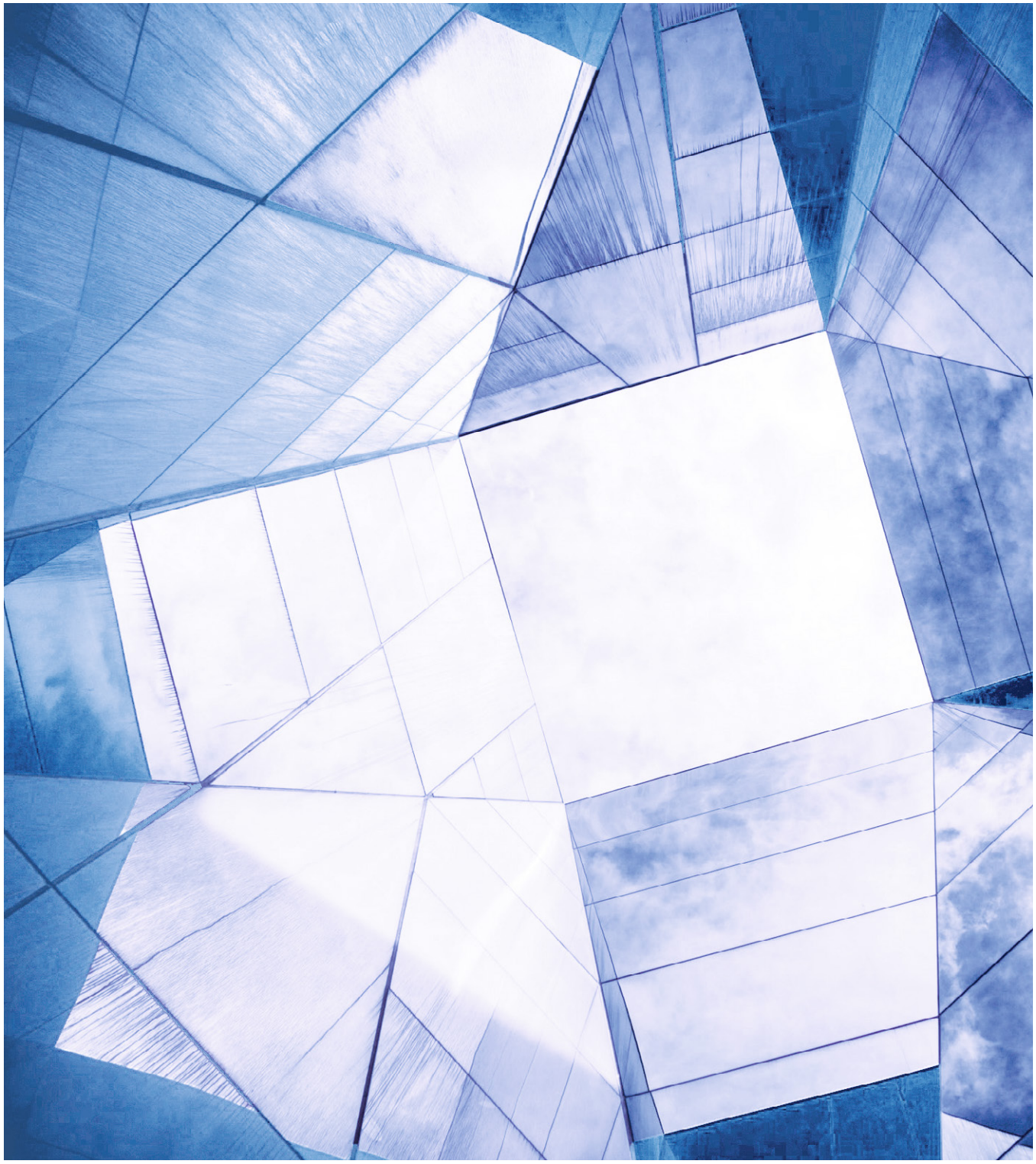
Simplex Integrated Report 2026

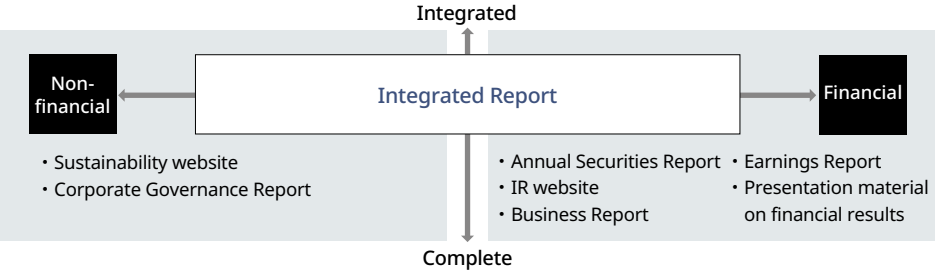
Simplex Holdings, Inc.
TSE: 4373



Editorial Policy

This integrated report aims to provide the information necessary for shareholders and investors to make their own assessments of the Simplex Group's future prospects and to organize such information in a systematic and integrated manner. Centered on the Medium-Term Business Plan "MTBP 2030 - Vision1000" announced in Apr 2026, the report presents a coherent overview of our value creation story and the initiatives aimed at achieving the plan.
In FY3/26, we achieved both expansion in sales scale and enhancement of profitability, and all major business performance indicators reached all-time highs. In Apr 2026, alongside the formulation of "MTBP 2030 - Vision1000," we reviewed materiality issues to align with the strategies outlined in the plan. The report reviews achievements over the five years since our IPO in Sep 2021, including the FY3/26 results, while presenting major initiatives related to the revised materiality issues. Furthermore, it outlines the approach and direction toward the transition to AI-Native Delivery, in which development processes and roles of people are being redesigned around AI.
In addition, we have enhanced both the financial and non-financial content of this report by referring to a range of guidelines, including the International Integrated Reporting Framework, the Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation, TCFD Recommendations, and the GRI Standards. For more detailed information and the latest disclosures, please refer to our IR and Sustainability websites.

Information disclosure structure



Reporting Scope

Reporting period: FY3/26 (Apr 1, 2025 through Mar 31, 2026) (Note that some information refers to activities before or after the reporting period.)
Entities covered: Simplex Holdings, Inc. and its consolidated subsidiaries and equity-method associates

Disclaimer for forward-looking statements

This integrated report contains forward-looking statements, including the Simplex Group's outlook, forecasts, targets, and plans. These statements reflect the judgment of management in light of the information currently available to us and are therefore subject to various risks and uncertainties that could cause actual results to differ materially from those stated. The forward-looking statements contained in this integrated report are based on the judgment of management at the time of preparation and may be revised without prior notice due to future events or new information. We undertake no obligation to update or revise these statements.

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Management Philosophy and Core Values

Innovation from Japan to the World

The innovation that the Simplex Group pursues is to leverage the power of business and technology to steadfastly and logically achieve the “optimal solutions” that have long remained unrealized due to formidable barriers and conventional thinking.

Evolving together with our clients and continuing to create added value that exceeds expectations is our fundamental approach to value creation, unchanged since our founding.

Corporate Slogan

Hello world, Hello innovation.

The Thinking Behind “No. 1”

Among our 5 DNAs, we believe “No. 1” is the most important.

If we venture into a new field, we always aim to be No. 1.
In order to remain No. 1, we always forge new paths, unconstrained by conventional thinking.

We believe that only by becoming the No. 1 player can we secure the right to take on the challenge to drive innovation.

5DNA

1. **No.1**
   Innovators have always been the No. 1 companies in their fields.
   So always seek to be No. 1 at all times.
2. **Client First**
   The success of the client's business is our top priority.
   Make clients happy by creating value added that exceeds their expectations.
3. **Commitment**
   Cultivate the fortitude to get through any difficulty to deliver results.
   Have a strong sense of purpose and act without losing sight of the goal to be accomplished.
4. **Professionalism**
   As a first-class professional, pursue the best results.
   Doubt common sense, think outside the box, and work out what is key.
5. **Global**
   Keep challenging ourselves toward fulfilling our management philosophy.
   Don’t be afraid of any change, and bring innovation to the world.

Simplex Philosophy

1. **Player**
   We have valued the “Be a player” mindset since our founding.
   Regardless of the job title, everyone creates value added as a player.
2. **Work for Simplex**
   Think what you can do to maximize the value of Simplex as a team.
   Think how things should be not only for yourself but also for your team.
3. **Mutual Respect**
   Achieving the best results as a team requires bringing together a variety of sharp-edged talent.
   Be humble to recognize talent that others possess, learn from others, and respect each other.
4. **God is in the Details**
   Always remember, God is in the details.
   Be meticulous in your job, such as thinking through every last line of source code.

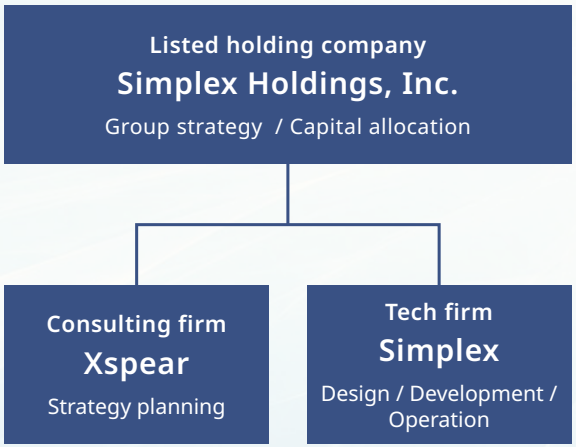
Group Overview

Supporting Transformation as One Group, from Strategy to Execution

Highly proficient in both business and technology, the Simplex Group provides high value-added services by solving clients' fundamental issues.

Under the Simplex Holdings, Inc. listed holding company, the consulting firm Xspear and the tech firm Simplex work in tandem to provide integrated, group-wide support from strategy planning to system development, operation and maintenance, and continuous improvement.

Group Structure



Simplex Group in Numbers

Founded	Revenue	Operating profit	ROE
1997	¥58.6 billion	¥14.4 billion	21.0%

Cash flow from operating activities	Gross profit margin	Operating profit margin	Number of employees
¥10.6 billion	43.7%	24.6%	1,850

Sustainable Competitive Advantage

Simplex Way : Enhancing the Reproducibility of Value Creation

The Simplex Group's hybrid talent takes on highly complex challenges,
transforming the experience and insights gained through these efforts into enhanced organizational capabilities, and accumulating project outcomes as proprietary, reusable IP and know-how.

By creating a cycle and feeding these assets back into talent development and subsequent projects,
we continuously enhance our organization's ability to create value.

Simplex Competency

Specialized organization across projects
▶ P29

- Enhancement and Succession of Expertise
- Talent Development
- Cross-Project Support

Simplex Way

Source of Value Creation
▶ P27

- Full Cycle Coverage
- Direct Client Engagement
- Hybrid Talent Development

Simplex Library

Proprietary IP & Know-how
▶ P28

- In-House Retention of IP Rights
- Accumulation & Systematization of Knowledge
- Reuse of IP & know-how

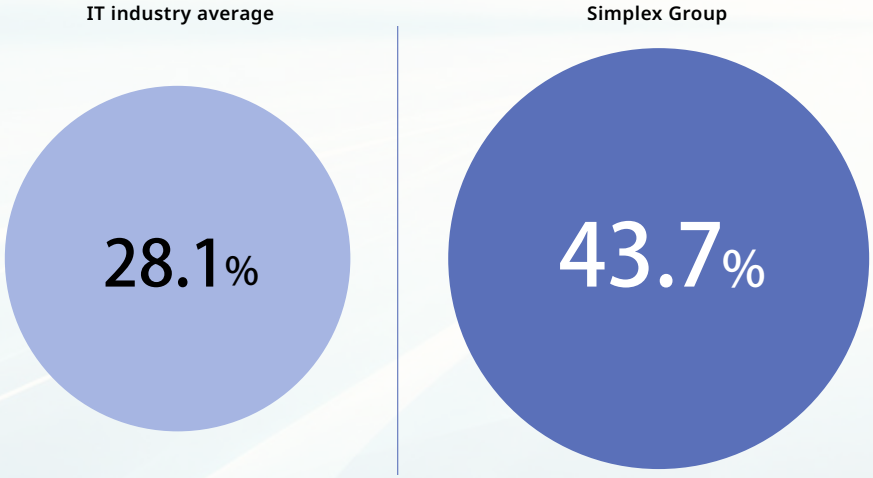
Most Important KPI and Revenue Model

Quality Growth through High Added Value × Fair Pricing

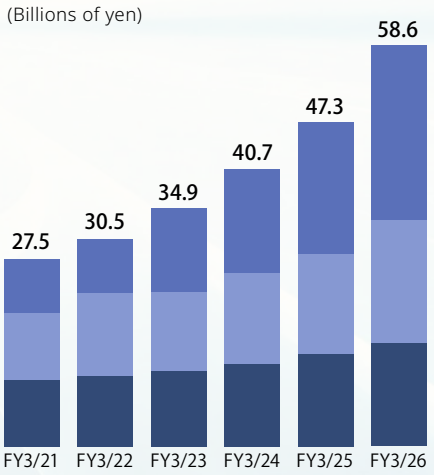
The Simplex Group positions gross profit margin as our most important KPI, pursuing high profitability by creating high added value through the Simplex Way, and achieving fair pricing that reflects that value.

Furthermore, by building recurring business from our flow-based business, we achieve Quality Growth that combines profitability and sustainable growth.

Gross Profit Margin



Revenue by Revenue Model



Flow business
- Strategy / DX consulting
- New system development

Repeat orders
- Additional development after system implementation

Recurring business
- Post-implementation operations and maintenance
- Subscription services

* The IT industry average is based on the Ministry of Economy, Trade and Industry's Basic Survey on Corporate Activities in the "2024 Corporate Activity Basic Survey Confirmation Report: FY3/24 Results."

Growth Strategy

New Medium-Term Business Plan “MTBP 2030 - Vision1000”

Amid accelerating technology-driven business model transformation across all industries,
we have set FY3/30 as the target year for achieving ¥100 billion in revenue,
as envisioned in our long-term growth strategy “Vision1000,” and launched “MTBP 2030 - Vision1000” toward this goal.

We will further evolve our value delivery model by leveraging advanced technologies such as generative AI and web3,
aiming to sustainably enhance corporate value and create social impact.

Vision

for Clients

The one and only strategic partner

for Employees

The dominant Biz × Tech innovator

for Society

The game changer in the age of DX

Priority Themes

Promoting AI-Native Delivery across the Group
Achieving higher profitability and higher added value

Establishing a non-labor-intensive business model
Leveraging the advantages of web3

Enhancing the account strategy
That drives clients’ management transformation

Numerical Targets

Revenue	¥100 billion
Operating profit	¥25-30 billion
Gross profit margin	45-50%
Operating profit margin	25-30%
ROE	25-30%

AI Strategy

Maximizing AI ROI through the Evolution of Our Value Delivery Model

As generative AI continues to evolve and significantly expand the possibilities for value creation,
we are driving AI-Native Delivery across the Group as a core initiative to enhance our growth potential,
redesigning development processes and the roles of people with AI from the outset.

We first deploy AI-Native Delivery to our own delivery operations to improve productivity.
We then leverage practical knowledge gained through these initiatives to develop services for clients, creating new opportunities for growth.

AI Investment
Investment to promote
AI utilization and commercialization

▶

Evolution of the value delivery model

AI-Native Delivery
Implementation and horizontal deployment through Simplex Siphon
▶ P30

▶

Two Returns that Drive AI ROI

Net AI Productivity
Improving our profitability through productivity gains

AI Business Growth
Creating sales growth opportunities by expanding services for customers

▶

Target Goal

Maximizing AI ROI

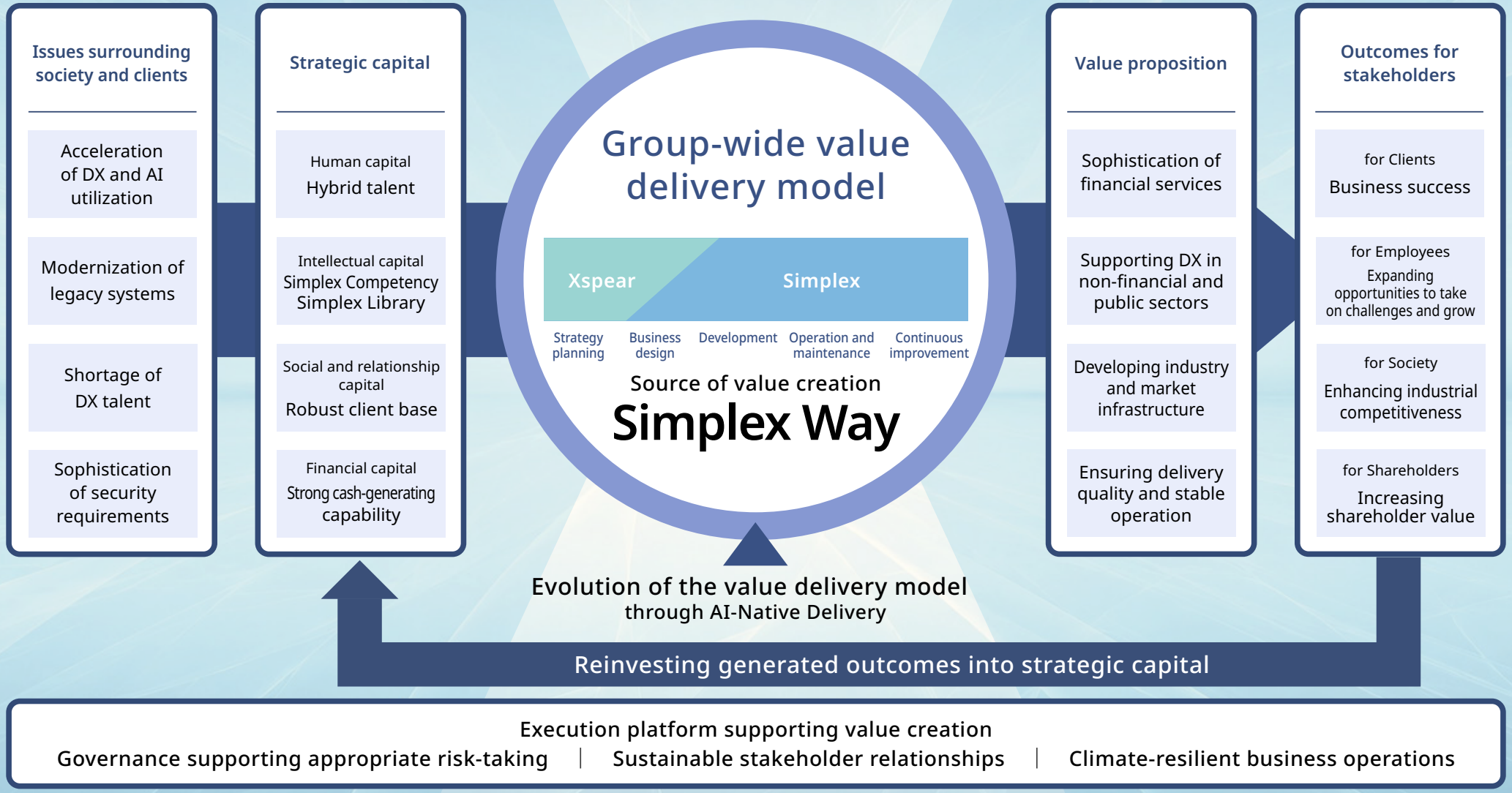
MTBP 2030 - Vision1000

Investment phase for the first 2 years
Verifying and establishing economic viability and reproducibility through application to our own projects

Harvest phase for the last 2 years
Improving our own profitability and leveraging practical knowledge to expand services for customers

For the latest initiatives and progress regarding AI-Native Delivery, please refer to the presentation material on financial results available on our IR website
https://www.simplex.holdings/en/ir/library/presentation/

Value Creation Process





Increasing the likelihood of achieving Vision1000 by becoming an AI-Native company

Hideki Kaneko
Representative Director, President and CEO
Simplex Holdings, Inc.

Results since relisting and the next stage of growth

Since our relisting in Sep 2021, the Simplex Group has been deepening our existing business domains and expanding into new business areas as the twin drivers of our growth strategy.

In deepening our existing business domains, we have steadily expanded the scale of our business with major financial institutions. In FY3/21, no major domestic financial group generated annual revenue of over ¥5.0 billion, but in FY3/26 this had increased to three.

In expanding into new business domains, Strategy/DX Consulting and Enterprise DX have become new growth drivers. Revenue at Xspear, established in 2021, reached ¥10.8 billion. There were 23 clients from which both Simplex and Xspear generated revenue, and combined revenue from these clients expanded to ¥28.6 billion. Our value proposition, under which the Group provides consistent support from strategy formulation and business process design through subsequent development, operation and maintenance, and continuous improvement, has begun to produce concrete results.

In FY3/26, Simplex posted revenue of ¥58.6 billion and operating profit of ¥14.4 billion, both record highs. During the year, we revised our earnings forecasts upward three times and paid special bonuses totaling ¥1.0 billion to the officers and employees who supported this growth. Excluding the impact of the special bonuses, operating profit came to ¥15.4 billion, exceeding the MTBP2027 operating profit target of ¥15.0 billion one year ahead of schedule.

This growth was driven by synergies between Simplex and Xspear, as well as increased adoption of Work with AI, through which individual employees incorporate generative AI into existing operations and development processes. These initiatives lifted productivity faster than we initially assumed. At the start of the fiscal year, we had not fully factored that impact into our earnings estimates. An important management challenge for our next stage of growth is turning these results from a one-off gain into a repeatable source of competitive advantage across the entire organization.

In Oct 2023, the Simplex Group set out Vision1000, our long-term growth strategy targeting revenue of ¥100 billion, together with MTBP2027 as an interim milestone. Given we exceeded the MTBP2027 operating profit level, excluding the impact of the special bonuses, one year ahead of schedule in FY3/26, we have changed the timing for achieving Vision1000 to FY3/30. Accordingly, we revised MTBP2027 with a view to further development and launched the Medium-Term Business Plan “MTBP 2030 - Vision1000,” covering the four years from FY3/27 to FY3/30.

One reason for setting a four-year period is the rapid change in the environment related to generative AI. In H2 FY3/26, we confirmed the effectiveness of AI-Native Delivery, which redefines the division of roles between people and AI and redesigns development processes based on using generative AI, mainly in the development and testing phases of new projects. AI-Native Delivery is a model that redesigns the processes for providing services to clients and executing projects on the premise of using generative AI. Given the performance of generative AI tools has continued to improve at an accelerating pace since, we position FY3/27 as the starting point for a company-wide shift from Work with AI, which centers on the use of generative AI by individuals, to AI-Native, under which we redesign operations, development processes and organizational frameworks around AI from the outset.

The shift to AI-Native requires redesigning processes, standardizing know-how, developing talent, and rolling these out to individual projects. We must also translate those results into greater value delivered, expanded orders, and revenue growth. For this reason, we position the first two years of the four-year period as an investment phase in which growth investment comes first, and the latter two years as a harvest phase in which we connect the results of that investment to full-scale revenue growth.

Turning the Simplex Way into a competitive advantage in the age of AI

What underpins the growth of the Simplex Group is the Simplex Way, the unique business model we have continued to refine since our founding.

Its essence lies in consistently taking on work as a prime vendor and having hybrid talent, who understand both business and technology, take end-to-end responsibility, from conceiving strategies and business operations through design and development, operation and maintenance, and continuous improvement. Our stance of engaging directly with clients and committing to the success of their business to the very end supports quality, productivity, and long-term relationships of trust.

The establishment of Xspear has further evolved this value proposition. With Xspear handling strategy formulation and business design starting from management issues and business strategies, and Simplex handling implementation, operation and maintenance, and continuous improvement, we have built a structure that provides end-to-end support to clients from strategy through execution.

Building on the stable growth of Financial Solutions, we aim to expand Enterprise DX with Strategy/DX Consulting as the entry point and connect new development to additional development and Operation Service. This cycle is the foundation of Quality Growth, which simultaneously enhances sustainable growth, high profitability and the predictability of earnings.

The Simplex Group also retains system copyrights in-house as a general rule and accumulates reusable source code as the Simplex Library. By combining this with the design and development know-how and business knowledge we have cultivated through our projects, we shorten development periods and improve quality, allowing us to direct more talent and time to the areas that generate each client's distinctive competitiveness.

