

FY2025.3 Financial Results Briefing

Japan System Techniques Co., Ltd.

Launch the Future



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II. Performance Overview

III. FY2026.3 Forecasts and Latest Initiatives

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1. Major Financial Indicators (Comparison with Prior Years)

(M¥)

	2023.3 Full year	2024.3 Full year	2025.3 Full year	YoY
Net sales	23,519	26,183	29,324	+12.0%
Gross profit	6,375	7,268	8,272	+13.8%
Margin	27.1%	27.8%	28.2%	+0.4pt
Operating profit	2,385	2,791	3,188	+14.2%
Margin	10.1%	10.7%	10.9%	+0.2pt
Ordinary profit	2,450	2,861	3,264	+14.1%
Profit attributable to owners of parent	1,772	2,086	2,443	+17.1%
Total assets	17,413	20,022	22,909	+14.4%
Net assets	10,816	12,712	14,828	+16.6%
Equity ratio	61.8%	63.2%	64.4%	+1.2pt
ROE	17.79%	17.82%	17.82%	±0.00pt
ROIC	17.19%	17.20%	17.24%	+0.04pt
WACC	5.85%	7.47%	8.02%	+0.55pt
PER (times)	12.46	21.27	18.19	-
PBR (times)	2.05	3.51	3.02	-

1. Profitability

- Net sales increased for 14 consecutive years and reached a record high for 12 consecutive years
- Operating profit increased for 10 consecutive years and reached a record high for 6 consecutive years

2. Safety

- Maintained a financial soundness

3. Efficiency

- Both ROE and ROIC exceeded 17%, maintaining high levels
- ROE/ROIC were higher than the WACC and cost of equity

4. Valuation

- Valuation is unchanged but the PBR is still above 3

2. Business Segments Highlights

		(M¥)			
Segment	Business Conditions and Factors of Increase/Decrease		Net sales	Operating profit	Margin
DX & SI	<ul style="list-style-type: none">Large prime projects for new and current customers went well.The number of high-rate projects and the profitability of individual projects are increasing	2025.3 Full year	17,542	2,836	16.2%
		YoY	+15.0%	+26.0%	+1.4pt
Package	<ul style="list-style-type: none">GAKUEN: Strong sales of EUC and installation and support servicesBankNeo: Strong sales of program products	2025.3 Full year	5,878	1,563	26.6%
		YoY	+19.2%	+13.0%	-1.4pt
Medical big data	<ul style="list-style-type: none">Strong sales of receipt inspection, analysis and other servicesIncrease in one-time expenses for activities aimed at medium-to long-term growth, including the acquisition of K-SHIP	2025.3 Full year	3,150	662	21.0%
		YoY	+19.2%	-3.5%	-5.0pt
Global	<ul style="list-style-type: none">Decrease in inquiries and orders in Malaysia in connection with SAP* implementation support projects	2025.3 Full year	2,752	(61)	-
		YoY	-17.9%	-	-

*Trademarks of other companies' solutions are listed under "[Trademarks](#)" at the end of this document.

3. Topics (From July 2024)

Business Activities

- [ALUPA Alumni Service Starts ID Confirmation Using the Digital Identification App of the Digital Agency](#) [April 30, 2025]
- [Notice of Change in Representative Director and Appointment of New President](#) [March 31, 2025]
- [Notice of Group Vision “JAST VISION 2035”](#) [March 31, 2025]
- [Tohoku University Begins Using the GAKUEN Series as a New Information System for Administrative and Academic Activities](#) [March 18, 2025]
- [JAST Starts Sales of Cloud BankNeo Insurance Operations Support - Shizuoka Bank announces decision to use this new product](#) [January 14, 2025]
- [JAST Starts Using a DX Voicebot with Generative AI](#) [November 14, 2024]
- [Start of Demonstration Trial of Table Service Robot with KatsuandKatsu](#) [September 10, 2024]
- [Bank of the Ryukyus Starts Using Salesforce Financial Services Cloud](#) [September 6, 2024]
- [JAST’s iBss System Supports the Digital Transformation of Mutual Aid Associations](#) [August 21, 2024]
- [Start of the ALUPA Alumni Service for Universities](#) [August 20, 2024]

Business Alliances / Investments

- [Investment in Exosome Research Biotech Company Regenesome](#) [October 21, 2024]
- [JAST Starts Sales of Digital Certificate System and Enters into a Business Alliance Agreement with Seiko Solutions](#) [September 30, 2024]
- [Start of COPD Patient Education Joint Program with the Town of Koryo \(Nara Prefecture\) and AstraZeneca K.K.](#) [July 17, 2024]
- [Investment in Land-based Aquaculture Company in Okinawa](#) [July 4, 2024]

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1. Consolidated Statement of Income

(M¥)

	2023.3			2024.3			2025.3			
	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year	YoY
Net sales	11,004	12,515	23,519	12,132	14,051	26,183	13,260	16,064	29,324	+12.0%
Cost of sales	8,076	9,067	17,143	8,875	10,040	18,915	9,811	11,240	21,052	+11.3%
Gross profit	2,927	3,448	6,375	3,257	4,011	7,268	3,448	4,823	8,272	+13.8%
Margin	26.6%	27.6%	27.1%	26.8%	28.5%	27.8%	26.0%	30.0%	28.2%	+0.4pt
Selling, general and administrative expenses	1,924	2,066	3,990	2,253	2,223	4,476	2,403	2,681	5,084	+13.6%
of which R&D expenses	199	270	469	120	233	353	137	415	553	+56.6%
Operating profit	1,003	1,382	2,385	1,003	1,788	2,791	1,045	2,142	3,188	+14.2%
Margin	9.1%	11.0%	10.1%	8.3%	12.7%	10.7%	7.9%	13.3%	10.9%	+0.2pt
Ordinary profit	1,037	1,413	2,450	1,008	1,853	2,861	1,077	2,186	3,264	+14.1%
Margin	9.4%	11.3%	10.4%	8.3%	13.2%	10.9%	8.1%	13.6%	11.1%	+0.2pt
Profit attributable to owners of parent	737	1,035	1,772	651	1,435	2,086	671	1,771	2,443	+17.1%
Margin	6.7%	8.3%	7.5%	5.4%	10.2%	8.0%	5.1%	11.0%	8.3%	+0.3pt

2. Consolidated Balance Sheet

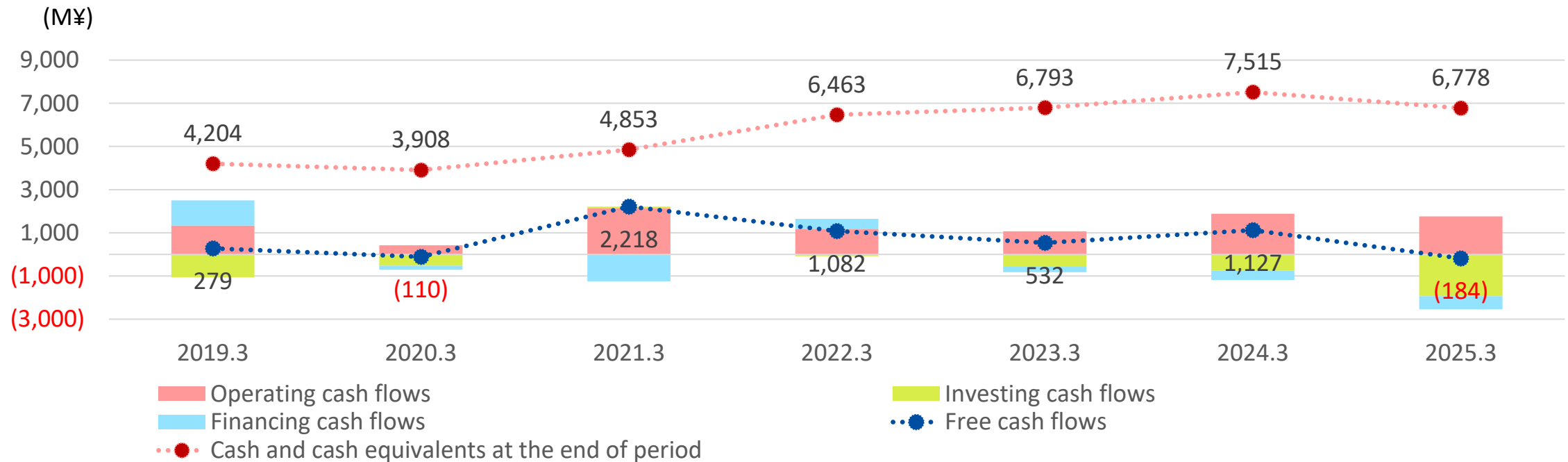
(M¥)

	2022.3	2023.3	2024.3	2025.3			
	End of period	End of period	End of period	End of period	Composition ratio	YoY Amount	YoY %
Total assets	15,539	17,413	20,022	22,909	100.0%	+2,886	+14.4%
Current assets	12,389	14,187	15,710	16,647	72.7%	+936	+6.0%
Property, plant and equipment	546	631	1,065	1,092	4.8%	+26	+2.5%
Intangible assets	274	242	490	585	2.6%	+94	+19.3%
Investments and other assets	2,329	2,352	2,755	4,584	20.0%	+1,829	+66.4%
Total liabilities and net assets	15,539	17,413	20,022	22,909	100.0%	+2,886	14.4%
Liabilities	6,345	6,597	7,310	8,080	35.3%	+770	+10.5%
Current liabilities	4,621	4,703	5,222	6,057	26.4%	+835	+16.0%
Non-current liabilities	1,724	1,893	2,087	2,022	8.8%	-64	-3.1%
Net assets	9,194	10,816	12,712	14,828	64.7%	+2,116	+16.7%
Shareholder's equity	8,929	10,451	12,141	14,141	61.7%	+2,000	+16.5%
Share capital	1,535	1,535	1,535	1,535	6.7%	-	-
Capital surplus	1,703	1,702	1,702	1,702	7.4%	-	-
Retained earnings	5,865	7,389	9,079	10,963	47.9%	+1,884	+20.8%
Treasury shares	(175)	(175)	(175)	(60)	-0.3%	+115	-65.8%
Accumulated other comprehensive income	230	316	517	620	2.7%	+103	+20.0%
Non-controlling interests	34	47	53	65	0.3%	+12	+23.1%

3. Consolidated Cash Flows

(M¥)

	2019.3 Full year	2020.3 Full year	2021.3 Full year	2022.3 Full year	2023.3 Full year	2024.3 Full year	2025.3 Full year
1. Cash flows from operating activities	1,342	417	2,131	1,162	1,073	1,888	1,757
2. Cash flows from investing activities	(1,063)	(527)	87	(80)	(541)	(761)	(1,941)
3. Free cash flow	279	(110)	2,218	1,082	532	1,127	(184)
4. Cash flows from financing activities	1,157	(185)	(1,247)	486	(280)	(424)	(599)
5. Cash and cash equivalents at the end of period	4,204	3,908	4,853	6,463	6,793	7,515	6,778



4. Sales by Business Segment

(M¥)

35,000

30,000

25,000

20,000

15,000

10,000

5,000

0

2019.3

2020.3

2021.3

2022.3

2023.3

2024.3

2025.3

■ DX & SI

■ Package

■ Medical big data

■ Global

16,868

977

2,958

12,530

401

18,019

1,072

1,367

3,613

11,965

18,789

1,383

1,419

3,912

12,073

21,399

2,087

1,806

4,784

12,721

23,519

2,673

2,021

4,489

14,335

26,183

3,354

2,644

4,933

15,251

29,324

2,752

3,150

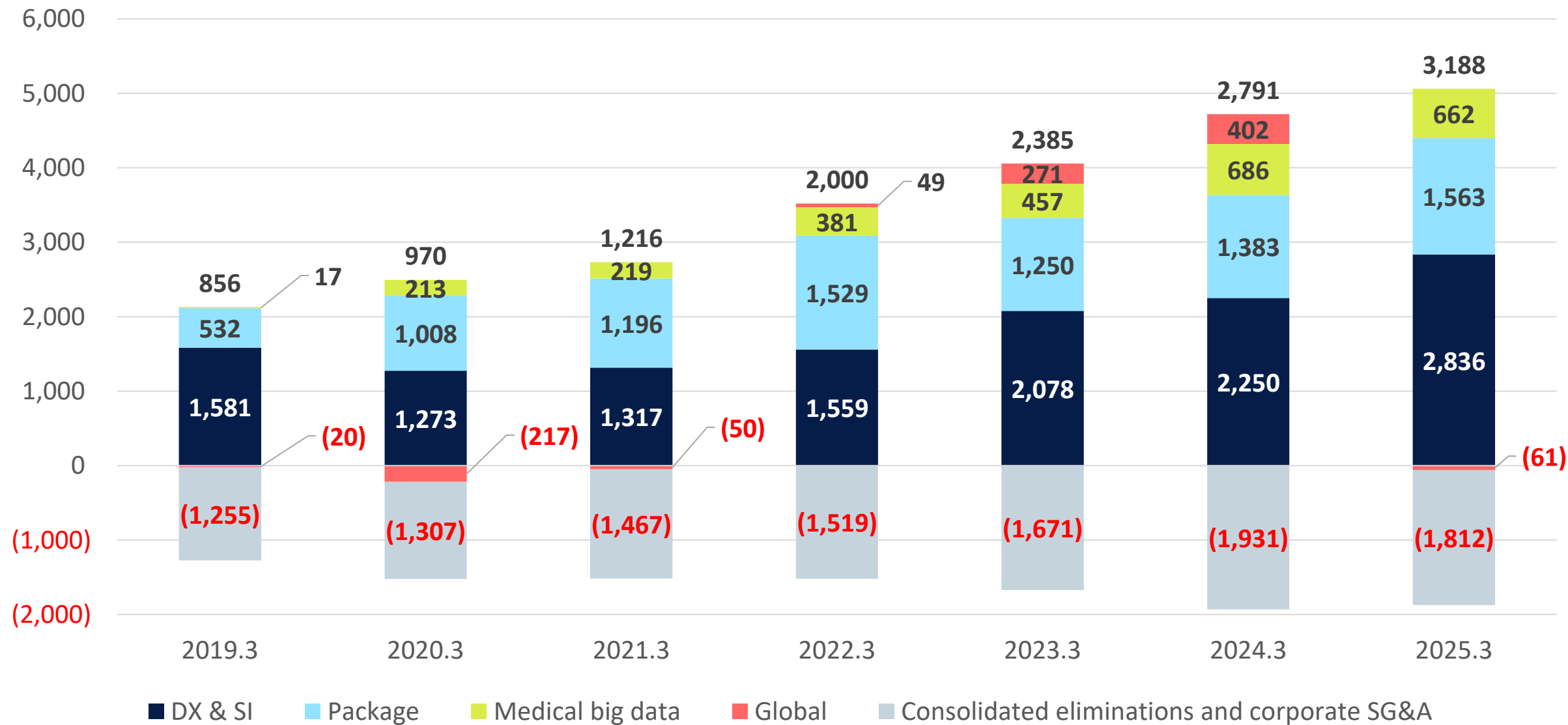
5,878

17,542

*Figures at the top of the graph are consolidated net sales (after consolidation and elimination).

5. Operating Profit by Business Segment

(M¥)



*Figures at the top of the graph are consolidated operating profit (after consolidation and elimination).

6. Sales Ratio by End User's Industry

(M¥)

35,000

30,000

25,000

20,000

15,000

10,000

5,000

0

2019.3

2020.3

2021.3

2022.3

2023.3

2024.3

2025.3

■ Telecom

■ Finance/Insurance/Securities

■ Service/Distribution

■ Manufacture

■ Education Institution

■ Medical

■ Government/others

16,868

3%

3%

22%

15%

26%

14%

13%

18,019

7%

3%

24%

14%

26%

15%

11%

18,789

6%

4%

23%

15%

22%

14%

15%

21,399

7%

4%

23%

16%

23%

14%

13%

23,519

6%

4%

21%

13%

30%

12%

14%

26,183

6%

5%

19%

23%

28%

6%

13%

29,324

6%

5%

20%

20%

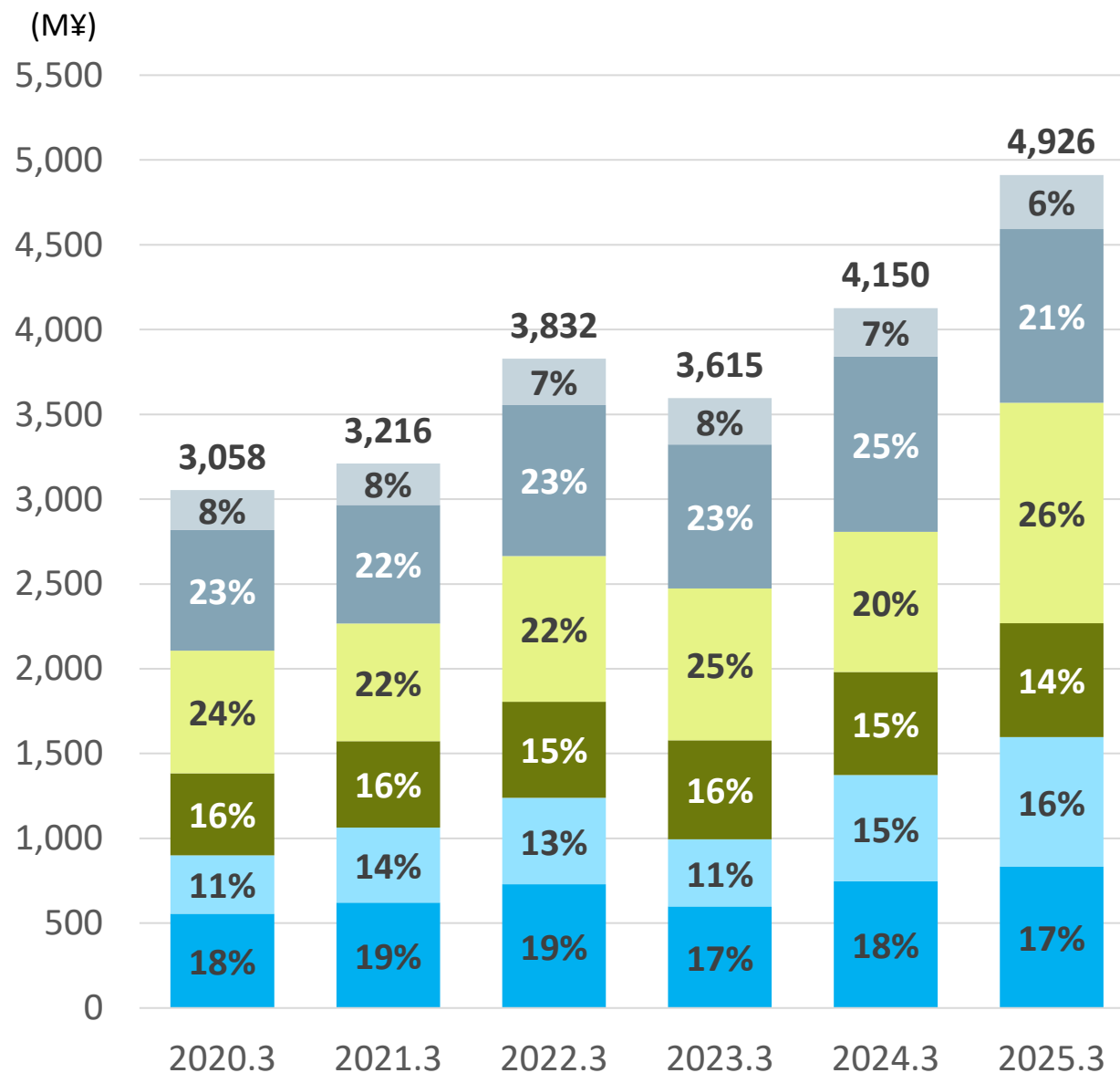
25%

9%

14%

*Figures at the top of the graph are consolidated net sales (after consolidation and elimination).

