millions of yen)

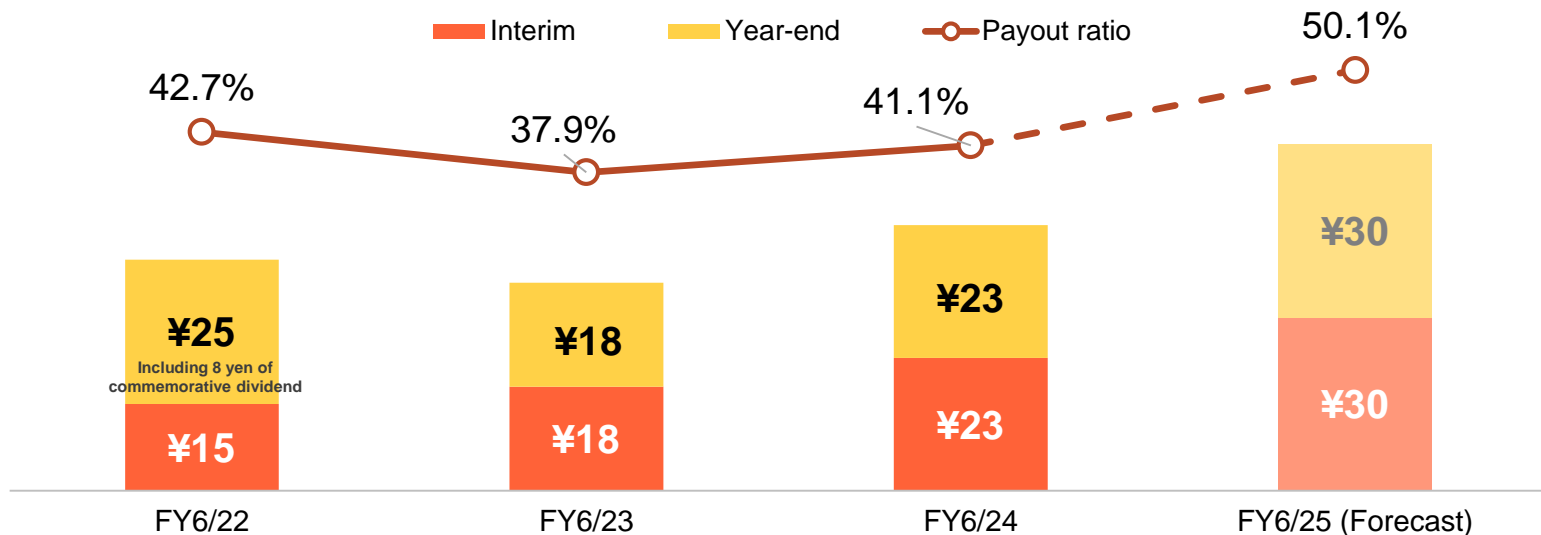
Business Segment	FY6/24 Net sales Result	FY6/25 Net sales Forecast	Pct. change %	Composition
<b>Software Development Business</b>	19,159	21,270	11.0%	96.7%
Business Solutions Unit	11,165	12,000	7.5%	54.5%
Embedded Solutions Unit	6,897	7,500	8.7%	34.1%
Product Solutions Unit	1,095	1,770	61.6%	8.0%
<b>Systems Sales Business</b>	728	730	0.3%	3.3%
<b>Total</b>	19,888	22,000	10.6%	100.0%



## Shareholder Returns (Dividend Forecasts)

- Based on the policy of a dividend payout ratio of 40%, annual dividend per share for FY6/24 is 46.00 yen.
- As stated in the new medium-term management plan, the dividend payout ratio will be raised to 50% or more from FY6/25, and the annual dividend per share is expected to be 60 yen.

### Changes in dividend and payout ratio



• Payout ratio = Total dividends paid/Profit attributable to owners of the parent





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# Purpose

Our company will grow as one team by expressing the linkage between our corporate philosophy and the reason for our existence in the purpose in the New Medium-term Management Plan.