Generative AI itself is available at many companies. However, the value created differs greatly depending on the business knowledge and design assumptions that inform its use and the criteria applied to verify the results. The intellectual capital the Simplex Group has accumulated, together with the talent base that puts it to full use, forms the foundation for converting the capabilities of generative AI into value for clients.



The shift to AI-Native that we aim for does not stop at the stage of using generative AI as a productivity improvement tool for individuals. By redefining the division of roles between people and AI and rebuilding our operations, development processes and organizational design on the premise of AI, we will embed the use of generative AI into our delivery model for organizations.
We will standardize and share the insights gained by individual employees through their work on specific projects through Simplex Siphon, our proprietary framework for implementing AI-Native Delivery company-wide, transforming them into repeatable capabilities across the entire organization.
At the same time, what matters in the shift to AI-Native is not maximizing the volume of generative AI use unconditionally, but using it appropriately according to the application. The required levels of accuracy, response speed, security, and cost vary depending on the business operation and development process. Rather than over-relying on any one generative AI model or tool, we select and review which model and configuration is appropriate, according to objective and application, pursuing an optimal balance between performance and cost while ensuring quality and security.

We have no intention of linking productivity gains from generative AI solely to headcount reductions or cost cuts. We direct spare capacity achieved from these productivity gains toward more upstream problem definition, the development of highly difficult functions, quality improvement, and work on new projects.



Shorter development lead times also enable clients to launch new services and functions earlier. The essence of AI-Native Delivery lies not in keeping the benefits of productivity gains within the Simplex Group, but in accelerating the launch of our clients' businesses and services and helping them capture revenue opportunities earlier.

Our talent base supporting growth in the AI era

Competitive advantage in the AI-Native era depends not on the introduction of generative AI itself, but on whether we can convert its capabilities into value creation across the entire organization. The key lies in talent who understand the possibilities and limitations of generative AI in practical terms and who can raise added value autonomously.

The Simplex Group has cherished the value “Be a player” since its founding. This is the idea that, regardless of position or organizational role, each individual continues to engage with the frontline and with practical work, takes responsibility for value creation as a professional, and commits to results.

Under the multi-tier subcontracting structure widely seen in the Japanese IT industry, dialogue with clients and project management are separated from actual design and development, which tends to divide concept from implementation. By contrast, the Simplex Group has consistently maintained a policy of working as a prime contractor and completing projects in-house, and talent who understand both business and technology have been involved from dialogue with clients through design and development, operation and maintenance, and continuous improvement.

To incorporate the code and deliverables generated by generative AI into actual systems, we must assess not only technical validity but also whether they fit the client's business objectives and requirements. Verifying consistency with business processes as well as quality, performance, security, and maintainability requires a deep understanding of both business and technology.

The Simplex Group has built a talent base that goes beyond conceptual planning and project management, with a deep understanding of both business operations and implementation, enabling our people to independently assess the outputs of generative AI.

It is precisely because we have this talent base that we can go beyond using generative AI as a black box. We can assess its possibilities and limitations and translate its capabilities into solutions to our clients' business challenges and business results. Supported by the “Be a player” philosophy, this talent base will become an even more important competitive advantage in the AI-Native era.

Generative AI is not a tool that uniformly replaces people. Rather, it amplifies the ability of talent with deep business understanding and practical technical skills to define issues, to design, and to verify outcomes. Simply using generative AI does not enable everyone to produce the same results. The depth of understanding of business and technology, together with the ability to properly evaluate AI-generated output and translate it into value, determines the quality of the outcomes and the value created.

In the Japanese market, where demand for DX and the modernization of legacy systems remains firm, securing and developing such talent continues to be important in capturing growth opportunities. The Simplex Group therefore continues mid-career recruitment of talent with advanced expertise and a proven track record, together with new graduate recruitment that emphasizes future growth potential.

At the same time, we do not intend to expand the number of hires in a fixed manner. We continuously assess the productivity gains from AI-Native Delivery and changes in the roles required of our talent, and flexibly review the number of hires, the composition of our talent, and our recruitment methods. What we emphasize is not simply headcount, but added value per person and depth of the talent layer capable of creating value autonomously.

Toward the realization of Vision1000

Under the Medium-Term Business Plan “MTBP 2030 - Vision1000,” we are targeting revenue of ¥100 billion and operating profit of ¥25.0 billion to ¥30.0 billion in FY3/30. The main themes of the plan are the company-wide promotion of AI-Native Delivery, enhancing the account strategy, and establishing a non-labor-intensive business model built on our advantage in web3. The numerical targets do not include any contribution from M&A.

The company-wide promotion of AI-Native Delivery is a core strategy for increasing productivity, value delivery, and capacity to take on new orders across our existing businesses. I do not believe that the increased adoption of generative AI will uniformly diminish the value of IT services companies. Rather, I believe the gap in competitiveness will become even clearer between companies whose main source of


Annual General Meeting held on Saturday, Jun 20, 2026

value is the provision of routine processes and labor resources, and companies that use generative AI to take on sophisticated decision-making and can be held accountable for the results.

While generative AI is making routine development processes more efficient, the importance of defining issues, overall design, technology selection, quality assurance, and accountability for results after implementation is increasing in relative terms. Our Group has constantly engaged end-to-end, from strategy through implementation, operation and maintenance, and continuous improvement, with talent that understands both business and technology. By combining this comprehensive strength with generative AI, we will not only raise development efficiency but also help clients achieve business outcomes faster and more reliably, further increasing the value we deliver.

In enhancing the account strategy, Xspear and Simplex will work as one to further strengthen relationships that support clients from strategy formulation through implementation, operation and maintenance, and continuous improvement, starting from their management challenges and business strategies.

web3 technology is a medium- to long-term growth option for building a revenue model that does not depend excessively on increasing headcount. The Simplex Group has accumulated expertise in both financial operations and advanced technologies by building systems related to crypto-asset trading, stablecoins, and wallets using blockchain technology. Looking ahead, we will go beyond taking on individual projects and examine the potential of platforms and services whose revenue expands in line with usage and transaction volumes.

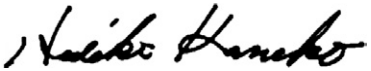
Over the next four years, we will advance our shift to an AI-Native organization while also investing in establishing a new revenue model built on web3. In the process, we will revisit many of the existing assumptions about operations and development processes, organizational design, the division of roles between people and AI, talent recruitment and development, project management and the allocation of management resources, and even about the business model itself.

Such transformation inevitably involves upfront investment, the burden of migrating from existing processes, and a certain degree of trial and error. However, simply following the trend once the direction of change has become completely clear will not enable us to build a new competitive advantage.

As CEO, I will not be bound to short-term efficiency gains and safe bets. Instead, I will take the risks necessary to build future competitiveness and lead the transformation to AI-Native. We will assess the results, continue making the necessary investments and connect them to the evolution of our organization, our talent and our business model.

At the same time, one thing does not change even amid transformation. That is our stance of committing to the success of our clients' businesses, taking responsibility for quality and results, and continuing to pursue high added value.

Building on the competitive foundation we established in the five fiscal years since our relisting, we will further strengthen the Simplex Group's competitiveness over the next four years and connect this to the realization of the Medium-Term Business Plan “MTBP 2030 - Vision1000” and to sustainable growth beyond it.



Representative Director,
President and CEO
Simplex Holdings, Inc.



Keisuke Enosawa
Director & CFO
Simplex Holdings, Inc.

Balancing growth investment and capital efficiency to support the realization of Vision1000 from a financial perspective

Growth accompanied by improved profitability

In FY3/26, Simplex Holdings Inc. posted revenue of ¥58.6 billion, operating profit of ¥14.4 billion, and profit attributable to owners of parent of ¥10.5 billion, each a record high. The gross profit margin rose 2.3pt year on year to 43.7% and the operating profit margin rose 1.8pt to 24.6%, so we achieved both revenue growth and improved profitability.

During the fiscal year, we revised our earnings forecast upward on three occasions. Even after paying a special bonus totaling ¥1.0 billion to our officers and employees as a distribution of the earnings they helped achieve in supporting this growth, operating profit still came in above the ¥14.3 billion targeted in our third upward revision. Even excluding the impact of the special bonus, operating profit reached ¥15.4 billion, above the MTBP2027 operating profit target of ¥15.0 billion.

By business area, Financial Solutions (Capital Markets and Financial Retail) grew steadily, while Strategy/DX Consulting and Enterprise DX drove the Group's strong growth on the back of synergies between Xspear and Simplex.

By service category, steady progress in large-scale projects in System Integration and price revisions in Operation Service contributed to the profitability improvement. Productivity gains from increased adoption of Work with AI were another factor behind profit growth.

As CFO, I place particular importance on the fact this growth is not driven by a single project or temporary factors, but by multiple factors, including both stable and high growth areas, as well as revenue expansion, and improved productivity.

We will continue to monitor project-level profitability, utilization rates, staffing composition, and changes in productivity, and we will reflect at an early stage any divergence from the plan in management decisions. In the course of our shift to AI-Native, we expect productivity gains and the cost of using generative AI to vary depending on the characteristics of each project and the processes to which AI is applied. We will capture these changes appropriately and manage project profitability and overall profitability while maintaining our pace of growth.

Financial strategy for realizing Vision1000

The Simplex Group revised MTBP2027 and launched Medium-Term Business Plan "MTBP 2030 - Vision1000," covering the four years from FY3/27 to FY3/30.

This plan targets revenue of ¥100 billion, operating profit of ¥25.0-30.0 billion, a gross profit margin of 45-50%, an operating profit margin of 25-30%, and ROE of 25-30% by FY3/30. The numerical targets do not include any contribution from M&A.

There are three main drivers for improving profit margins. The first is a mix improvement driven by a higher revenue share of Strategy/DX Consulting, which carries relatively high margins. The second is productivity gains from AI-Native Delivery and higher added value achieved by redirecting the resulting spare capacity to complex areas and additional functions. The third is to establish, with web3 as the starting point, a revenue model that is not overly reliant on increasing headcount, and to link this to improved profitability over the medium to long term.

We set ranges for operating profit, gross profit margin, and operating profit margin targets because a degree of variability remains in the timing and scale of the effects of productivity gains from the use of generative AI and of establishing a new revenue model. For ROE as well, we set the target as a range, taking into account both profit growth and capital allocation.

Of the four years, we view the first two years as an investment phase during which we front-load growth investments centered on the transition to AI-Native and on web3. The latter two will be a harvest phase in which we will translate the results into full-scale revenue growth.

During the investment phase, we will allocate around 5% of revenue each year to R&D and other growth investments. We will continuously assess the progress and results of our investments and allocate management capital flexibly.

As CFO, I will continuously monitor not only the amount invested but also how those investments translate into productivity, the value we deliver, our capacity to take on orders, profit margins, and future cash generation capability. By ensuring consistency between business strategy and the financial plan and by sharing the progress and results of our investments with management and the Board of Directors, we raise the likelihood of realizing Vision1000.

In conjunction with the launch of "MTBP 2030 - Vision1000," we reviewed our key materiality issues. Using the revised materiality issues as the foundation of our management, we will integrate the allocation of management resources, manage risks, and monitor progress on our initiatives, while taking an integrated view of financial and non-financial information. In particular, we will assess how investment in human capital and intellectual capital connects to earning power over the medium to long term.

FY3/26 Results

	FY3/25 Actual	FY3/26 Actual	Change
Revenue	¥47.3bn	¥58.6bn	+23.8%
Operating profit	¥10.8bn	¥14.4bn	+33.5%
GP margin	41.4%	43.7%	+2.3pt
OP margin	22.8%	24.6%	+1.8pt
ROE	16.2%	21.0%	+4.8pt

MTBP 2030 - Vision1000: Performance Targets

	FY3/26 Actual	FY3/30 Target	4-years CAGR
Revenue	¥58.6bn	¥100.0bn	+14.3%
Operating profit	¥14.4bn	¥25.0–30.0bn	+14.8–+20.2%
GP margin	43.7%	45–50%	-
OP margin	24.6%	25–30%	-
ROE	21.0%	25–30%	-

FY3/30 target setting assumptions

We expect growth driven by advancing AI utilization and building a less labor-intensive business model. Given uncertainties in the timing and magnitude of these effects, targets are set as a range.

Growth investment and capital allocation

The Simplex Group bases its capital allocation on translating high profitability into steady cash generation and prioritizing investments that contribute to future profit growth while maintaining financial soundness.

In growth investments, we promote investment in generative AI and human capital to support the transition to AI-Native, and we work to create new revenue opportunities with web3 as the starting point.

In investment in generative AI, we are rolling out AI-Native Delivery company-wide. In investment in generative AI, what matters is not usage volume itself but taking an integrated view of productivity, quality, development lead times, and usage costs, and verifying the return on investment. We consider performance, price, and intended use of generative AI models and tools, and flexibly review the models and system configurations we adopt, in order to raise the effectiveness of our investments while ensuring quality and security.

As for human capital, we continue to position the recruitment and development of outstanding talent as an important growth investment. At the same time, we look beyond the number of hires and take an integrated view of recruitment costs, the time required for new hires to become fully effective, assignment, retention, and productivity.

While monitoring productivity gains from AI-Native Delivery and changes in the roles required of talent, we flexibly review the number of hires, talent composition, and recruitment methods, and we raise added value per employee and returns on human capital investment.

We position web3 as a medium- to long-term investment theme aimed at establishing a revenue model that is not overly reliant on rising headcount. While examining numerous business opportunities, we flexibly allocate management capital while assessing commercial viability, the value delivered to clients, and profitability on a stage-by-stage basis.

Regarding M&A, equity investments, and alliances, we carefully evaluate any deal where the main purpose is to expand supply capacity through the acquisition of personnel, considering the possibility that advances in generative AI could change the required personnel and delivery model in future. At the same time, we continue to consider opportunities that contribute to strengthening the Simplex Group's core competences or to building new revenue models, including generative AI and web3, not only through acquisitions but also through equity investments and alliances.

For shareholder returns, our basic policy is to deliver a stable and sustained increase in dividends per share through profit growth, with a consolidated dividend payout ratio of 40% as a guideline. We will also make flexible decisions on share buybacks by comprehensively taking into account growth investment opportunities, our financial capacity, and market conditions including the share price.

ROE reached 21.0% in FY3/26, driven by profit growth and the effect of share buybacks. Going forward, we will continue to place profit growth at the core of improving ROE, and we work to enhance capital efficiency through a capital policy that balances growth investment, shareholder returns, and financial soundness.

Dialogue with capital markets and reflection in management

Dialogue with the capital markets is an important opportunity to verify the validity of the Simplex Group's financial strategy, capital policy, and information disclosure. We feed back the opinions we receive from institutional and individual investors in Japan and overseas to management and the Board of Directors, using them to improve management decisions and information disclosure.

Recent dialogue with investors has focused on the impact of the shift to AI-Native on productivity and profit margins, the scale of investment in generative AI and the expected time frame for returns on these investments, the cost of using generative AI models and tools, and the implications on our talent strategy.

To address these areas of interest, we will work to enhance disclosure to help investors understand not only the amount of generative AI-related investment but also how we view its impact on productivity, quality, development lead times, usage costs, the value we deliver, and profit margins. We also reflect the insights gained through dialogue with the capital markets in our investment decisions and in the allocation of management capital, thereby increasing the likelihood of achieving our growth strategy.



We view share liquidity as an important foundation for encouraging a broad range of investors to participate in the market and for having the market appropriately assess the Simplex Group's corporate value. For the purpose of lowering the investment unit and creating an environment more conducive to investing in the Company's shares, we split each share of common stock into four shares effective Dec 1, 2025. In addition, to raise awareness of the Simplex Group and broaden our individual investor base, we introduced a shareholder benefit program with end Sep 2026 as the first record date.

Instead of just implementing these measures, we will follow up and assess what changes they have brought about in our shareholder base and share liquidity. We continuously monitor changes in trading volume, share turnover, the number of shareholders, and the shareholder composition, evaluate the effectiveness of these measures, and reflect the findings in future shareholder-oriented measures and IR activities.

To realize “MTBP 2030 - Vision1000,” we will steadily execute the necessary growth investment during the investment phase and continuously assess its progress and results, thereby linking it to full-scale earnings growth in the harvest phase. We are pursuing an appropriate balance among growth investment, financial soundness, capital efficiency, and shareholder returns, and we support the sustained enhancement of the Simplex Group's corporate value from a financial perspective.

CSO Message

Evolving the Simplex Way toward Vision1000 and beyond



Tatsuya Nakayabu

Vice President and CSO

Tatsuya Nakayabu graduated from the School of Law, Waseda University in 1992 and joined Andersen Consulting (currently Accenture) the same year. He was appointed Executive Partner at Accenture in 2005. He then served as General Manager of the Communications, Media & Technology Headquarters at Accenture in 2015, as Senior Executive Officer and Senior Managing Director in 2018, and as Senior Executive Officer and General Manager of the Industry X Headquarters in 2022. He joined Simplex Holdings, Inc. in 2026 and was appointed Vice President and CSO the same year.

Why I joined the Simplex Group

For more than 30 years at the consulting firm where I previously worked, I was involved in a wide range of management support, from system integration to business process reform and the formulation of management strategy. I also established a joint venture with a client and steered its management as president. At my previous employer, I watched the company grow from several thousand to several tens of thousands of employees. While the business expanded rapidly, I also saw firsthand how business growth gave rise to challenges and strains in the organization, in its people, and in the business model itself, challenges I had never imagined before. In other words, I have experienced each phase of a company's growth from 1 to 10 and then from 10 to 100. I intend to utilize this experience to future growth of the Simplex Group.

I had known CEO Hideki Kaneko for some time, and after leaving my previous position I had more opportunities to engage with the management team and employees as an outside advisor, which deepened my understanding of the Company and its business. What struck me anew was the sheer scale of Simplex Holdings' potential and the dynamism of a young, energetic organization. Above all, while many competitors help clients reform mainly their peripheral operations, the Simplex Group goes deep into clients' core operations and delivers results through the power of technology. I saw great potential in this, and it was a major reason why I wanted to contribute to the Company's growth as a director.

CSO Message

Competitive advantage of the Simplex Way

From the outside, my impression of the Simplex Group was of a company that had established a unique position in the financial industry, and in capital markets in particular, backed by a large number of outstanding engineers. Having become more deeply involved, I realized that there are mechanisms throughout the organization that continuously generate these strengths. The organization has an ingrained ability to help each individual grow substantially in a short period through on-the-job training, formal training and other systems that foster talent growth. At the same time, a culture of encouraging people to take on challenges and remain fully committed to clients has taken hold throughout the Group, rooted in the 5 DNAs and the Simplex Philosophy.

Without question our greatest strength is the Simplex Way, our unique business model. It is about more than simply providing full cycle support from upstream to downstream. The true strength of the Simplex Way lies in bringing together consultants skilled at solving business challenges and engineers who implement those solutions in a single team and work through to achieve results with a Biz x Tech approach.

We have entered deeply into our clients' core operations and mission-critical areas, taking responsibility for quality and results end-to-end, from concept through implementation and operation. Even as AI becomes more widespread, I believe this execution capability will not be easily replaced. I believe that our outstanding engineering capability, together with our stance of taking responsibility through to the end and committing to results, forms a competitive advantage that other companies find difficult to imitate.

Elevating recognition of our brand to the next stage

At the same time, there are still areas we must address in order to take the company to the next level. The Simplex Group has strong technological excellence and a proven track record, and I feel that every employee should recognize that value more fully and communicate it with greater confidence. The same applies to the Company as a whole. We must further strengthen the brand and our ability to communicate our capabilities to society and the capital markets. To win work that generates greater impact and take the Company to the next level, each individual must take on challenges with a broader perspective and greater confidence. At the same time the Company must correctly recognize the value we create and communicate it more proactively. I believe that raising both employee awareness and the Company's communication capability will be an important management theme going forward.

Three priority themes for realizing Vision1000

Our new four-year Medium-Term Business Plan “MTBP 2030 - Vision1000” has commenced. To realize Vision1000, it is important that we grow the non-financial domain further, advance cross-selling and up-selling in the financial domain that forms our core, and further strengthen collaboration between Xspear and Simplex. Among these, there are three initiatives I particularly want to focus on.

The first is enhancing the account strategy so that it connects directly to our clients' management issues. Enterprise DX in the non-financial domain is currently growing rapidly, driven by the collaboration between Xspear and Simplex. However, I do not believe that we should go after every project simply because inquiries are increasing. Rather than just focusing on revenue in the short term, enhancement of account strategy means determining whether a project will really make a direct connection with the client's fundamental management issues, and then mapping out what value the Simplex Group will deliver to that client three and five years from now and what position we will establish. In both financial and non-financial domains, we aim to enhance account strategy from this perspective. With the Simplex Way as our leverage, we will evolve into a true partner chosen by our clients' management teams.

The second is company-wide promotion of AI-Native Delivery. At the Simplex Group, the use of AI has already begun to take root and results such as improved productivity are emerging, but no matter how far AI evolves, it will not become an end in itself. AI is ultimately a powerful tool for accelerating business, and precisely because using AI will eventually be taken for granted, I believe the difference will lie in how quickly and deeply we can master it and embed it into our organizational processes. AI will affect not only productivity but also talent development, recruitment and the very nature of how organizations operate. As AI frees up capacity, we need to direct it toward higher added value work, while continuing to evolve ourselves along with the evolution of technology. In addition, as AI adoption accelerates, it is more important than ever that we communicate more clearly the practices and capabilities the Simplex Group has built up to date. As a leader of the AI-Native era, I want us to communicate our practices and results widely to society.

The third is establishing less-labor-intensive businesses. Recently, we have been making strategic investments in the web3 field, including stablecoins. At the foundation of these investments is the knowledge we gain from our daily client work. Moreover, it is again outstanding talent that turns such knowledge into non-labor-intensive assets. That is the reason why it is important not to treat labor-intensive and non-labor-intensive businesses as separate, but rather to focus on how we can turn the knowledge gained on the frontline into assets and connect it to new businesses. Drawing on the deep knowledge of financial operations we have cultivated and on our strength in retaining copyright and turning it into assets, I want the Simplex Group to contribute to the digitalization of Japanese society and to raising Japan's international presence, while also keeping in view the creation of homegrown platforms in fields such as payments and wallets in the future.

Beyond Vision1000

For me, our revenue target of ¥100 billion is not an end goal but the beginning of a new challenge. I believe my own mission is not only to take a broad view of the entire Group and draw up strategy, but also to sow the seeds needed to realize it and to build a foundation that leads to sustainable growth in the future.

Building on the strengths the Simplex Group has cultivated to date, while taking our employees mindset and culture, as well as our talent, brand and account strategies, we aim to evolve into an unrivaled presence that clients turn to with the confidence that “when it comes to technology, we want Simplex to handle everything.” First, we will steadily achieve Vision1000 and use it as one milestone on our journey to sustainable growth.



Value Creation through Business

Providing End-to-End Support for Our Clients' Success

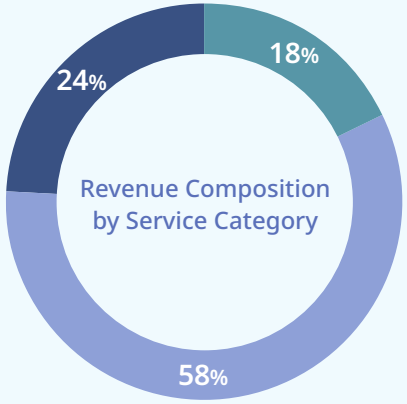
The Simplex Group, guided by its business philosophy "Innovation from Japan to the world," has pursued value creation through solving the fundamental challenges faced by its clients since its founding in 1997. As a technology partner with deep expertise in business, the basic management policy of the Group is to achieve sustainable growth and high profitability by providing high-value-added services that contribute to the success of our clients' businesses.

Business Overview

Our Group has built a strong competitive advantage in the financial domain through its business as a technology partner to leading financial institutions in Japan, including major banks, comprehensive securities firms, and online securities firms. Today, leveraging the experience and expertise we have cultivated in the financial domain, together with advanced technologies such as AI, UI/UX, cloud computing, and web3, we provide high-value-added services to a broad range of clients, including government agencies, across both financial and non-financial sectors.

At the core of our Group's value proposition is the integrated approach of Xspear, a consulting firm, and Simplex, a tech firm. Together, they provide seamless, end-to-end support spanning the entire process from strategy formulation and business process design through system development, operations and maintenance, and continuous improvement. Our support goes beyond concept formulation. By providing continuous support through actual development and operations, as well as subsequent improvements, we help transform our clients' businesses from both strategic and implementation perspectives. This end-to-end value delivery model, which enhances the certainty of achieving tangible results, is one of our key strengths.