7. Package Business: GAKUEN Sales Composition



Category	Description	Feature
Operation service	<ul style="list-style-type: none"> Operation support after product implementation 	<ul style="list-style-type: none"> Stock-type revenue
Purchase and sales	<ul style="list-style-type: none"> Purchase and sales of hardware 	<ul style="list-style-type: none"> Enhancement of the OEM product lineups
EUC development	<ul style="list-style-type: none"> Individual development of products that meet customers needs 	<ul style="list-style-type: none"> High unit price system engineers High profitability
Package maintenance	<ul style="list-style-type: none"> Maintenance after product implementation 	<ul style="list-style-type: none"> Stock-type revenue
Implementation service	<ul style="list-style-type: none"> Consulting for product implementation 	<ul style="list-style-type: none"> Linked with sales of packaged products High unit price system engineers
Package sales	<ul style="list-style-type: none"> Sales of packaged products 	<ul style="list-style-type: none"> Development investment being completed Extremely high profitability

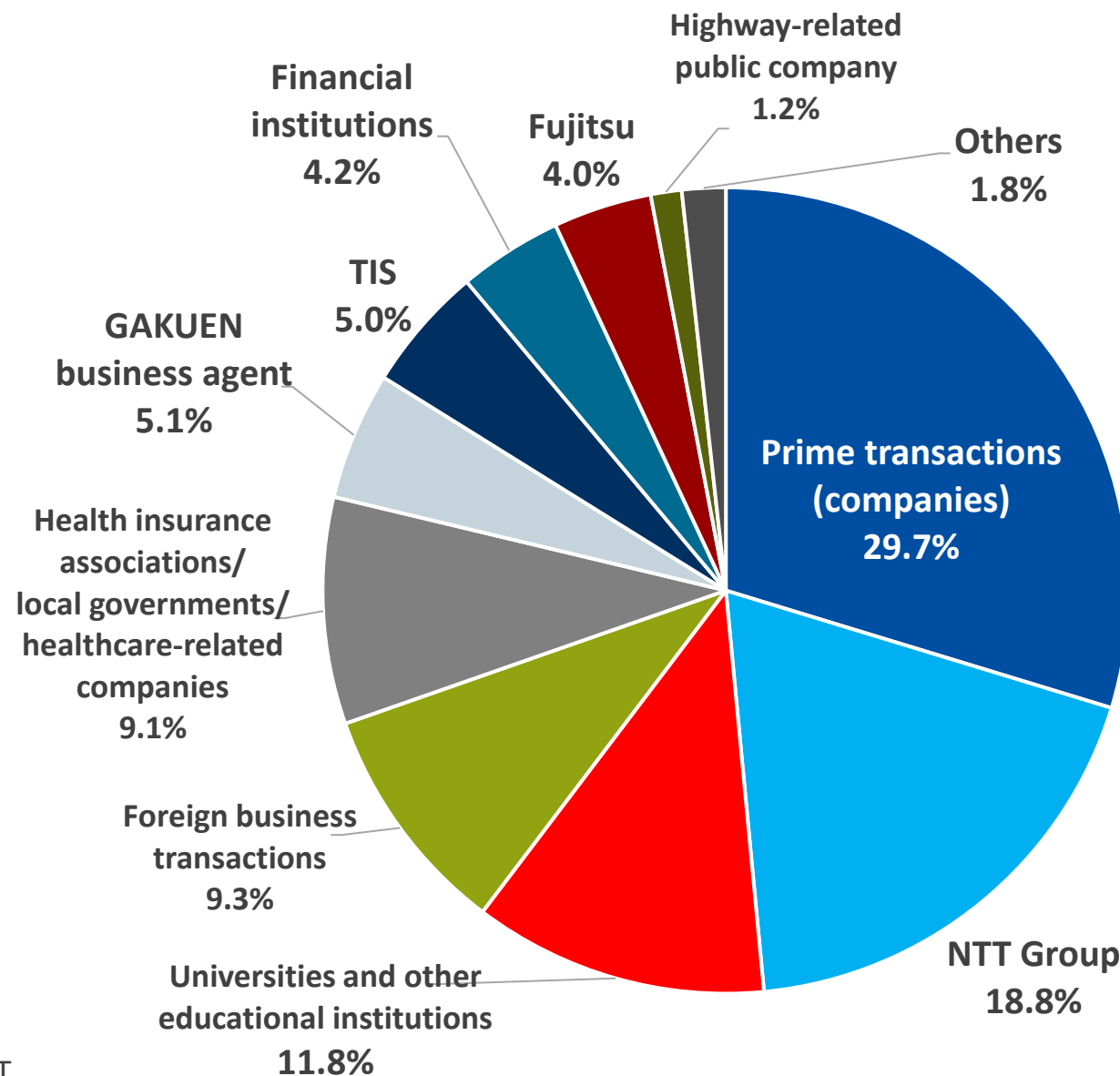
*Figures at the top of the graph are total sales of GAKUEN business.

8. Sales Ratio by Customer Group/Industry

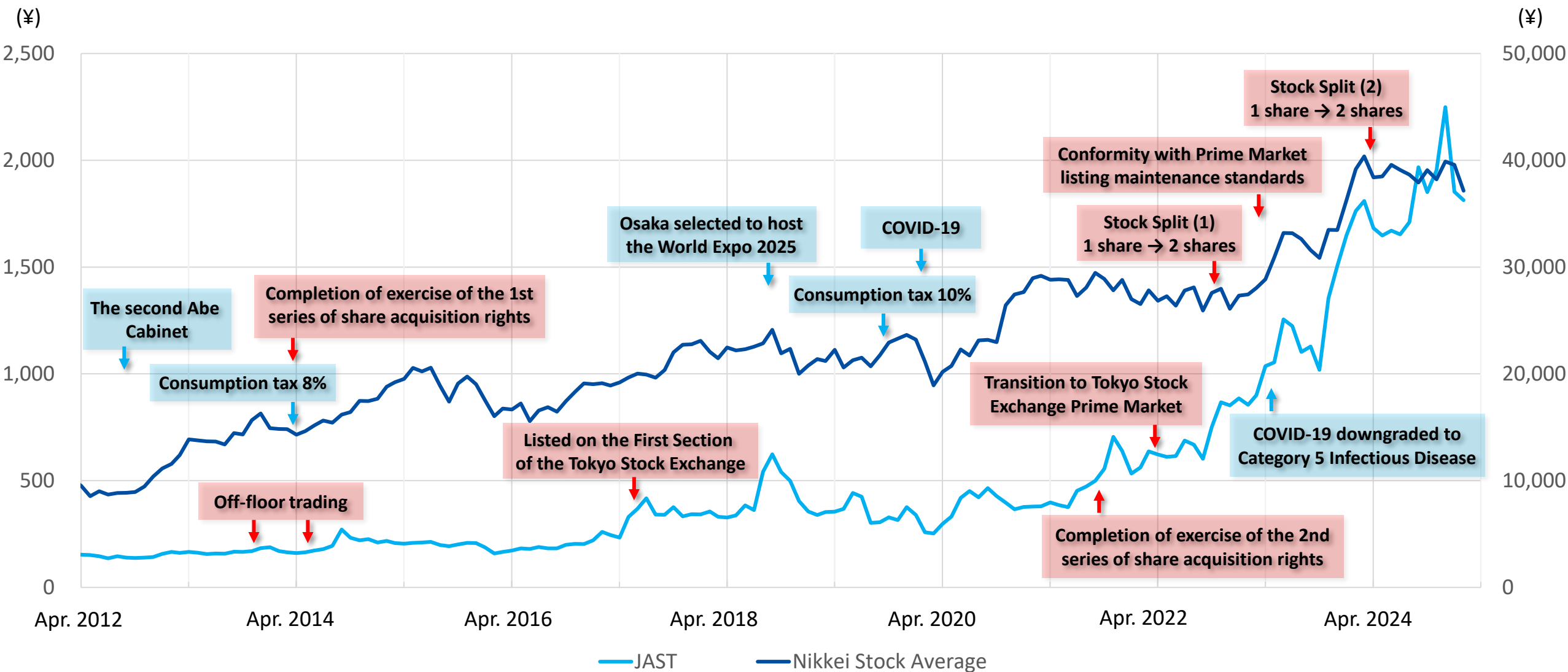
Customer/ Industry/Transaction form ^(*1)	2024.3	2025.3
Prime transactions (companies)	29.5%	29.7%
(Honda Motor (41 years))	4.7%	5.5%
Duskin (36 years), etc.	4.2%	3.7%
NTT Group (30 years)	15.5%	18.8%
Universities and other educational institutions ^(*2)	11.7%	11.8%
Foreign business transactions	12.8%	9.3%
Health insurance associations/local governments/healthcare-related companies ^(*2)	8.4%	9.1%
GAKUEN business agent	5.3%	5.1%
TIS (28 years)	4.9%	5.0%
Financial institutions ^(*2)	4.1%	4.2%
Fujitsu (48 years)	4.4%	4.0%
Highway-related public company ^(*2)	0.5%	1.2%
Others	2.8%	1.8%
Total	100%	100%

*1: Years in parentheses indicate the number of years of business with JAST.

*2: Prime transactions



9. JAST's Stock Price and the Nikkei Stock Average



Closing price on March 31, 2025

Stock price

¥1,805

EPS (Est.)

¥112.01

PER (Est.)

16.11 x

PBR

3.02 x

*Share prices prior to the stock split (effective date: April 1, 2024) are retrospectively adjusted.

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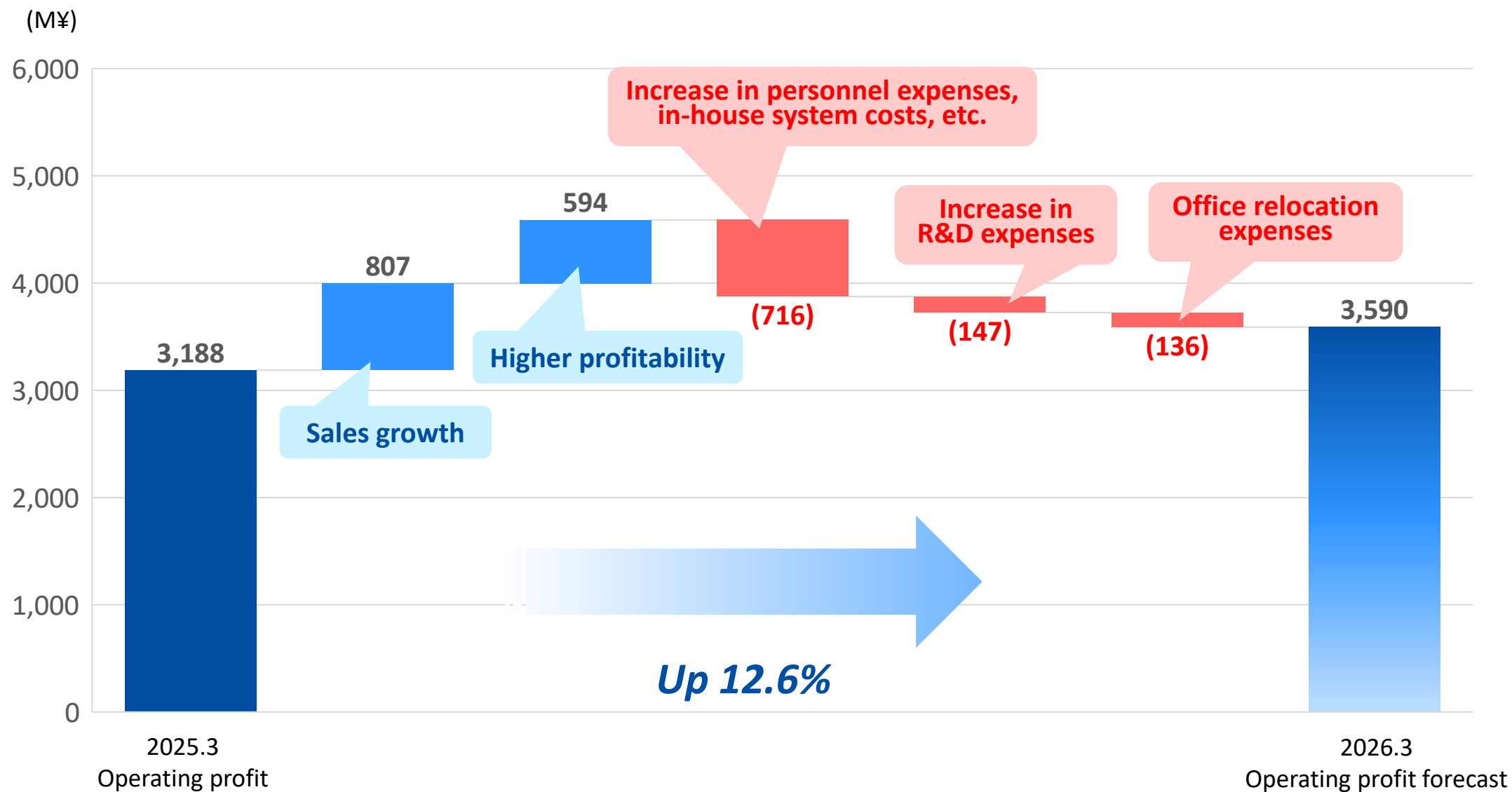
1. FY2026.3 Earnings Forecast

Aiming for **15th consecutive year** of sales growth and **11th consecutive year** of operating profit growth

(M¥)

	2024.3		2025.3		2026.3			
	Results	Margin	Results	Margin	Forecast	Margin	YoY Amount	YoY %
Net sales	26,183	-	29,324	-	32,000	-	+2,675	+9.1%
Operating profit	2,791	10.7%	3,188	10.9%	3,590	11.2%	+401	+12.6%
Ordinary profit	2,861	10.9%	3,264	11.1%	3,660	11.4%	+395	+12.1%
Net income	2,086	8.0%	2,443	8.3%	2,770	8.7%	+326	+13.4%

2. Feasibility Analysis against FY2026.3 Forecasts



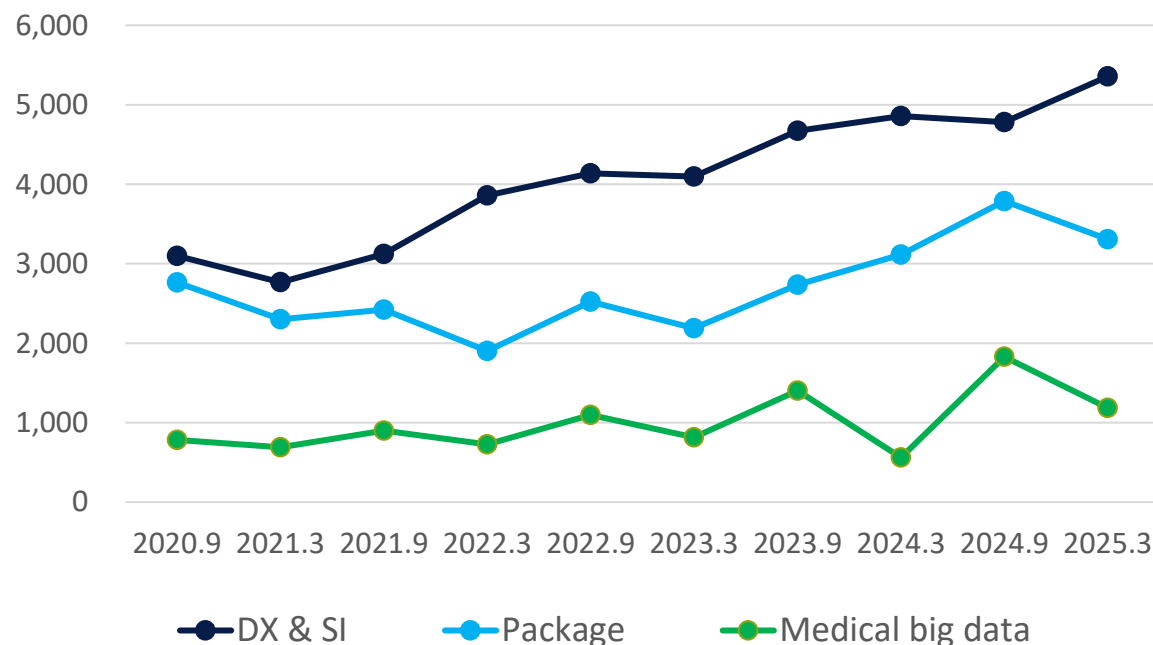
3. Transition of Order Backlog and Sales

(M¥)

Segment	2020.9	2021.3	2021.9	2022.3	2022.9	2023.3	2023.9	2024.3	2024.9	2025.3	YoY
DX & SI	3,099	2,766	3,121	3,857	4,138	4,098	4,672	4,856	4,781	5,355	+10.3%
Package	2,764	2,301	2,423	1,902	2,521	2,187	2,735	3,115	3,788	3,308	+6.2%
Medical big data	782	692	900	727	1,095	814	1,403	561	1,828	1,187	+111.5%
Total order backlog	6,645	5,760	6,446	6,486	7,754	7,099	8,811	8,533	10,398	9,852	+15.5%

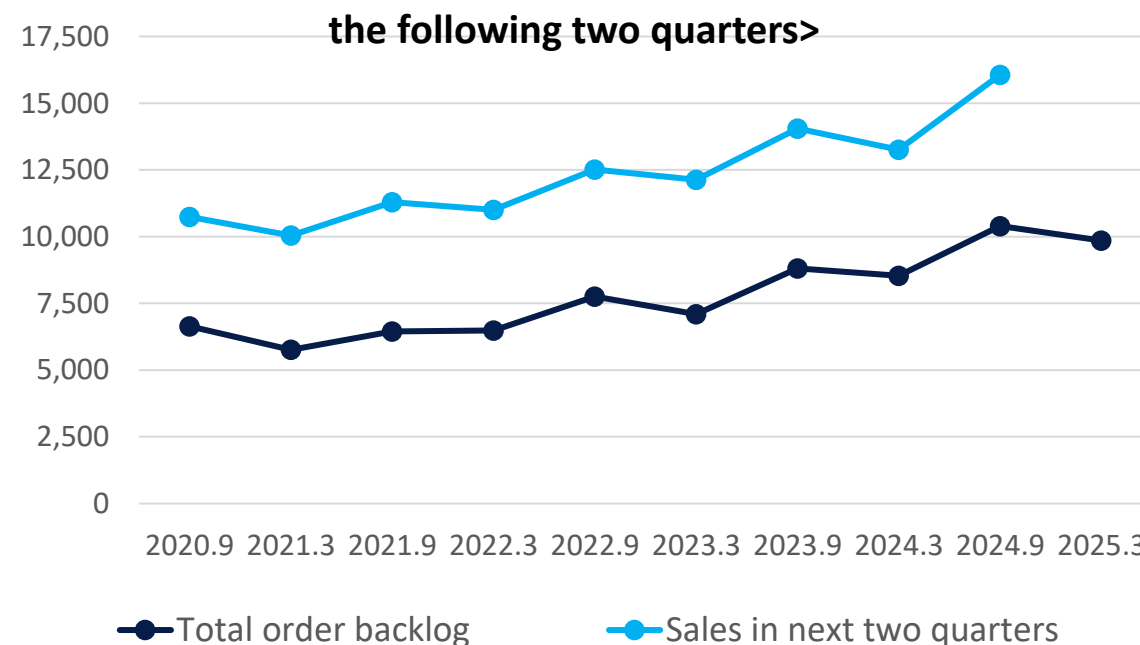
(M¥)

<Order backlog by business segment>



(M¥)

<Relationship between order backlog and sales for the following two quarters>



*Global business is omitted due to the short-term nature of the remaining order period.