## Purpose

To **enrich people's lives** by supporting **the digitized society** (changes) that continues to “evolve” with **the power of IT** (responsiveness).

## Mindset that DIT values

### Provide value that can adapt to changes of the times

#### ~ Enhance Customer Value ! ~

#### We value the responsiveness to changes.

Responsiveness to changes means that we will not be content with the status quo, but always take on challenges because of a sense of urgency that we will easily get left behind the times if we do not take measures to adapt to changes as the world keeps changing.

We will engage in businesses and provide services that can adapt to changes in the current of the times and the trend in technology.

As the immediate step, we will clarify the direction that we will move in by developing a long-term vision that can accommodate changes, such as development of innovative technology including generative AI, the aging society with a declining birthrate and a decrease in the working population, and work style reforms and diversifying lifestyles, and strive for continuous growth.

We believe that our mission is to contribute to society and enrich the lives of our stakeholders from all walks of life by achieving the aforementioned.



# Management targets

## Challenge 500

## Challenge to sales of 50 billion yen !

	FY6/24	Targets for FY6/30
		<b>Including new businesses, M&amp;A, etc.</b>
<b>Net sales</b>	<b>19.8</b> billion yen	<b>Over 50</b> billion yen
<b>Operating profit</b>	<b>2.42</b> billion yen	<b>Over 50</b> hundred million yen
		<b>From FY6/25 onward</b>
<b>Dividend payout ratio</b>	<b>41.1</b> %	<b>Over 50</b> %