Service Categories



Strategy/DX Consulting

Entry year	2021
Provider	Xspear
GPM	48.4%

Provides both financial and non-financial institutions with DX-focused strategy formulation and execution support based on cutting-edge technologies.

System Integration

Entry year	1997
Provider	Simplex
GPM	43.0%

Provides system development support covering the entire process, from design and implementation through testing, centered on contract-based development.

Operational Service

Entry year	1997
Provider	Simplex
GPM	41.4%

Provides operations and maintenance after introduction, as well as subscription services, to system development clients.

Business Areas

Enterprise DX

▶ P22

Entry	2017
Provider	Simplex

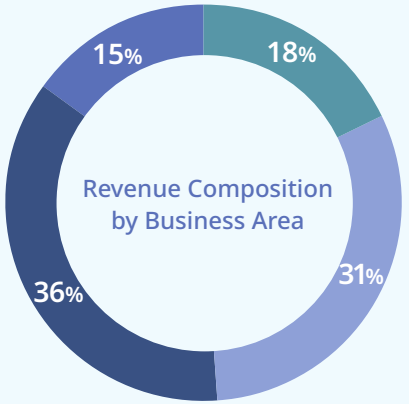
Provides IT solutions specialized in DX to non-financial institutions such as government agencies, telecommunications, manufacturing, and entertainment.

Financial Retail

▶ P21

Entry	2005
Provider	Simplex

Provides financial instrument trading platforms for individual investors to online brokerage firms and online FX firms.



Strategy/DX Consulting

▶ P23

Entry	2021
Provider	Xspear

Provides both financial and non-financial institutions with DX-focused strategy formulation and execution support based on cutting-edge technologies.

Capital Markets

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Entry	1997
Provider	Simplex

Provides trading and risk management platforms for institutional investors to banks, comprehensive securities firms, and exchanges.

* Based on actual results for FY3/26

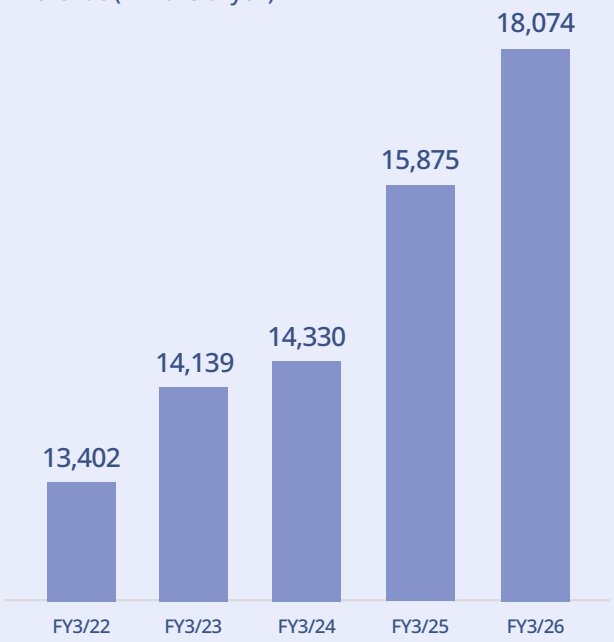
Value Creation through Business

Capital Markets

Accelerating talent development and adoption of cutting-edge technologies in an advanced “Biz x Tech” environment.

Providing trading and risk management platforms for institutional investors to banks, comprehensive securities firms, and exchanges. The Capital Markets domain, our core business since founding, has supported value enhancement at Japan’s leading financial institutions and continues to serve as the foundation for both our competitive advantage and human resource development.

Revenue (Millions of yen)



Sources of Competitive Advantage

1990s: Entry into the securities industry

As a tech firm capable of implementing a full stack of services from mission-critical system construction to 24/7 operations and maintenance, Simplex established a unique position in the securities industry. Although localization of overseas packages was prevalent at the time, the domestic bond front office system developed by Simplex went on to become the de facto standard in the securities industry.

2000s: Expansion into banking

Building on our achievements in the securities industry, we made a full-fledged entry into the banking industry in the 2000s. Our trading systems, which supported more than 200 types of financial products and real-time risk management from a high-speed computing platform, were highly valued and adopted, primarily by Japan's largest banks. That trust has continued to this day, allowing us to maintain our presence and competitive advantage in the banking industry.

2010s: Support for overall optimization by a single platform

After the MBO in 2013, Simplex shifted from optimization of each financial instrument to providing support for overall optimization across products. Against a background of heightened risk management triggered by the collapse of Lehman Brothers, we provided proactive consulting primarily for major financial institutions, from the IT roadmap formulation phase, to helping build single platforms that integrate trading and risk management.

2020s: Business for exchanges—a new pillar

Since the 2020s, Simplex has accelerated expansion into the exchanges business, aiming for growth in a new market infrastructure field as a third profitable pillar after the securities and banking industries. We have received an increasing number of orders from multiple exchanges, both public and private, and our accumulated achievements and technological capabilities for financial institutions have been highly regarded. We believe that these efforts will support medium- and long-term growth and lead to diversification of a future business portfolio.

Initiatives for Sustainable Growth

Selectively accepting important projects

Leading financial institutions, which are the major clients in Capital Markets, are enhancing their competitiveness and increasing risk management sophistication through long-term IT investments with an eye to the future. Under a clear policy of contributing to the increasing sophistication of capital markets while working with these corporate clients, Simplex will continue our proactive consulting sales approach. In particular, we will focus on selecting important projects that will benefit from our one-platform offering.

Improving digital capabilities

Capital Markets is a core business that underpins our Group’s digital capabilities, as it requires sophisticated integration of financial engineering and technology. We continue to acquire advanced technologies, including AI, cloud computing, and ultra-low-latency technologies, while enhancing our development processes through AI-Native Delivery. Going forward, we will continue to strengthen our competitive advantage by leveraging this business as a platform for applying cutting-edge technologies, thereby contributing to the sustainable growth of the Group as a whole.

Developing hybrid talents

In the capital markets, advanced financial engineering is required in addition to a comprehensive understanding of business operations. These characteristics make Capital Markets an ideal environment to develop hybrid professionals with expertise in business and technology. Through these innovations and talent development, Simplex aims to maximize client value and achieve sustainable growth.

Key themes of dialogue with shareholders/investors

1. What is the value of the one-platform offering?
2. How will we expand our business with Japan’s three major financial groups?
3. How do we view growth opportunities in the business for exchanges?
4. How will rising interest rates affect IT investment?
5. Why do major financial institutions continue to choose us?

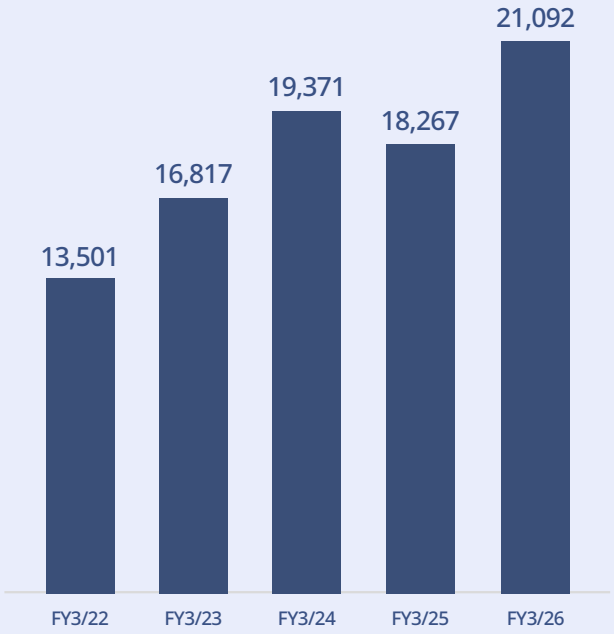
Value Creation through Business

Financial Retail

Contributing to greater advancement of the financial retail business through the overwhelming success of the joint venture scheme.

Providing financial instrument trading platforms for individual investors to online brokerage firms and online FX firms. Financial Retail, which has grown with the evolution of financial services for individual investors, is the core of our recurring business with a strong customer base.

Revenue (Millions of yen)



Sources of Competitive Advantage

2000s: Launch of subscription services

From the early days of online securities trading, we began planning and developing systems in-house and launched a shared SaaS service to multiple financial institutions. Based on a vision of providing a professional-grade investment environment to individual investors, the platform was highly regarded for its intuitive UI/UX and reliability in processing large volumes of transactions. As a result, it gained wide adoption as a financial instrument trading platform for individual investors, supporting stocks as well as futures and options. By adopting a performance-based business model committed to results after implementation, the platform continues to be used by multiple corporate clients today.

2000s: Becoming the de facto standard for FX trading

When talking about growth in the financial retail area, it is essential to mention our FX trading platform, which became the de facto standard in the industry. With FX trading increasingly being offered to individual investors, the service has been adopted as a shared SaaS solution and used by leading financial institutions in Japan.

2010s: Challenge of web3 and initial implementation

Simplex was quick to notice the potential of web3 and began to provide crypto asset trading platforms in 2017. In recent years, we also worked to expand into non-financial areas such as NFTs and the metaverse. In 2025, we started to provide a system supporting the issuance and redemption of stablecoins. The Simplex Group continues to expand the pillars of value creation in the new economic area of web3.

2020s: Closer cooperation with SBI SECURITIES

The capital and business alliance with SBI Holdings and SBI SECURITIES attracted a great deal of interest from various stakeholders. SBI SECURITIES is a comprehensive online securities company with the largest number of accounts and the largest transaction share in Japan. In Feb 2023, we established a joint venture with SBI SECURITIES. With this, we and SBI SECURITIES have gone beyond a mere client-vendor relationship and built a one-team system where all members work together on system development projects and established the necessary structure. Cooperation as a strategic partner is proceeding at full swing.

Initiatives for Sustainable Growth

Verification of the effectiveness of the JV scheme

Under a JV scheme with SBI SECURITIES, we are bringing together resources and know-how from both parties and working as one team on system development and organizational framework building. Through these initiatives, we are steadily deepening our collaboration as strategic partners and demonstrating the effectiveness of the JV. As an important collaborative model supporting sustainable growth, we will continue to build on the results achieved while further expanding business opportunities with the SBI Group, including the provision of solutions.

Greater sophistication of the financial retail business

Enhancing services for individual investors through digital technology remains an important theme for financial institutions in their efforts to improve customer satisfaction and strengthen competitiveness. The Simplex Group will continue to provide highly reliable platforms in a stable manner by leveraging our expertise accumulated as the top brand in Japan. Going forward, we will continue to support the advancement of the financial retail business while responding flexibly to changes in the market environment and customer needs.

Creating growth opportunities driven by web3

The Group is promoting initiatives in the web3 domain, including stablecoins and digital securities, which are expected to form part of the next generation of financial infrastructure. By leveraging the expertise and system development capabilities cultivated in the financial retail field, we are accumulating technologies and knowledge with a view to future market expansion. Going forward, as one of the key themes of MTBP 2030 - Vision1000, we will further strengthen initiatives aimed at creating a less labor-intensive business model.

Key themes of dialogue with shareholders/investors

1. How much room is there for market expansion in the financial retail field?
2. How has the JV scheme with SBI SECURITIES contributed to earnings?
3. Is there a possibility that it will be applied to other entities in the SBI Group?
4. Is the JV a business model that can also be applied to other companies?
5. What business opportunities do you anticipate in the web3 domain?

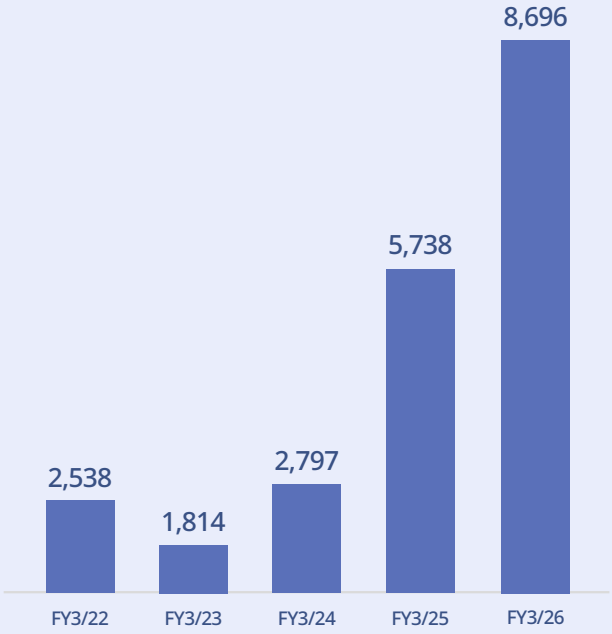
Value Creation through Business

Enterprise DX

Maximizing synergies with Xspear to create projects using cutting-edge technologies cultivated in the financial services industry.

Providing IT solutions specialized in DX support to non-financial institutions such as government agencies, telecommunications, manufacturing, and entertainment. Leveraging advanced technologies cultivated in the financial services domain and a collaborative model with Xspear, Enterprise DX promotes the creation of new projects in the non-financial domain and serves as a growth driver for the Simplex Group's business expansion.

Revenue (Millions of yen)



Sources of Competitive Advantage

2010s: Expanded cutting-edge technologies cultivated in financial services to the non-financial domain

The financial services industry, also described as an information industry, has been an early adopter of cutting-edge technologies ahead of other sectors. Since our founding, the Simplex Group, which has provided added value to the financial services domain, leveraging our strengths in digital capabilities including AI, UI/UX, cloud, and web3 to play an active role in non-financial sectors. Across various industry sectors such as government agencies, telecommunications, manufacturing, and entertainment, the Group addresses needs for promoting DX to create new business models, improve operational efficiency, and enhance user experience.

2020s: Established a collaborative model with Xspear

We have established a structure that allows us to demonstrate our capabilities in proposal development and implementation, supported by a collaborative model between Xspear, responsible for concept formulation, and Simplex, responsible for implementation. We have successfully acquired projects with strong synergies and high potential for replication by building new relationships with non-financial clients and completing all processes in-house—from upstream processes to development, maintenance, and operation. Just after the establishment of Xspear, projects were mainly undertaken with Xspear building relationships with clients through consulting, and Simplex then carrying out system development. In recent years, however, both companies often collaborate from the initial phase and jointly make proposals and provide support.

Our digital capabilities and the value we provide

AI	Leveraging the knowledge gained through the practice of AI-Native Delivery, we support our clients in transforming their business and creating new value.
UI/UX	A team of UI/UX experts with a deep understanding of any client business will help the clients develop products with a focus on user experience.
Cloud	Supporting clients in implementing cloud services consistent with business strategies by leveraging our unparalleled knowledge gained from advanced case studies.
web3	Experts with extensive knowledge of crypto assets, stablecoins, the metaverse, NFTs, and other emerging technologies working with clients to address challenges.

Initiatives for Sustainable Growth

Maximize group synergies

The greatest group synergy in Enterprise DX comes from the ability to implement business models and system concepts developed by Xspear, a consulting firm specializing in DX, using Simplex's digital capabilities. In recent years, collaboration between the two companies has evolved, with both parties increasingly working together from the initial stages to provide end-to-end support, from concept formulation through development and operations. Going forward, we will continue to strengthen our group-wide capabilities in both proposal development and implementation, while pursuing new business opportunities and deepening relationships with clients in non-financial domains.

Create projects by leveraging cutting-edge technologies

Leveraging our expertise in cutting-edge technologies such as AI, UI/UX, cloud, and web3 cultivated in the financial domain, we are pursuing new business opportunities in the non-financial domain. In particular, we are leveraging the knowledge gained through the practice of AI-Native Delivery, supporting our clients in enhancing their business operations and realizing new business models. Going forward, we will continue to develop high-value-added DX projects unique to the Group through the practical implementation of advanced technologies in society.

Deepening promising sectors

Enterprise DX covers non-financial sectors where the Simplex Group's sales revenue has not yet reached a certain scale on an industry basis. Once revenue in a given sector reaches a certain level, our policy is to spin the business off as an independent business domain. Based on this approach, we will pursue projects across a wide range of non-financial industries, including government agencies, while accumulating industry-specific knowledge and know-how and leveraging these assets to strengthen our competitive advantage

Key themes of dialogue with shareholders/investors

1. How are you developing the non-financial domain?
2. How does collaboration with Xspear contribute to generating new business opportunities?
3. How do advanced technologies such as AI contribute to creating high-value-added projects?
4. Why does the gross profit margin remain on par with that in the financial domain?
5. What are some examples of notable large-scale projects?

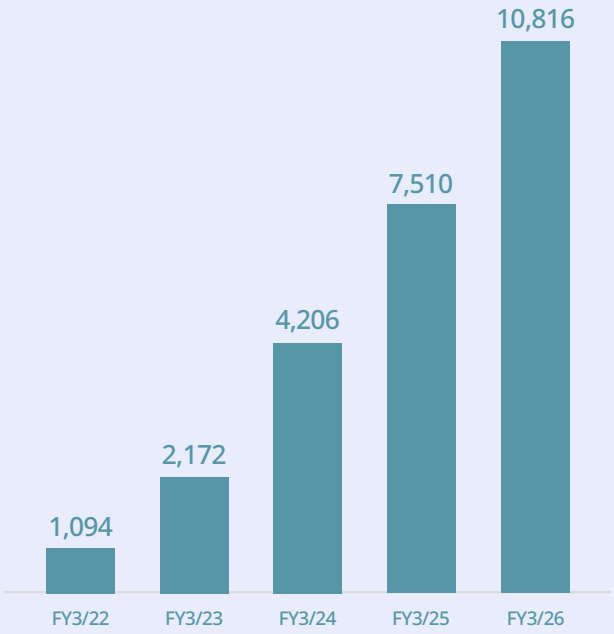
Value Creation through Business

Strategy/DX Consulting

Aiming to achieve further group synergies with a team of professionals who can directly deal with client management teams.

Providing both financial and non-financial institutions with DX-focused strategy formulation and execution support based on cutting-edge technologies. By providing services that accurately capture the priorities of management, Strategy/DX Consulting contributes to the sustainable growth of client companies, leveraging the Group's digital capabilities and execution strengths.

Revenue (Millions of yen)



Sources of Competitive Advantage

2020s: Established unique talent portfolio

Since its establishment in 2021, Xspear has developed a unique talent portfolio supported by both mid-career hires and intra-Group secondments. Our mid-career hiring proactively targets experienced talent, such as individuals from international consulting firms. In contrast, younger employees first get a grasp of technology basics at Simplex, then individuals with a strong aspiration to become consultants are identified and assigned to Xspear. The approach is differentiated from other consulting firms through the assignment of such hybrid talent to both consulting and technology areas.

2020s: Provided fundamental DX support based on technology

Xspear leverages advanced digital capabilities that Simplex has cultivated over many years to provide end-to-end support, from strategy planning to implementation support based on cutting-edge technologies. Specifically, Xspear has established a framework to support clients' transformation both in consulting and system development by coordinating with Simplex, that has strengths in implementing technologies. The consistent support system enables management issues to be highlighted via direct communication with management, and ensures company-wide optimization and that is not limited to one specific operational component.

Outline of our consulting services and value we provide

Strategic consulting	Supporting clients in developing practical and effective strategies when formulating medium- to long-term growth strategies — including business model development — and new business concepts.
IT consulting	Supporting building communication lines between management and IT by formulating systematization concepts and developing policies for renewing existing systems.
Project implementation support	Supporting business transformation, including PMO functions, as well as the execution of IT implementation, in promoting DX projects.
DX talent development	We support clients in building their capability to independently drive DX initiatives using a combined approach of training and on-the-job practice, thereby fostering DX talent.

Initiatives for Sustainable Growth

Expand the non-financial domain through Xspear

Xspear identifies clients' transformation challenges through dialogue with senior management and works to create new business opportunities. Leveraging the Group's ability to provide end-to-end support, from strategy formulation through system implementation, Xspear is driving new business opportunities and deepening client relationships in the non-financial domain. Going forward, we will further strengthen our proposal activities with Xspear as the entry point and pursue sustainable growth.

Strengthening the revenue base through expansion of major clients

To achieve MTBP 2030 - Vision1000, the Group positions expanding business with strategic clients as a key initiative. By combining Xspear's upstream consulting and proposals with Simplex's implementation support, we are expanding into untapped areas within our existing client base. Going forward, we will continue to increase revenue per client through collaboration across the Group, thereby strengthening our revenue base.

Expansion of Consultants and M&A Initiatives

To meet strong demand for DX, we continue to increase the number of consultants, through a combination of mid-career hiring and intra-Group secondments. In addition, toward achieving MTBP 2030 - Vision1000, we continue to explore partnerships and M&A opportunities with companies that possess advanced expertise and distinctive capabilities. Going forward, we will continue to accelerate our growth by strengthening our consulting capabilities.

Key themes of dialogue with shareholders/investors

1. How does Xspear contribute to expanding the Group's business in the non-financial domain?
2. How does collaboration with Simplex contribute to generating new business opportunities?
3. How will the Group expand its base of large corporate clients?
4. What are Xspear's competitive advantages?
5. How will strengthening talent capabilities and pursuing M&A contribute to growth?



New graduate training camp in Okinawa, Jun 2026. The Simplex Group welcomed 223 new graduates in Apr 2025 and 233 in Apr 2026.





Strategic Capital of the Simplex Group

Repeatable Value Creation Through the Circulation of People and Knowledge

To continuously provide high value-added services, the Simplex Group must strategically strengthen both its human capital and intellectual capital. Our hybrid talent, with business and technology expertise, generates new knowledge and insights through project experience. These are systematically accumulated and enhanced across the organization, and leveraged over and over to deliver value. This continuous virtuous cycle supports the Group's sustainable competitive advantage.

Two Strategic Pillars for Creating Value

▶Human capital

The Simplex Group targets the top 10% of talent in the market and is committed to acquiring individuals who share its values and have a strong aspiration for growth. For new graduates, we focus on hiring based on future potential, while for mid-career recruitment, we drive the acquisition of highly specialized professionals. Furthermore, the Group supports the continuous growth of its business-and-technology hybrid talent through OJT in projects, strategic personnel assignments, and performance-based evaluation and compensation.

▶Intellectual capital

We accumulate, share, and reuse the knowledge and software assets acquired through projects as organizational assets, without confining them to individual employees or specific projects. In addition to reusing software assets through Simplex Library and transferring and deepening professional expertise through Simplex Competency, we promote AI-Native Delivery, which advances our delivery processes based on the use of generative AI. Through the accumulation and utilization of this intellectual capital, we continuously enhance the quality and productivity of our value delivery.

Strengthening Human Capital

Hybrid Talent

Talent Acquisition

▶ New graduate recruitment

Since going public in 2002, Simplex has focused on recruiting new graduates. The key feature of our recruitment policy is our potential-based hiring, which places greater emphasis on candidates' future growth potential. We place greater emphasis on candidates' thinking skills and high levels of motivation rather than taking into account IT knowledge at the time of interview. We also recruit talent from a wide range of backgrounds.

We have refined a system over many years for accelerating the development of high-potential talent by providing structured training once a job offer is accepted and connecting it with new-employee training after joining the Company and project-based OJT. Rather than relying solely on the recruitment of individuals with specialized expertise, our ability to develop hybrid talent in-house serves as the foundation that supports the Group's sustainable growth.

▶ Mid-career recruitment

The establishment of Xspear in 2021 was the catalyst for the Group to strengthen strategic mid-career recruitment. Since then, we have actively recruited experienced consultants who are oriented toward practical DX support based on technological expertise.

The mid-career recruitment capabilities developed at Xspear have also expanded to Simplex, a tech firm. The number of mid-career hires, which previously hovered around 30 each year, has increased to more than 250 per year across the Group since the establishment of Xspear. The combination of medium- to long-term development of talent through new graduate recruitment with the acquisition of highly specialized, immediately deployable talent enables us to continuously develop the human capital needed to drive business growth.

Talent Development

▶ Training programs

The Group provides structured training programs in stages, from before employees first join through their time after joining. During pre-employment training, participants learn the fundamentals of technology and finance. New employee training focuses on three core areas—technology, finance, and business—and provides practical programs designed to develop the foundational skills required for project work. Employees working on the front lines also participate in training as mentors, helping to establish a strong foundation for early success following assignment to a project.