4. Research and Development Expenses

Large expenditures for strengthening current businesses and for new product development and joint research projects

(M¥)

< R&D Themes >

Segment	2024.3 Results	2025.3 Results	2026.3 ^(*1) Forecast
DX & SI	74	96	
Package	126	276	
Medical big data	98	128	
Others	52	51	
R&D Total	353	553	

DX & SI
<ul style="list-style-type: none"> ✓ Even more powerful solution-centric business activities ✓ Use of AI technologies ✓ Development of new products, etc.

Medical big data
<ul style="list-style-type: none"> ✓ Development of a receipt inspection system ✓ Development of new systems ✓ iBss function expansion ✓ Use of AI technologies, etc.

Package
<p>GAKUEN</p> <ul style="list-style-type: none"> ✓ Development of RX2.0 ✓ Development of ALUPA, etc. <p>BankNeo</p> <ul style="list-style-type: none"> ✓ Upgrade current products ✓ Development of new products, etc.

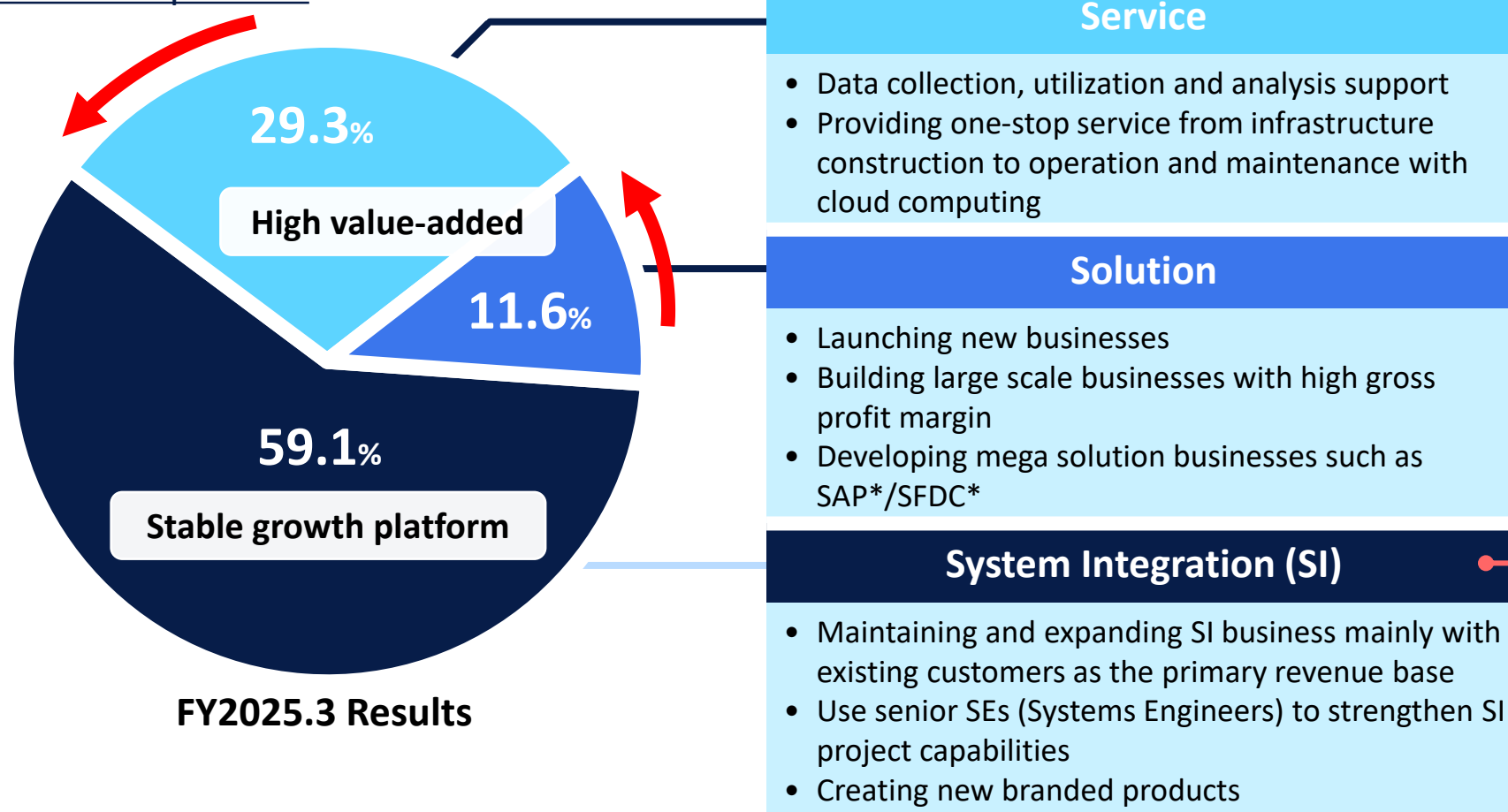
Others
<ul style="list-style-type: none"> ✓ Development of new products and services ✓ Joint research with industrial, academic and public sector, etc.

*1 The arrow angle in the 2026.3 forecast is an image of the percentage increase/decrease.

5. DX & SI Business

Refining the business portfolio to maintain and expand a stable growth platform and promote high value-added businesses

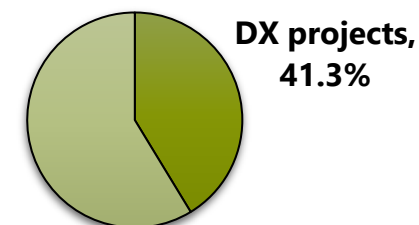
Sales composition



Accompanying Customer DX

- Providing consulting services for planning and promotion
- Building a business ecosystem

Sales composition



JAST Branding of SI business

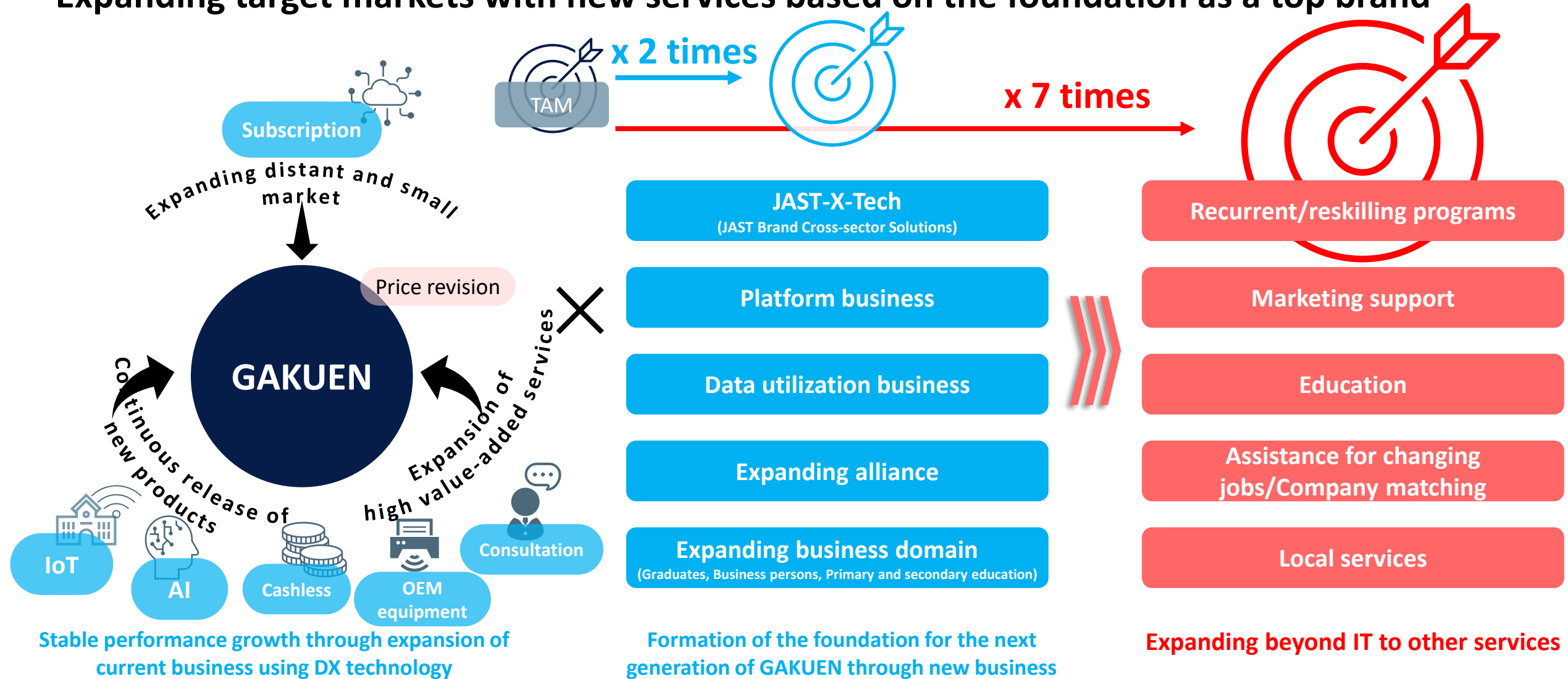
Branding development methods and frameworks cultivated over 50 years as the JAST Method to **add value and enhance market competitiveness**

For further information about our DX & SI Business: <https://www.jast.jp/service/software/>

*Trademarks of other companies' solutions are listed under "[Trademarks](#)" at the end of this document.

6. Package Business: GAKUEN

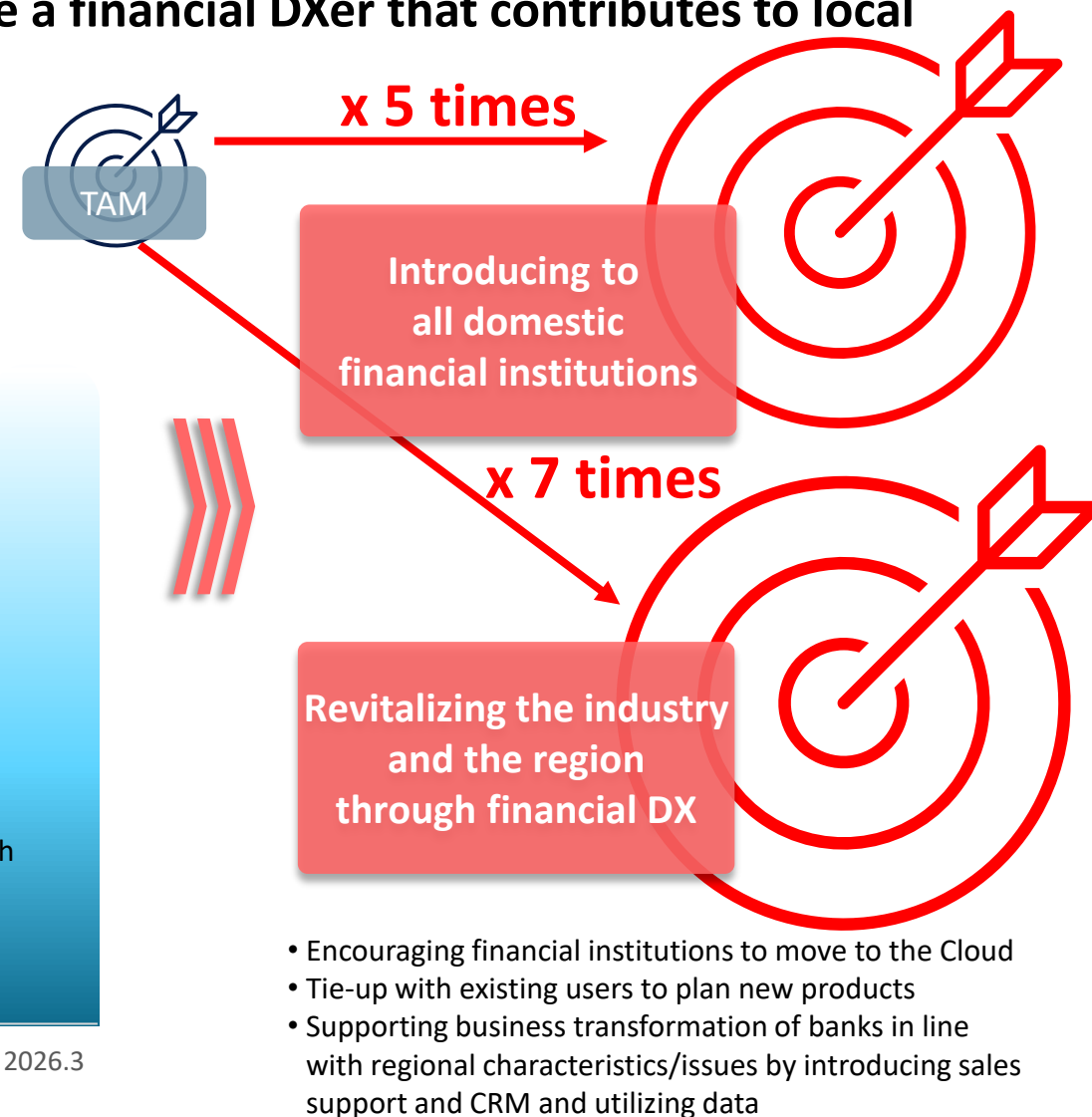
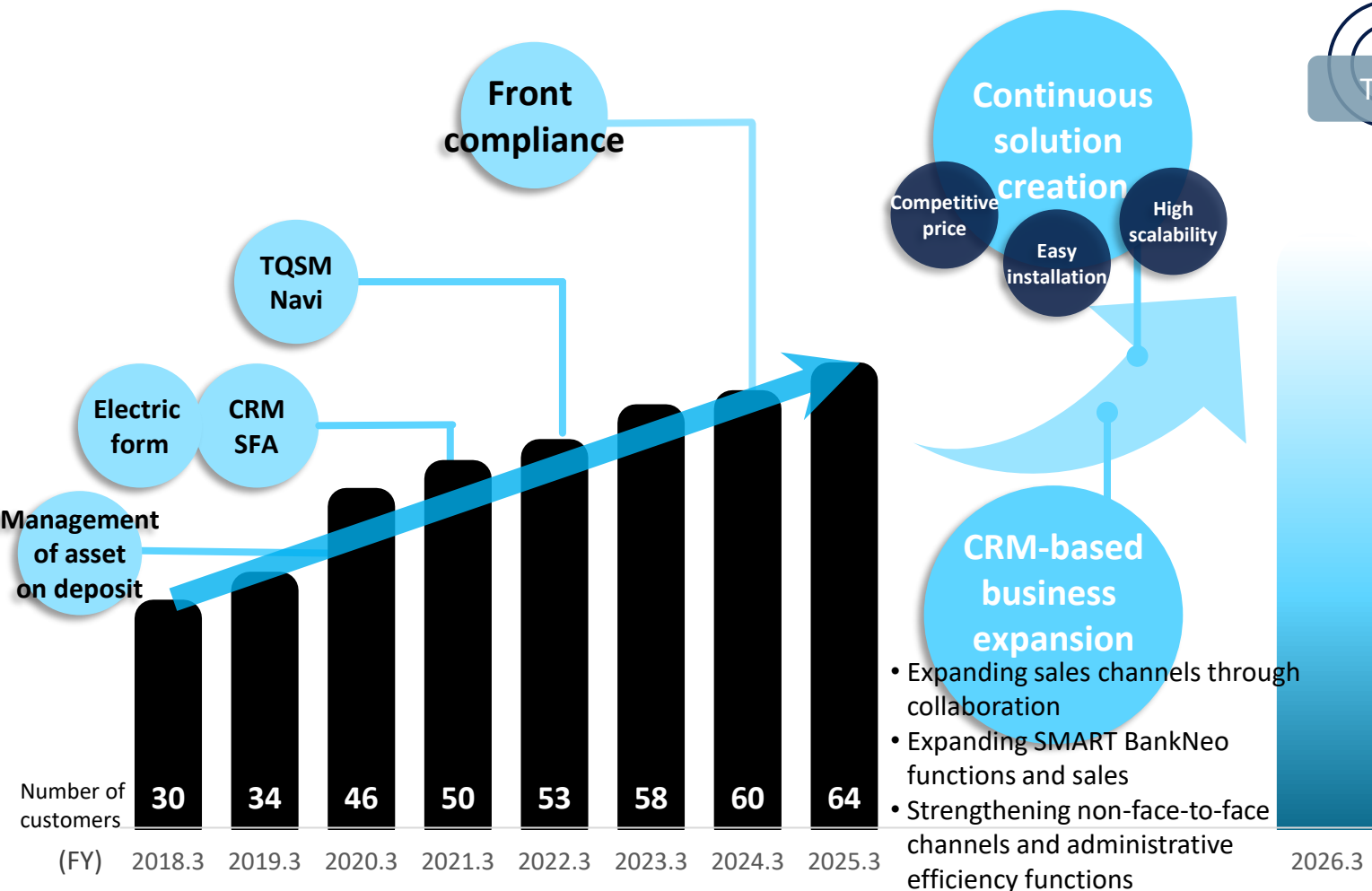
Expanding target markets with new services based on the foundation as a top brand



7. Package Business: BankNeo

Releasing continuously new solutions based on the concept of Smart/Niche/Cloud

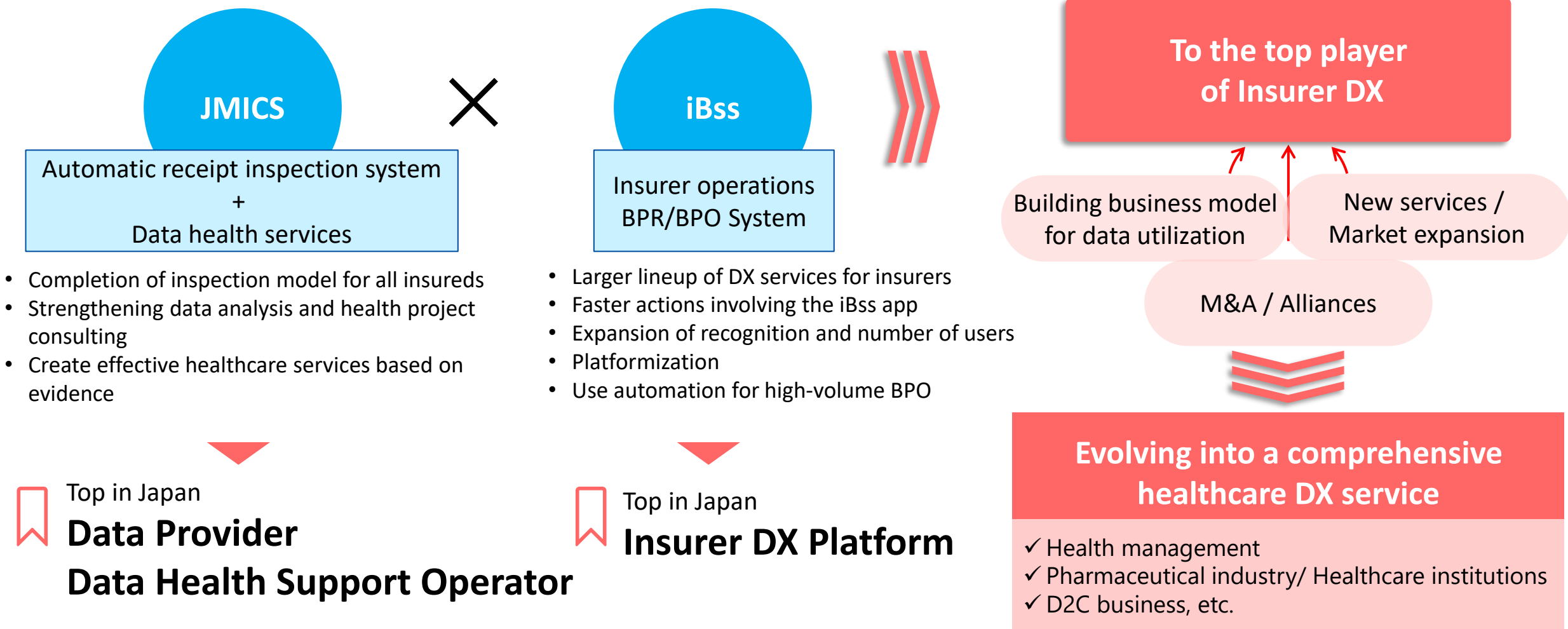
Expanding target market with our unique products to become a financial DXer that contributes to local communities