**We will achieve three "50" targets with the new slogan "Aiming to Break 50, 50, and 50!"**

**New slogan**

**Net sales**

**50**  
billion

**Operating profit**

**50**  
hundred million

**Dividend payout ratio**

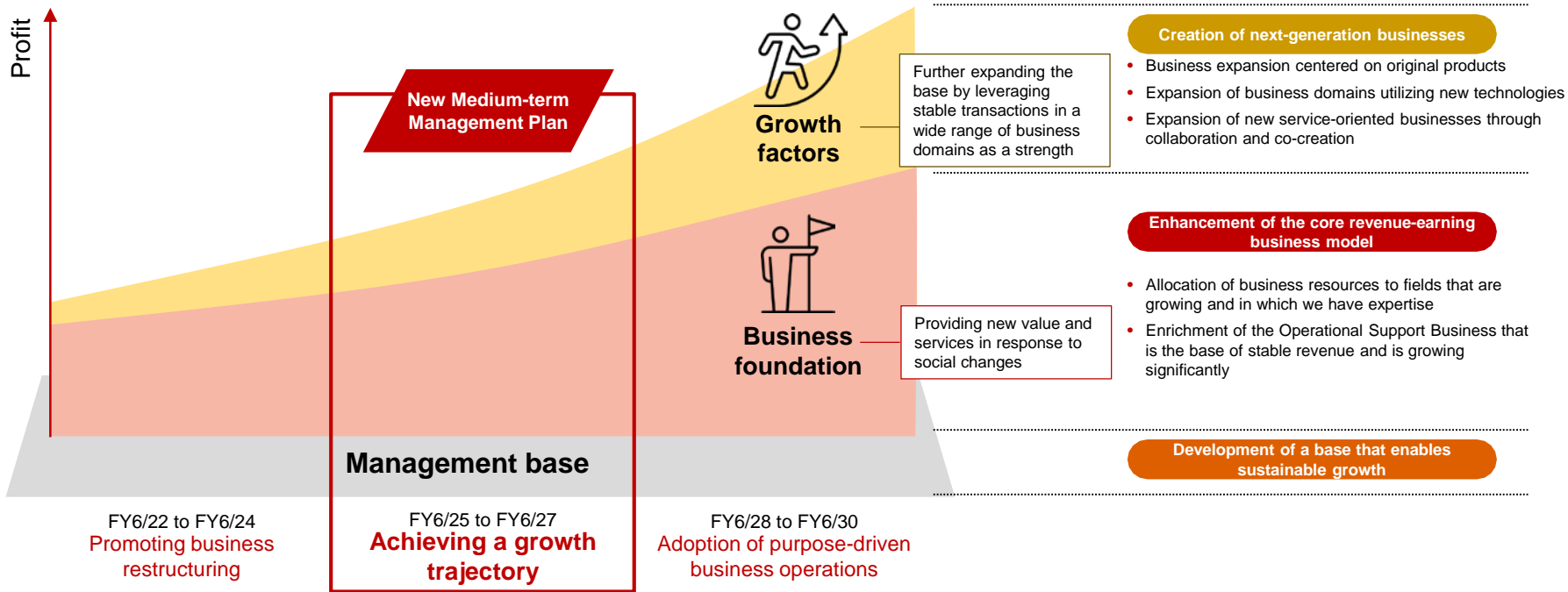
**50**  
%

**Aiming to Break 50, 50, and 50!**



# Medium-to long-term growth model

We will further strengthen the “2-axis business promotion,” which has supported growth up to the present time, and promote further expansion of our business foundation and the provision of new value and services.





# Management targets of the Medium-term Management Plan

## Financial targets

### Numerical targets (KPI)

	FY6/24		FY6/25	FY6/26	FY6/27
Net sales	19.8 billion yen	→	22 billion yen	24.2 billion yen	26.7 billion yen
Operating profit	2.42 billion yen	→	2.6 billion yen	2.87 billion yen	3.2 billion yen
Operating profit margin	12.2%	→	11.8%	11.9%	12.0%
ROE	26.0%	→	Maintain <b>25%</b> or higher		
Dividend payout ratio	41.1%	→	<b>50%</b> or higher		

CAGR 10.3%

CAGR 9.7%

## Non-financial targets

(FY6/27)

Ratio of women in managerial positions | **20% or higher**

Number of newly acquired advanced IT qualifications | **Double**

Attendance ratio of purpose-related training | **100%**

Increase in "AAA" human resources

\*Achieve through the utilization of a target management system and talent management tools



# Strategy 1: Business foundation

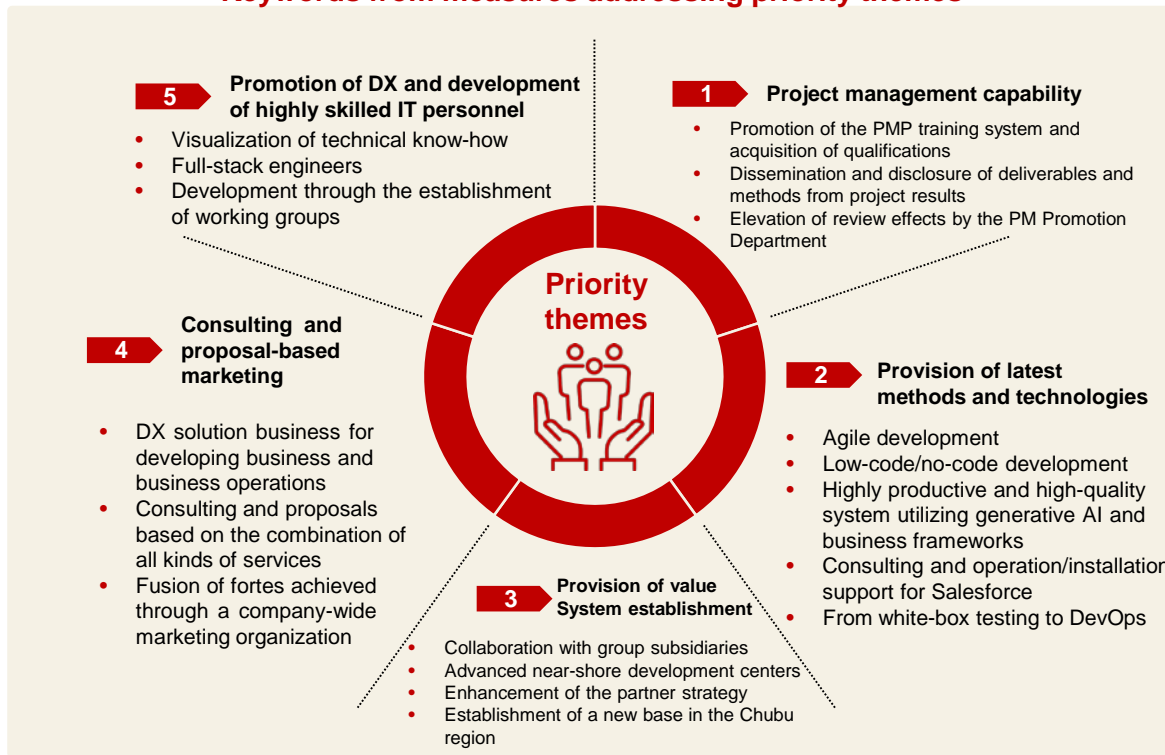
Further elevate the capability to co-create value and market competitiveness to reinforce the core revenue-earning business model