▶ OJT through projects

Quality OJT through projects, conducted under our unique business model, called the Simplex Way, plays an important role in transforming the foundational skills acquired through training into practical capabilities. By directly communicating with clients' senior management and users, and through repeated discussions aimed at resolving issues, employees gain hands-on experience in projects that affect business success with a sense of ownership. Through these experiences, our employees develop into hybrid talent well versed both in business and technology.

▶ Career development support

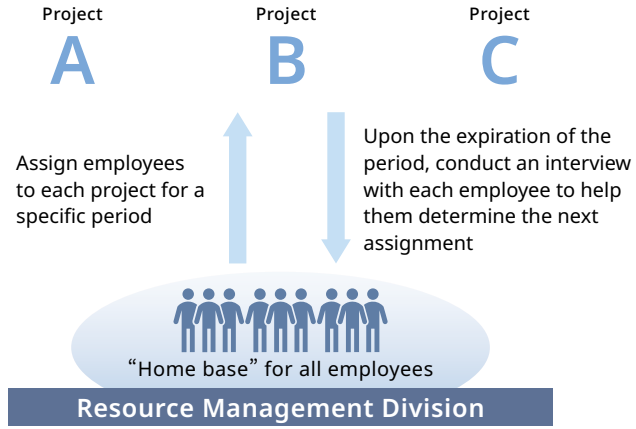
In addition to OJT through projects, we provide employees with opportunities to take ownership of their learning and broaden their expertise and career options. We regularly hold a Simplex Tech Day to share technical knowledge, and a Simplex Biz Day that showcase business development and project management. We also support self-directed development through the Boost learning portal, e-learning programs, and subsidies for acquiring certifications and purchasing relevant books. We further promote self-directed career development through programs such as the administrative leave system for the purpose of entering a postgraduate college or studying abroad, the Career Sharing Meetings, and the in-house short-term study program.

Talent Assignment

▶ Project assignment system

The Group flexibly assigns talent on a project-by-project basis across divisional boundaries. Employees are assigned irrespective of division, and talent mobility between Simplex and Xspear has also increased in recent years. The talent assignment is carried out by the Resource Management Division established in 2020. In addition to matching project-side demand with company-wide supply of talent, the Division works on the strategic rotation of employees that facilitates their development. When an assignment deadline is approaching, the Division conducts interviews with relevant employees and considers their next assignments based on their future career aspirations, experience, and the roles they aspire to take on in the future. Through this approach, we achieve optimal talent allocation across the Group in line with our business strategy while creating opportunities for employees to grow.

Project assignment system illustrated



Strengthening Human Capital

Evaluation System

The Group conducts employee evaluations through an annual review session that we call "Bidding," or fudaire in Japanese. All senior managers involved in the employee's projects during the fiscal year participate in the evaluation process. This ensures a fair assessment of the employee's achievements and capabilities from multiple perspectives, without being biased toward any subjective opinions of a single supervisor.

Our evaluations consider not only annual performance, but also the degree of difficulty for projects and past experience, allowing us to assess each individual's repeatable capabilities and to determine their theoretical annual salary for the following year. Regardless of how long they have been at the company, the number of hours worked, gender, or nationality, we base our performance evaluation and compensation on the principle of "Pay for Value," fairly rewarding employees for the value they create. In addition, evaluators engage in thorough discussions and provide employees with feedback on those discussions, thereby sharing the values and behaviors expected of them and fostering the Group's organizational culture.

Career & Compensation Structure

The Group clearly distinguishes between job titles, which indicate an employee's position, and roles, which indicate the responsibilities they undertake, in order to maximize the strengths of each individual. Our roles comprise management positions, which are responsible for achieving team targets and supporting team members' growth, and specialist positions, in which employees develop expertise in specific fields and apply their knowledge to deliver value. We evaluate both roles equally, without treating one as superior to the other. The Group does not make taking on management responsibilities a prerequisite for promotion, and provides an environment in which each individual can fully demonstrate their capabilities.

In addition, the Group positions securing and retaining talent in the top 10% of the market as a strategic priority. Under our philosophy of "Top players deserve top rewards—and the next great opportunity," we have established a compensation structure based on capabilities and performance. By balancing diverse career paths with competitive compensation, we attract and retain outstanding talent while fostering their continued growth.

Group-wide compensation table (Thousands of yen)

Executive Principal	Band D	40,000 + performance pay
	Band C	30,000 + performance pay
	Band B	25,000 + performance pay
	Band A	20,000 + performance pay
Principal		15,000 to 19,000
Associate Principal		11,000 to 14,000
Lead		8,000 to 10,000
Staff		6,000 to 7,500

External Evaluation | Companies with a Rewarding Corporate Culture 2026 Ranking

In OpenWork Inc.'s "Companies with a rewarding corporate culture 2026" ranking, the Group ranked highly across multiple categories, including "Growth Opportunities for Employees in Their 20s" and "Fairness of Personnel Evaluations." Taking into account external evaluation of our employees' opportunities for growth and evaluation systems, we are continuously enhancing our initiatives related to human capital.

Growth Opportunities for Employees in Their 20s



Fairness of Personnel Evaluations



Employee Morale



Openness of the Workplace





Accumulation and Evolution of Intellectual Capital

Simplex Way

A Unique Business Model Supporting Value Creation

The Group has built a unique business model, the Simplex Way, in which hybrid talent with expertise in both business and technology works directly with clients and provides end-to-end project support, from concept development through implementation and operations.

By engaging deeply not only in individual aspects of a project but also in the client's overall business and systems, our people accumulate sophisticated knowledge and expertise. In addition, by executing projects entirely in-house, we are able to retain within the organization the know-how and software assets gained through each project and leverage them to deliver value in subsequent engagements.

Features of the Simplex Way for creating intellectual capital

Full Cycle Coverage

Accumulating and feeding back knowledge across processes

By taking responsibility for the entire process—from concept development and consulting to system development and operations and maintenance—we accumulate knowledge that spans both business and technology, rather than being confined to individual processes. Furthermore, by feeding back knowledge gained in downstream processes into upstream processes, we continuously enhance our know-how through projects.

Direct Client Engagement

Retaining knowledge, know-how, and software assets in-house

By working as a prime contractor, we engage directly with clients and have our own professionals take the lead in executing projects. This enables us to accumulate the knowledge and know-how gained through projects across the Group. In addition, although we are a contracted developer, we retain the IP rights to the systems we develop, thereby building a foundation for reusing software assets in subsequent projects and services.

Hybrid Talent Development

Acquiring and systematizing practical knowledge that connects business and technology

By having hybrid talent well versed in both business and technology involved in projects, we acquire practical knowledge that connects clients' business operations and challenges with technology. By sharing and systematizing the experience and expertise gained through projects across the organization, we leverage these assets to drive the next stage of talent development and value delivery.

Mechanisms for enhancing the reproducibility of value creation

Accumulation and reuse of software assets

Simplex Library

▶ P28

Organization and succession of specialized knowledge

Simplex Competency

▶ P29

Advancement of practical knowledge through the use of AI

Simplex Siphon

▶ P30

Accumulation and Evolution of Intellectual Capital

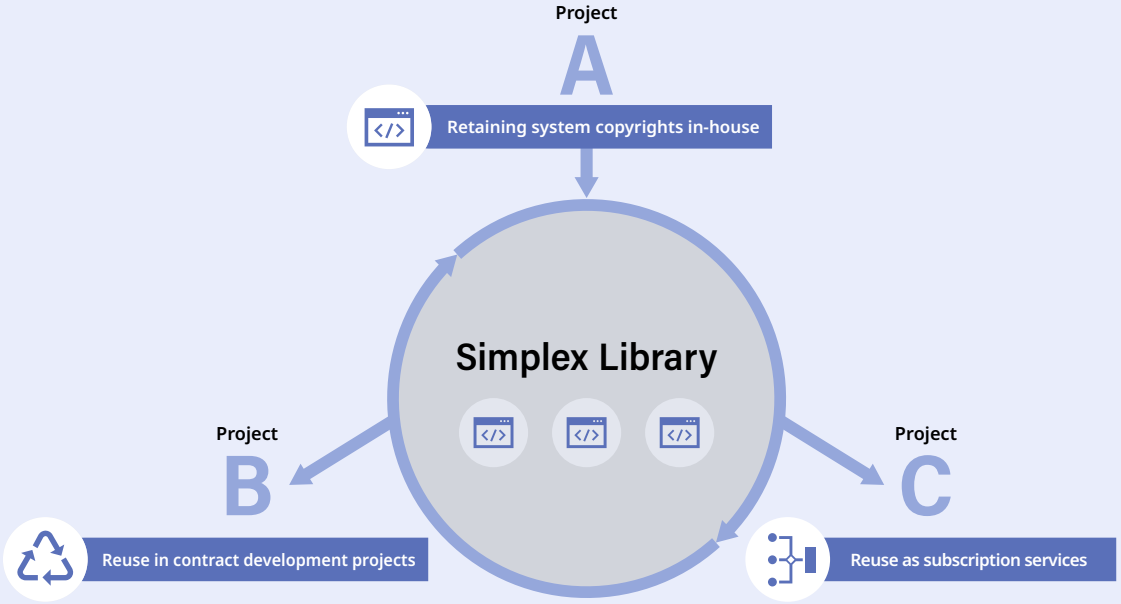
Simplex Library

Accumulating and Leveraging Project Outcomes as Proprietary IP

The Group accumulates and leverages proprietary IP generated through the Simplex Way in the "Simplex Library." Hybrid talent with expertise in both business and technology works with clients from the upstream phase, providing know-how and ideas while translating requirements into concrete solutions, and takes responsibility for system development through to completion. Under this development model, we retain IP rights in-house to design documents and source code that incorporates the knowledge of the Group, even for projects undertaken as a contracted developer.

The proprietary IP accumulated in the Simplex Library is reused in other contracted development projects and also leveraged in subscription services. By reusing proven IP, we improve quality while reducing person-hours for development and testing and shortening lead times.

Utilization of proprietary IP through the Simplex Library



We reuse the highly versatile IP and know-how accumulated in the Simplex Library in other client development projects. By leveraging proven source code and functionality, we reduce person-hours for development and testing, shorten lead times, and improve quality. It also enables our teams to focus on customized solutions that address client-specific challenges. The accumulation of such reuse improves project productivity and enables us to deliver consistent value.

We leverage the IP and know-how accumulated in the Simplex Library to plan and develop systems ourselves and offer as subscription services that can be used by multiple clients. Clients can access these services quickly while minimizing their initial development burden, while the Group can efficiently deploy the intellectual capital we have accumulated across multiple clients. Through the repeated reuse of these assets, we are expanding the scope of how we use our accumulated intellectual capital.

Benefits of utilizing the Simplex Library

- Quality improvements
- Reduced person-hours for development and testing
- Shorter lead times

Accumulation and Evolution of Intellectual Capital

Simplex Competency

Turning Project Experience and Knowledge into Organizational Capabilities

The Group has established the "Simplex Competency," a cross-project center of expertise built up through our projects, to ensure that the specialized knowledge is not confined to individuals but is passed on and further enhanced across the organization. This is currently made up of six areas of expertise: project management, system development, generative AI, infrastructure/cloud DX, mathematical engineering, and UI/UX.

Each competency brings together employees with a high level of expertise, who work across the organization on initiatives such as consolidating and standardizing best practices, conducting research and development, providing project support, and developing talent. By sharing knowledge gained through projects across the Group, while enabling specialists to continuously deepen their expertise through mutual learning, we transform individual expertise into organizational capabilities.

Six areas of expertise that make up the Simplex Competency

Project Management

We promote company-wide improvements in project management capabilities by monitoring projects, developing talent, standardizing processes, and sharing know-how.

System Development

We continuously improve quality and productivity in system development by collecting and standardizing practical know-how, verifying new technologies, and developing talent.

Generative AI

Generative AI experts, project managers, and engineers bring together knowledge and expertise, while working to build platforms for generative AI utilization, share knowledge, and enhance development processes designed around the use of AI.

Infrastructure/Cloud DX

We bring together cloud expertise and the provision of end-to-end support covering architecture design, security, quality, implementation, and operations, thereby enhancing our company-wide capabilities in utilizing cloud technologies.

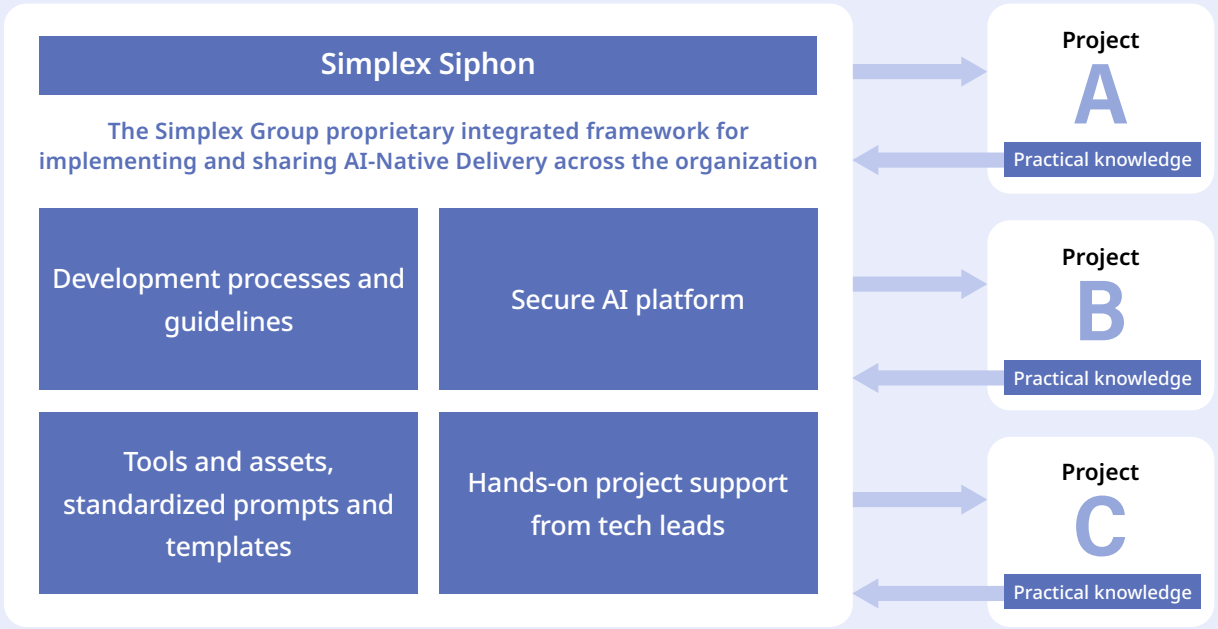
Mathematical Engineering

We apply expertise in mathematical engineering and data analytics to drive business outcomes and share these insights across the organization to continuously enhance our capabilities and expand our impact.

UI/UX

We leverage our expertise spanning business, technology, and design to provide user-centric solutions and services, thereby increasing the value we deliver.

Simplex Siphon: Enabling AI-Native Delivery



Key elements of AI-Native Delivery and Group strengths

Cross-process design for AI utilization

AI-Native Delivery requires the scope of AI application and quality assurance policies to be designed across development processes. Drawing on the Group's expertise in consistently covering the full process—from concept formulation and design through implementation and testing—we continuously improve our AI-enabled delivery processes.

Share platform and quality assurance

A common platform and robust validation processes are essential for the safe and stable use of AI. The Group incorporates the quality standards developed through complex system development into AI-Native Delivery, enabling us to achieve both high quality and greater productivity.

Developing High-Quality Inputs Through Deep Business Understanding

High-quality inputs that reflect a deep understanding of business operations and system context are essential to unlocking the full potential of AI. We continuously enhance these inputs by leveraging expertise gained through our deep business knowledge and end-to-end delivery capabilities.

Accumulation and Evolution of Intellectual Capital

Simplex Siphon

Sharing Practical Knowledge from AI-Native Delivery across the Organization

The Group defines the "Simplex Siphon" as an integrated framework for implementing AI-Native Delivery in individual projects and sharing the practical knowledge gained through these projects across the organization. The framework comprises development processes and guidelines, a secure AI platform, tools and assets, standardized prompts and templates, and hands-on project support from tech leads.

A company-wide, cross-functional Center of Excellence (CoE), with Generative AI Competency at its core, drives the enhancement of the Simplex Siphon and its deployment across individual projects. We continuously feed practical knowledge gained from projects back into Simplex Siphon, standardize and enhance it, and then apply the resulting knowledge, tools, and practices to subsequent projects. Through this cycle, we aim to continuously improve the quality and productivity of the entire delivery process without relying on specific individuals or projects.

Accumulation and Evolution of Intellectual Capital

Information Security

Information Security Supporting Value Creation

As cyberattacks become increasingly sophisticated, the importance of ensuring the security of systems and services, as well as building resilience to continuously respond to changes in the threat landscape, is growing. The Group promotes organizational and multilayered information security measures to securely accumulate and utilize advanced intellectual capital and continuously provide high-quality systems and services.

▶System and service security

We develop systems in compliance with the guidelines on security measures for computer systems for financial institutions (FISC Security Guidelines) and have obtained SOC1 Type 2 Report and SOC2 Type 2 Report for applicable services. In addition, our system development teams work closely with our security teams to continuously enhance the security of our systems and services, including by strengthening verification processes prior to release. We also incorporate a secure AI platform into AI-Native Delivery, promoting the use of AI while ensuring security.

▶Information security management

Under our Basic Policy on Information Security, we have obtained Information Security Management System (ISMS/ISO27001) certifications for applicable services. We also provide continuous education and training to all employees. In addition, our security teams, including Simplex-CSIRT, are enhancing their ability to respond to evolving cyber threats through activities such as collecting and sharing vulnerability information and responding to incidents.

▶Protection of information assets and personal information

To appropriately manage confidential and personal information, we continuously enhance the security of the environments and processes used to handle information assets. Under strict management based on our Personal Information Protection Policy, we are committed to developing and providing systems and services with a focus on security and reliability.

Ensuring quality and reliability through third-party assessment and certification

Services covered by SOC1/SOC2[*1]

A) SOC1 Type2 Report	System integration services, operation/ maintenance services, subscription (ASP) services for Simplex Inc.'s solutions
B) SOC2 Type2 Report (Applicable standards: Security)	System integration services, operation/ maintenance services, subscription (ASP) services for Simplex Inc.'s solutions

*1 A report providing an independent, objective opinion on SOC (System and Organization Controls), a framework by the American Institute of Certified Public Accountants (AICPA) for evaluating and reporting on internal control over fiduciary services provided by service organizations.

Scope of Information Security Management System (ISMS/ISO27001)[*2] registration

1	Software development, maintenance, operation and provision of service infrastructure for FX (foreign exchange margin trading) systems
2	Software development, maintenance, operation and provision of service infrastructure for cryptoasset systems
3	Cloud system development, maintenance, operation and provision of service infrastructure for financial institutions
4	Provision of system strategy, software development, maintenance, operation, and service platforms for public systems.

*2 A certification system in which an organization undergoes an independent third-party examination to verify it has put in place a management system to ensure the confidentiality, integrity, and availability of information security through a continuous PDCA cycle.

Scope of Quality Management System (ISO9001)[*3] registration

Provision of system strategy, software development, maintenance, operation, and service platform for public systems.

*3 An international standard for quality management systems. Certification is granted following an independent third-party assessment it has a management system in place to ensure the consistent provision of quality products and services and promote continuous improvement.



The Simplex Group, with offices in both Toranomon Hills and Azabudai Hills, supports the DX of Japanese enterprises and aims to realize a sustainable society.

Simplex Group Materiality Map

1. Creating value by solving clients' fundamental issues
2. Enhancing human capital centered on hybrid talent
3. Advancing and leveraging intellectual capital in cutting-edge domains
4. Governance supporting appropriate risk-taking
5. Sustainable stakeholder relationships
6. Strengthening climate-resilient business operations

Simplex Group's Sustainability

Bringing a Positive Impact on Society through Business

With the goal of bringing "Innovation from Japan to the world," the Simplex Group is united in our pursuit of "Creating high value-added services" that contribute to the business success of our clients. We will create a positive impact on society through business and fulfill our responsibility as an innovation-driven company to realize a sustainable society.

Process of Identifying Materiality Issues

Based on the concept of double materiality, the Simplex Group classifies issues to address based on two dimensions: importance to the Group and importance to client companies, business partners, and stakeholders such as shareholders and investors. Then, the Group identifies sustainability-related material (materiality) issues that should be addressed as priorities, and these are determined by the Board of Directors.

In pursuit of the goals set forth in our Medium-Term Business Plan, "MTBP 2030 - Vision1000," announced in Apr 2026, we have reviewed our materiality issues to better align them with the plan, taking into account changes in the external and business environments. Going forward, we will continue to assess their relevance on an ongoing basis and review them as necessary, taking into consideration changes in the business environment and stakeholder expectations.

Simplex Group materiality

Driving Value Creation

Creating value by solving clients' fundamental issues

We view the source of our corporate value as "solving our clients' fundamental issues," and will continuously enhance our human and intellectual capital to achieve this. Leveraging our expertise spanning both business and technology, as well as accumulated knowledge to date, we will identify our clients' fundamental issues amid a changing business environment and turn them into opportunities to create new value.

We provide full cycle coverage support from concept formulation to implementation and operations, which increases the likelihood of creating value. In addition, by systematically accumulating and utilizing the knowledge and experience of diverse specialized talent, we will increase the speed and reproducibility of value delivery through the reuse and cross-organizational application. We will extend these initiatives across diverse sectors, with the aim of contributing to enhancement of the competitiveness and sustainable growth of our clients.

Strategic Capital for Value Creation

Enhancing human capital centered on hybrid talent

We will enhance the reproducibility and productivity of value delivery through acquiring, training, and appropriately allocating hybrid talent who are able to view change as an opportunity and move toward value creation. Along with this, we continue to monitor closely the trends in external expertise and capabilities. Through diverse approaches including M&A, we incorporate in an agile manner the talent and functions that align with the Group's strategy. By doing this, we aim to expand our supply capacity and further improve productivity.

Advancing and leveraging intellectual capital in cutting-edge domains

We aim to enhance the productivity and quality of value delivery through the reuse and cross-organizational application by accumulating and organizing the knowledge acquired in cutting-edge domains in an organized and structured manner. We position R&D as a complementary initiative to support the acquisition and capitalization of knowledge and technology. In addition, through proactive external communication, we will share our expertise externally, aiming to enhance recognition and trust and to strengthen recruitment competitiveness.

Execution Platform Supporting Value Creation

Governance supporting appropriate risk-taking

To enable agile decision making and growth investment, we aim to establish governance that supports appropriate risk-taking and to advance the risk management system. We will enhance the quality of decision making through the Board of Directors' supervisory and control functions in addition to the strategic alignment, financial discipline, and risk assessment. Furthermore, we aim to ensure business continuity and build trust through continued monitoring based on company-wide risk management.

Sustainable stakeholder relationships

We focus on continued dialog with stakeholders as a foundation for value creation and medium- to long-term corporate value enhancement. We accurately understand expectations and demand from shareholders and investors, clients, employees, business partners, and society and build trust through highly transparent information disclosure and communication, which we then aim to reflect in our management and business operations.

Strengthening climate-resilient business operations

By factoring climate change risks and opportunities into management decisions and reflecting them in our business operations and value chain, we aim to ensure business continuity and strengthen resilience. We also increase the transparency of disclosure by aligning with global frameworks, aiming to enhance credibility with the capital markets.

Simplex Group's Sustainability

Sustainability Governance System

Under the supervision of the Board of Directors, the Executive Committee, comprising of the Representative Director and President and the Directors responsible for business execution, takes charge of company-wide risk management. In addition, we have established a Sustainability Council chaired by the Representative Director and President, to continuously identify and evaluate sustainability-related risks and opportunities.

At the Sustainability Council, executive directors of the Company and its subsidiaries examine sustainability-related risks and opportunities from the perspectives of their respective businesses and functions, and monitor the progress of initiatives addressing material issues. Issues deliberated by the Council are reported to the Executive Committee, treated as part of company-wide risk management, and semiannually to the Board of Directors. Based on these reports, the Board of Directors oversees the incorporation of sustainability-related issues into group-wide strategies, the medium-term management plan, risk management policies, and other policies.

In addition, we have established committees under the Sustainability Council that address specific issues related to employees' health and working environments. For information security, we have appointed a Chief Information Security Officer (CISO), and collect, share, and manage information on a company-wide basis through the Information Risk Management Committee, which is comprised of the heads of each operating division.