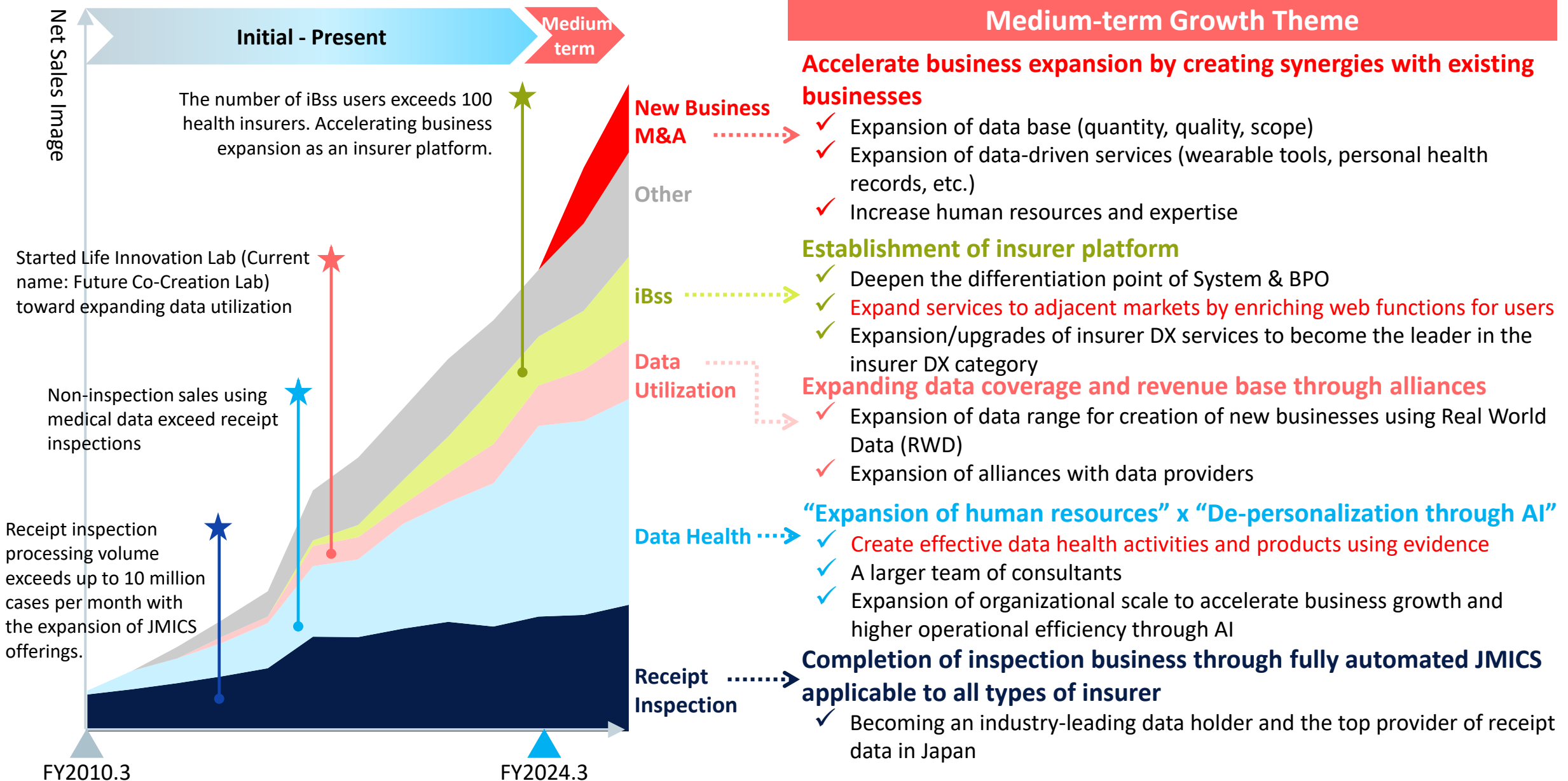
For further information about our BankNeo series: <https://www.bankneo.jp/>

8. Medical Big Data Business (1/2)

Leveraging an unparalleled receipt processing volume and high value-added big data business to become a top player in insurer DX



8. Medical Big Data Business (2/2)



9. Future Co-creation Laboratory

Contributing to society through joint research with academia, etc., by using data held by JAST

Aiming to discover seeds for new commercialization through the development of commercial products through co-creation DX with other companies



1) Medical Data PROVISION: MDP

A DX research/product development service using medical big data



REZULT : Medical big data containing information of 10 million patients

Lab room: Secure research/analysis environment

JAST data advisor: Data analysis and proposals



Projects under way include joint research with Osaka University involving the COI-NEXT program and the development of a product with Japan Weather Association.

2) Co-creation business with MentaRest

JAST has established a consortium with MentaRest, Inc., a company that uses metaverse avatars for mental wellbeing. This consortium was selected by the Ministry of Economy, Trade and Industry to receive a flat-rate subsidy of up to ¥20 million from the 2024 Advanced Technology Mental Health Service Development Support Subsidy Program.

MentaRestが経済産業省「先端技術活用メンタルヘルスサービス開発支援事業費補助金」に採択



MentaRestのサービス拡大を目指し、JAST社とコンソーシアムを組成

This business combines the medical big data and analytic technologies of JAST with the metaverse mental health counseling service of MentaRest. The goal is to establish a model for providing support to enable companies to use digital mental health services with confidence.

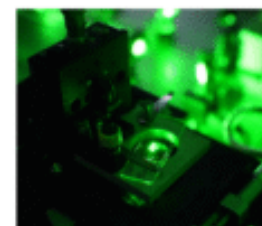
3) Use of an investment in Regenesome, an exosome research biotech startup company, for collaboration in the healthcare field

Investment in 2024 in Regenesome for joint activities

老化による課題を
バイオテクノロジーで解決する
ロンジェビティー チックベンチャー



2025年5月13日始動、
本社兼研究所
「高輪ロンジェビティーラボ」
@TANGANAWA GATEWAY LINK SUPPLY' PLUS 3.0PM



There are many expectations for Regenesome's research involving exosomes, which uses highly advanced technologies. Breakthroughs are possible concerning regenerative medicine, slowing the aging process and living a longer healthy life. Co-creation activities in the healthcare field are under way at the Future Co-Creation Laboratory that may lead to an alliance with JAST's brand business.

4) Topics

Media coverage of "Trends for Patients with Adjustment Disorders," a report based on the JAST's REZULT medical big data

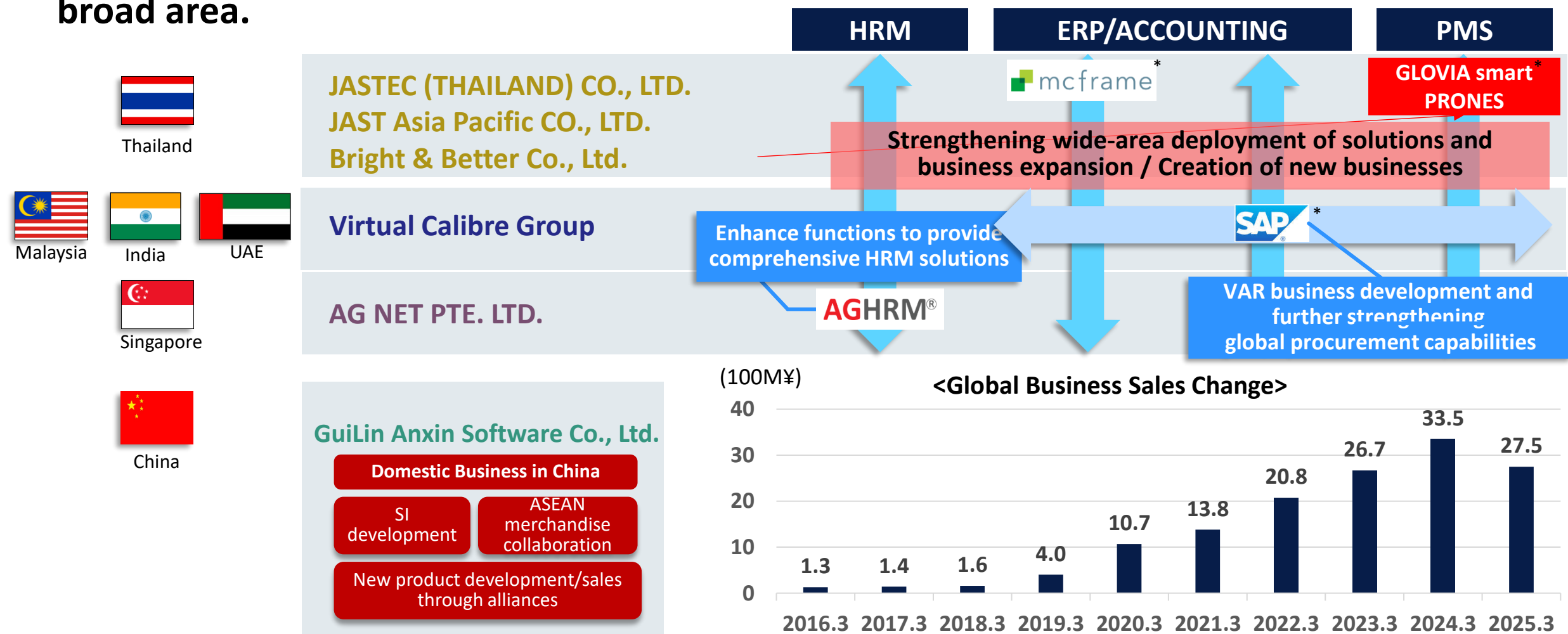
"Trends for Patients with Adjustment Disorders" was reported on the Mezamashi 8 morning program of Fuji TV, the ABEMA Hills program of the ABEMA News Channel, and other media.

Planning support for a networking event held by the Advanced Graduate Program for Future Medicine and Health Care of Tohoku University (Dec. 17, 2024)

This networking event was a new step for the establishment of startup companies and ecosystems needed to create health care of the future. JAST's Future Co-Creation Laboratory is seeking co-creation opportunities by using the results of this event and largely unnoticed research themes at universities. Joint activities with Tohoku University have the objective of helping create new forms of value that can be used in society.

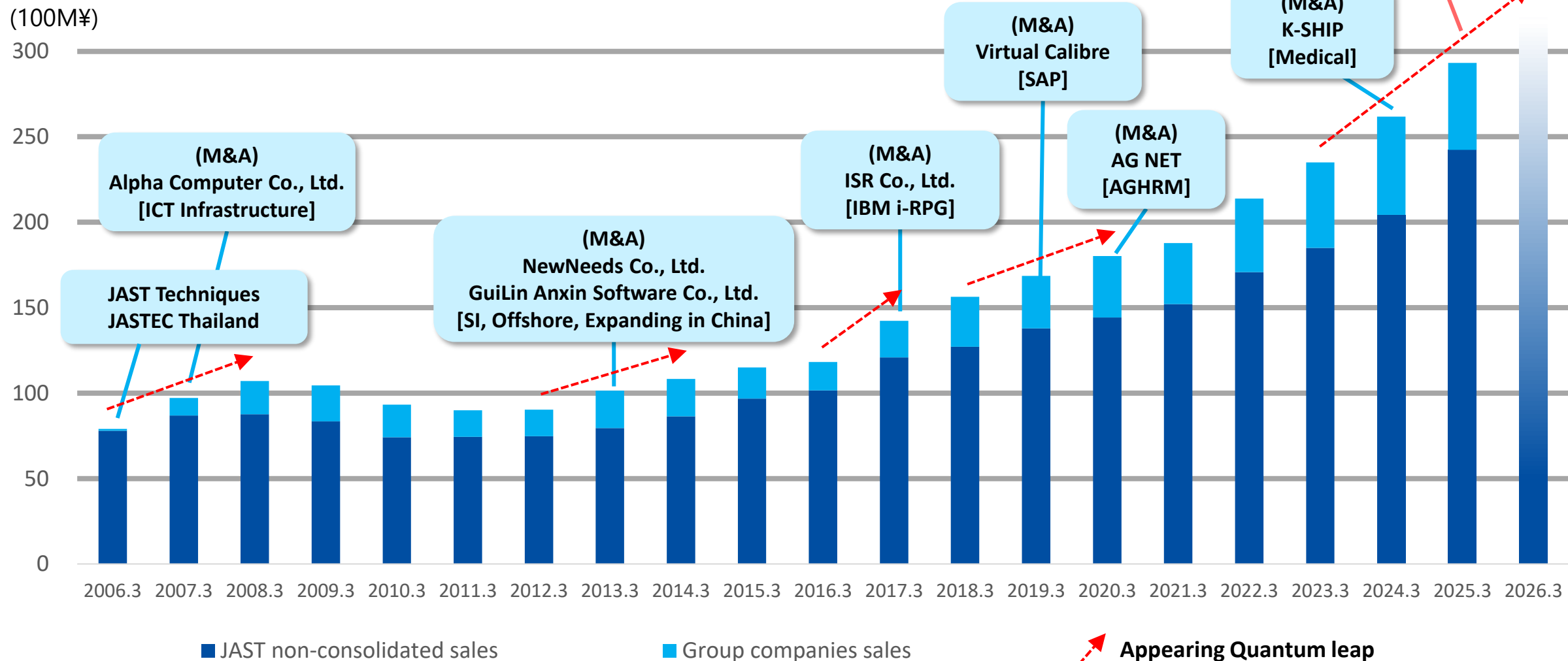
10. Global Business

The Virtual Calibre Group established bases in India and the Middle East for growth of the SAP business as activities continue for more growth with other solutions that cover a broad area.



11. M&A / Strategy for Group Expansion

Continue M&A activity to pursue synergies by expanding the range of customers and markets for current products, and achieve other goals, such as high-value added business growth

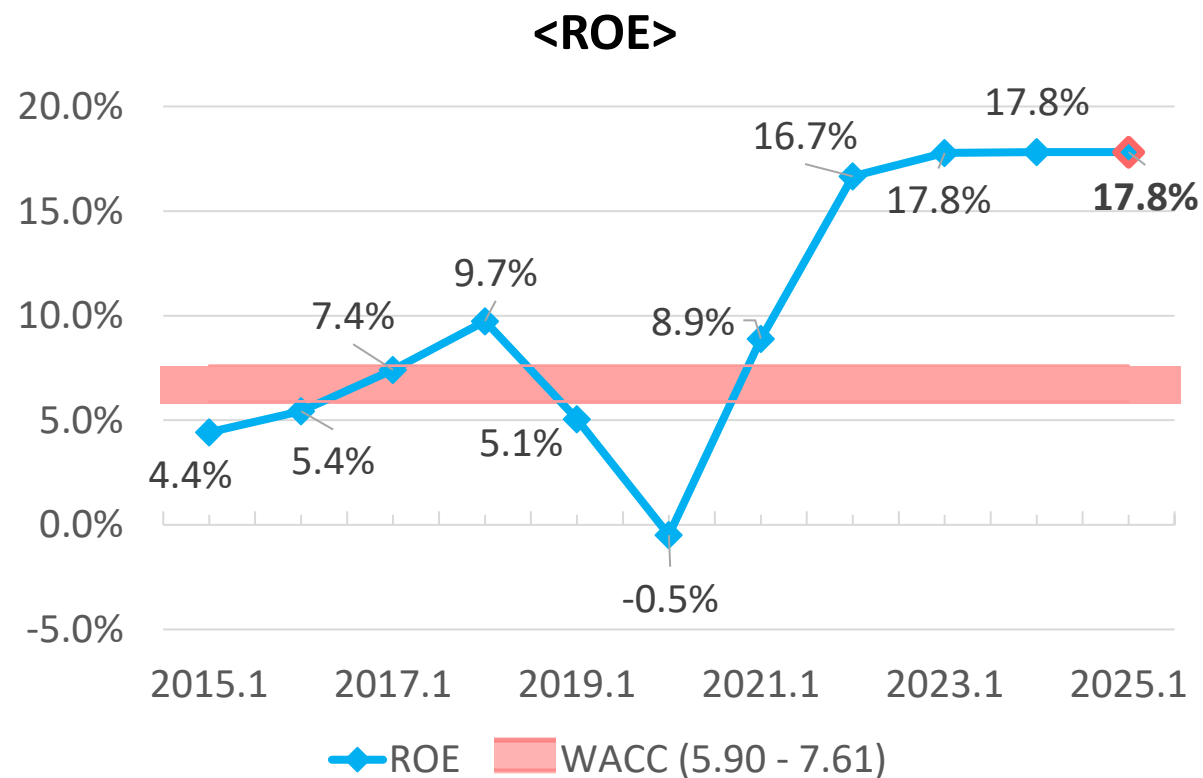
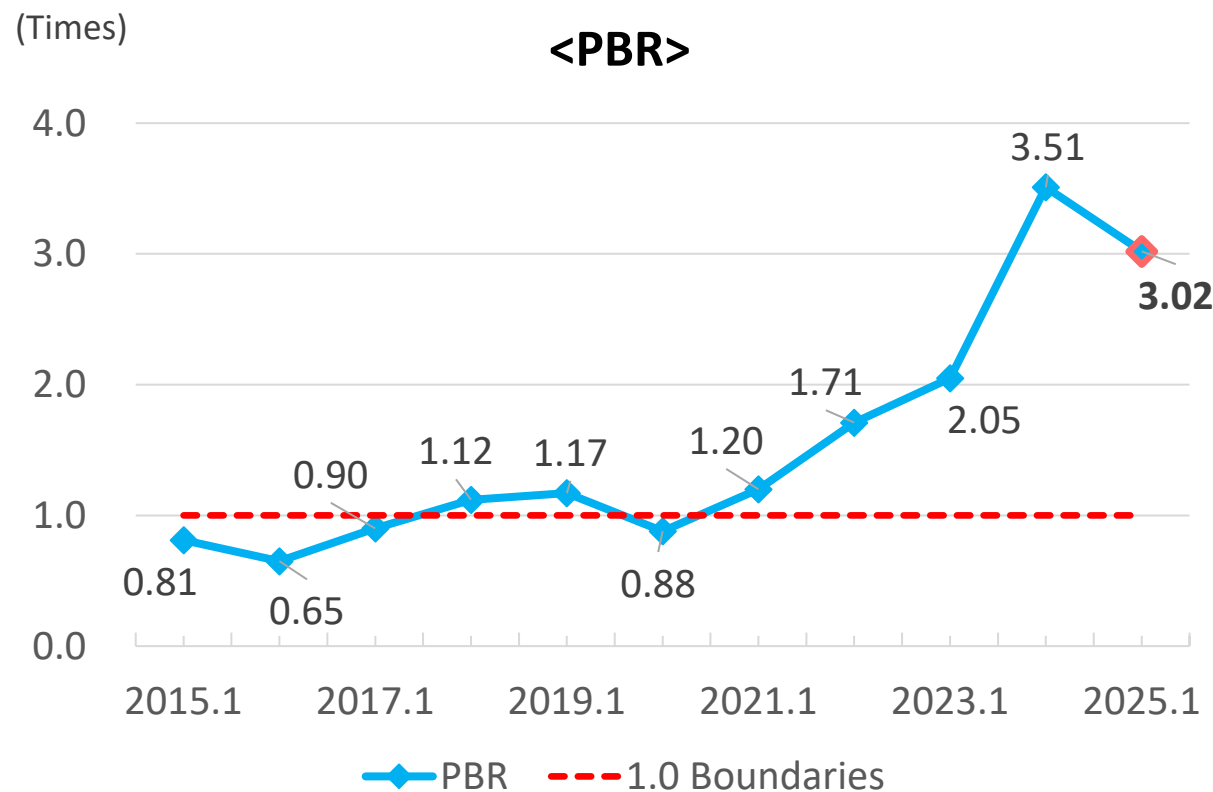


*Consolidation adjustments are deducted from group companies sales.