**Acknowledged challenges from the previous Medium-term Management Plan**

- I** Shift to a service proposal-based business model
- II** Strengthening frontline capabilities through investments in human resources
- III** Capability to solve social issues through the promotion of digital reform



## Keywords from measures addressing priority themes





# Strategy 2: Growth factors

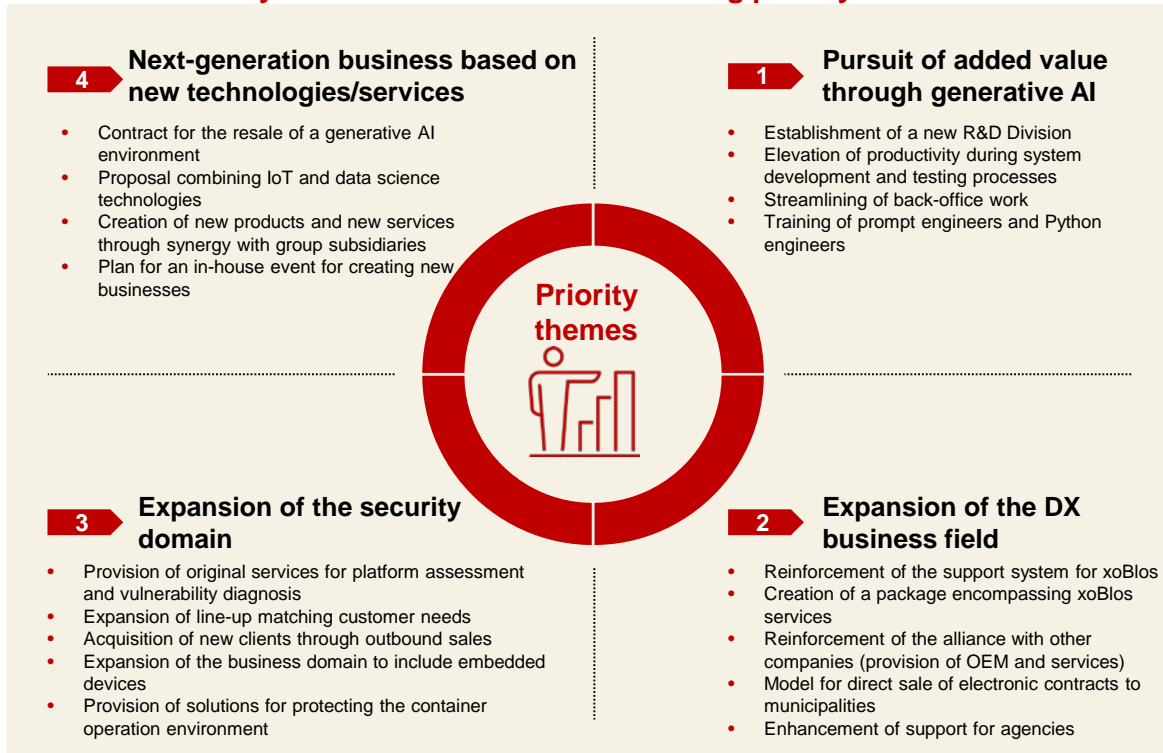
**Swiftly grasp the constantly evolving digitalized society to Accelerate the growth of the Product Business and create next-generation business**