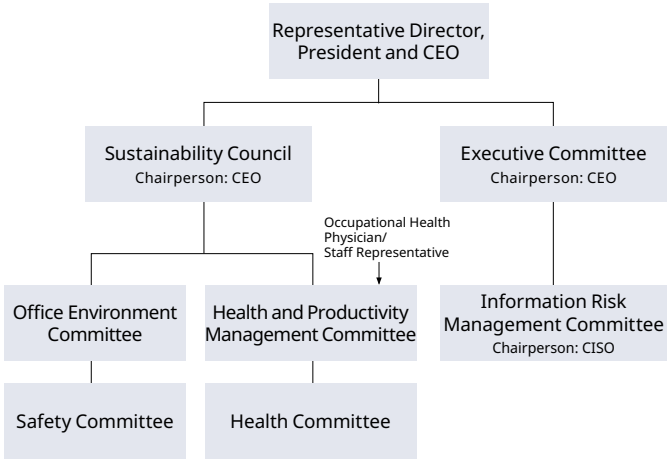
Sustainability-Related Risk Management

The Group defines risk as any event that could result in economic loss, business interruption or suspension, or damage to credibility or brand image, and has implemented a risk management system to mitigate and avoid risks.

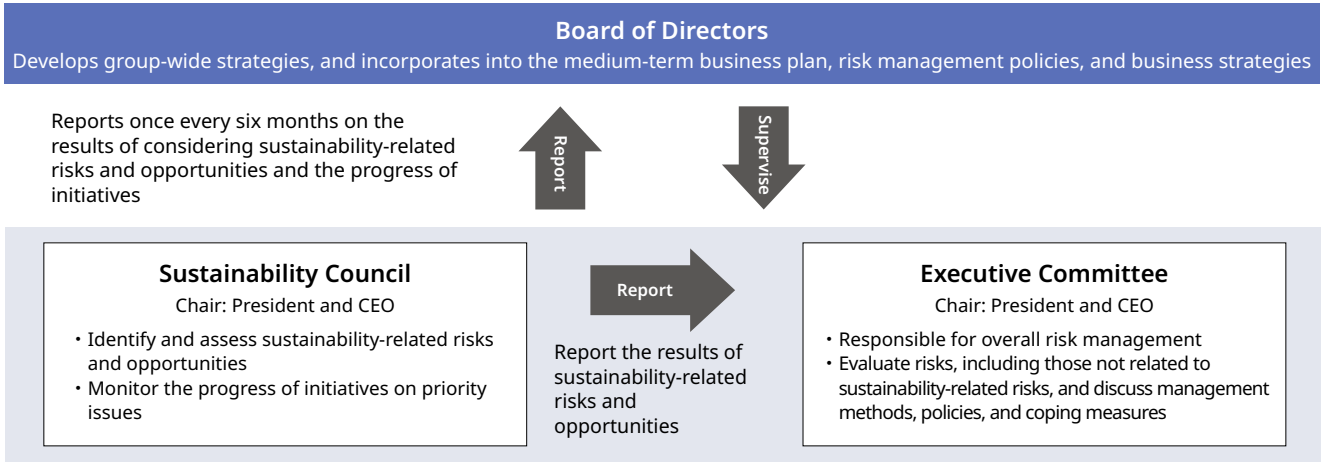
At Sustainability Council meetings, we broadly identify sustainability-related risks and opportunities based on changes in the environment surrounding the Group and the knowledge of its members. Identified risks are then evaluated on two fronts: the likelihood of occurrence and the potential impact. Depending on their significance, they are reported to the Executive Committee, thereby incorporating them into company-wide risk management.

For risks that are considered material, we set targets and continuously monitor progress at the Sustainability Council. The status of these efforts is reported to the Board of Directors on a semi-annual basis, ensuring that the progress of measures is assessed, and material risks are reidentified.

Sustainability Governance System Diagram



Sustainability-related Risk Management System Diagram



Sustainability: Environment

Simplex Group Environmental Initiatives for a Sustainable Society

Recognizing the impact of global environmental challenges, including climate change, on our business, the Group is continuously working to reduce its environmental impact. At the same time, we will contribute to the realization of a sustainable society through the provision of technologies and services.

Energy Management

The Group has offices in the Azabudai Hills Mori JP Tower and the Toranomon Hills Mori Tower operated by Mori Building Co., Ltd. Both offices use electricity generated from fully renewable energy sources. By selecting environmentally friendly offices, we enhance energy management at our offices.

In terms of IT infrastructure, we promote the use of energy-efficient cloud services and servers in order to optimize electricity consumption and reduce greenhouse gas emissions.

Expanding Our Initiatives to Clients

These efforts are made not only within the Company but also for the services we provide to clients. Since 2020, we have participated in the AWS Partner Network (APN) Consortium that complies with FISC guidelines to help the introduction of cloud servers by major financial institutions, and support the compliance with the FISC Security Guidelines[*1]. Leveraging the knowledge of high-level security response and system installation which has been cultivated in the financial field, we are also helping non-financial industries optimize the introduction and operation of cloud services. Through these efforts, we will contribute to increasing the sophistication and resilience of digital infrastructures in diverse industries including in non-financial domains.

Biodiversity

The Group is based in the Azabudai Hills Mori JP Tower, where a 2.4-hectare green area, including a 6,000m^2 central plaza, has been developed. In addition, a 6,000m^2 green space has also been created at the Toranomon Hills Mori Tower, and its biodiversity-conscious landscaping plan has been highly evaluated, earning the highest JHEP certification rating (AAA)[*2].

Water Conservation

At both sites, recycled water treated from relatively clean wastewater is used for toilet flushing at both office locations, and high-performance water-saving fixtures are installed. Furthermore, we collect and treat rainwater across the site for use in sprinkling on exterior plantings, contributing to effective use of water resources and creation of environmentally sound urban areas[*3].



The Azabudai Hills Mori JP Tower, where the Simplex Group offices are located, offers 2.4 hectares of green space, including a central plaza of about 6,000 m^2.

*1 FISC Security Guidelines are a set of guidelines and explanatory notes on security measures for computer systems for financial institutions, etc., established by the Financial Information Systems Center (FISC) as voluntary guidelines for financial institutions, etc. in Japan.

*2 JHEP: The Japan Habitat Evaluation and Certification Program, which evaluates and certifies initiatives that contribute to the conservation and restoration of biodiversity. The program is developed and operated by the Ecosystem Conservation Society-Japan.

*3 For more information on biodiversity initiatives at our business sites and our efforts to conserve water resources, please visit the Sustainability website of Mori Building Co., Ltd.

Sustainability: Environment

Climate Change-related Information Disclosure

In Jun 2023, the Group announced support for the TCFD (Task Force on Climate-related Financial Disclosures) recommendations and joined the TCFD Consortium. We identify and assess the risks and opportunities that climate change poses to our business activities and reflect the results in management decision-making. At the same time, we are promoting efforts to achieve a decarbonized society and to improve our disclosure practices.

▶ Governance

Under the framework of our sustainability governance (▶ P34), climate change-related risks and opportunities are identified and evaluated by the Sustainability Council. The results of these efforts and the progress of related initiatives are reported to the Executive Committee and, semiannually, to the Board of Directors, thereby enabling the Board to oversee climate-related matters.

▶Risk management

We incorporate climate change-related risks into our company-wide risk management process and assess their significance based on the likelihood of occurrence and the impact in the event of occurrence. For risks that are considered material, the Sustainability Council sets targets and continuously monitors progress. The status is also reported to the Board of Directors, helping ensure that the progress of measures is assessed, and material risks are re-identified.

▶ Strategy

The Group regards responses to climate change-related risks and opportunities as important business issues in realizing sustainable growth. We seek to accurately understand the impact of climate change on our business, take measures to manage or mitigate risks, and capture growth opportunities arising from changes in the business environment. Based on this approach, we have established short-, medium-, and long-term timelines and systematically organize the impact on our business, taking into account the timing when climate-related risks and opportunities come to the surface and their characteristics.

Scenario Analysis

We conduct scenario analyses to evaluate the impact of each climate-related risk and opportunity on the Group's businesses, based on a scenario where global temperatures rise by less than 2°C ("below 2°C scenario"), in which climate change policies and regulations are expected to progress; and a scenario where they rise by 4°C ("4°C scenario"), in which natural disasters would become more severe and chronic global warming is expected. Under each scenario, we assess business impacts from two perspectives—the estimated financial impact and likelihood of occurrence—and identify material risks and opportunities. In conducting these analyses, we refer to scenarios and projections including the IEA WEO 2022 Net Zero by 2050, IEA WEO 2022 STEPS, and the IPCC RCP8.5 scenario.

Metrics and Targets

We continuously monitor our actual greenhouse gas emissions across Scope 1, Scope 2, and Scope 3. For Scope 1 and Scope 2 emissions, our target for FY3/27 is 0 t-CO_2. We are working to maintain emissions at 0 t-CO_2 through measures such as the use of electricity generated from renewable energy sources. For Scope 3 emissions, we calculate and disclose actual emissions as well as emissions by major category.

For more detailed information, please visit our website.
https://www.simplex.holdings/en/sustainability/environment/tcfd/

Timeline

Category	Period covered	Approach to assessing development timing
Short term	0–3 years	Categorize issues that are already evident, such as current initiatives and areas where sales are increasing, as short-term issues.
Medium term	3–10 years (including 2030)	Categorize issues that are not yet materialized but are likely to emerge by around 2030, such as a carbon tax, as medium-term issues.
Long term	10–30 years (including 2050)	With a focus on the physical risks of disasters, Categorize issues expected to have a significant impact from the 2030s onward as long-term issues.

Greenhouse gas emissions (t-CO_2)

Category	FY3/25 Actual values	FY3/26 Actual values	FY3/27 Target value
Scope1 Direct emissions	0	0	0
Scope2 Energy-derived indirect emissions	0	0	0
Scope3 Other indirect emissions	9,022.3	10,592.5	—

Sustainability: Environment

Identifying risks related to climate change

Type		Impact	Major impact on the Group	Timeline	Scenario impact		Key Measures
					Below 2°C	Below 4°C	
Transition risks	Regulation	Carbon Pricing Mechanism	・New carbon taxes on the Group's CO_2 emissions could increase costs.	Medium term	Low	—	・Switch power consumption in offices to power derived from renewable energy sources. ・Continuously monitor and strive to reduce greenhouse gas emissions.
	Market	Changing Customer Behavior	・In an environment where customers are choosing data centers with less environmental impact, we could lose sales opportunities by continuing to use existing data centers with high environmental impact. ・Costs to implement measures could increase, such as changing to a data center with low environmental impact.	Medium term	Medium	—	・Choose data centers and cloud solutions with low environmental impact and high energy efficiency.
	Reputation	Sector condemnation	・Sales could decline due to less demand for crypto asset trading platforms as a result of the massive power consumption required for blockchain mining.	Medium term	Low	—	・Conduct ongoing surveys of environmental regulation trends and consider coping measures.
		More stakeholder concerns or negative stakeholder feedback	・Failure to implement adequate climate change measures could cause long-term damage to the Group's brand image, leading to a loss of trust from customers and shareholders and ultimately reducing corporate value.	Medium term	Low	—	・Use climate change as an opportunity to more clearly define risk management. ・Proactively disclose non-financial sustainability information. ・Participate in international climate change initiatives.
Physical risks		Increased frequency of typhoons, floods, and other extreme weather events that cause extensive damage	・Business opportunities could be lost due to data center outages.	Long term	Low	Medium	・Regularly review BCP plans and regularly conduct emergency drills. ・Geographic distribution of data centers and utilizing cloud computing to avoid or reduce disaster risks.

Identifying opportunities related to climate change

Type	Impact	Major impact on the Group	Timeline	Scenario impact		Key Measures
				Below 2°C	Below 4°C	
Products and Services	Financing for the development and expansion of low-emission services	・Lower financing costs through sustainability bond financing that provides favorable financing.	Short term	Low	—	・Proactively disclose non-financial sustainability information. ・Consider third-party verification of greenhouse gas emissions, which may become a financing requirement, and continuously monitor company emissions.
	Development of solutions for climate adaptation, resilience, and risk	・Restrictions on mobility caused by disasters, temperature changes, and other factors have increased the use of remote work to ensure business continuity. This, together with rising demand for ICT infrastructure, is creating business opportunities for our AI-based remote work solution services.	Medium to long term	Medium	Medium	・In addition to our existing solutions, develop and provide solutions that are attuned to changes in how customers work in response to climate change. ・Develop and provide new solutions that are tailored to customers' climate change measures created through the use of ICT.
		・Sales opportunities could expand through orders to integrate or consult on DX-based climate change response systems (weather derivatives, etc.).	Medium term	Medium	—	
Markets	Taking proactive action on climate change	・By improving our social credibility and image, we could increase our advantage over other companies in recruiting employees and reduce recruitment costs. ・Stock price could increase due to increased trust from customers or shareholders.	Medium term	Medium	—	・Use climate change as an opportunity to more clearly define risk management. ・Proactively disclose non-financial sustainability information. ・Participate in international climate change initiatives.
Resilience	Improvement of employee working conditions, etc.	・Work style reform via ICT and business efficiency process reform via DX could improve business continuity as well as help maintain and improve working conditions, resulting in higher employee satisfaction and lower turnover.	Short term	Low	Low	・Diversify risks and streamline business processes through flexible working styles that use ICT technology, such as remote work.

Sustainability: Social

Social Initiatives of the Simplex Group: Sustainable stakeholder relationships

With a focus on creating sustainable value and enhancing corporate value over the medium to long term, the Group places importance on building relationships of trust with our stakeholders. In addition to respecting human rights and fostering a supportive working environment, we seek to understand stakeholders' expectations and requests through ongoing dialogue, and reflect them in our management and business operations while contributing to society.

Respect for Human Rights

We consider conducting business with respect for human rights, the fundamental rights inherent in every individual, as a social responsibility of the Group. Based on this belief, we have established the Simplex Group Basic Policy on Human Rights and promote business activities with the utmost respect for human rights. We give out this Policy to our officers and employees to educate them and also publish it on our website to make it broadly accessible to the public.

Diversity & Inclusion

While complying with laws and regulations and preserving the Group's corporate culture, we are working to create an environment in which every individual can demonstrate their abilities, regardless of gender, age, nationality, disability, or other attributes. We aim to foster an organization that embraces diverse values and lifestyles and enables each individual to thrive by leveraging their unique strengths. In Sep 2023, Simplex received the "Kurumin Certification" as a company supporting childcare based on the Act on Advancement of Measures to Support Raising Next-Generation Children. Furthermore, Xspear received "Eruboshi Certification (2 Stars)" in May 2024 based on the Act on the Promotion of Women's Active Engagement in Professional Life.

Kurumin Certification



Eruboshi Certification



Occupational Health and Safety / Health and Productivity Management

We believe that creating an environment where employees can work with peace of mind while maintaining their physical and mental well-being is an important foundation for sustainable value creation. Under the "Health and Productivity Management Declaration" by the President and CEO, we are working to maintain and promote employees' health through regular health checkups, stress checks, collaboration with occupational health physicians, and other initiatives. In addition, led by the Health and Productivity Management Committee, we will continue to promote initiatives that support the physical and mental well-being of our employees and their families and contribute to enhanced productivity.

Flexible Work Styles and Work-life Support

To enable employees to continue working flexibly according to their individual values and circumstances, we have introduced our Commitment Style system for employees at or above a certain position level. Under this system, employees can choose and declare their preferred work style among three options, and share their choice within the Company: 1) Working flexibly based on project needs; 2) Generally working around two hours of overtime per day; 3) Generally doing no overtime. This enables employees to align expectations with those around them while maintaining their chosen work style. The work style selected does not automatically affect personnel evaluations, allowing us to balance freedom of work style, fairness of evaluation, and respect for diverse values.

We have also established various programs to support employees in balancing work and childcare or nursing care, and are working to create an environment in which employees can continue to develop their careers with confidence as their life stages change.

Social Contribution

In addition to creating value through our business activities, we will leverage the knowledge, and human resources of the Group to contribute to the development of the next generation of talent and the resolution of social issues. Through ongoing engagement with society, we aim to contribute to the realization of a sustainable society.

▶ Social contribution through innovation

In a changing business environment, as a company that leads businesses through technology, we will strive to continuously create innovations and enhance our competitiveness, thereby contributing to society. At the same time, we will proactively give back to society.

▶ Contribution to education

Leveraging the knowledge we have accumulated through financial systems development, DX consulting, and other activities, we will contribute to the development of the next generation of talent through collaboration with universities and other institutions, as well as through educational activities.

▶ Social contribution through sports

We are engaged in contributing to society through sports, including supporting our employees with disabilities in their athletic pursuits. By supporting our employees in taking on new challenges and promoting sports, we aim to contribute to the realization of a society where people with diverse backgrounds and abilities can thrive.

Sustainability: Social

Dialogue and Collaboration with Stakeholders

Through ongoing dialogue with our key stakeholders, the Group seeks to understand their expectations and requests and reflect them in our management and business operations.

Stakeholders	Key expectations and areas of interest	Major initiatives and communication	Reflection in management and business
Shareholders and investors	・Medium- to long-term growth strategies ・Financial and capital policies ・Shareholder returns ・Corporate governance ・Timely and appropriate disclosure	・Provide information on management strategies, business performance, capital policies, and other matters through financial results briefings, General Meetings of Shareholders, and dialogue with institutional and individual investors ・Promote fair disclosure in both Japanese and English	・Incorporate opinions and concerns identified through dialogue into management, information disclosure, and IR activities (▶ P40)
Clients	・Addressing fundamental management and business issues ・Stable, high-quality services ・Utilization of advanced technologies ・Long-term support for transformation	・Provide end-to-end support, from strategy formulation through system design, development, operations and maintenance, to continuous improvement ・Identify and address clients' challenges and business opportunities through continuous support	・Leverage clients' needs and challenges to improve services and solutions, provide new value, and enhance account strategies
Employees	・Opportunities for growth ・Fair evaluation and treatment ・Meaningful and rewarding work ・Health and safety ・Flexible working arrangements ・Communication with management	・We conduct employee engagement surveys every three months, hold company-wide meetings led by management, and promote internal communication through channels such as Slack ・Develop various talent development initiatives and work-life balance support programs	・Incorporate employee feedback into improvements in initiatives aimed at enhancing talent development, organizational development, the workplace environment, and employee engagement
Business partners	・Fair and appropriate transactions ・Stable cooperative relationships ・Business continuity ・Protection of intellectual property ・Mutual prosperity	・Based on the "Partnership Building Declaration," promote fair and appropriate business practices, collaboration regardless of company size or existing business relationships, and initiatives to support business continuity	・Enhance added value and promote co-prosperity throughout the entire supply chain
Society	・Contribution to a sustainable society ・Respect for human rights ・Consideration for the environment ・Talent development ・Innovation to address social issues	・In addition to promoting DX through our business activities, advance social contribution activities, such as donations to and lectures at educational institutions and support for sports, as well as initiatives related to human rights and the environment	・Reflect society's expectations and requests in business activities and sustainability initiatives, thereby contributing to a sustainable society

Sustainability: Social

Dialogue with Shareholders and Investors and Feedback into Management

To achieve sustainable growth and enhance corporate value over the medium to long term, the Group promotes constructive dialogue with shareholders and investors through collaboration among the CEO, CFO, IR Division, and relevant divisions. The CEO and CFO participate in one-on-one meetings and various briefings with domestic and overseas institutional investors and analysts. In addition, following the General Meeting of Shareholders, we hold a shareholder's reception event where more than 500 individual shareholders engage directly in dialogue with management and outside directors. The views and areas of interest identified through these dialogues are shared with and reported to the Executive Committee and the Board of Directors, and are reflected into management decision-making and information disclosure and IR activities.

Major themes in dialogue

1. AI advancement and impact on our business
2. Growth strategy under "MTBP 2030 - Vision1000"
3. Talent recruitment and development
4. Growth and competitive advantage in our business areas
5. Capital allocation

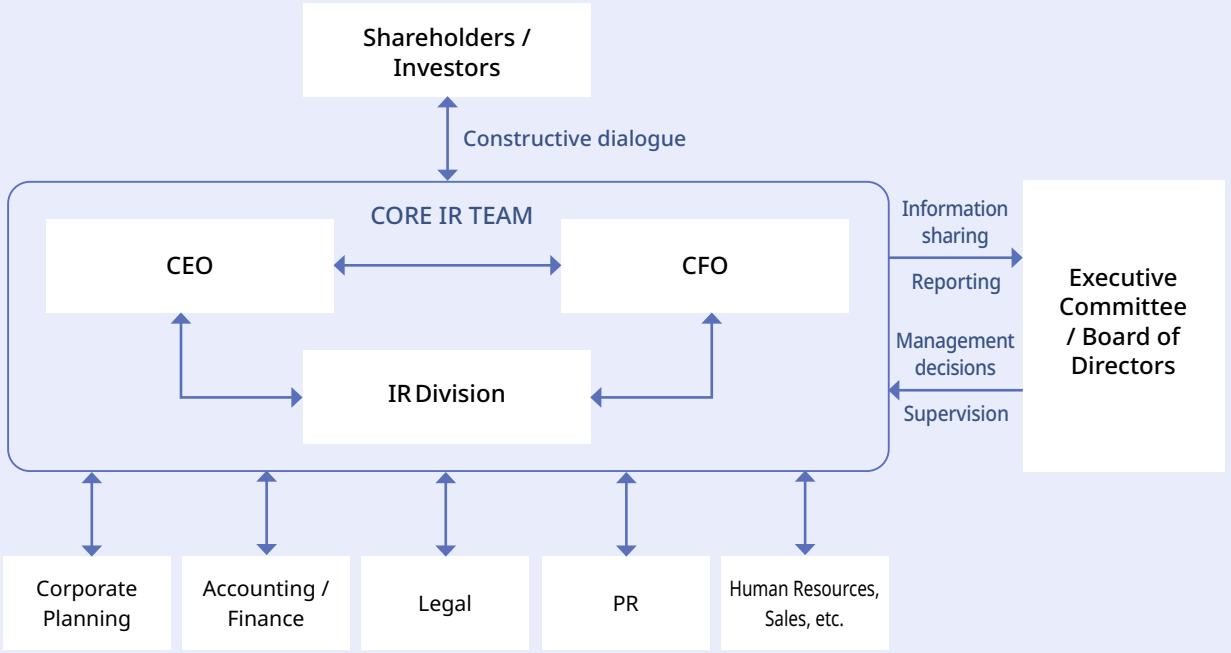
Number of interviews with institutional investors and analysts (times)

FY3/24	FY3/25	FY3/26
199	209	231

Number of participants at the shareholders' meeting (people)

FY3/24	FY3/25	FY3/26
202	277	523

Simplex Group IR structure



Key initiatives addressing capital market needs

Improving share liquidity and expanding the investor base

We recognize the need to improve share liquidity and expand our investor base. To address these challenges, we conducted a 4-for-1 stock split in Dec 2025 to lower the investment amount per share and create an environment that makes it easier for investors to invest. In addition, based on our dialogue with the capital markets, we decided in May 2026 to introduce a shareholder benefit program to expand our engagement with individual investors and strengthen ongoing communication.

Enhancing information disclosure and dialogue on AI

With the rapid evolution of generative AI, shareholders and investors are increasingly interested not only in the productivity gains from AI adoption but also in its impact on our existing businesses and competitive advantages over the medium to long term. In response to these evolving interests, we are enhancing our communication on AI-related topics through presentations materials such as for financial results and the medium-term management plan. We aim to provide consistent information and deepen dialogue regarding productivity improvements through AI-Native Delivery and new growth opportunities.

Message from an Outside Director

Simplex Group's Governance: Advancing Governance for the Future

Supporting the realization of Vision1000 with disciplined risk-taking

Expertise in assessing companies and discipline in decision-making

My career began as a certified public accountant, and through auditing work in Japan and the United States I have looked at a great many companies. Through my work at audit firms, I acquired not only an eye for the accuracy of figures but also a perspective for grasping the business activities that generate those figures. Even today, I am consciously gleaning insights into the business developments and risks that lie behind the financial figures. I then returned to Japan from the United States and moved to a private equity fund, taking part in management on the ground through buyout investments. Managing the valuable funds entrusted to us by investors and bearing the expectation of raising corporate value, I learned the importance of disciplined decision-making.

In investment, what we should fear is not taking risk but moving ahead while the preconditions of the investment remain unclear. I believe that true discipline lies in clearly defining those preconditions and deciding in advance how to respond if they no longer hold true. My experience being involved in the governance of many companies also underpins the viewpoint I bring as an outside director. Through dialogue with the audit firm, another part of my role is to grasp the issues and concerns surfaced by the accounting audit and to see that they are taken up in internal discussion. With reference to cases beyond the Company as well, my aim is to help foster discussion from multiple perspectives.