12. Management with Priority on the Cost of Capital (1/2)

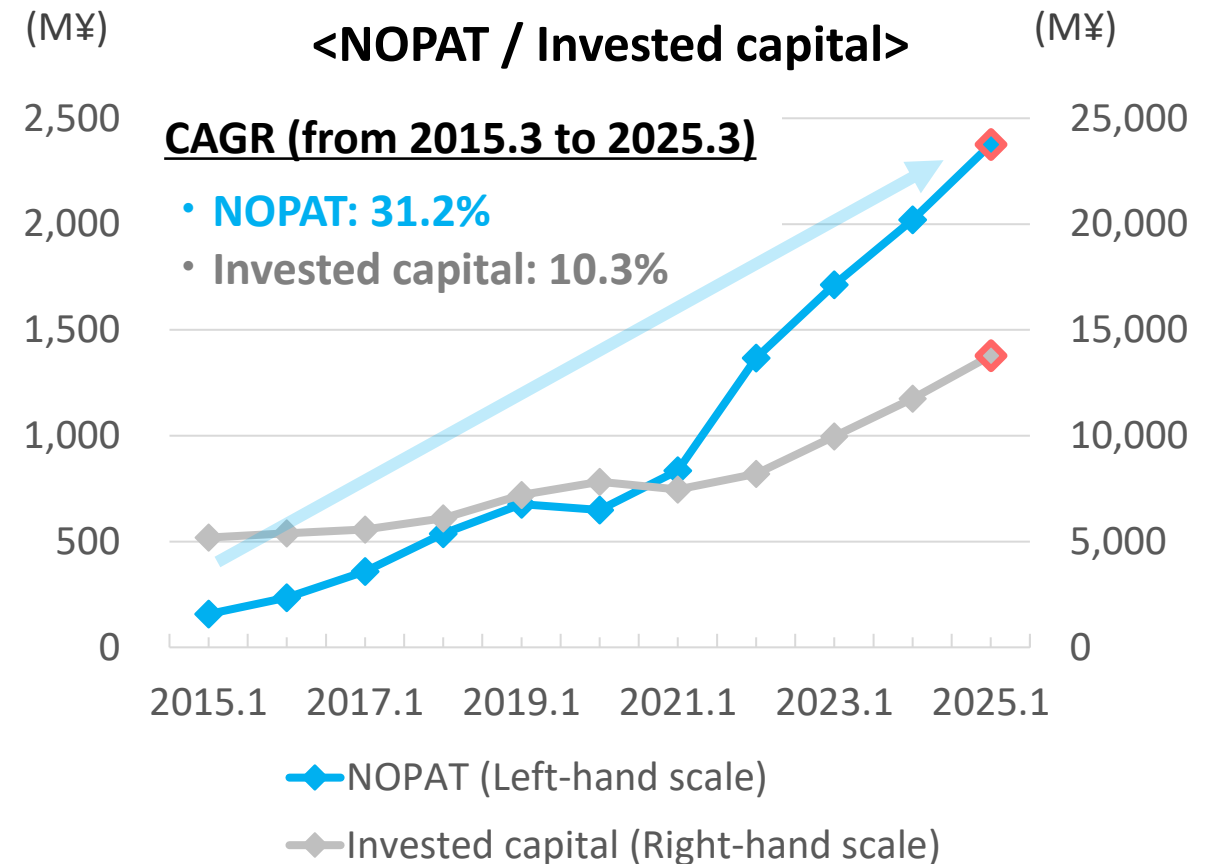
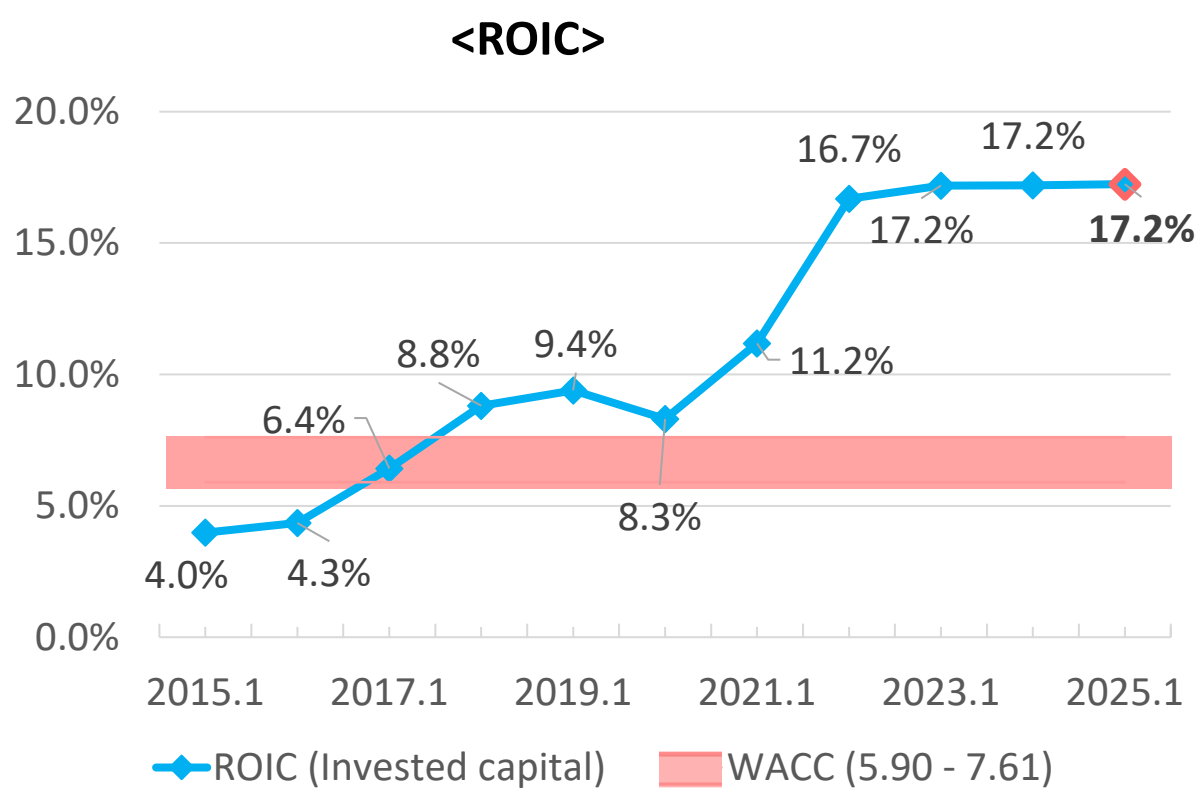
PBR remains at a level above 3.0x

Continuing equity spread-oriented management



12. Management with Priority on the Cost of Capital (2/2)

Profit growth rate has exceeded the rate of expansion of invested capital
Continue focus on the EVA spread

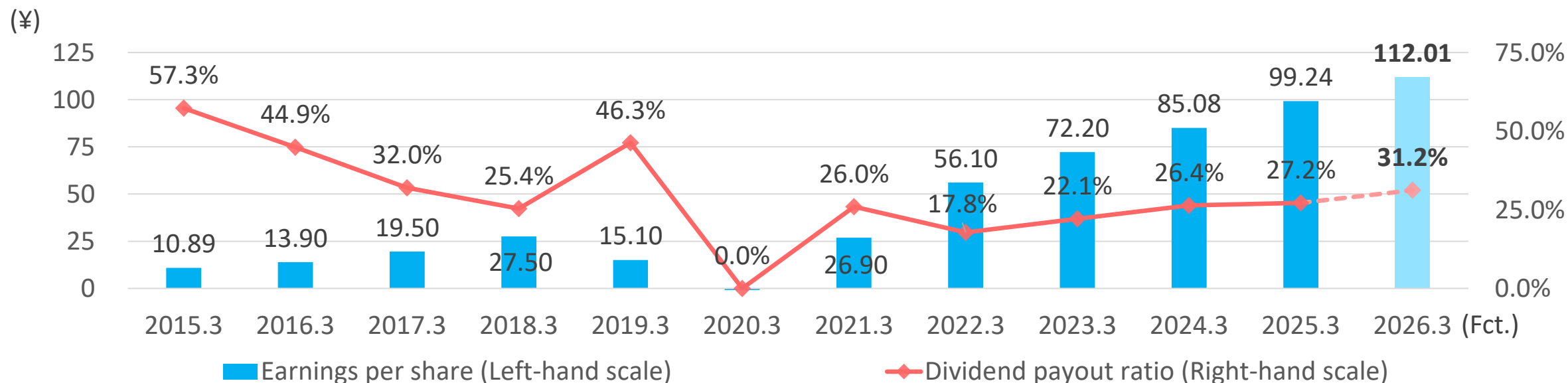


13. Shareholder Return Policy

	2024.3 Results	2025.3 Results	YoY	2026.3 Forecasts	YoY
Dividend per share	¥22.5	¥27.0	+¥4.5	¥35.0	+¥8.0
Earnings per share	¥85.08	¥99.24	+¥14.16	¥112.01	+¥12.77
Dividend payout ratio	26.4%	27.2%	+0.8pt	31.2%	+4.0pt
Dividend on Equity (DOE)	4.60%	4.74%	+0.14pt	5.35%	+0.61pt

Dividend policy (guidelines)

- ✓ Payout ratio of 30%
- ✓ DOE of 4%
- ✓ Progressive dividend



14. Cash Allocation

Using cash on hand to fund large investments for growth to continue increasing corporate value

Distributable amount (up to ¥7.0 billion) (*1)	Investment for growth	M&A / Corporate alliances	<ul style="list-style-type: none"> ✓ Expansion of customers and markets targeted by current products and services ✓ Promote growth in high value-added businesses ✓ Use of advanced technologies and new products and services
		R&D / New business development	<ul style="list-style-type: none"> ✓ Focus investments on growing market sectors and the development of new businesses
		Recruitment / Training Multi-alliance	<ul style="list-style-type: none"> ✓ Recruit people with specialized skills and develop highly skilled professionals ✓ Invest in education programs involving advanced technologies and deep tech
		Business management DX / Capital investments	<ul style="list-style-type: none"> ✓ Digital transformation of the internal management infrastructure
	Shareholder returns		<ul style="list-style-type: none"> ✓ Build stable, long-term relationships with shareholders ✓ Continue to review the appropriate measures in line with the rise in stock price due to growth in our business
Necessary working capital			<ul style="list-style-type: none"> ✓ Properly manage working capital while securing stable business operations ✓ Further upgrade cash generation and cost management capabilities

*1: Total for the fiscal years ended in March 2025 and ending in March 2026 (estimates)

15. Activities to Enhance Human Capital

Health Management Promotion

Excellent Health Management Corporation

(Large corporate division)

Certified for **5** consecutive years

Eliminating Long Working Hours
JAST's Unique Labor Policy

"Kaeru! JAST"

Promoting stress check examinations

Continuation of **90%** or higher inspection rate
(FY2025.3 results: 96.5%)

Attendance Data Analysis

Pick up & follow up
persons at high risk of
physical and mental health

Platinum Kurumin certification

(Obtained on November 27, 2023)

Certified as a Sports
Yell Company 2025

Enhancement of health education

(1) Group Education Training

- Health management training
- Mental health training
- Wellbeing discussion forum

(2) Health Events

- "Walking Events"
- "Measuring walking posture"
- "Measuring the quality of sleep"

(3) Personal interviews with industrial physicians and public health nurses

Promotion of regular health checkups and medical checkups

(1) Periodic health checkup rate

Continuing **100%**

(2) Percentage of re-examination

Continuing efforts toward

100%

(FY2025.3 re-examination rate: 90.8%)

DX Human Resource Development

Number of SAP* qualified employee

Total qualifications **441**

Qualified persons **126** persons
(As of May 31, 2025)

DX Human Resource Development Group Training

15 categories

248 courses

(FY2025.3 results, number of days held)

In-house certifications "JCPL"

Beginner **590** persons

Intermediate **105** persons

(FY2010.3 - FY2025.3 cumulative number of certified recipients)

DX related external e-learning

13 categories

25 courses

(FY2025.3 results)

JCPL: The abbreviation for JAST Certified Project Leader.

In-house independent certification in JAST-style project management

Advancing Workstyle Reform

Average annual paid holiday

Acquisition rate **69.7%**

Number of days **11.7** days

(FY2025.3 results)

Average overtime hours

(Average monthly overtime hours)

(FY2025.3 results) **17.3** hours

Recipients of parental leave

Male **90.5%** (19/21 persons)

Female **100%** (13/13 persons)

(FY2025.3 results)

Reduced working hours after parental leave




Maximum of **9** years

(**1.5** times the legal requirement)

For further information about our Health Management Promotion: <https://www.jast.jp/corporate/healthmanagement/>

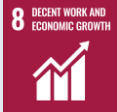







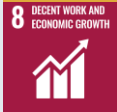





*Trademarks of other companies' solutions are listed under "Trademarks" at the end of this document.

16. Sustainability Initiatives (1/3)

Key issue	Related field	Contents	SDGs theme
Industry and ICT innovation	General business	<ul style="list-style-type: none"> ➤ Making society a better place by creating and providing new types of IT services ➤ Supporting the structural transformation of industries with ICT ➤ Contributing to co-creation and cooperative system establishment and ecosystem transformation ➤ Working in solidarity with group and partner companies 	
Support for learning activities using ICT	GAKUEN	<ul style="list-style-type: none"> ➤ Providing a comprehensive solution in building the future of universities ➤ ICT-driven, high-quality classroom support and technology-based education ➤ Facilitating improved educational quality through the use of educational big data ➤ Realization of recurrent education (lifelong learning) environments ➤ AI and IoT research development aimed at the digitalization of education ➤ Providing new services for Generation Z 	
Optimization of medical costs and contribution to health promotion	Medical big data	<ul style="list-style-type: none"> ➤ Using medical big data in pursuit of “medical care expense optimization for insurers and promotion of the health of the insured” ➤ Joint research efforts with academia and others to help find “solutions to address disease, including infectious diseases, and medical challenges” ➤ Open-sourcing medical big data 	








*Excerpt from our corporate website section “[Initiatives for SDGs](#)”

16. Sustainability Initiatives (2/3)

Key issue	Related field	Contents	SDGs theme
Improving the efficiency of financial operations with an integrated information system package	BankNeo	<ul style="list-style-type: none"> ➤ Contributing to society via information systems integration package business aimed at financial institutions 	 
Contribution to corporate transformation by promoting digitalization	DX & SI	<ul style="list-style-type: none"> ➤ Cashless service for employee cafeterias and offices ➤ “mieHR” human resources data platform ➤ Office DX -Facial recognition-based attendance recording- 	  
Contribution to land-based aquaculture system by using ICT	DX & SI	<ul style="list-style-type: none"> ➤ Provision of a dashboard for the supervision of land-based aquaculture operations ➤ Increase the use of environmentally responsible natural energy sources 	      
Initiatives for health management	Health management	<ul style="list-style-type: none"> ➤ Promotion of “Health management” ➤ Promotion of regular health checkups and medical checkups ➤ Elimination of long working hours ➤ Communication promotion initiatives (e.g., events) ➤ Physical and mental health promotion 	 

*Excerpt from our corporate website section [“Initiatives for SDGs”](#)

16. Sustainability Initiatives (3/3)

Key issue	Related field	Contents	SDGs theme
Providing opportunities for learning	Training and education	<ul style="list-style-type: none"> ➤ A robust in-house training system (e.g., in-house professional certification programs) ➤ Internships (providing students with systems engineering work experience) ➤ Supporting education and learning through systems development 	
Diversity initiatives	Recruitment and treatment	<ul style="list-style-type: none"> ➤ Hiring and fair treatment regardless of race, nationality, gender, etc. ➤ A variety of in-house systems for supporting diverse work styles ➤ Contract with “Work Happiness Farm” run by S-POOL Plus Inc. 	  
Reduction of environmental impact	General business management	<ul style="list-style-type: none"> ➤ Initiatives to promote paperless offices via DX promotion ➤ Initiatives to address environmental issues in our offices, data centers and elsewhere 	  

*Excerpt from our corporate website section "[Initiatives for SDGs](#)"

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- I. FY2025.3 Financial Summary
- II. Performance Overview
- III. FY2026.3 Forecasts and Latest Initiatives
- IV. JAST VISION 2035**
- V. Appendix

1. PURPOSE



PURPOSE

Reason for existence

MISSION

Our objectives

VISION

The future of JAST

VALUES

The values that define JAST

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

Our founder, Takeaki Hirabayashi, started JAST based on the corporate philosophy of constantly advancing as a company that is a responsible member of society and provides benefits for people and the world. Guided by this corporate philosophy during the past 50 years, JAST has earned a reputation as a trusted organization with many accomplishments and advanced technologies backed by businesses that closely reflect the needs of customers and society.

To create our VISION that looks ahead to 2035, we have defined our MISSION and VALUES that underpin our resolute commitment to our corporate philosophy and form the nucleus of the identity of the JAST Group.