**Acknowledged challenges from the previous Medium-term Management Plan**

**IV** Improvement of responsiveness to changes in trends and new technologies

**V** Acceleration of growth of the Product Business by enhancing our product appeal which captures the needs of the market

## Keywords from measures addressing priority themes







# Strategy 3: Management base

Respond to all kinds of changes in the environment to establish a management base that allows for sustainable growth

## Acknowledged challenges

- VI** Further reinforcement of the management base that will allow for sustainable growth
- VII** Promotion of ESG initiatives
- VIII** Clarification of fields for investment for growth and actual investments

  
 Set up company-wide committees to launch initiatives focusing on priorities.





# M&A Strategy

Proactively engage in M&A to achieve “Challenge 500.”

(Net sales of 50 billion yen and operating income of 5 billion yen by FY6/30)

## Role of M&A

Further reinforce the fusion of “**Business foundation,**” “**Growth factors,**” and “**Strengthening our management base.**”

### Business foundation

- Upgrade of existing businesses
- Cross-selling and upselling utilizing the sales channels of existing businesses

### Growth factors

- Development of new sales channels
- Enhancement of marketing know-how, product planning and selling capability
- Acquisition of cutting-edge technologies and know-how for specialized business operations

### Strengthening our management base

- Hiring excellent engineers
- Elevation of employee awareness

Achieve a **Win-Win** relationship for both the M&A target company and DIT stakeholders.

## Achievements and vision



		Company (business unit)										
		BS	eB	SB	ES	NN	QE	EM	xoB	ITS	DX	
Business domains	Business Solutions Unit	Business system development	●	●			●	●				
		Operational support			●							
	Embedded Solutions Unit	Product development				●	●					
		Product verification						●				
	Product Solutions Unit									●	●	●
	System Sales Business								●			