Yoko Sugita
Outside Director
(Audit and Supervisory Committee Member)

Yoko Sugita joined Asahi Audit Corporation (currently KPMG AZSA LLC) in 1999 and registered as a Certified Public Accountant in Japan in 2002. After working in auditing in the United States, she registered as a U.S. Certified Public Accountant (State of New Hampshire) in 2008. She joined Advantage Partners, LLP in 2009 and was engaged in buyout investments. She joined Phronesis Partners Co., Ltd. in 2015 and became a partner of the firm in 2019. She subsequently served as an outside director at several companies. She joined BLUEPASS CAPITAL INC. in 2025, served as a partner and became representative director in 2026. She has also served as an Outside Director (Audit and Supervisory Committee Member) of Simplex Holdings, Inc. since 2025.

Message from an Outside Director

A true picture of management seen from the frontline and in the numbers

In 2025, my first year in office, my priority was to verify for myself the information structure of the Simplex Group, how risks on the frontline are detected and by what route they reach senior management. For someone from outside the organization to understand the inner workings of it, it is necessary to engage with the frontline in person and build up candid dialogue. Fortunately, the people at each Group company always responded to my questions with an open attitude.

Through repeated dialogue with the Audit and Supervisory Committee and other departments, I have also made a conscious effort to actively raise questions rather than leave any concerns unresolved. Looking back, it was a year in which I worked through the detailed monthly materials on ongoing projects one by one, setting out profit and loss based on the percentage of completion of each, worked to understand the business activities and risks behind the numbers, and concentrated on raising the quality of management discussion.

Management foundation that supports competitive advantage

The Simplex Group maintains a high gross profit margin in the 40% range. Behind this high profitability lies an in-house development structure in which the Group consistently takes on prime vendor directly, without relying on subcontractors. In addition, by retaining intellectual property such as source code in-house and combining it with consulting capabilities, the Group has built a unique business model. It is not only the individual elements but the combination of these elements, refined over many years that provides a competitive strength difficult to imitate.



Annual General Meeting held on Saturday, Jun 20, 2026

Another major strength is a business structure in which ongoing development and operation and maintenance of existing systems account for approximately 60% of revenue, allowing the Group to build up earnings based on a long-term relationships with clients. Furthermore, detailed information on ongoing projects is centrally managed, enabling in-depth discussions by the Executive Committee participants based on detailed data. I regard the fact that management accounting has become a common language of management, enabling even outside directors to discuss matters with a fine level of granularity, as an extremely important management foundation for enhancing the effectiveness of oversight.

Human capital that supports growth and transformation

In addition to the Board of Directors, Audit and Supervisory Committee members have the opportunity to sit in on the Executive Committee, where the frontline division heads who will carry the next generation make direct and impassioned proposals to management. At an in-house social event I attended last year, which brought together all directors and employees, I was struck by the sight of people talking with one another regardless of generation and position. I keenly feel that it is precisely this environment, where people can exchange views candidly regardless of position, that creates the flexibility needed to survive in a rapidly changing industry. This depth of talent and this corporate culture are major assets of the Simplex Group.

On the other hand, the Group has until now been climbing the next steps of its growth by recruiting highly talented engineers and expanding headcount. At present, however, the Group is at a major turning point in technology. While continuing to place importance on recruiting, developing and retaining talent, the Group needs to promote AI-Native Delivery company-wide and transform the very nature of development in order to further improve productivity per person. In addition, with the number of employees exceeding 2,000 and set to expand further, the Group also needs to evolve the controls that have been supported by a high level of discipline of each individual into a more systematic organizational framework. To prevent the distortions that could accompany the expansion of the organization, I also intend to keep a close watch on the design of the governance structure.

Governance that supports appropriate risk-taking

One of the strengths of the Simplex Group is an organizational culture in which people pursue their own targets on their own initiative. For that very reason, I make a point of reading qualitative information that is not readily reflected in the numbers, for example, from the way frontline division heads deliver their reports, so that I can pick up early signs of risk, such as employees taking on an excessive burden. In addition, further growth going forward will require active investment in innovative technologies, starting with AI. Discussing which areas to direct limited capital to, in what amounts, and how to link those investments to the medium- to long-term enhancement of corporate value is another important role of the Board of Directors. I believe there are many situations in which my experience as an investor can be put to good use in decisions on investment in new technologies.

For me, oversight by the Board of Directors is by no means about putting the brakes on growth. Rather, by clarifying the range of risk that can be taken, it makes it easier for management to press the accelerator with confidence. When the Group decides to proceed with an investment, underlying assumptions are clarified in advance, as well as the monitoring method, and the criteria for review or withdrawal. Should those assumptions no longer hold, a post-implementation review can be undertaken. By putting such investment discipline in place, I intend to support appropriate risk-taking by the Company.

Toward sustained improvement in corporate value

The Simplex Group is currently in a crucial investment phase aimed at a further leap forward over the medium to long term. There are also opportunities to hear directly from investors at venues such as the General Meeting of Shareholders, where a wide range of views are provided, including both expectations and concerns, regarding the further improvement of the Group's corporate value. For that very reason, it is important that the Group looks beyond near-term profit, steadily invests in new technologies and human capital, and translates the results into medium- to long-term growth.

For my part, in order to meet the expectations of investors, I intend to further raise the quality of management decision-making from an independent and objective standpoint and contribute to the sustained improvement of the Simplex Group's corporate value. While respecting the passion on the frontline and listening sincerely to the demands of society, I will support the realization of highly transparent management.

Sustainability: Governance

Basic Policy of Corporate Governance

The Simplex Group positions the establishment of corporate governance as one of its key management issues. To achieve medium- to long-term enhancement of corporate value, under a highly transparent management system, we are committed to fulfilling our accountability to shareholders and other stakeholders while working to balance management efficiency and soundness through prompt and accurate decision-making.

▶ Governance supporting appropriate risk-taking

To enable agile decision-making and growth investment, the Group is working to establish governance that supports appropriate risk-taking and to advance our risk management system. We will enhance the quality of decision making through the Board of Directors' supervisory and control functions based on strategic alignment, financial discipline, and risk assessment.

▶ Sustainable stakeholder relationships

The Group considers relationships of trust with shareholders and investors, clients, employees, business partners, and society to be an important foundation supporting our sustainable growth. By accurately capturing the expectations and demands of each stakeholder, we aim to enhance medium- to long-term corporate value through sound business activities.

▶ Highly transparent information disclosure and constructive dialogue

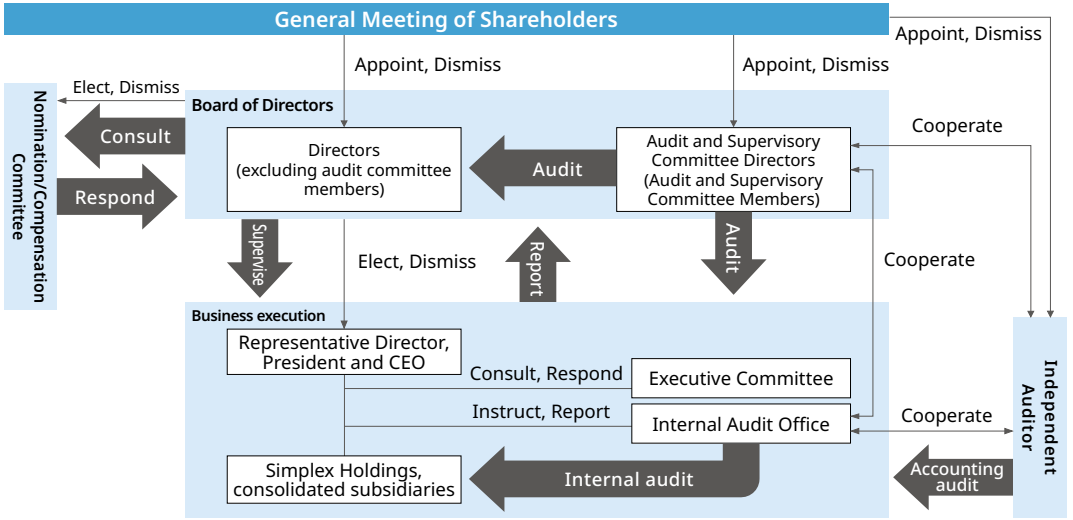
The Group is working to enhance management transparency through the timely and appropriate disclosure of financial and non-financial information. In addition, through constructive dialogue with stakeholders, including shareholders and investors, we seek to promote a deeper understanding of the Group and enhance credibility with the capital markets.

History of Strengthening Corporate Governance

2016	Simplex Holdings, Inc. established through a share transfer to transition to a holding company structure Set a basic policy on internal control system
2021	Transitioned from a company with an audit & supervisory board to a company with an audit and supervisory committee Set up the Nomination/Compensation Committee Listed on the TSE 1st Section
2022	Moved from the TSE 1st Section to the Prime Market Disclosed skills matrix of directors
2023	Appointed a female director for the first time
2024	Issued Integrated Report

Corporate Governance Organizational Chart

Refer to page 44 for the structure of the Board of Directors.



Roles and Compositions of Deliberative Bodies and Committees (as of Jun 20, 2026)

* Chairperson

Executive Committee	Purpose	Deliberating and assessing important matters on our business execution as an advisory body to a representative director, president and CEO
	Composition	Composed of the representative director, president and CEO and four executive directors
	Member	Hideki Kaneko* Representative Director, President and CEO; Masataka Soda Vice President and Co-COO; Tatsuya Nakayabu Vice President and CSO; Kozo Sukema Vice President and Co-COO; Keisuke Enosawa Director and CFO
Audit and Supervisory Committee	Purpose	Contributing to the sustainable enhancement of corporate value by auditing and supervising the execution of duties by directors and ensuring the legality and appropriateness of management
	Composition	Composed of directors who are Audit and Supervisory Committee members
	Member	Ryozo Akiyama* Independent Outside Director; Mari Takahashi Independent Outside Director; Noriyuki Ogasawara Independent Outside Director; Yasuto Hamanishi Independent Outside Director; Yoko Sugita Independent Outside Director; Naoto Hirota Independent Outside Director
Nomination/ Compensation Committee	Purpose	Deliberating on the election and dismissal of directors and their compensation, from an objective and fair perspective, and reporting to the Board of Directors
	Composition	Composed of three or more members selected from the Company's directors, with a majority of the members being outside directors
	Member	Hideki Kaneko Representative Director, President and CEO; Ryozo Akiyama Independent Outside Director; Noriyuki Ogasawara* Independent Outside Director

* Mr. Tatsuya Nakayabu's position is current as of Oct 1, 2026.

Sustainability: Governance

Structure of the Board of Directors

Our Board of Directors consists of executive directors, who have abundant experience and extensive insights regarding management and business, and outside directors, who have experience in corporate management and expertise in legal and financial affairs, etc. By appointing outside directors actively, we revitalize discussions at the Board of Directors and strengthen supervisory functions over the management team to promote highly transparent management. As of Jun 20, 2026, the number of directors is 11, including six outside directors and two female directors. While securing a balance and diversity of knowledge, experience, and ability across the Board of Directors as a whole, we identify six skills that the Board of Directors should have and disclose a skill matrix that organizes the expertise and experience of directors.

Board Composition and Skill Matrix (as of Jun 20, 2026)

Categories of Directors	Name (● : Female)	Area of expertise						Qualification related to areas of expertise
		Corporate Management	IT / Technology	Finance / Accounting	Internationality	Human resources / Talent development	Legal / Compliance	
Director, Inside	Hideki Kaneko	✓	✓		✓	✓		
	Kozo Sukema	✓	✓			✓		
	Masataka Soda	✓	✓			✓		
	Tatsuya Nakayabu	✓	✓		✓			
	Keisuke Enosawa	✓		✓			✓	
Director (Audit and Supervisory Committee Member), Outside, Independent	Ryozo Akiyama	✓	✓		✓			
	Noriyuki Ogasawara	✓				✓	✓	
	Yoko Sugita ●	✓		✓	✓			CPA
	Mari Takahashi ●	✓				✓	✓	Lawyer
	Yasuto Hamanishi	✓		✓	✓			
	Naoto Hirota	✓			✓		✓	

Skills that the Board of Directors Should Have

Corporate Management	Experience and expertise as a corporate manager, including experience as a director
IT/Technology	Knowledge and insights on IT, DX or other technologies, and work experience and expertise in system development and operations
Finance/Accounting	Certified Public Accountant, Certified Tax Accountant, work experience in an accounting or finance department, or other experience or expertise in the finance or accounting field
Internationality	Corporate management or work experience in global companies, or experience and expertise in overseas business development or similar
Human resources / Talent development	Work experience in a personnel department, and other experience and expertise in the human resources and organizational fields such as personnel training, and design and development of internal systems
Legal/Compliance	Experience as an attorney-at-law or work experience in a legal or compliance department, as well as experience and expertise in risk management or corporate governance

Activities of the Board of Directors

As a rule, the Board of Directors convenes at least once a month. In the fiscal year ended Mar 31, 2026, it convened 13 times. In addition to receiving reports from executive directors, the Board of Directors deliberates and assesses the following key topics.

Category	Key topics deliberated and assessed
Management and business strategy	Management policy / Medium-term business plan / Business plan / AI strategy
Business execution and progress	Quarterly status of business execution / Monthly performance status / Key agenda items of Executive Committee meetings
Human capital and organization	Enhancement of human capital / Recruitment and training / Talent allocation measures / Retention measures
Financial and capital policy	Annual and quarterly financial results / Financial strategy / Capital policy / Dividend policy / Share buyback
Governance and risk management	Board of Directors effectiveness evaluation / Internal control system / Risk management / Compliance
Technology and security	Latest technology trends / Information security / Cybersecurity

Evaluation of Board Effectiveness

▶ Evaluation process

We evaluate the effectiveness with the aim of examining whether the composition and operation of the Board of Directors work effectively. In Jul 2025, we conducted a questionnaire survey targeting directors, and the Board of Directors deliberated on its results.

▶ Questionnaire results

Many items, such as the size and composition of the Board of Directors, decision-making processes, and the quality of information provided, were rated as being appropriate. In addition, the fact that opportunities are secured for outside directors to provide information was also rated positively.

▶ Positive evaluation points

Appropriate monitoring, including on-site problem reviews, has been conducted, and the management team, including the CEO, has demonstrated a commitment to open discussion, both of which were rated positively as factors supporting the effective operation of the Board of Directors.

▶ Direction of improvement

We will further deepen our discussions on topics such as information management associated with organizational expansion, response to fraud risks, maintaining relationships of trust with clients, and the approach to growth investment.

Sustainability: Governance

List of Officers (as of Jun 20, 2026)

Hideki Kaneko



Representative Director, President and CEO
(Date of birth: Sep 1, 1963)
Number of shares held: 38,927,600 shares

Nomination / Compensation Committee Member

Activities and expected roles

As CEO and the founder, he has continued to move forward with the formulation and implementation of management strategy since the establishment of the Simplex Group. He is currently overseeing companywide strategy for medium- and long-term growth. Through the promotion of businesses emphasizing reproducibility and the building of a management system, he leads the growth of the entire group and directs the enhancement of cooperation with group companies and the optimal distribution of management resources. Drawing on his abundant management experience and leadership, he contributes to continued improvement of corporate value and enhancement of the governance system.

Resume

Apr 1987	Joined Arthur Andersen & Co. (currently Accenture Japan Ltd.)
Nov 1990	Joined CATS Software Inc.
Nov 1991	Joined Salomon Brothers Asia Ltd. (currently Citigroup Inc.)
Sep 1997	Joined Simplex Risk Management (currently Simplex Inc.)
Aug 2000	Representative Director and President, Simplex Inc. (present post)
Apr 2008	Director, Simplex U.S.A., Inc. (present post)
Jun 2008	Representative Director and President, Simplex Business Solutions, Inc. (currently Xspear Consulting, Inc.)
Dec 2016	Founded the Company and appointed as Representative Director, President and CEO (present post)
Jun 2017	Director, Simplex Global Inc. (present post)
Jun 2021	Representative Director, Chairman and President, Deep Percept Inc. (present post)
Nov 2022	Director, SIMPLEX QUANTUM Inc. (present post)
Feb 2023	Director and Co-Chairperson, SBI Simplex Solutions Co., Ltd. (present post)

Kozo Sukema



Vice President and Co-COO
(Date of birth: Jul 29, 1972)
Number of shares held: 1,500,000 shares

Activities and expected roles

As COO, he has extensive experience in business execution mainly in the financial field and leads the core businesses of the Simplex Group by taking advantage of his ability to build relationships with major corporate clients and carry out business steadily. Based on his experience as Representative Director and President of SBI Simplex Solutions Co., Ltd. and Managing Director of SBI SECURITIES Co., Ltd., he also contributes to the continued growth of the Simplex Group.

Resume

Apr 1996	Joined Andersen Consulting (currently Accenture Japan Ltd.)
Nov 1999	Joined ACCESS Co., Ltd.
Jun 2003	Joined Accenture Japan Ltd.
Jan 2005	Joined USEN Corporation
Aug 2008	Joined Simplex Technology, Inc. (currently Simplex Inc.)
Jan 2014	Senior Managing Officer, Simplex Inc.
Dec 2016	Senior Managing Director, Simplex Inc.
Jan 2017	Senior Managing Director, the Company
Apr 2020	Director and Vice President, Simplex Inc.; Director, Deep Percept Inc.
Mar 2021	Director, Vice President and Co-COO, the Company (present post)
Jun 2022	Director, Xspear Consulting, Inc.
Feb 2023	Representative Director and President, SBI Simplex Solutions Co., Ltd. (present post)
Jun 2023	Simplex Consulting Hong Kong,Limited Director
Jan 2024	Managing Director, SBI SECURITIES Co., Ltd. (present post); Representative Director, SBI BITS Co., Ltd.
Jul 2025	Director, SBI N Systems Co., Ltd. (present post)

Masataka Soda



Vice President and Co-COO
(Date of birth: Oct 30, 1978)
Number of shares held: 1,303,200 shares

Activities and expected roles

As COO, he mainly leads the business development in non-financial fields, including the expansion of strategy and digital transformation (DX) consulting. As Representative Director and President of Xspear Consulting, Inc., which takes charge of strategy and DX consulting, a top priority area in the medium-term management plan, he currently contributes to the promotion of the growth strategy of the Simplex Group through expansion of business areas and improvement of the business portfolio.

Resume

Jul 2002	Joined Accenture Japan Ltd.
May 2007	Joined Simplex Technology, Inc. (currently Simplex Inc.)
Oct 2007	Joined Accenture Japan Ltd.
Mar 2011	Joined Simplex Consulting, Inc. (currently Simplex Inc.).
Jun 2017	Senior Managing Director, Simplex Inc.; Director, Simplex Business Solutions, Inc. (currently Xspear Consulting, Inc.)
Mar 2019	Director, Deep Percept Inc. (present post)
Apr 2020	Director and Vice President, Simplex Inc. (present post)
Feb 2021	Representative Director and President, Xspear Consulting, Inc. (present post)
Mar 2021	Director, Vice President and Co-COO, the Company (present post)

Tatsuya Nakayabu



Vice President and CSO
(Date of birth: Aug 20, 1969)
Number of shares held: -

New election

Activities and expected roles

As CSO, he has a wealth of work experience in and extensive insight into the consulting industry. He contributes to the further enhancement of the corporate value of the Simplex Group by applying his background in business execution and corporate management as well as leveraging such experience and knowledge.

Resume

Apr 1992	Joined Andersen Consulting (currently Accenture Japan Ltd.)
Dec 2005	Executive Partner, Accenture Japan Ltd.
May 2009	Representative Director and President, Lunasentis Information Service Co., Ltd.
Sep 2015	Executive Officer, General Manager of Communications, Media & Technology Headquarters, Accenture Japan Ltd.
Dec 2018	Senior Executive Officer, Senior Managing Director, Accenture Japan Ltd.
Dec 2022	Senior Executive Officer, General Manager of Industry X Headquarters, Accenture Japan Ltd.
Apr 2026	Joined the Company
Jun 2026	Director, Vice President and Co-COO, the Company
Oct 2026	Director, Vice President and CSO, the Company (present post)

Keisuke Enosawa



Director and CFO
(Date of birth: Sep 1, 1983)
Number of shares held: 421,800 shares

Activities and expected roles

As CFO, he oversees all aspects of corporate functions such as finance and accounting, IR, and legal, labor, and general affairs. Through constructive dialogues with shareholders and investors in addition to the formulation of financial strategy linked to management strategy and the implementation of capital policy, he builds continuing relationships of trust with capital markets in order to strengthen the governance system and stabilize the management foundation, thereby contributing to continued improvement of the corporate value of the Simplex Group.

Resume

Apr 2007	Joined Simplex Technology, Inc. (currently Simplex Inc.)
Jan 2017	Transferred to the Company
Mar 2019	Statutory Auditor, Deep Percept Inc.
Mar 2021	Director and CFO, the Company (present post)
Feb 2023	Statutory Auditor, SBI Simplex Solutions Co., Ltd. (present post)

* The number of shares held represents the number of shares beneficially held by each director as of the end of Mar 2026.
* Mr. Tatsuya Nakayabu took office on Jun 20, 2026, and his career history is current as of Oct 1, 2026.

Sustainability: Governance

Activities and expected roles / Resume



Ryozo Akiyama

Director (Audit and Supervisory Committee Member)
(Date of birth: Feb 21, 1956)
Number of shares held: 9,200 shares

Outside | Independent
Nomination / Compensation Committee Member

In addition to his abundant knowledge through his experience in working for a major comprehensive consulting firm, he has many years of experience in serving as a representative director and provides helpful advice so that appropriate decisions are made in implementing our business strategies. As a member of the voluntary Nomination/ Compensation Committee, he also gives objective opinions from an independent position and plays an important role in responding to requests for advice from the Board of Directors.

Apr 1980	Joined Andersen Consulting (currently Accenture Japan Ltd.)
Feb 2000	Representative Director, SunGard Systems Japan K.K.
Feb 2001	Joined Arthur Andersen
Aug 2004	Founded Elan Vital Ltd. and appointed as Representative Director and President (present post)
Jun 2014	Outside Director, Simplex Inc.
Dec 2016	Outside Director, the Company
Mar 2021	Outside Director (Audit and Supervisory Committee Member), the Company (present post)



Noriyuki Ogasawara

Director (Audit and Supervisory Committee Member)
(Date of birth: Jul 15, 1951)
Number of shares held: –

Outside | Independent
Nomination / Compensation Committee Member

He has many years of experience in financial institutions and other related organizations, and also brings extensive experience and broad insight gained through his corporate career. He contributes to ensuring sound and appropriate decision-making at the management level. As the chairman of our voluntary Nomination/ Compensation Committee, he leads the development of objective discussions from an independent position and plays an important role in responding to requests for advice from the Board of Directors.

Apr 1976	Joined Nikko Securities Co., Ltd. (currently SMBC Nikko Securities Inc.)
Feb 2002	Executive Officer, Nikko Cordial Corporation (currently SMBC Nikko Securities Inc.)
Feb 2004	President and Representative Director, Nikko Beans, Inc. (currently Monex, Inc.)
Aug 2004	Chairman and Representative Director, Monex Beans Holdings, Inc. (currently Monex Group, Inc.)
Feb 2005	Representative Director and Vice President, Nikko Cordial Securities Inc. (currently SMBC Nikko Securities Inc.)
Feb 2007	Executive Vice President, Nikko Cordial Corporation (currently SMBC Nikko Securities Inc.)
Aug 2008	Director and Vice President, Nikko Citi Holdings, Inc. (currently Citigroup Japan Holdings G.K.)
Apr 2011	Chairman and Representative Director, Nikko Systems Solutions, Ltd.
Apr 2012	Member of the board of directors, Nikko Systems Solutions, Ltd.
Jul 2012	Statutory Auditor, Simplex Holdings, Inc. (currently Simplex Inc.) (present post)Director and Chairman, Simplex Asset Management Co., Ltd. (present post)
Dec 2016	Statutory Auditor, the Company
Mar 2021	Outside Director (Audit and Supervisory Committee Member), the Company (present post)
Jun 2021	Outside Director, Japan Investment Corporation (present post)
Aug 2022	Director, Simplex Capital Investment Co., Ltd. (present post)
Jun 2024	Statutory Auditor, Xspear Consulting, Inc. (present post)
	Statutory Auditor, Deep Percept Inc. (present post)



Yoko Sugita

Director (Audit and Supervisory Committee Member)
(Date of birth: Sep 18, 1976)
Number of shares held: –

Outside | Independent

In addition to her professional knowledge and experience as a certified public accountant and a U.S. certified public accountant, she has a wealth of experience in working for audit corporations and a private equity fund. Based on such experience, she gives helpful advice from a professional perspective on the enhancement of our auditing and supervisory system, as well as the financial base.