2. MISSION / VISION / VALUES (1/2)

MISSION

Our objectives

● A firm commitment to solving social issues

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

VISION

The future of JAST

● Becoming a problem-solving company recognized by everyone

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

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

VALUES

The values that define JAST

2. MISSION / VISION / VALUES (2/2)

MISSION

Our objectives

VISION

The future of JAST

VALUES

The values that define JAST

Management philosophy

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

JAST DNA

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

the Fueki Ryūkō (immutability and fluidity) philosophy in management

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

3. Our Business Climate

External environment

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

>> Social Issues



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

>> Technological progress



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

Internal environment

Management resources accumulated for 50 years since inception

>> Corporate culture/business environment



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

>> Business foundation



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

>> Human resources



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

>> Financial strength



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



“JAST VISION 2035”

4. Our Target Positioning and Direction of Transformation



“ Become a problem-solving company recognized by everyone ”

Play a role in establishing a society capable of sustainable growth

Our Target Positioning

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

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



Our Direction of Transformation

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

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

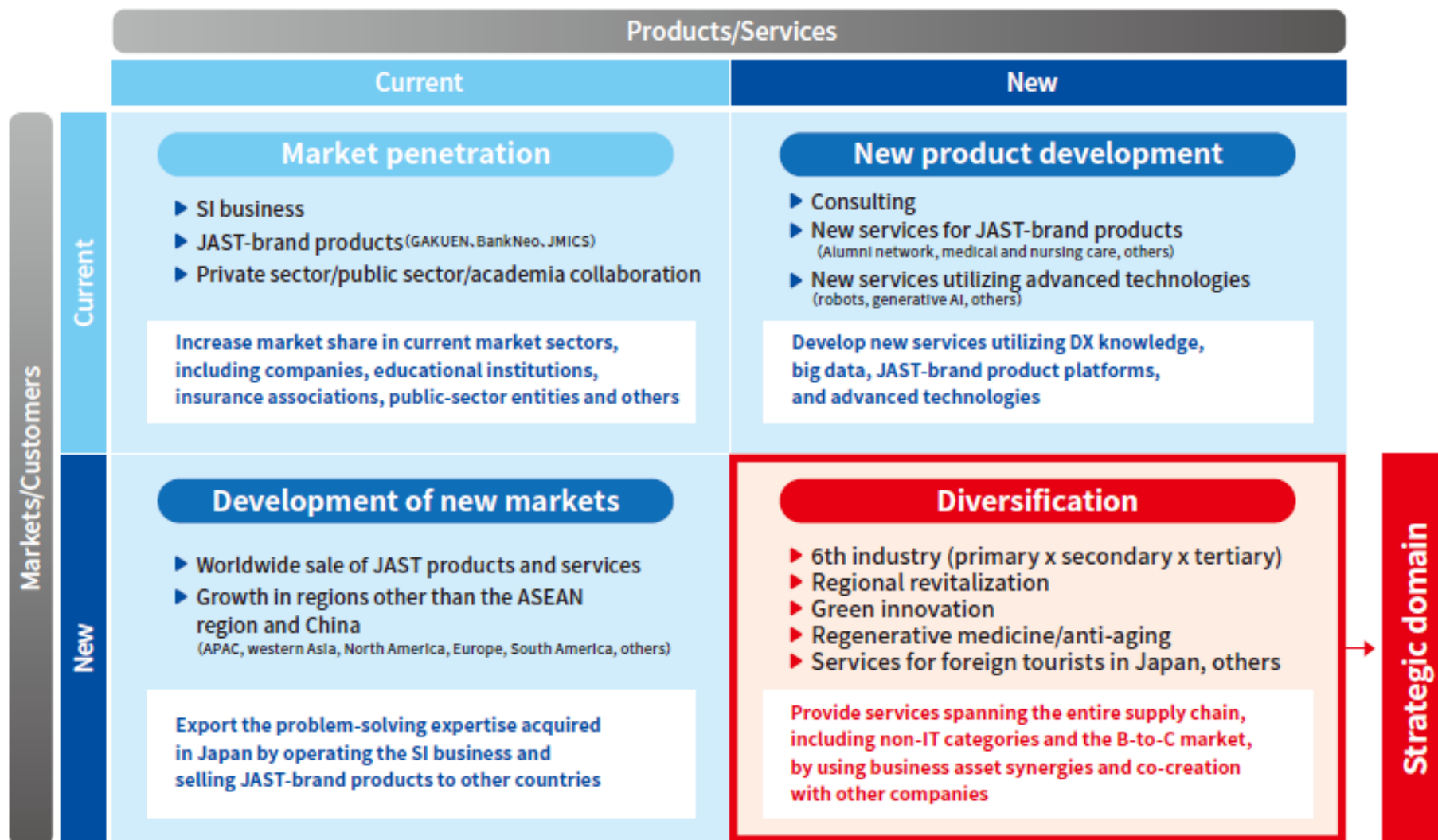
» **A stronger management foundation for more growth**

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



5. The Strategic Domain of JAST

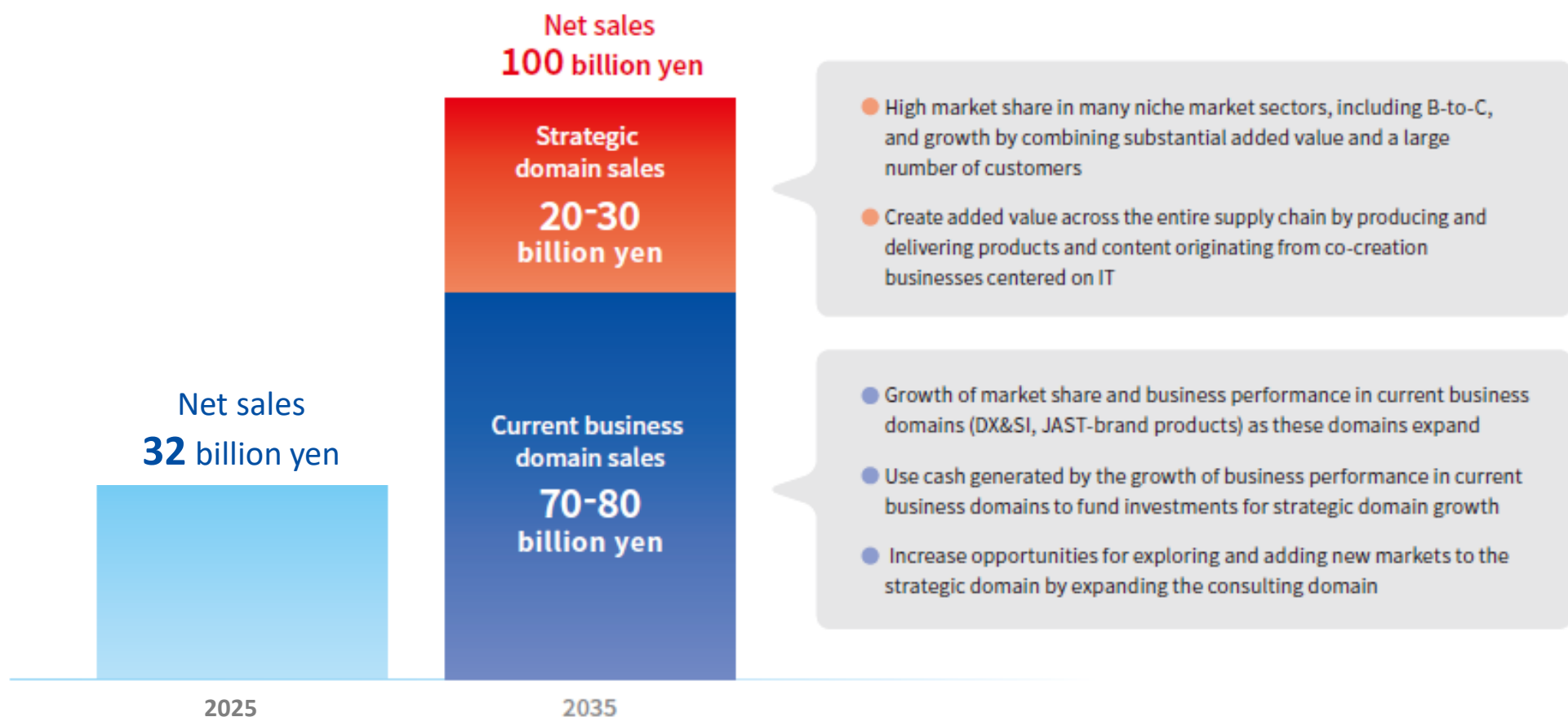
Our strategic domain encompasses a diverse array of categories because JAST is dedicated to creating solutions for many types of customers.



6. Target Business Scale

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

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



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1. Company Information

Company Name	Japan System Techniques Co., Ltd. (“JAST”)
Listed Market	Tokyo Stock Exchange Prime Market (Stock code: 4323)
Founded	March 26, 1973
Capital	1,535 million yen (as of March 31, 2025)
Location	Osaka Head Office Nakanoshima Festival Tower 29F, 2-3-18 Nakanoshima, Kita-ku, Osaka-shi
	Tokyo Head Office Taiyo Seimei Shinagawa Building 27F, 2-16-2 Konan, Minato-ku, Tokyo
Representative	Takeaki Hirabayashi, President and CEO
Employees	Consolidated: 1,613 (as of March 31, 2025) New employees: 103 (as of April 1, 2025)
Business Affiliation	None (completely independent)
Office Locations	Osaka, Tokyo, Singapore, Thailand, Malaysia, India, UAE and China

Business Segment	<div>1. DX & SI business</div> <div>2. Package business</div> <div>3. Medical big data business</div> <div>4. Global business</div>
Qualifications	<div>• Privacy Mark Certification</div> <div>• ISO9001 registered company</div> <div>• ISO14001 registered company</div> <div>• ISO27001 registered company</div> <div>• ISO20000 registered company*</div> <div>• Excellent Health Management Corporation 2024</div> <div>• Platinum Kurumin certification</div>
Certification Mark	<div></div> <div></div> <div></div> <div></div> <div></div>

*Registered with our Healthcare Innovation Division

2. Group Companies

★ GuiLin Anxin Software Co., Ltd.

Guilin, China

★Offshore development ★Sales base in China

★ Shanghai Jiafeng Information Technology Co., Ltd.

Shanghai, China

★Development and product sales base in China

★ JASTEC (THAILAND) CO., LTD.

Thailand, Bangkok

★IT service for local Japanese companies

★ JAST Asia Pacific CO., LTD.

Thailand, Bangkok

★Deployment of JAST brand services in ASEAN

★ Bright & Better Co., Ltd.

Thailand, Bangkok

★Consultation of implementing integrated software package
Software contract development

Virtual Calibre Group (6 companies)

★ Kuala Lumpur, Malaysia

Chennai, India

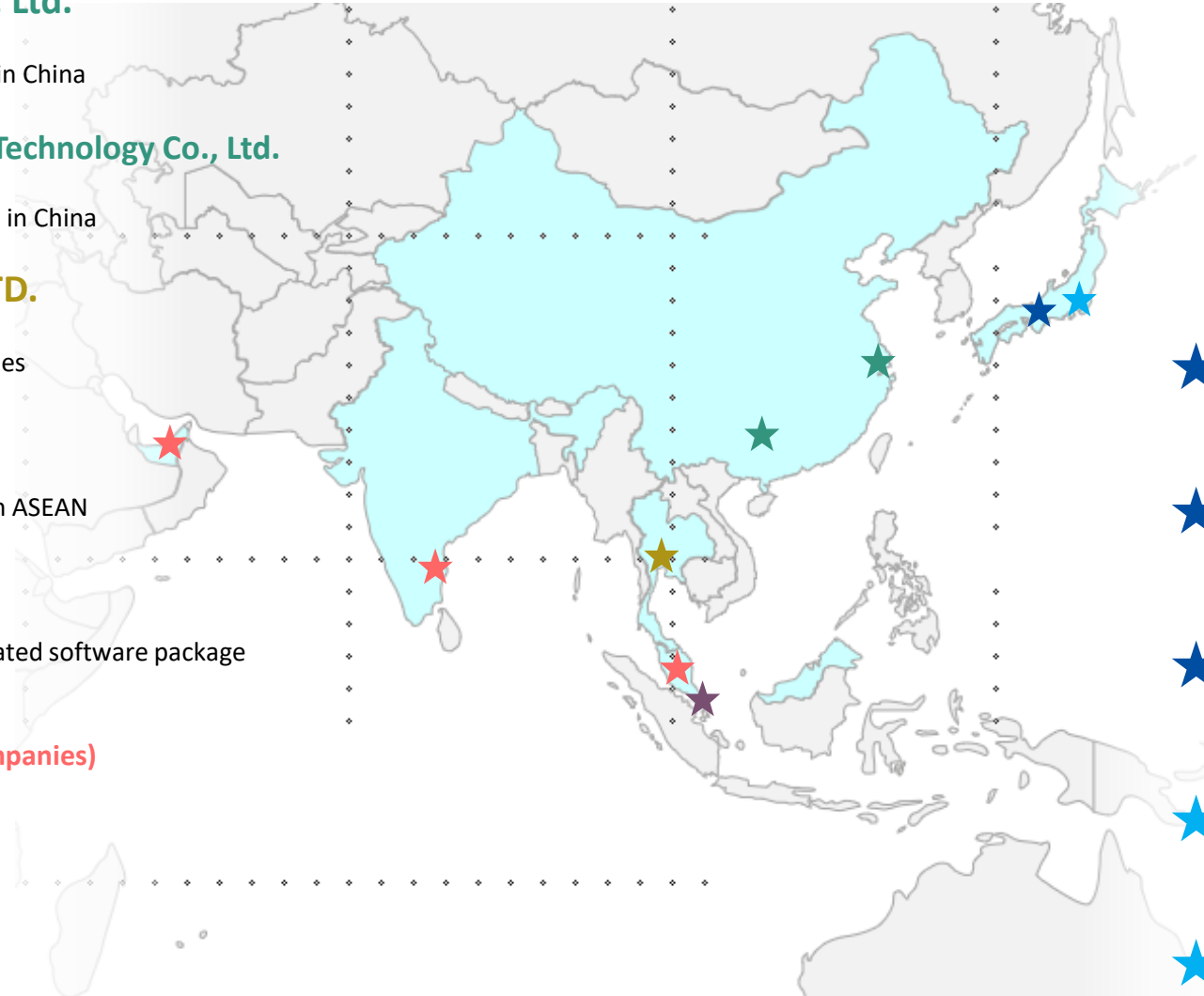
Dubai and Abu Dhabi, UAE

★Deployment of SAP business

★ AG NET PTE. LTD.

Singapore

★Deployment of HRM business



Osaka Head Office

Tokyo Head Office

★ Osaka Head Office

Nakanoshima Festival Tower 28-29F,
2-3-18 Nakanoshima, Kita-ku, Osaka-shi, Osaka

★ NewNeeds Co., Ltd.

Osaka

★Local based IT service

★ K-SHIP Co., Ltd.

★ Toyonaka City, Osaka

★ Receipt inspection and health management
business, etc.

★ Tokyo Head Office

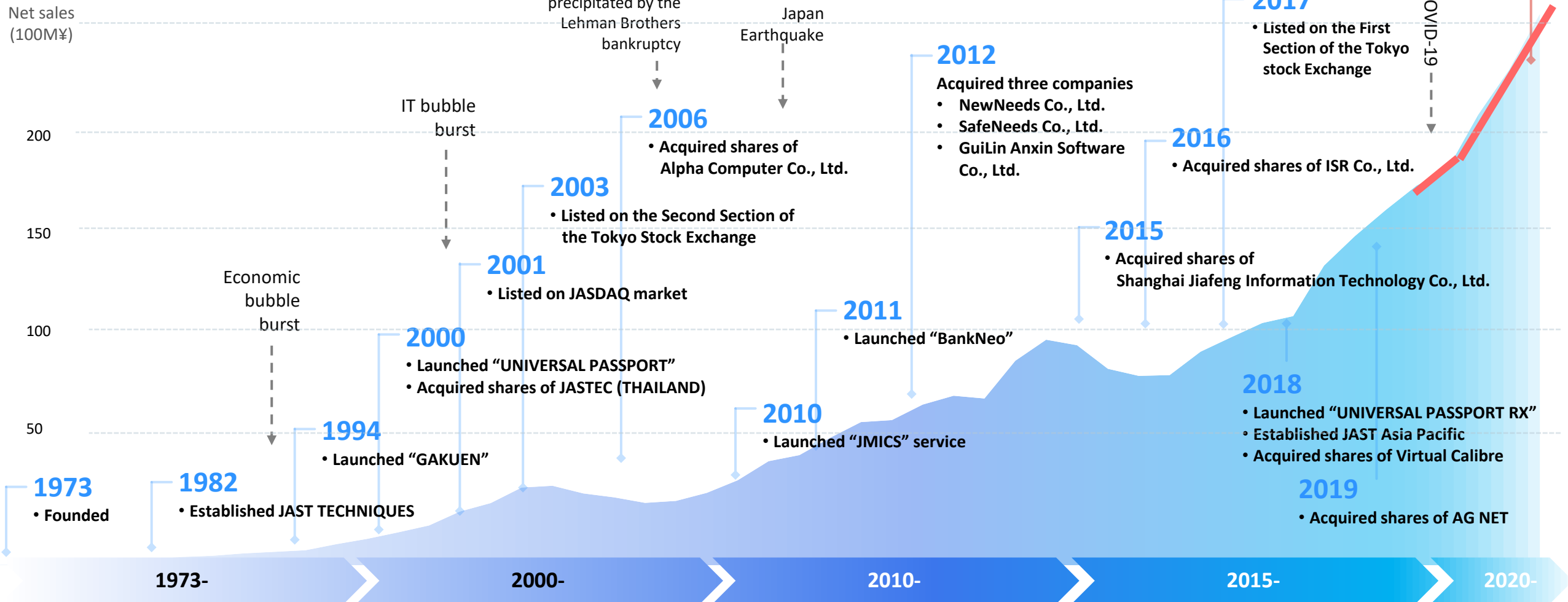
Taiyo Seimei Shinagawa Building 5F, 26F, 27F,
2-16-2 Konan, Minato-ku, Tokyo

★ Alpha Computer Co., Ltd.

Shinagawa-ku, Tokyo

★ Multi-vendor IT infrastructure design

3. History



4. Business Description

DX & SI

Contracted development, development support,
solution development and implementation

- **System integration (SI)**
Contracted development of systems in a wide range of industries and business domains
- **Solution**
Development, operation and analysis of solutions using AWS, SAP, Salesforce, ServiceNow, etc.
- **Service**
From consultation, data science and cloud infrastructure to operation and maintenance, and data analysis and utilization., etc.



Medical big data

Provision of inspection and analysis of medical information
data and related services

- Receipt automatic inspection system  JMICS
JAST Medical Insurance Checking System
- Data health promotion support service
- Insurers business support system  iBss
- Receipt management system for public assistance  RezeptPlus
生活保護等版
レセプト管理クラウドサービス
- Data utilization services  REZULT

Package

Development and sales of in-house packaged solutions

- **GAKUEN**
Providing development, sales and implementation for the "GAKUEN" Series, a comprehensive package system for universities, which has been adopted by about 450 schools nationwide 
- **BankNeo**
Providing development, sales and implementation for the "BankNeo", information integration packages for financial institutions 

Global

Global DX business with a focus on the Asia-Pacific region

- **Business and countries**
 - SAP* implementation consulting and related services (in Malaysia, India and UAE)
 - ERP implementation and development of related services (in Thailand)
 - Cloud-based HRM solution
Developing "AGHRM®" (in Singapore)
 - Offshore development (in China)

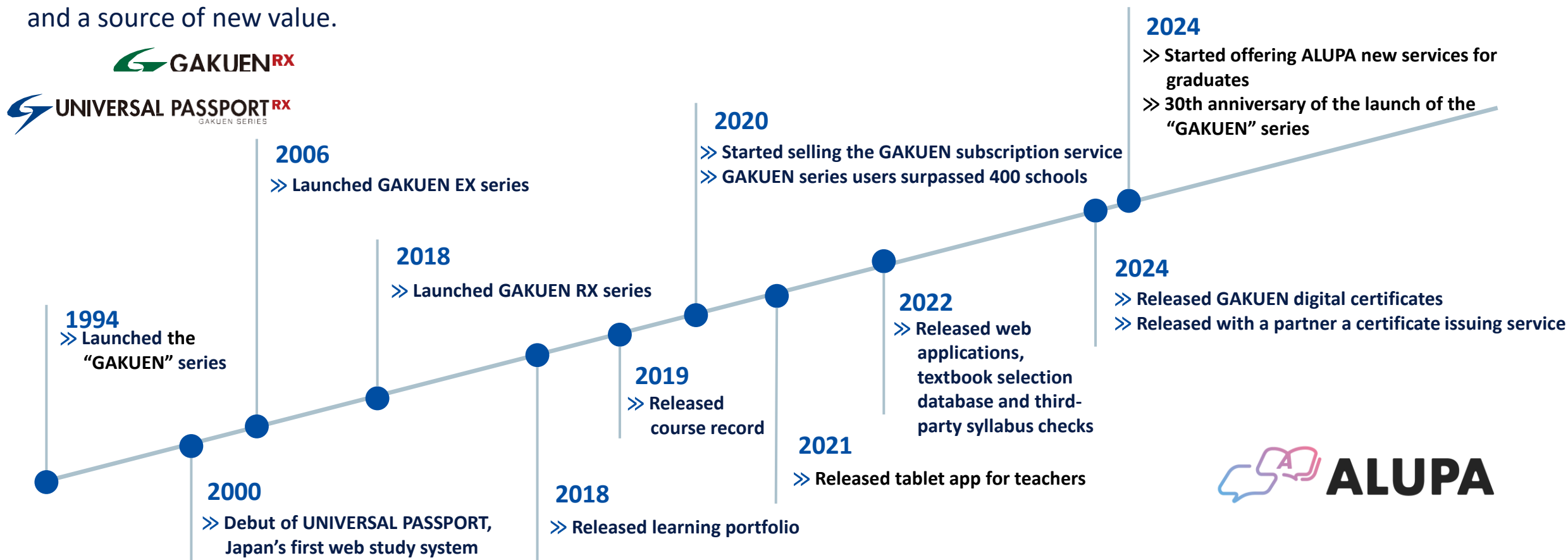


*Trademarks of other companies' solutions are listed under "[Trademarks](#)" at the end of this document.