Field to be further reinforced



Field to be further reinforced



**Jungle**

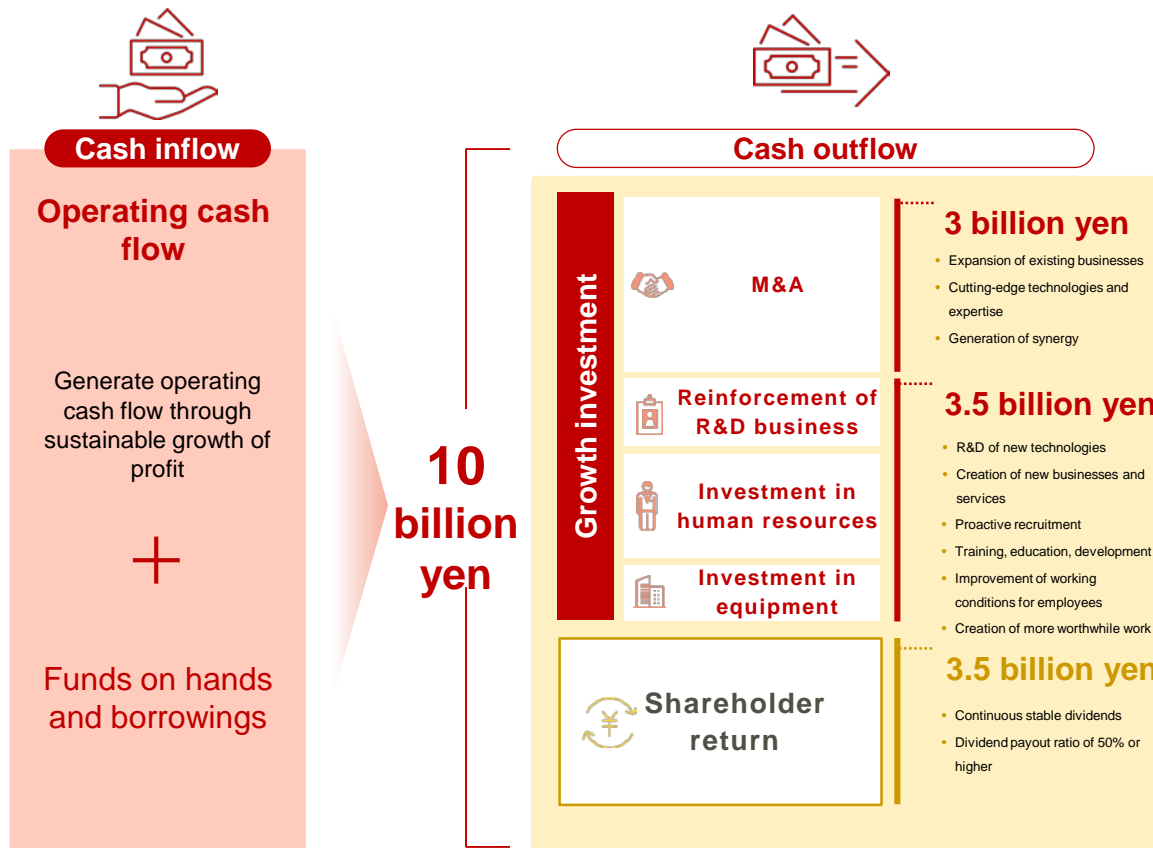
Field to be further reinforced





# Cash allocation

- Make proactive investments for growth from the medium/long-term perspective to work toward continuous elevation of value.
- As for shareholder return, we will raise the target dividend payout ratio to 50% or higher, stably provide dividends and comprehensively consider and discuss increase of dividends.
- Take into account the market environment, etc. to make judgment concerning acquisition of treasury stocks.





**1** ——— **FY6/25 Q1 Financial Report**

**2** ——— **FY6/25 Business Forecasts**

**3** ——— **Vision for 2030 and Medium-term Management Plan**  
(Partially extracted from the financial results materials disclosed on August 9, 2024)

**4** ——— **Appendix**



# Corporate Data

Trade name: Digital Information Technologies Corporation

Establishment: January 4, 2002

Contents of business: Development of business systems, development and verification of embedded systems, system operation services, sales of in-house developed software, and system sales business

Location of head office: 5F, FORECAST Sakurabashi, 4-5-4 Hacchobori, Chuo-ku, Tokyo

Capital stock: 453,156 thousand yen (As of June 30, 2024)

Fiscal year end: June 30

Number of employees: 1,499 (non-consolidated: 1,204) (As of June 30, 2024)

Directors: Satoshi Ichikawa, Representative Director and President  
4 other internal directors and 4 outside directors  
1 full-time auditor and 2 outside auditors  
(As of September 30, 2024)

Group companies: DIT Marketing Service Co., Ltd., DIT America, LLC., simprism inc., System Products Co.,Ltd., Jungle, Inc.



March 2004: Joined the Company  
July 2007: Executive Officer, General Manager, Corporate Planning Division  
July 2010: Executive Officer, General Manager of Business Division  
September 2012: Director and Executive Director, General Manager of Corporate Planning Department and Product Planning and Development Department  
July 2015: Managing Director, General Manager of Business Division  
July 2016: Representative Director and Senior Managing Executive Officer  
July 2018: Representative Director and President