Apr 1999	Joined Tokyo Office of Asahi Audit Corporation (currently KPMG AZSA LLC)
Mar 2002	Registered as a Certified Public Accountant (Japan)
Jan 2004	Joined San Francisco Office of BDO Seidman, LLP
Oct 2008	Registered as a Certified Public Accountant (New Hampshire, USA)
Jan 2009	Joined Advantage Partners, LLP
Jan 2015	Joined Phronesis Partners Co., Ltd.
Jan 2019	Partner, Phronesis Partners Co., Ltd.
Nov 2019	Outside Director, ELEPHANT DESIGN HOLDINGS Ltd. (present post)
Jun 2023	Substitute Outside Director (Audit & Supervisory Committee Member), Japan Airport Terminal Co., Ltd. (present post)
Mar 2025	Partner, BLUEPASS CAPITAL INC.
Jun 2025	Outside Director (Audit and Supervisory Committee Member), the Company (present post)
Apr 2026	Representative Director, BLUEPASS CAPITAL INC. (present post)



Mari Takahashi

Director (Audit and Supervisory Committee Member)
(Date of birth: Dec 5, 1975)
Number of shares held: –

Outside | Independent

She has many years of experience and insights in the judicial world, including experience in many trials as a public prosecutor and a lawyer. Based on such experience, she gives helpful advice from a professional perspective on the enhancement of governance and compliance of our corporate activities.

Oct 2002	Public prosecutor
Mar 2011	Registered as attorney-at-law
Jan 2017	Joined Authense Law Office (currently Authense LPC) (present post)
Jun 2022	External Audit & Supervisory Board Member, SHiDAX CORPORATION
Jun 2023	Outside Director (Audit and Supervisory Committee Member), the Company (present post)



Yasuto Hamanishi

Director (Audit and Supervisory Committee Member)
(Date of birth: Oct 11, 1959)
Number of shares held: –

Outside | Independent

He has many years of experience and insights in financial institutions, including as a general manager and a global head of a global investment banking sector and an outside director of Mizuho Securities USA LLC. Based on such experience, he contributes to securing the soundness of corporate management from a Group-wide perspective, including overseas operations.

Apr 1984	Joined The Industrial Bank of Japan, Limited (currently Mizuho Bank, Ltd.)
Apr 2012	Executive Officer, Mizuho Securities Co., Ltd.
Apr 2015	Managing Executive Officer, Mizuho Securities Co., Ltd. Managing Executive Officer, Mizuho Financial Group, Inc.
Apr 2017	Senior Managing Executive Officer, Mizuho Securities Co., Ltd.
Apr 2021	Deputy President and Executive Officer, Mizuho Securities Co., Ltd.
Apr 2022	Officer, Mizuho Securities Co., Ltd.
Jul 2022	Outside Director (Audit and Supervisory Committee Member), the Company (present post)
Nov 2025	Outside Director, Kasumigaseki Capital Co., Ltd. (present post)



Naoto Hirota

Director (Audit and Supervisory Committee Member)
(Date of birth: Jun 4, 1958)
Number of shares held: –

Outside | Independent

He has abundant experience and extensive insights in business execution and corporate management at financial institutions and other related organizations. He contributes to securing the soundness and appropriateness of corporate activities.

Apr 1981	Joined The Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.)
Jun 2009	Executive Officer, The Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.)
Apr 2011	Director and Deputy President, Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.; Managing Executive Officer, Mitsubishi UFJ Securities Holdings Co., Ltd.
Jul 2012	Managing Executive Officer, Mitsubishi UFJ Financial Group, Inc.
May 2014	Managing Executive Officer, The Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently MUFG Bank, Ltd.)
May 2015	Senior Managing Executive Officer, The Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently MUFG Bank, Ltd.)
Jun 2015	Senior Managing Executive Officer, Mitsubishi UFJ Financial Group, Inc.
Jun 2017	Director (Audit and Supervisory Committee Member), The Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently MUFG Bank, Ltd.)
Jun 2019	Director, Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.
Jun 2021	Director and Chairperson, Chitose Corporation
Jul 2021	Outside Director (Audit and Supervisory Committee Member), the Company (present post)
Jun 2023	Outside Director, Omikenshi Co., Ltd. (present post)
Jun 2025	Outside Director, The Yamagata Bank, Ltd. (present post)

* The number of shares held represents the number of shares beneficially held by each director as of the end of Mar 2026.

Sustainability: Governance

Compensation for Directors Who Are Not Audit and Supervisory Committee Members

Compensation for directors who are not Audit and Supervisory Committee members is initially discussed by the Nomination/Compensation Committee, and then determined by the Board of Directors after careful consideration on the content of the Committee's report. This is subject to the maximum amount of compensation determined by a resolution of the General Meeting of Shareholders.

The policy for determining the individual compensation for directors who are not Audit and Supervisory Committee members is resolved by the Board of Directors. This decision is based on the proposal prepared in advance by the Nomination/Compensation Committee. The Board of Directors has confirmed that the method of determining individual compensation for the fiscal year under review and its details are consistent with the decision policy and therefore, determined that the compensation is in line with the decision policy. All compensation for directors who are not Audit and Supervisory Committee members is paid as monetary compensation that is not linked to performance, in the form of monthly monetary compensation and bonuses. Performance-linked compensation and non-monetary compensation are not paid.

The Nomination/Compensation Committee makes a draft decision on the amount of monthly monetary compensation, comprehensively taking into consideration such factors as position, responsibilities, years of service, the degree of contribution of each director, and the Company's performance.

The Committee also makes a proposal for monetary bonuses when it is deemed necessary to grant them from the viewpoint of providing appropriate incentives, after comprehensively considering the Company's performance and other factors. They are paid by a resolution of the Board of Directors.

▶ Revision of the maximum amount of compensation for directors who are not Audit and Supervisory Committee members

In light of the strengthening of the management structure toward further enhancement of corporate value, and the increasing responsibilities and expected roles of directors amid changes in recent economic conditions and the business environment, the Group has received approval at the Ordinary General Meeting of Shareholders held on Jun 20, 2026, to revise the maximum amount of compensation for directors who are not Audit and Supervisory Committee members from the previous amount of ¥0.9 billion or less per year to ¥1.5 billion or less per year.

Compensation for Directors Who Are Audit and Supervisory Committee Members

Compensation for directors who are Audit and Supervisory Committee members is decided through discussions among all Audit and Supervisory Committee members within the range of the maximum amount of compensation of ¥0.1 billion or less per year determined by the resolution of the Extraordinary General Meeting of Shareholders held on Mar 17, 2021.

Policy on Cross-shareholdings

In principle, the Group's policy is not to hold shares purely for investment purposes. On the other hand, with respect to cross-shareholdings, we hold shares to the extent necessary following a due diligence process, only when it is deemed reasonable to hold the shares, such as when it contributes to the enhancement of the Group's corporate value over the medium to long term through the maintenance and strengthening of business relationships as well as the maintenance and development of business partnerships.

In holding these shares, we carefully assess the rationality of such holdings by comprehensively considering factors such as investment scale, transaction status, and the governance status of investee companies. In addition, for individual cross-shareholdings, our policy is to determine whether to continue holding or dispose of them at the Executive Committee based on transaction status and other factors, while also verifying the rationale for holding them at the Board of Directors meetings periodically.

In exercising voting rights for cross-shareholdings, we make decisions about whether to approve or reject each proposal after careful consideration, based on criteria such as whether it will lead to enhancing the corporate value of both the Group and the investee company, or whether there is no risk of damaging corporate value.

Total Amount of Remuneration by Category of Directors (FY3/26)

Category of directors	Total amount of remuneration (millions of yen)	Total amount of remuneration by type (millions of yen)			Number of applicable directors (persons)
		Fixed remuneration	Performance-linked remuneration	Non-monetary compensation	
Directors who are not Audit and Supervisory Committee members	725	725	—	—	4
(of which, Outside Directors)	(—)	(—)	(—)	(—)	(—)
Directors who are Audit and Supervisory Committee members	70	70	—	—	6
(of which, Outside Directors)	(70)	(70)	(—)	(—)	(6)
Total	795	795	—	—	10

Directors Whose Remuneration Was in Excess of 100 Million Yen (FY3/26)

Name	Total amount of remuneration (millions of yen)	Total amount of remuneration by type (millions of yen)		
		Fixed remuneration	Performance-linked remuneration	Non-monetary compensation
Hideki Kaneko	255	255	—	—
Kozo Sukema	185	185	—	—
Masataka Soda	185	185	—	—
Keisuke Enosawa	100	100	—	—
Total	725	725		

Sustainability: Governance

Development and Implementation of Internal Control System

The Simplex Group has developed and implements an internal control system to secure the appropriateness and efficiency of operations and to maintain and enhance a sound and highly transparent management foundation. Compliance with laws and regulations, the articles of incorporation, and social and ethical standards is regarded as a fundamental prerequisite for conducting corporate activities. The Group has established systems for risk management, information management, oversight of Group companies, internal reporting, the elimination of relationships with antisocial forces, and ensuring the reliability of financial reporting.

The Internal Audit Office, which is under the direct control of the Representative Director, President and CEO, consists of sections responsible for business audits and system audits. Based on the internal audit plan formulated every year, the sections audit the appropriateness of business activities and system risk management. Audit results are reported to the representative director, president and CEO, and improvements of audit findings are continuously monitored. In addition, the Audit and Supervisory Committee, the independent auditor, the Internal Audit Office, and the internal control divisions cooperate to enhance the effectiveness of internal controls and internal audits.

Fostering Ethical Conduct and Responsible Behavior

The Group believes that the foundation of the trust placed in us by society and our clients lies in every one of our employees acting with high ethical standards and a sense of responsibility. We ensure that all directors and employees recognize compliance with laws and regulations, the articles of incorporation, and social and ethical standards as a fundamental prerequisite for conducting corporate activities. Through various training programs and internal communications, we promote appropriate judgment and conduct in day-to-day work.

In addition, we regard the prevention of bribery, the prevention of insider trading, and respect for human rights as key priorities and undertake ongoing awareness-raising initiatives. In accordance with our Internal Reporting Regulations, we have established mechanisms for reporting and notifying the Group of violations of laws and regulations and other misconduct, and have put in place a system to ensure that individuals who make reports are not subject to any disadvantageous treatment. With regard to antisocial forces, we take a firm stance and respond in an organized manner in accordance with our Rules for Elimination of Antisocial Forces.

AI Ethics and Responsible Use of AI

The Group is actively promoting the use of generative AI to strengthen its competitive advantage in the AI-Native era, while also developing a governance framework for the responsible use of AI. To enhance productivity and support creativity through the use of generative AI, while also clarifying measures to address various associated risks, we have established the “Guidelines for the Use of Generative AI.” These guidelines apply to internal business operations and services provided to customers.

The guidelines prohibit the use of generative AI for purposes unrelated to business activities, in violation of contracts or internal rules, or to generate content that could potentially cause harm to individuals or society. They also establish rules governing the handling of confidential information, data in production environments for client-facing services, personal information, third-party copyrighted works, trademarks, designs, and other protected rights. In particular, the guidelines establish strict management rules governing the input and use of data in production environments for client-facing services, personal information, and information related to third-party rights in generative AI. Through these measures, we place strong emphasis on information management and the protection of rights.

When using AI-generated content, we require users to verify the basis of the generated content, conduct similarity checks, and obtain approval when necessary, taking into account risks such as inaccurate responses caused by hallucinations, infringement of copyrights, trademarks, and design rights, as well as fabricated personal information and defamation. In addition, we have established requirements for logging inputs to and outputs from generative AI, approval processes for the use of unregistered generative AI resources and external generative AI services, and controls for the use of AI agents, including access rights management, user accountability, activity verification, and log management. These measures are designed to ensure auditability and security.

Through the establishment and continuous review of these rules, the Group seeks to balance value creation through generative AI with information management, security, auditability, and the protection of rights, thereby promoting the responsible use of AI and meeting the expectations and trust of our clients and society.

Key Control Measures for the Responsible Use of Generative AI

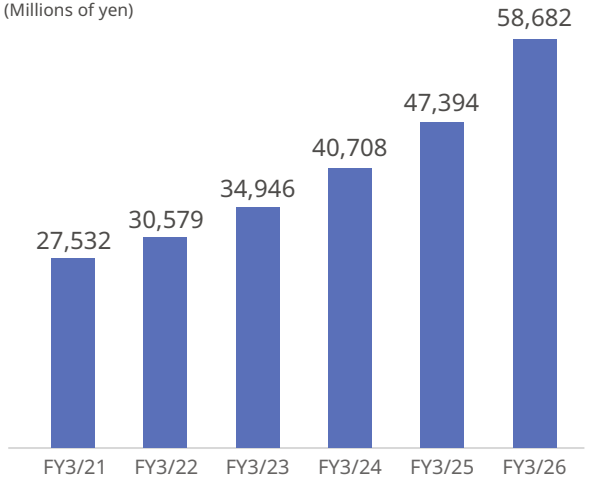
Control measure	Key requirements
Clarification of purpose and scope of use	● Utilize generative AI to improve productivity and support creativity in business operations. ● Define requirements for the use of generative AI across internal business operations, services provided to customers, and publicly available services.
Clarification of prohibited uses	● Prohibit use for purposes unrelated to business activities and use that violates contracts or internal rules. ● Prohibit the generation of content that could potentially cause harm to individuals or society.
Data protection and access rights management	● Establish rules governing the input and use of confidential information, data in production environments for client-facing services, personal information, and information related to third-party rights. ● Require AI-generated content to be managed in accordance with the access rights applicable to the underlying data.
Quality and rights risk management for AI-generated content	● Require verification of the basis of AI-generated content in consideration of the risk of inaccurate responses caused by hallucinations. ● Assess risks relating to copyrights, trademarks, design rights, fabricated information, defamation, and other potential rights or reputational issues.
Approval processes and auditability	● Establish approval processes for the use of customer assets, external disclosure or provision of AI-generated content, and the use of external generative AI services. ● Ensure auditability through the logging of inputs to and outputs from generative AI.
Governance of AI agents	● Manage risks arising from the autonomy of AI agents and their connections to external systems and services. ● Require appropriate access rights management, user accountability, activity verification, and log management.

Data

Financial Highlights

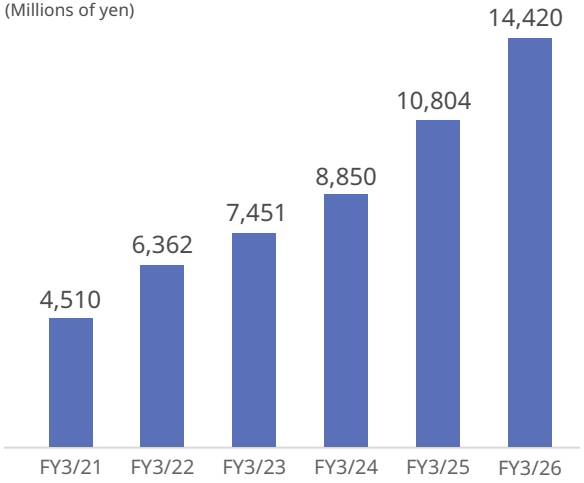
Revenue

(Millions of yen)



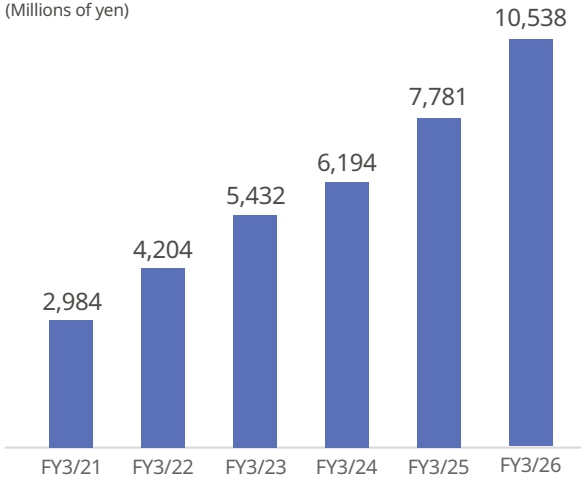
Operating profit

(Millions of yen)

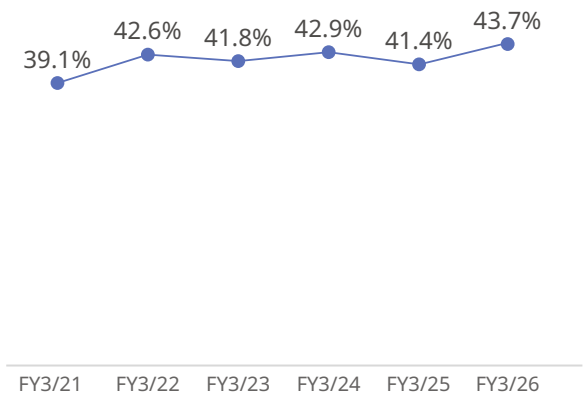


Profit attributable to owners of parent

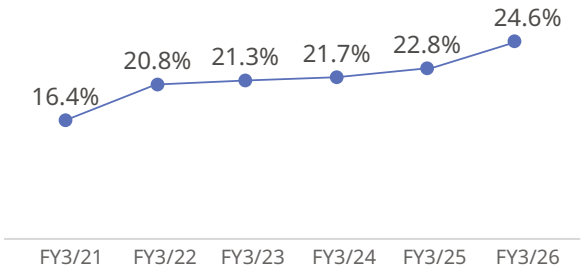
(Millions of yen)



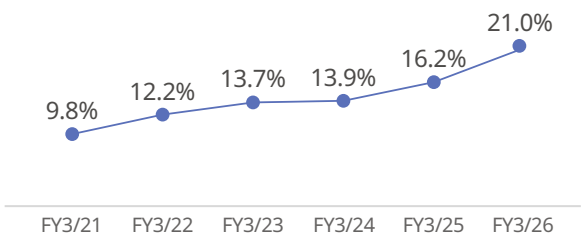
Gross profit margin



Operating profit margin



ROE



* The above figures are prepared in accordance with International Financial Reporting Standards (IFRS).

Data

Financial Data

(Millions of yen)

Summary of financial results (consolidated)*1 *2	FY3/21	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26
Revenue	27,532	30,579	34,946	40,708	47,394	58,682
Gross profit	10,757	13,016	14,597	17,450	19,638	25,623
Gross profit margin (%)	39.1	42.6	41.8	42.9	41.4	43.7
Operating profit	4,510	6,362	7,451	8,850	10,804	14,420
Operating profit margin (%)	16.4	20.8	21.3	21.7	22.8	24.6
Profit before tax	4,324	6,191	7,298	8,744	10,729	14,352
Profit attributable to owners of parent	2,984	4,204	5,432	6,194	7,781	10,538
Basic earnings per share*3(yen)	15.45	20.76	24.23	26.89	33.45	46.42
Diluted earnings per share*3(yen)	13.49	17.95	22.81	25.87	32.56	45.17
Total assets	61,678	66,934	70,266	79,248	79,022	88,169
Total liabilities	30,216	29,640	28,282	32,159	30,212	36,719
Total equity	31,462	37,294	41,984	47,089	48,810	51,450
Equity ratio (%)	51.0	55.7	59.7	59.4	61.8	58.4
Cash flows provided by (used in) operating activities	5,255	7,561	3,733	8,329	9,746	10,689
Cash flows provided by (used in) investing activities	△234	△328	△1,441	△3,673	534	1,970
Cash flows provided by (used in) financing activities	△2,348	△1,346	△3,435	△3,772	△10,570	△11,662
Cash and cash equivalents at end of year	8,068	13,966	12,832	13,731	13,438	14,443
Share capital	285	814	1,013	1,189	1,350	1,518
ROE*4(%)	9.8	12.2	13.7	13.9	16.2	21.0
ROA*4(%)	4.8	6.5	7.9	8.3	9.8	12.6

*1 Figures are based on International Financial Reporting Standards (IFRS).

*2 Figures are excerpts from the consolidated financial statements.

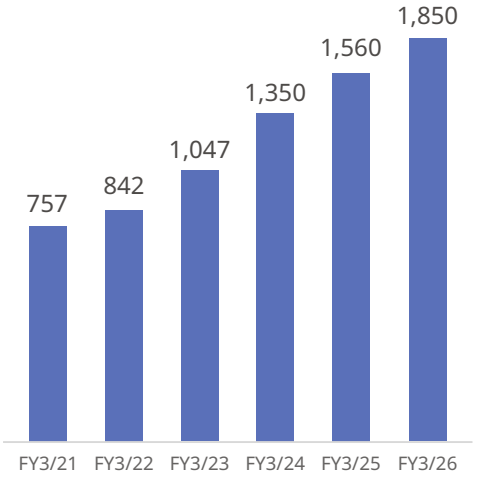
*3 The Company conducted a 100-for-1 stock split of ordinary shares on Jul 10, 2021, and a 4-for-1 stock split of ordinary shares on Dec 1, 2025. However, the figures for basic and diluted earnings per share were calculated on the assumption that the stock split had been conducted at the beginning of FY3/21.

*4 Amounts of equity attributable to owners of parent and total assets to be used as denominators in calculating ROE and ROA, respectively, are the averages of the beginning and ending balances.

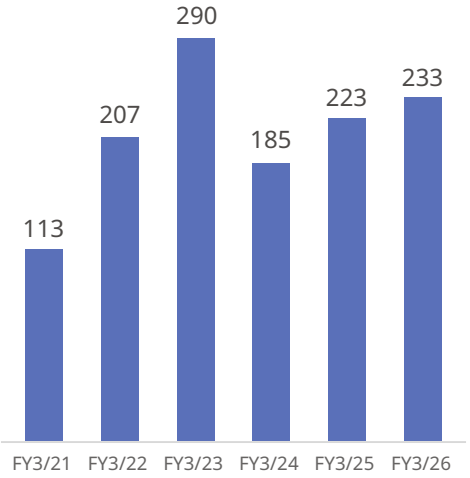
Data

Non-financial Highlights

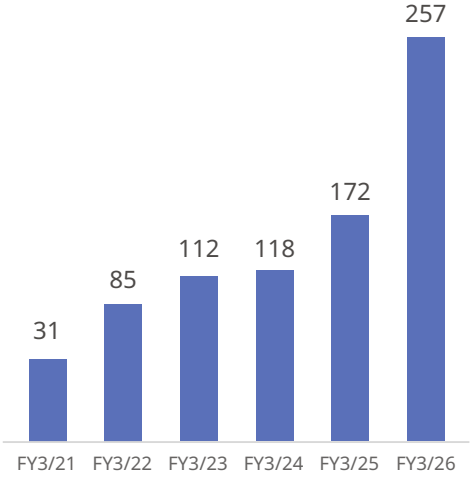
Number of employees



Number of new graduate hires*1

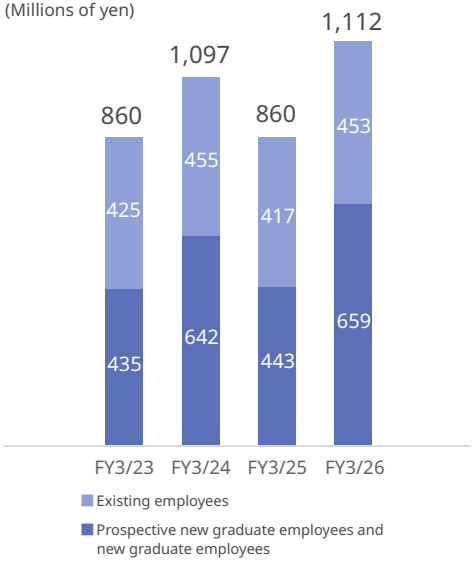


Number of mid-career hires

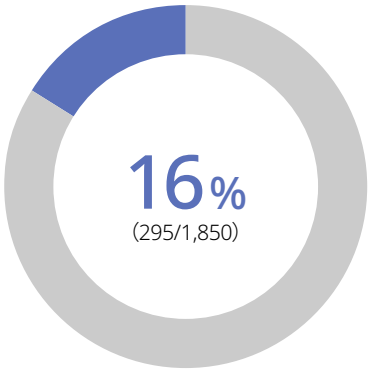


Costs for talent development and training

(Millions of yen)



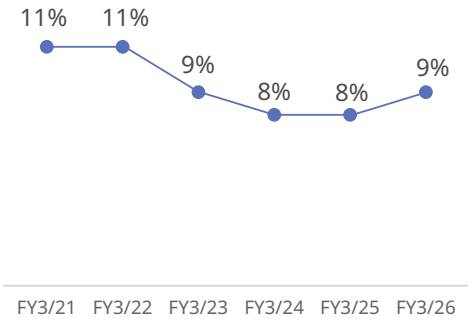
Percentage of female employees



Engagement score*2



Turnover rate



*1 The number of new graduates hired is based on the number of those offered jobs in FY3/26. The actual date of joining the company is Apr 1 of the following fiscal year.