5. GAKUEN Business (1/6) — History

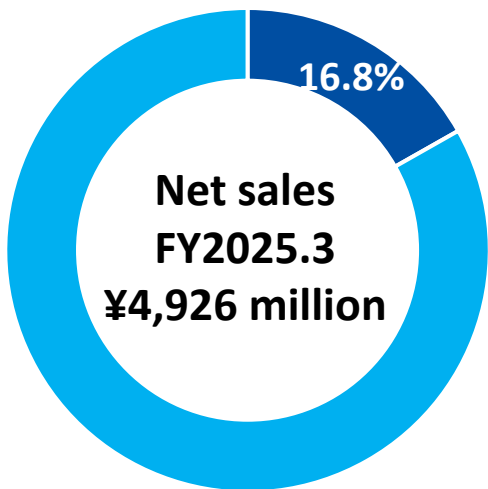
JAST began selling the “GAKUEN” series to customers in the Kansai region in 1994 as a package of systems that were order-made for specific customers. In 2000, JAST released UNIVERSAL PASSPORT, Japan’s first web study system. Sales of the RX series, which is the current main series of products, started in 2018.

Since launching the RX series, JAST has constantly added new products and services. In 2020, a subscription-based service started. In 2024, the 30th anniversary of the launch of the “GAKUEN” series, the ALUPA service for students who have graduated started. By taking actions like these, JAST has been a consistent source of solutions for the problems of educational institutions and a source of new value.

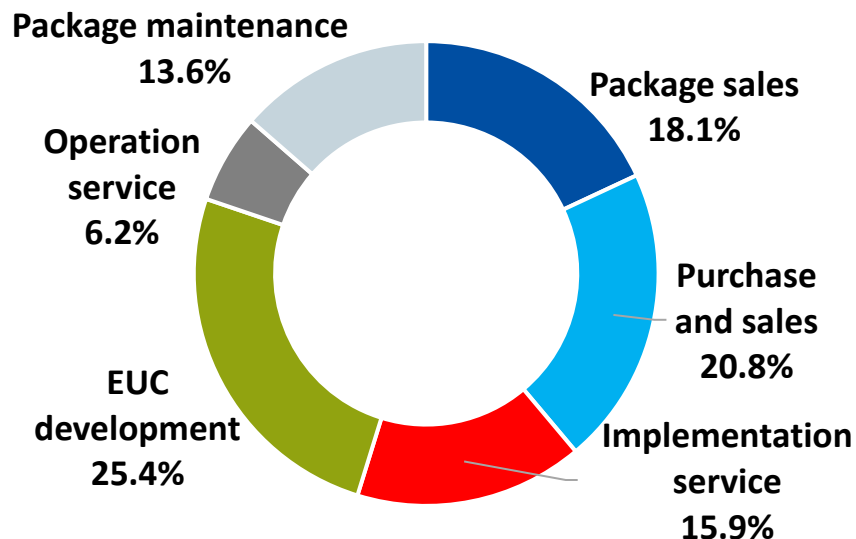


5. GAKUEN Business (2/6) — Business Activities

Pct. of consolidated sales



Sales composition by service



05. Package maintenance and support

- Operation of GAKUEN support center
- Product maintenance (upgraded versions)
- Infrastructure maintenance
- Classes on many subjects (product classes, seminars, etc.)

01. Product planning and development

- Market surveys/Technology surveys
- Plans for new products/businesses
- Studies for establishing alliances
- Product development/Technology confirmations
- Proof of concept

02. Promotional sales

- Seminars and webinars
- Study groups for nationwide GAKUEN users
- Operation of GAKUEN STATION (members-only website)
- Provision of GAKUEN licenses
- GAKUEN data center service
- GAKUEN certificate issuing machine/Attendance recording unit
- Purchase and sale of other software and hardware

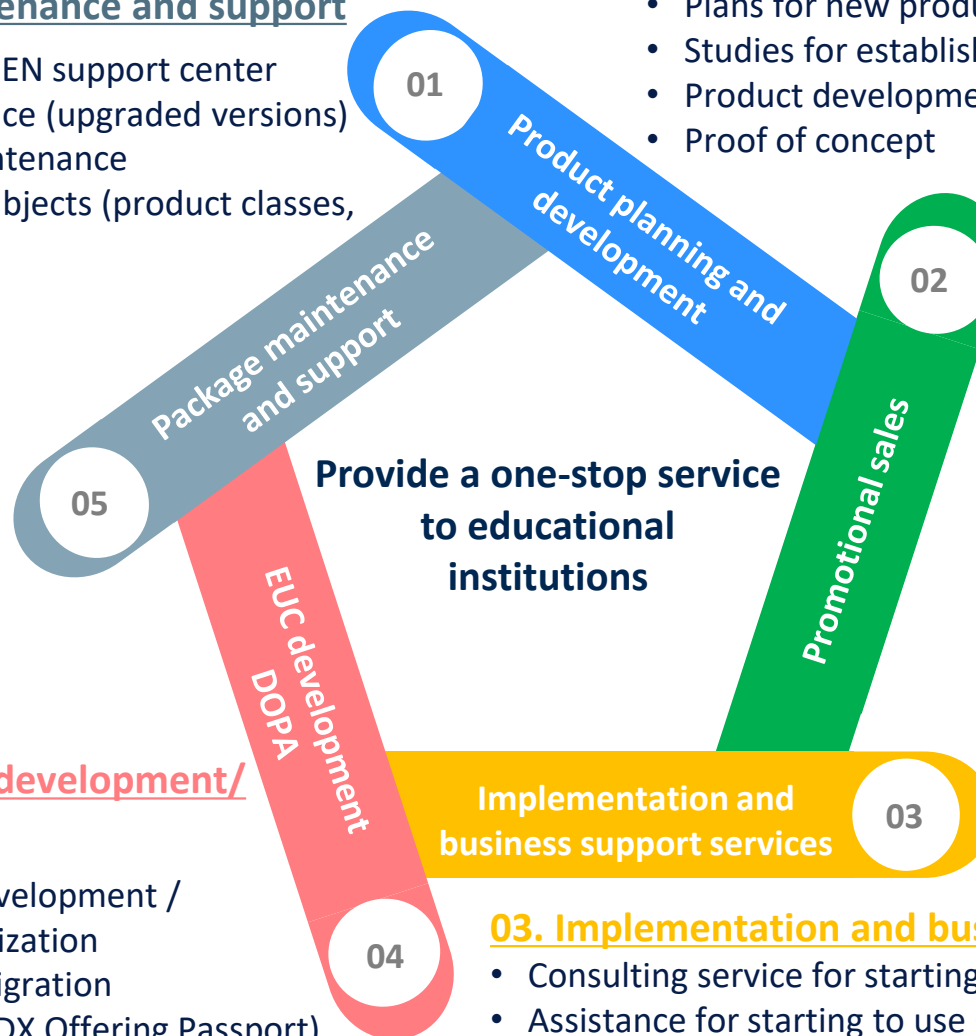
03. Implementation and business support services

03. Implementation and business support services

- Consulting service for starting to use GAKUEN
- Assistance for starting to use GAKUEN
- Operation service
- BPO (Business Process Outsourcing)

04. EUC development/ DOPA

- EUC development / customization
- Data migration
- DOPA (DX Offering Passport)
- Data analysis support service
- Infrastructure construction



5. GAKUEN Business (3/6) — Strengths (1) A One-stop Source of Services

Before school to after starting school

After graduation



Portal system

Information provision



Portal
Smartphone app
WEB application
Research information

School affairs



School affairs
Classroom
Syllabus batch printing
Syllabus disclosure
Digital certificates

Education support



Class
Smartphone attendance
Attendance management
IC attendance coordination
Teacher's tablet

Portfolio



Learning portfolio
My step
Course record

Employment
/Student support



Employment
Students
E-money
Point management



Back-office system



Entrance examination



School affairs



Digital certificates



Employment



School expenses



Scholarship



Create report



Automatic issuing machine



AI Organizing time schedule



Linkage with NTT West certificate issuing service



Timeline

Revisions of graduate data

Personal pages

Questionnaire

Coming soon

Under development
or to be developed

Application form

Application for issuing
certificate

Community

Digital certificates

Receipt of donations

Cashless payments

Applications for events

Company advertisements

Personal ID number linkage
Digital certificate app linkage

NTT West LinkU-ID
authorization linking
service

Future activities

E-learning

Career matching

BPO

Outsourcing of university
administrative tasks

Entrance exams

Registration of
applicant data
Test score processing
Production of documents to
determine passing scores

School affairs

Lesson/syllabus preparation
Collection/analysis of class
evaluation questionnaires
Certificate revisions
and registrations

Career support

Information from companies that
made advance hiring decisions
Collection of questionnaires
about job hunting activities
Registration of job
seeker data

IT system

Responses to inquiries about
the university's IT system
Utilization procedures for
e-mail/PCs/wireless LAN
Production/organization
of manuals

Alumni groups

Member data registration and
printing member lists
Output of labels for sending
materials by postal mail
Collection of questionnaires

5. GAKUEN Business (4/6) — Strengths (2) Many Years of Experience

Since the release of the “GAKUEN” series 30 years ago, 447 schools have decided to use this product, which is widely used at many universities with confidence. Users range from large universities like Tohoku University and Kinki University to universities and junior colleges that focus on specific academic fields.

GAKUEN users

Universities: 338

Junior colleges:

91

Others: 18

Total: 447

Shikoku region

Matsuyama University
St. Catherine University

Kinki region

Osaka Metropolitan University (public)
University of Hyogo (public)
Osaka Institute of Technology
Kyoto Tachibana University
Kyoto Seika University
Kyoto University of Foreign Studies
Kobe College
Shitennoji University
Morinomiya University of Medical Sciences
Baika Women's University
Kyoto University of Advanced Science
Osaka International University
Kyoto Koka Women's University
Osaka University of Arts
Kyoto Bunkyo University
Osaka College of Music

Kindai University
Konan University
Bukkyo University
Setsunan University
Hannan University
Otemae University

Chugoku region

Yamaguchi Prefectural University (public)
Elisabeth University of Music
Hijiyama University
Hiroshima City University (public)
International Pacific University

Hiroshima University of Economics
The University of Shimane (public)
Okayama University of Science
Kibi International University

Kyushu region

Okinawa Prefectural University of Arts (public)
Chikushi Jogakuen University
Nakamura Gakuen University
Meio University (public)

Fukuoka Institute of Technology
Okinawa Prefectural College of Nursing (public)
Miyazaki International University
Kumamoto Gakuen University
Sojo University

Hokuriku region

University of Fukui (national)
Hokuriku University
Niigata University of Health and Welfare
Niigata University of Pharmacy and Medical and Life Sciences
Niigata University of International and Information Studies
Nagaoka Institute of Design

Tokai region

Mie University (national)
Aichi Prefectural University (public)
University of Shizuoka (public)
Aichi Gakuin University
Tokoha University
Tokai Gakuen University
Nagoya University of Foreign Studies
Nagoya University of Arts and Sciences
Nagoya University of the Arts
Toyohashi Sozo University
Aichi Sangyo University
Nagoya Bunri University
Gifu Shotoku Gakuen University
Asahi University

Kanto

Tokyo University of Science
Kokugakuin University
J. F. Oberlin University
International University of Health and Welfare
Tokyo Denki University
Nippon Sport Science University
Tamagawa University
Musashi University
Kogakuin University of Technology & Engineering
Japan Women's University
Tokyo International University
Nippon Institute of Technology
Kyoritsu Women's University
Showa Women's University
Kyorin University
Atomi University
Toyo Eiwa University
Josai International University
Kanda University of International Studies
Surugadai University
Tokyo University of Pharmacy and Life Sciences
Jumonji University
Kyoai Gakuen University
Edogawa University
Yamanashi Gakuin University
Tokyo Medical University
Nishogakusha University
Kyorin University
Komazawa Women's University
Tokyo University of Information Sciences
Showa University of Music

Chiba Institute of Technology
Teikyo Heisei University
Meisei University
Juntendo University
Chiba University of Commerce
Meikai University
Shukutoku University
Reitaku University
Otsuma Women's University
Toin University of Yokohama
Seigakuin University
Tama University
Tokyo College of Music
Tokyo Seitoku University
Musashino Academia Musicae
Kaetsu University
Wako University

Hokkaido

Kushiro Public University of Economics (public)
Hokkaido University of Science
Rakuno Gakuen University
Japan Healthcare University
Hokkaido Musashi Women's University

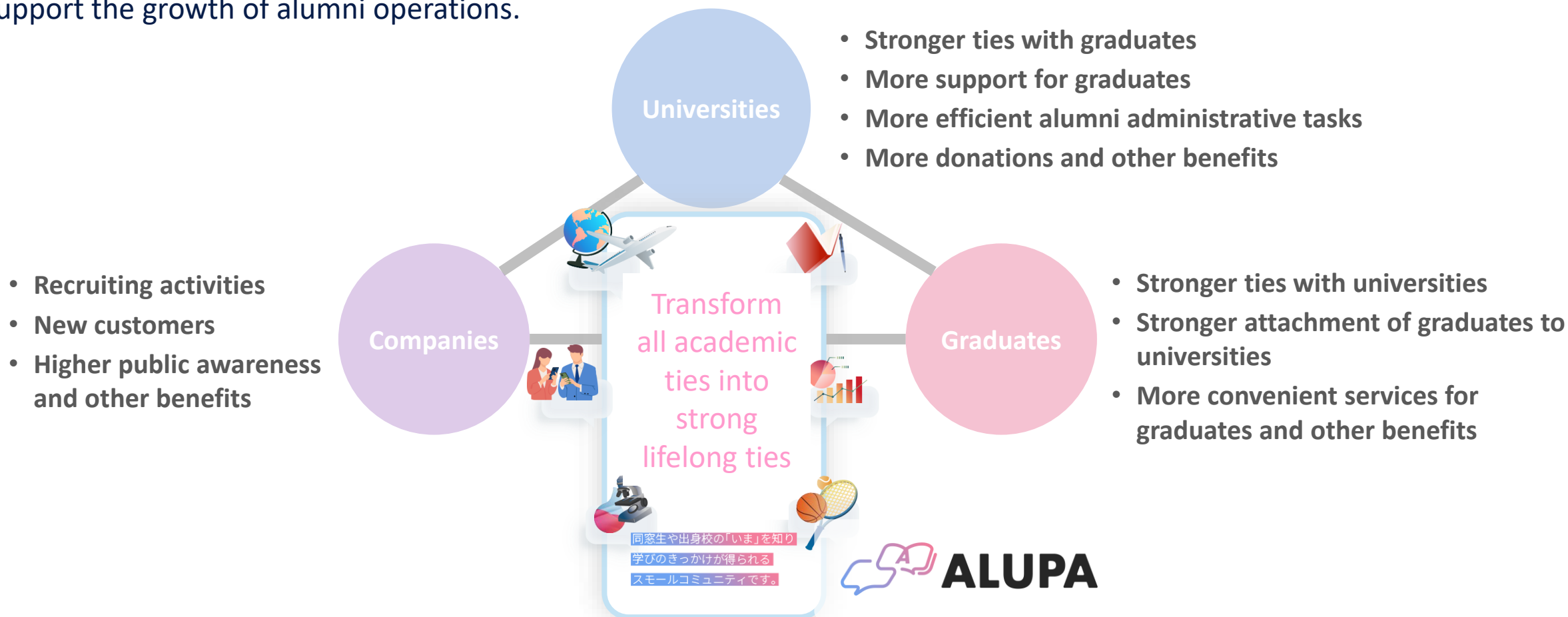
Tohoku region

Tohoku University (national)
Yamagata Prefectural University of Health Sciences (public)
Tohoku Gakuin University
Tohoku Fukushi University
Miyagi Gakuin Women's University
Tohoku University of Art and Design
Tohoku University of Community Service and Science
Sendai Shirayuri Women's College
Aomori Chuo Gakuin University
The University of Aizu Junior College Division
Fukushima Medical University
Ohu University
Sendai Seiyō Gakuin College
College of Engineering, Nihon University

5. GAKUEN Business (5/6) — Strengths (3) Transformation into a Lifetime Learning Platform

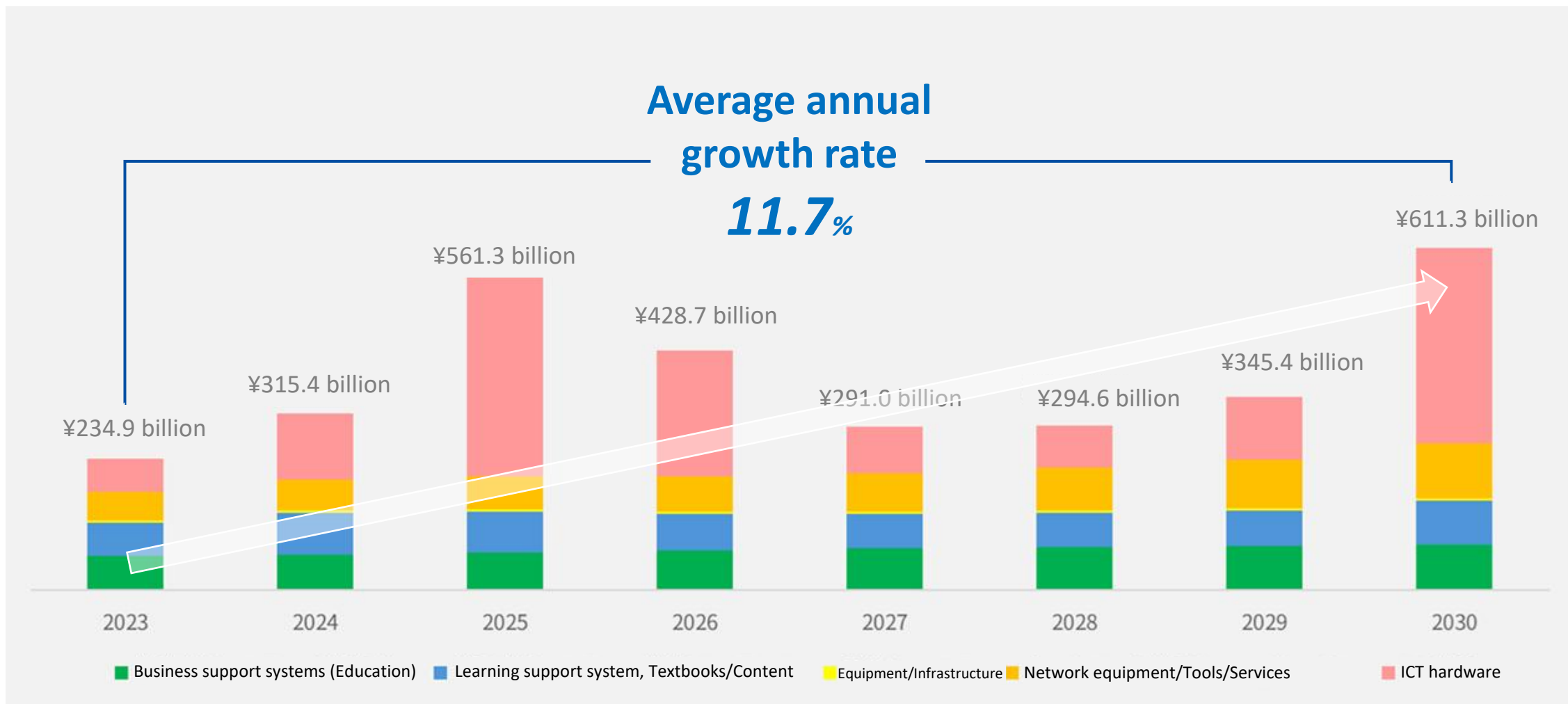
JAST has started offering the ALUPA alumni service that maintains strong lines of communication between universities and students after they graduate and offers lifetime learning opportunities. This new service uses JAST's expertise acquired from providing services to educational institutions and information acquired over many years.