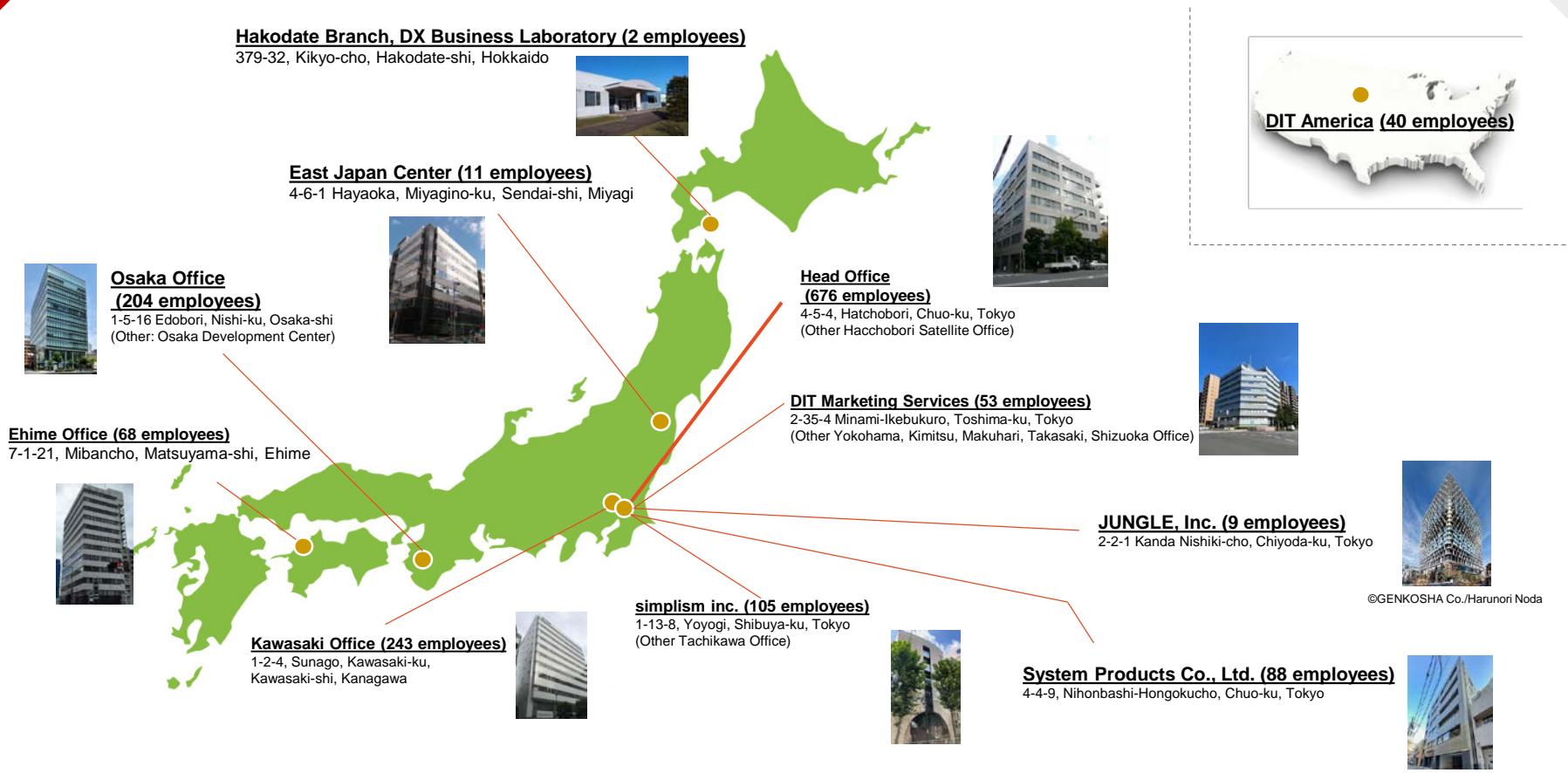
**JPX-NIKKEI Mid Small**

Included in the JPX-Nikkei Mid and Small Cap Index\* for FY2024

\*This index will be applied from August 31, 2024 to August 28, 2025.