*2 The results of the engagement survey conducted among the employees of the Group.

Data

Non-financial Data

Social

Employment (consolidated)	FY3/23	FY3/24	FY3/25	FY3/26
Number of employees	1,047	1,350	1,560	1,850
Number of employees newly hired	402	303	395	490
New graduates*1	290	185	223	233
Mid-career professionals	112	118	172	257
Turnover rate (%)	9	8	8	9
Average age (years)	31.7	31.0	31.3	31.3
Average years of service (years)	4.5	4.2	4.3	4.3
Average annual salary (thousand yen)	9,565	9,292	9,823	9,925

*1 The number of new graduates hired is the number decided to be hired during each fiscal year, and the actual date of joining the company is Apr 1 of the following fiscal year.

Productivity (consolidated)	FY3/23	FY3/24	FY3/25	FY3/26
Average number of engineers and consultants during the period	1,436	1,678	1,912	2,151
Employee engineers and consultants	894	1,156	1,387	1,594
Business partner engineers and consultants*2	542	522	525	557
Revenue per engineer/consultant (million yen)*3	24	24	25	27

*2 Business partners refer to temporary workers, employees of subcontractors, and equivalents who are engaged in work in the office environment of Simplex Group.

*3 Figures are calculated by dividing the annual revenue by the average number of engineers and consultants during the period.

Skills and competencies (consolidated)	FY3/23	FY3/24	FY3/25	FY3/26
Number of applications for financial support for certification	102	121	121	179
Number of AWS certifications earned*4	376	593	515	504
Number of Information Technology Engineer certifications earned*5	738	1,091	1,333	1,866
Number of advanced certifications including RISS*6	150	188	209	318
HR development and training costs (million yen)	860	1,097	860	1,112
Personnel expenses incurred during the training period for those who received job offers and new graduates (million yen)	435	642	443	659
Time spent on training for skill development (hours)	176,454	204,607	147,596	184,398
Training hours per employee (hours)*7	169	152	95	100

*4 AWS: Amazon Web Services

*5 The number of successful candidates in the Information Technology Engineer Examination administered by the Information-technology Promotion Agency, Japan (IPA).

*6 The number of successful candidates in the Advanced Information Technology Engineer Examinations and the number of registered Information Security Specialists (RISS), both administered by IPA.

*7 The figures are calculated by dividing the time spent on training for skill development by the number of employees at the end of each fiscal year.

Organizational culture (consolidated)	FY3/23	FY3/24	FY3/25	FY3/26
Number of engagement surveys conducted (times)	4	4	4	4
Engagement score (points)*8	73	73	73	74
Number of in-house short-term study programs used (cases)	14	14	17	13
Number of internal conferences held (times)	6	4	4	3
Number of sessions at internal conferences (sessions)	85	55	50	37

*8 The figures are the results of the engagement survey conducted among the employees of the Group.

HR diversity (consolidated)	FY3/23	FY3/24	FY3/25	FY3/26
Percentage of female employees (%)	12.6	15.7	16.3	15.9
Percentage of women in management positions (%)	6.3	6.6	7.2	7.9
Percentage of women among new graduate hires (%)	22.0	15.0	13.5	13.3
Total number of retirees rehired	4	6	10	12
Number of retirees rehired during the period	3	2	5	3

Internal environmental improvement (consolidated)	FY3/23	FY3/24	FY3/25	FY3/26
Percentage of paid leave taken (%)*9	61.9	66.6	76.0	74.1
Wage disparity between male and female workers (%)*10	81.2	77.5	79.0	81.1
Regular workers (%)	81.3	77.7	80.0	82.3
Non-regular workers (%)	81.2	73.0	61.2	56.6
Number of employees taking birth-related leave before and after childbirth	3	8	8	10
Number of employees taking childcare leave	13	18	33	41
Male employees	10	14	26	31
Female employees	3	4	7	10
Percentage of male employees taking childcare leave (%)	38.5	53.8	66.7	55.4
Percentage of female employees taking childcare leave (%)	100.0	100.0	87.5	100.0
Number of employees taking nursing care leave	2	1	1	1

*9 Since annual paid leave is granted on Jan 1 each year, the figures shown are for each calendar year from 2022 through 2025.

*10 The ratio of female to male wages exceeds both the average for all companies that applied for the 2025 Nadeshiko Brand (72.3%) and the average for the information and telecommunications industry (78.2%), indicating that the gender wage gap is relatively small.

Data

Governance

Board composition*1 (non-consolidated)	FY3/23	FY3/24	FY3/25	FY3/26
Total number of directors	9	10	9	10
Outside directors	5	6	5	6
Percentage of outside directors (%)	56	60	56	60
Number of female directors	0	1	1	2
Percentage of female directors (%)	0	10	11	20

*1 As of the date of issue of this report, there were eleven directors in total, including six outside directors (55% of the total) and two female directors (18% of the total).

Board of Directors meetings (non-consolidated)	FY3/23	FY3/24	FY3/25	FY3/26
Number of meetings held (times)	12	13	13	13
Attendance rate of all directors (%)	99	100	100	100
Attendance rate of outside directors (%)	100	100	100	100

Audit and Supervisory Committee meetings (non-consolidated)	FY3/23	FY3/24	FY3/25	FY3/26
Number of meetings held (times)	13	14	14	14
Attendance rate of all Audit and Supervisory Committee members (%)	100	100	100	100

Nomination and Compensation Committee meetings (non-consolidated)	FY3/23	FY3/24	FY3/25	FY3/26
Number of meetings held (times)	2	2	2	2
Attendance rate of all Nomination and Compensation Committee members (%)	100	100	100	100

Information security (consolidated)	FY3/23	FY3/24	FY3/25	FY3/26
Percentage of employees who participated in the annual measurement of the degree of understanding security (%)	100	100	100	100
Number of Information Risk Management Committee meetings held (times)	57	57	51	51
Number of security incident response drills conducted (times)	1	1	1	1
Number of times information security education themes are communicated internally (times)	12	12	12	12
ISMS certification obtained*2	Obtained for certain solutions			

*2 For details on ISMS certification, please refer to page 31 Information Security.

Environment

Greenhouse gas (GHG) emissions*3*4 (consolidated)		FY3/23	FY3/24	FY3/25	FY3/26
Scope 1 (direct emissions from owned or controlled sources)	(t-CO2)	0	0	0	0
Scope 2 (indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company)	(t-CO2)	445.8	10.3	0	0
Scope 3 (all other indirect emissions that occur in the reporting company's supply chain	(t-CO2)	5,270.4	6,880.0	9,022.3	10,592.5
Category 1 Purchased goods and services*5	(t-CO2)	3,575.1	3,376.1	4,893.7	6,731.1
Category 2 Capital goods	(t-CO2)	759.2	1,980.0	2,012.2	929.6
Category 3 Fuel- and energy-related activities not included in Scope 1 or Scope 2	(t-CO2)	75.2	77.2	89.5	91.2
Category 5 Waste generated in operations	(t-CO2)	55.5	16.4	26.3	11.2
Category 6 Business travel	(t-CO2)	149.7	418.2	644.7	952.2
Category 7 Employee Commuting	(t-CO2)	655.8	1,012.1	1,356.0	1,877.2

*3 Each item is calculated based on the Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Mar 2026, Ministry of the Environment and Ministry of Economy, Trade and Industry). Scope 1 emissions of Simplex Group are excluded from the calculation because they are negligible. In addition, categories not listed above are not included in the calculation because they are either not applicable or of low significance to Simplex Group.

*4 The main factors for the increase in GHG emissions consist of temporary and permanent factors. The temporary factors include an increase in the procurement of office equipment and fixtures associated with the expansion of office space. The permanent factors include an increase of approximately 300 employees from the end of the previous fiscal year and it is expected to increase gradually. Meanwhile, our office buildings have transitioned to renewable energy, enabling us to reduce Scope 2 emissions to zero. Moving forward, we will continue to proactively select sustainable business environments and engage in responsible energy management.

*5 Due to a change in the methodology used to calculate GHG emissions and the reduction contribution rate for the data centers and cloud services contracted by Simplex Group, figures from FY3/25 onward have been calculated using the new methodology.

Energy consumption and renewable energy usage ratio (consolidated)	FY3/23	FY3/24	FY3/25	FY3/26
Office building energy consumption (MWh)	1,102	1,131	1,312	1,337
Office building renewable energy usage rate (%)	92	98	100	100
Percentage of data centers and other facilities using renewable energy (%)*6	56	79	63	65

*6 In calculating the percentage, the percentage of renewable energy and the reduction contribution rate for electricity used by the data centers and cloud services contracted by Simplex Group are translated into electricity consumption.

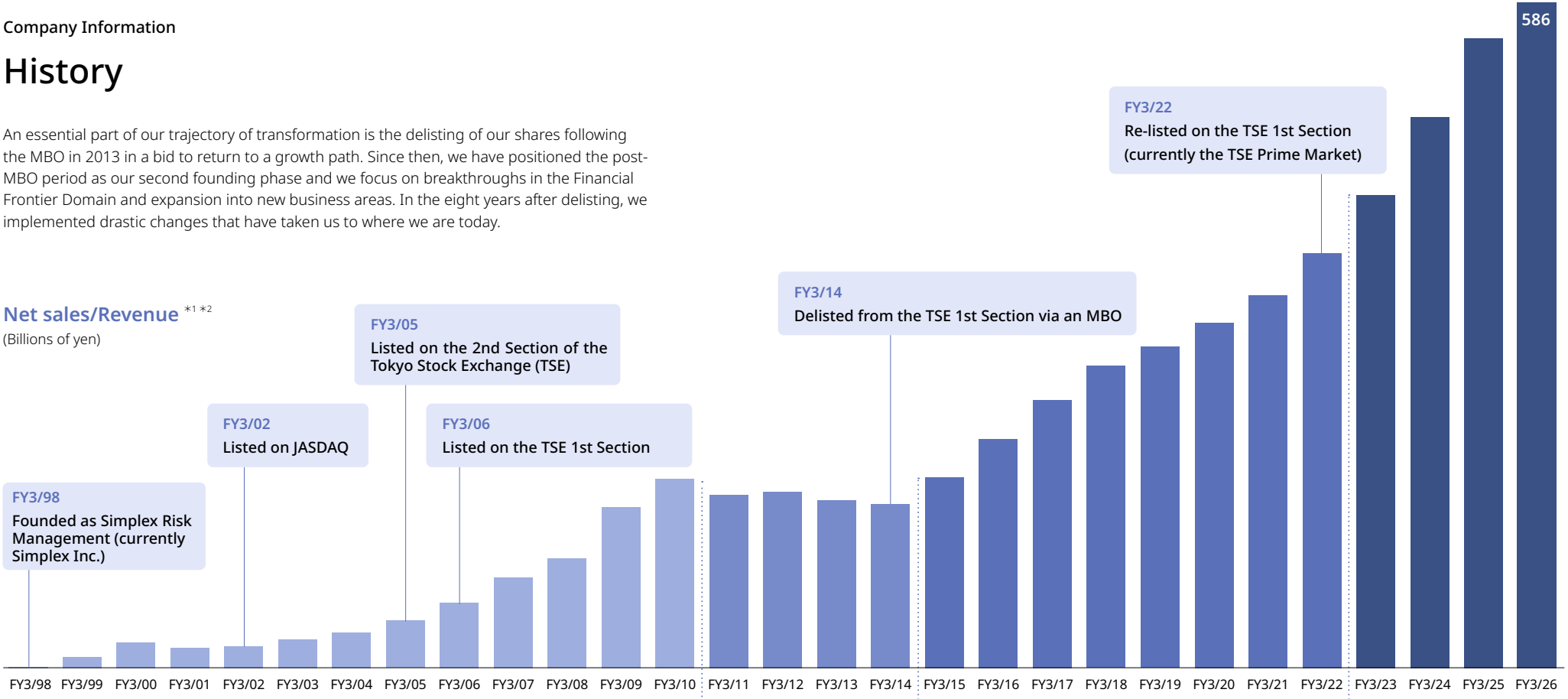
Company Information

History

An essential part of our trajectory of transformation is the delisting of our shares following the MBO in 2013 in a bid to return to a growth path. Since then, we have positioned the post-MBO period as our second founding phase and we focus on breakthroughs in the Financial Frontier Domain and expansion into new business areas. In the eight years after delisting, we implemented drastic changes that have taken us to where we are today.

Net sales/Revenue *1 *2

(Billions of yen)



First founding phase and listing on the stock exchange (FY3/98–FY3/10)

Simplex, founded in Sep 1997 as Simplex Risk Management, expanded its client base and solution offerings by engaging in a system development business, with a focus on the Financial Frontier Domain. We supported financial institutions in improving profitability from a technological perspective, and steadily increased our earnings. Our shares were listed on the JASDAQ market in Feb 2002, and then on the 1st Section of the Tokyo Stock Exchange in Sep 2005. After the IPO, we continued to achieve steady earnings growth through FY3/10 toward securing a position as Japan's leading provider in the Financial Frontier Domain.

Earnings stagnation and MBO (FY3/11–FY3/14)

However, after FY3/10, our earnings entered a downward trend to the extent that sustainable growth in the future could no longer be expected without drastic business restructuring. Under these circumstances, we decided to conduct a tender offer with the support of the Carlyle Group. We believed that, for us to sustainably increase our corporate value over the medium to long term, we needed to delist our shares by means of an MBO and establish a structure that would enable us to quickly and boldly implement management reforms under a consistent policy. After the completion of the tender offer, our shares were delisted from the 1st Section of the Tokyo Stock Exchange in Oct 2013.

Second founding phase and re-listing (FY3/15–FY3/22)

While defining the period after the delisting due to the MBO as a second founding phase, we then spent the first four years on achieving a breakthrough in the Financial Frontier Domain, which had reached a plateau in its growth. This was done by thoroughly implementing a proactive consulting sales approach. During the latter four years, we developed the key technologies from the Financial Frontier Domain and took these into several new business areas that broadened our target clients outside financial institutions. In order to achieve further growth, we newly defined the Cross Frontier Domain as a business area in which technology could make a significant contribution to improving the profitability of client companies. In Sep 2021, we relisted on the 1st Section of the Tokyo Stock Exchange (currently the Prime Market of the Tokyo Stock Exchange).

*1 Net sales for the period from FY3/11 to FY3/17 exclude those of Virtualex Consulting, which was a consolidated subsidiary from Aug 2010 to Jun 2016.

*2 Revenue for FY3/17 and beyond were prepared in accordance with International Financial Reporting Standards (IFRS).

Company Information

Status of Shareholdings (as of Mar 31, 2026)

Basic information

Stock exchange listing	Tokyo Stock Exchange Prime Market
Securities code	4373
Date of listing	Sep 22, 2021
Total number of shares authorized to be issued	458,816,000 shares
Total number of shares issued	237,045,100 shares
Number of shareholders	9,214 shareholders
Number of trading unit shares	100 shares

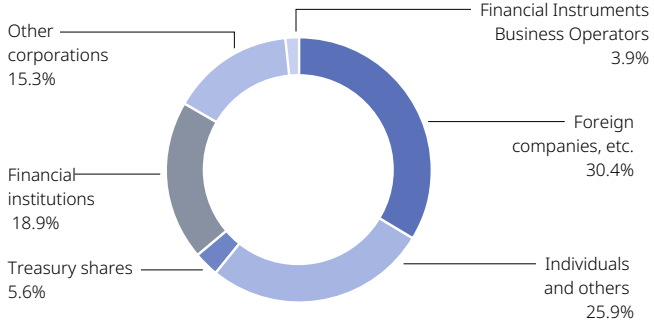
Shareholder distribution

Category	Number of shareholders	Number of shares held
Foreign companies, etc.	281	72,091,248
Individuals and others	8,820	61,321,460
Treasury shares	1	13,351,476
Financial institutions	11	44,723,100
Other corporations	66	36,221,556
Financial Instruments Business Operators	35	9,336,260
Government and municipalities	—	—
Total	9,214	237,045,100

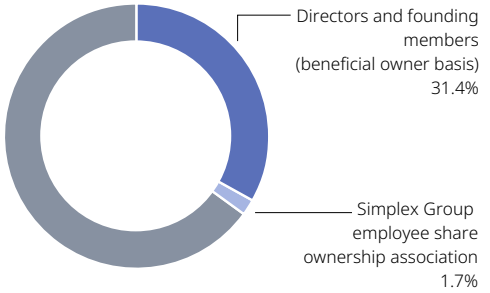
Major shareholders *1 *2

	Shareholder name	Number of shares held	Shareholding ratio
1	The Master Trust Bank of Japan, Ltd. (Trust Account)	28,148,400	12.6%
2	Hideki Kaneko	27,291,248	12.2%
3	SBI Holdings, Inc.	13,184,800	5.9%
4	MLPFS CUSTODY ACCOUNT *3	12,000,000	5.4%
5	Custody Bank of Japan (Trust Account)	11,430,400	5.1%
6	STATE STREET BANK AND TRUST COMPANY 505103	6,012,331	2.7%
7	Mitsuru Igarashi	5,891,200	2.6%
8	YK & Company K.K. *4	5,818,176	2.6%
8	TK & Company K.K. *4	5,818,176	2.6%
10	Kenichi Tanaka	5,500,000	2.5%
	Total number of shares held by the top 10 major shareholders	121,094,731	54.1%

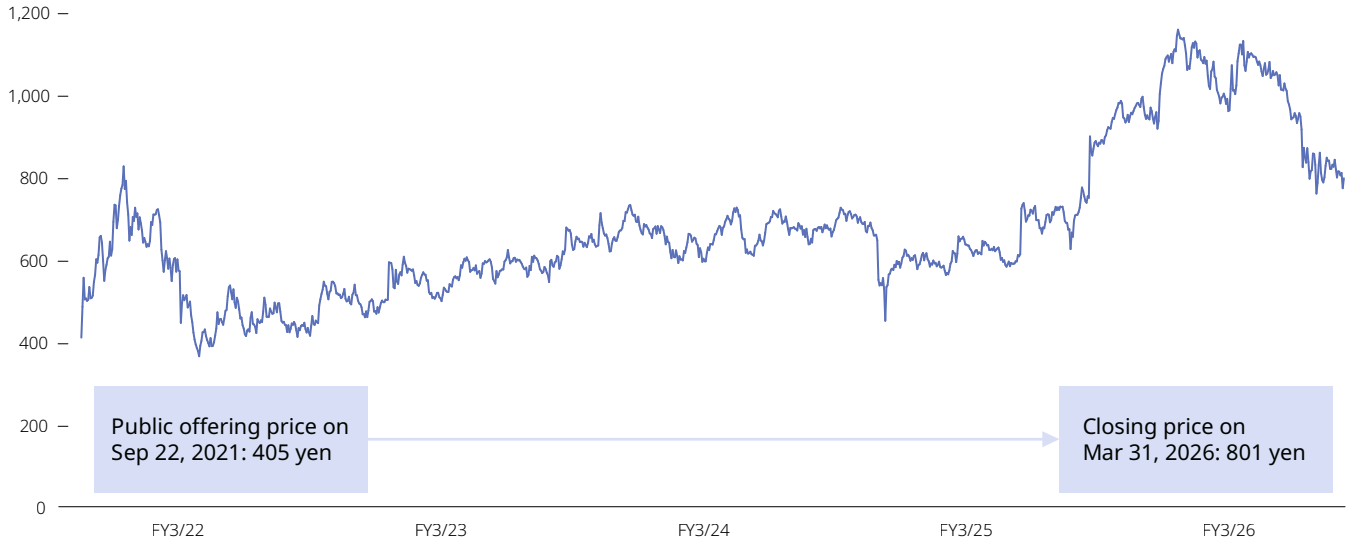
Shareholding ratio by shareholder type



Shareholding ratio by directors, founding members and employee share ownership association



Changes in share price since listing (Sep 2021) *5



*1 13,351,476 shares of treasury shares held by the Company are excluded from the list of major shareholders shown on the left.
*2 Shareholding ratio is calculated by excluding treasury shares.
*3 12,000,000 shares held by MLPFS CUSTODY ACCOUNT are beneficially owned by Mitsuru Igarashi, a founding member of the Company. Including the shares held in his own name, Mitsuru Igarashi's beneficial shareholding ratio is 8.0%.
*4 5,818,176 shares held by YK & Company K.K. and 5,818,176 shares held by TK & Company K.K. are beneficially owned by Hideki Kaneko, Representative Director, President and CEO of the Company. Including the shares held in his own name, Hideki Kaneko's beneficial shareholding ratio is 17.4%.
*5 The Company conducted a 4-for-1 stock split of its common shares effective Dec 1, 2025. Share prices and the public offering price on or before Nov 30, 2025 are shown on an adjusted basis to reflect the stock split.

Company Information

Company Information (as of Mar 31, 2026)

Company Outline

Company Name	Simplex Holdings, Inc.
Founded	Sep 16, 1997
Incorporated	Dec 1, 2016 (newly established through corporate reorganization)
Share capital	1,518 million yen
Number of employees	1,850 (consolidated)
Group companies	Simplex Inc. Xspear Consulting, Inc. Deep Percept Inc. Simplex Global Inc. Simplex U.S.A., Inc. Simplex Consulting Hong Kong, Limited
Main business	Management and control of subsidiaries and all activities incidental or related thereto
Location	**Head office (registered)** 1-23-1 Toranomon, Minato-ku, Tokyo, Japan **Toranomon Office** 19F Toranomon Hills Mori Tower,1-23-1 Toranomon, Minato-ku, Tokyo 105-6319, Japan **Azabudai Office** 18F Azabudai Hills Mori JP Tower,1-3-1 Azabudai, Minato-ku, Tokyo 106-0041, Japan

IR Site Information

IR Information
https://www.simplex.holdings/en/ir/

Sustainability Site Information

Sustainability
https://www.simplex.holdings/en/sustainability/

Reader Survey

We are fully aware that stakeholder feedback is essential for improving and enhancing the Integrated Report in the future. We look forward to hearing your opinions.

Readers' Survey in Forms
https://forms.cloud.microsoft/r/xHAq3vEPDE

Disclosure Policy

Basis of information disclosure
We will carry out prompt disclosure of information under the principles of transparency, openness and continuity in accordance with relevant laws and regulations such as the Financial Instruments and Exchange Act, and rules defined by the Tokyo Stock Exchange pertaining to timely disclosure (the "Timely Disclosure Rules"). Information determined to be important or beneficial for shareholders or investors to understand us will be proactively and fairly disclosed even if this information is not required to be disclosed by relevant laws and regulations or the Timely Disclosure Rules.

How information will be disclosed
For information disclosure following the Timely Disclosure Rules, the information will be disclosed on TDnet (Timely Disclosure network) provided by the Tokyo Stock Exchange, and then promptly posted on our website. We will endeavor as much as possible to fairly and widely convey information which does not fall under the Timely Disclosure Rules by, for example, similarly posting such information on our website.

Forward-looking statements
Information disclosed by the Company pertaining to the future, such as forecasts, predictions, targets, and plans for the Simplex Group is based on determinations or assumptions made by the Company at the time of disclosure and does not constitute a promise or guarantee of our future financial results and measures. Actual results may take on greatly different outcomes due to various factors.

Quiet Period
In order to prevent the leakage of important corporate information and ensure fairness, the Company has a "Quiet Period" from a week before the end of the fiscal quarter to the earnings release day as a general rule. In this period, the Company refrains from answering questions regarding the Company's results and giving relevant comments. However, this does not apply to the occurrence of material events that the Company believe will have a significant impact on the investment decisions of shareholders or investors, even during this period.