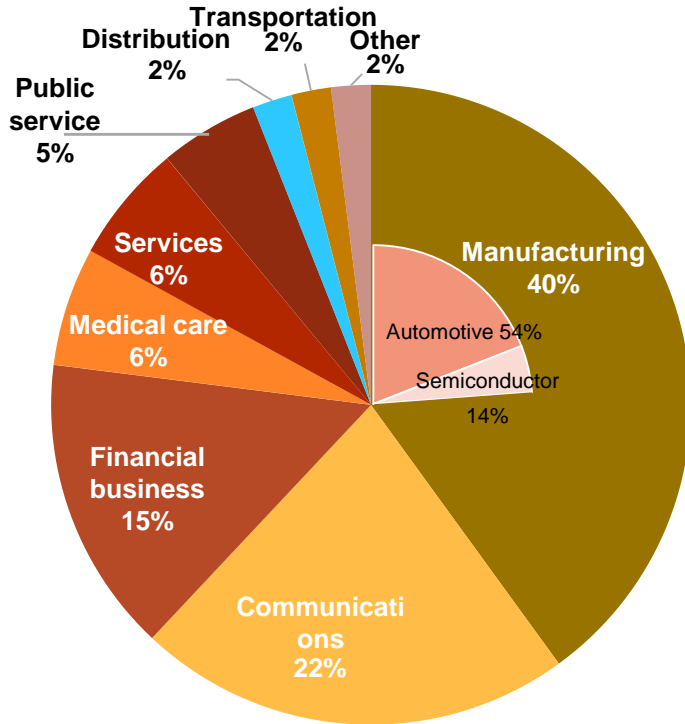
# Domestic and Overseas Development Bases and the Number of Employees





# Customer Base

## Sales Composition by Industry



### ■ DIT Group has approx. 2,800 customer companies

- Major customers include listed companies and their affiliates in the Software Development Business and SMEs in the Systems Sales Business.

### ■ Sales Composition by Industry in the Software Development Business (left chart)

- Including information systems subsidiaries, sales for end users accounted for 80% of total sales.



# Initiatives toward sustainability

- Contribute to sustainable society by promoting the DX of society in core businesses and solving social issues by introducing original products.
- Set up a Sustainable Committee and engage in activities to achieve the purpose of “enriching people’s lives.”

## Relevant SDGs



## Environment

### Addressing social issues through original products

- Solve social issues by introducing security products (WebARGUS), products related to the work style reform (xoBlos) and products for paperless business operation (DD-CONNECT).



### Environmental conservation

- Promote in-house shift to paperless administration, and visualize the amount of used electricity and paper.
- Disclose TCFD initiatives.
- Consider collaboration with municipalities in the blue carbon business.



## Social

### D&I

- Improve the ratio of women in managerial positions.
- Recruit and promote capable persons regardless of gender, nationality, etc.

### Elevation of well-being

- Develop a comfortable working environment compatible with diverse workstyles, and create worthwhile work.
- Enrich employee benefits and encourage health-oriented management.
- Promote initiatives for hearing the voices of employees.
- Invest for elevating human value.
- Improve working conditions of employees.

### Regional revitalization

- Revitalize regions by creating employment in the countryside.
- Engage in activities contributing to the region such as volunteering and participation in local events (in the district where the headquarters is located).



## Governance

### Corporate governance

- Revise the system for the compensation for executives.
- Make information disclosure transparent and enriched.
- Reinforce the governance of group companies.

### Risk management

- Elevate quality by continuously revising BCP.
- Reinforce measures against cyber risks.





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- The content of these materials is based on generally accepted economic and social conditions and certain assumptions that we deem reasonable. However, the content of these materials may change without notice due to changes in the business environment or other factors.
- The information provided in this presentation contains forward-looking statements. These forward-looking statements are based on current expectations, estimates and assumptions that involve risks. These statements are subject to uncertainties that could cause actual results to differ materially from those described in these statements.
- Such risks include, but are not limited to, general domestic and international economic conditions, such as general industry and market conditions, interest rate and currency exchange rate fluctuations.
- We shall not be obligated to update or revise any forward-looking statements contained in this report, even if there is any new information or future events.