ALUPA is a platform (a closed SNS) that links universities and their alumni and companies involved with a university's activities. ALUPA provides services required by all stakeholders that use this platform. With these strengths, ALUPA can support the growth of alumni operations.



5. GAKUEN Business (6/6) — Market Size

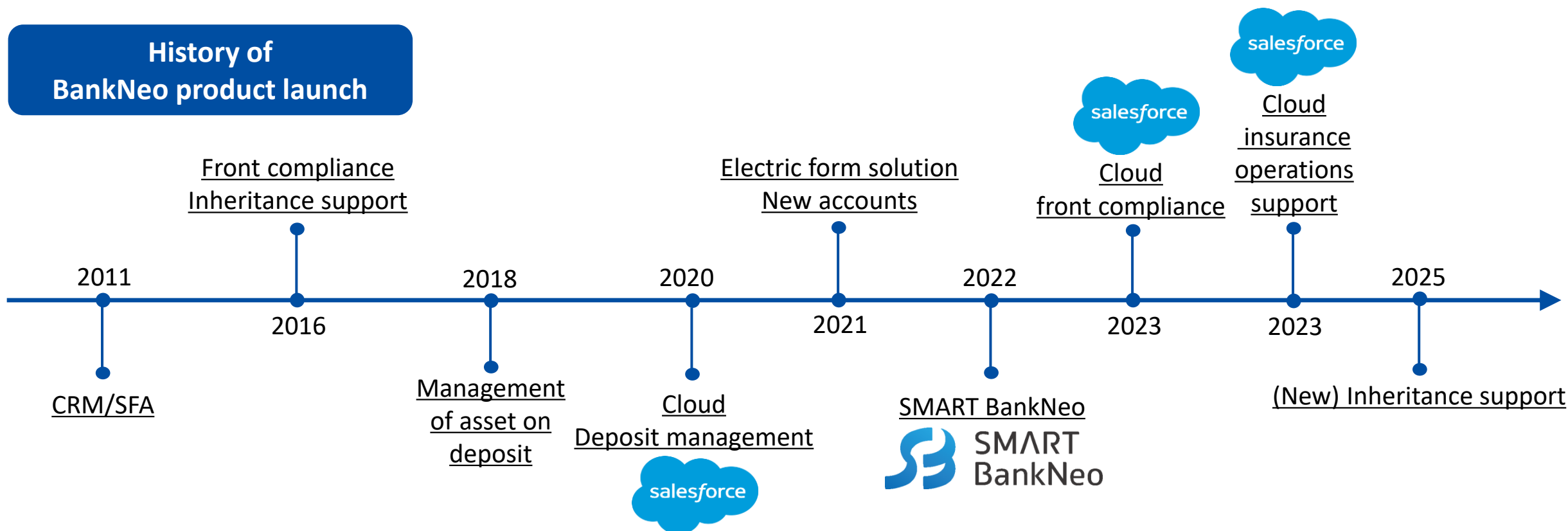
The education DX/ICT market is expected to grow at a double-digit pace



Source: “Education DX/ICT Solution Market Research 2025” Fuji Chimera Research Institute, Inc.

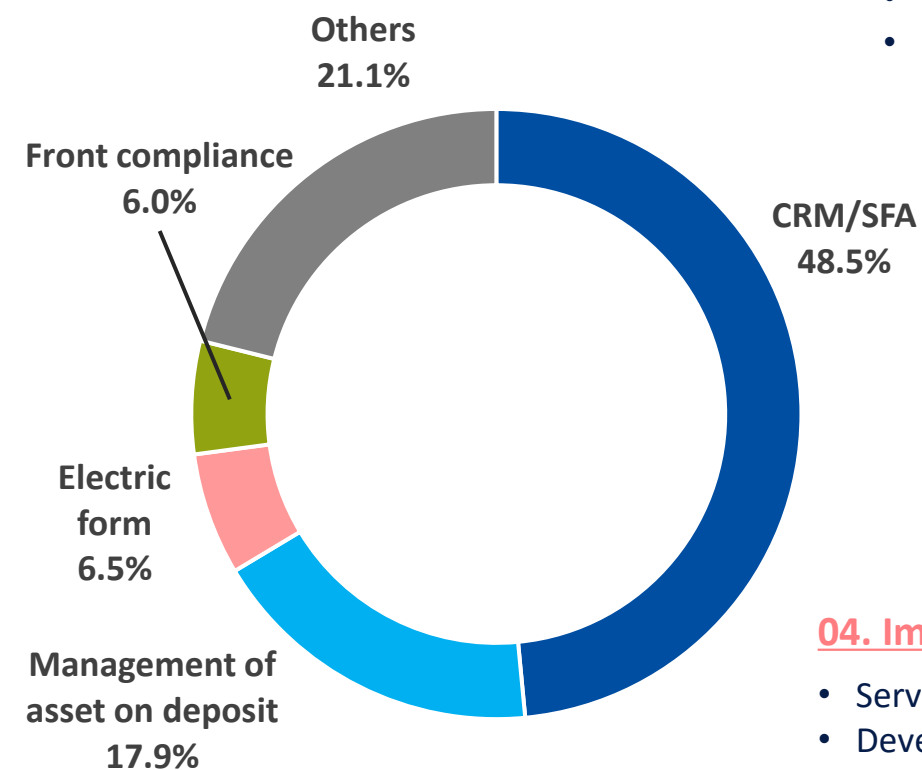
6. BankNeo Business (1/6) — History

The BankNeo series is an integrated package solution for the IT system issues of financial institutions. Sales started in 2011 with a version for customer relationship management and sales force automation. Subsequently, the lineup expanded to encompass many types of support for financial institution business processes. BankNeo covers the management of items held in custody, electronic forms, new accounts, support for selling investment trusts/insurance policies, inheritance support, and other activities. The number of companies using the BankNeo series is increasing steadily and is currently 64. As a partner for financial institutions, JAST will continue to develop DX products and create new value.



6. BankNeo Business (2/6) — Business Activities

**Sales composition by product
FY2025.3**



05. Package maintenance

- Product maintenance
- Upgraded versions
- Classes (distribution of operation videos)
- User surveys (questionnaire)
- Feedback of data on utilization

01. Product planning and development

- Market surveys/Technology surveys
- Planning for new products/businesses
- Studies for establishing alliances
- Product development/Technology confirmations

02. Promotions

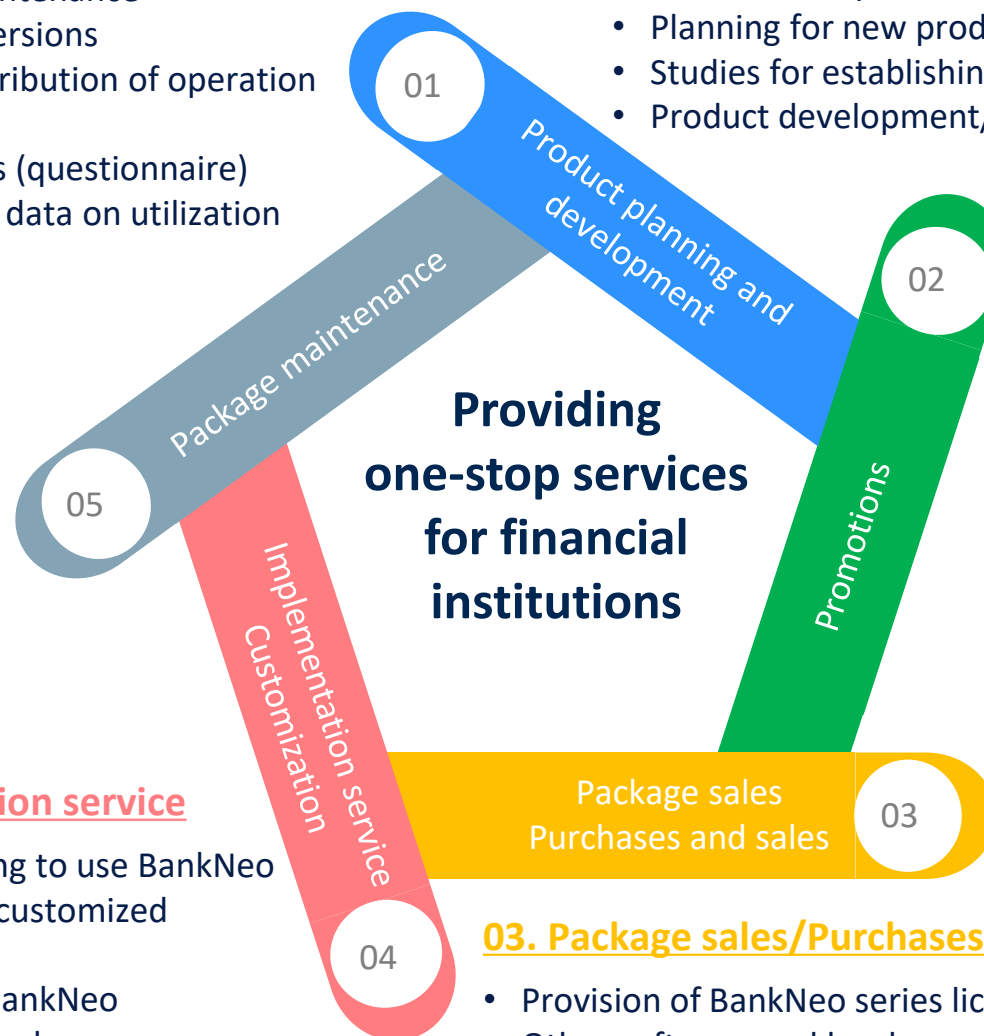
- Trade shows and exhibitions
- Seminars and webinars
- User meetings
- Planning/operation of the BankNeo website
- Production of catalogs and leaflets

04. Implementation service


- Service for starting to use BankNeo
- Development of customized versions
- Moving data to BankNeo
- Provision of manuals
- Infrastructure construction

03. Package sales/Purchases and sales

- Provision of BankNeo series licenses
- Other software and hardware (data linkage tools, integrated management tools, etc.)



6. BankNeo Business (3/6) —Strengths (1) A Diverse Lineup Backed by Business Process Expertise


CRM/SFA

- Centralized customer management + Sales support
- Data collection, use and accumulation
- Includes money receipt function





CRM + TQSM

- Improves sales productivity and quality
- Stronger organization, training programs
- Visualization of processes



Management of asset on deposit

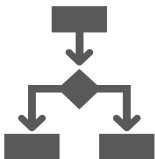


Receipt of items to be held

- E-signature/Paperless procedure
- Stronger data management system
- More efficient oversight of business activities

NEW

Inheritance support



IT system for inheritance tasks

- Uses internet/telephone/branch office channels
- Centralized administrative processes
- A fully integrated system


Front compliance
Insurance operations support



Investment trust/insurance sales

- Assets deposited by customers/Products with risk
- Transaction records
- System for complex business processes


Electric form solutions



Electronic business forms

- Conversion of forms, which are produced in many types but in small numbers, to an electronic format
- Paperless processes
- Electronic storage

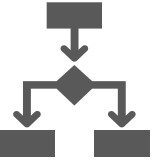
Account opening



New account applications/approvals

- Tablets used for all steps
- User interface that is easy to use
- A fully integrated system

Document submission



Address change procedure

- One-stop service
- Receipt of all documents for a change
- Management by an IT system

Periodically ask customers about their needs and wishes



Make package versions of new systems

6. BankNeo Business (4/6) — Strengths (2) Many Years of Experience

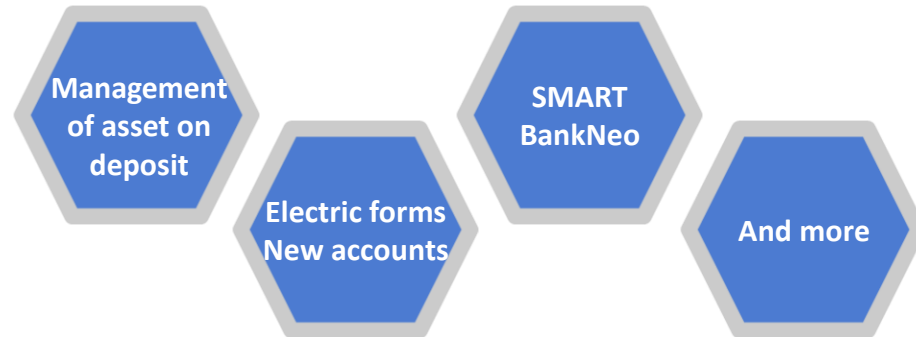
64 financial institutions are using BankNeo



6. Business (5/6) — Strengths (3) Provision Method that Matches Customers' Needs

On-premises version

In the financial services industry, where security requirements are exacting, many financial institutions use on-premises products. JAST will continue to supply products for on-premises use that customers can use with confidence.



Used by regional banks/shinkin banks nationwide

BankNeo 預り管理

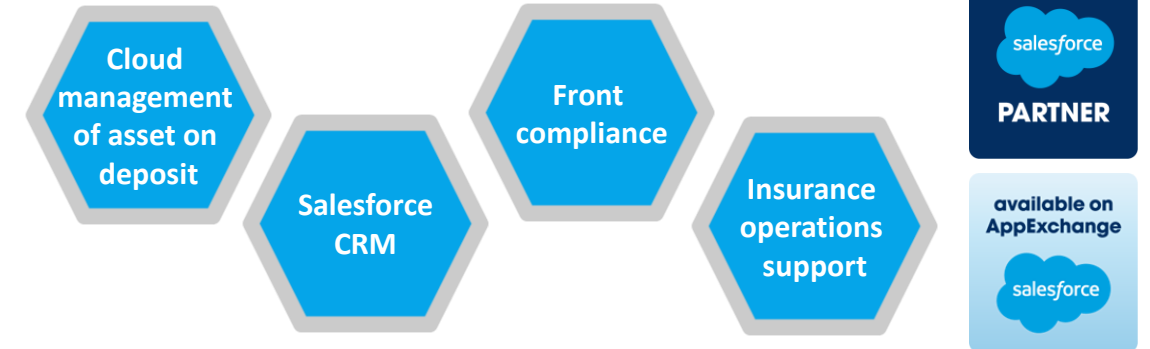
Used by **28**
financial institutions



Used by **23**
financial institutions

Cloud version (Salesforce platform)

JAST is developing a cloud version of BankNeo that uses the platform of Salesforce, the world's leading CRM. By using its extensive knowledge, JAST will provide support to financial institutions for using the cloud by utilizing Salesforce PaaS and SaaS.



The most popular financial app on AppExchange



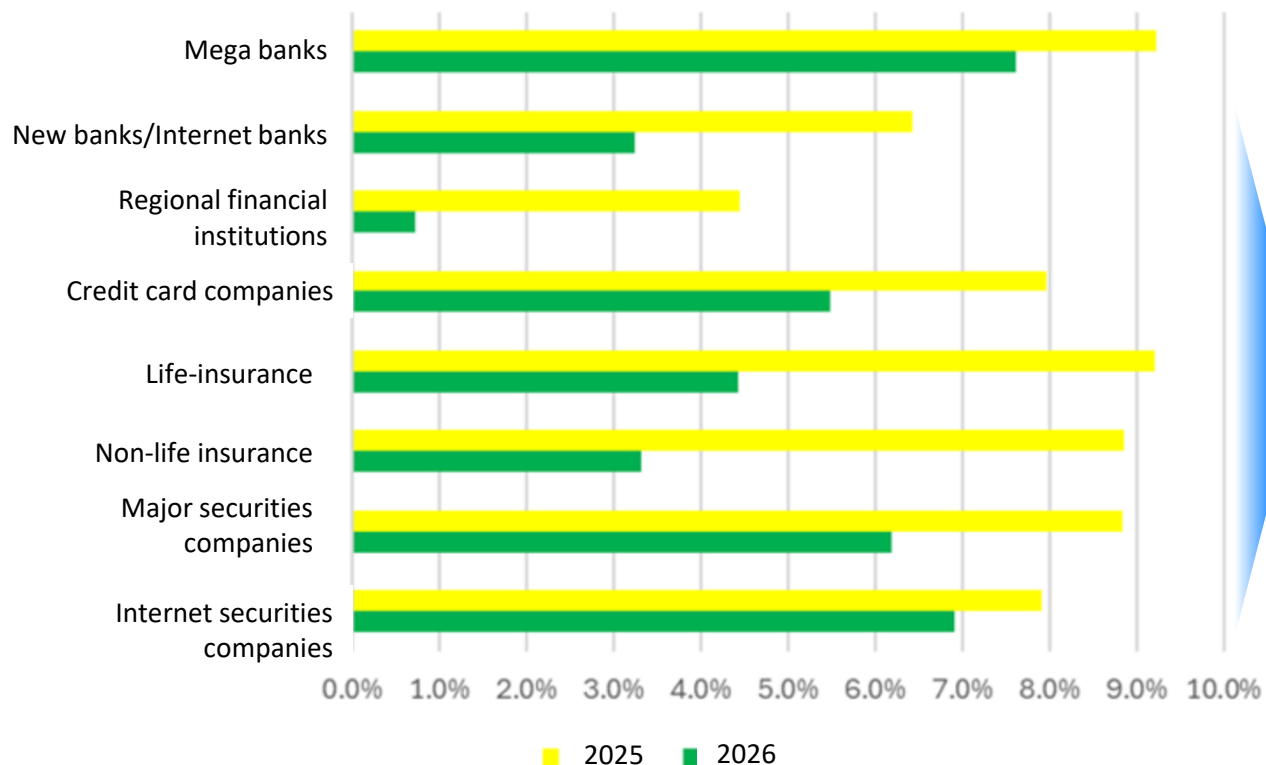
JAST Solution for BANKING
Cloud BankNeo 預り管理

About **40,000** users

6. BankNeo Business (6/6) — Market Size

Earnings at many financial institutions in Japan are improving due to the strong economy and the Bank of Japan's decision to end its negative interest rate policy and slowly raise interest rates. As a result, financial institutions, primarily large ones, are consistently making big IT investments.

In 2025, Japan's financial IT market is expected to be ¥3,329 billion, 7.5% more than in 2024. The forecast is strong growth with an average annual growth rate (CAGR) of 6.5% between 2023 and 2028, which would raise this market to ¥3,895.6 billion.



1. Maintain position in existing business domains

JAST will remain in current business domains due to the outlook for growth in all major financial service categories from 2025 to 2026.

2. Stronger growth strategy for the primary target

Large financial institutions, JAST's primary target for BankNeo, are expected to remain a major source of growth in the financial IT market. JAST will continue to implement a strategy for growth that effectively uses the company's strengths.

3. Establish a growth strategy that reflects regional economies

The prolonged absence of economic growth in some regions is creating concerns about the growth prospects for some regional financial institutions. The BankNeo business must monitor the health of regional economies when determining strategies for growth.

4. Expansion of business areas

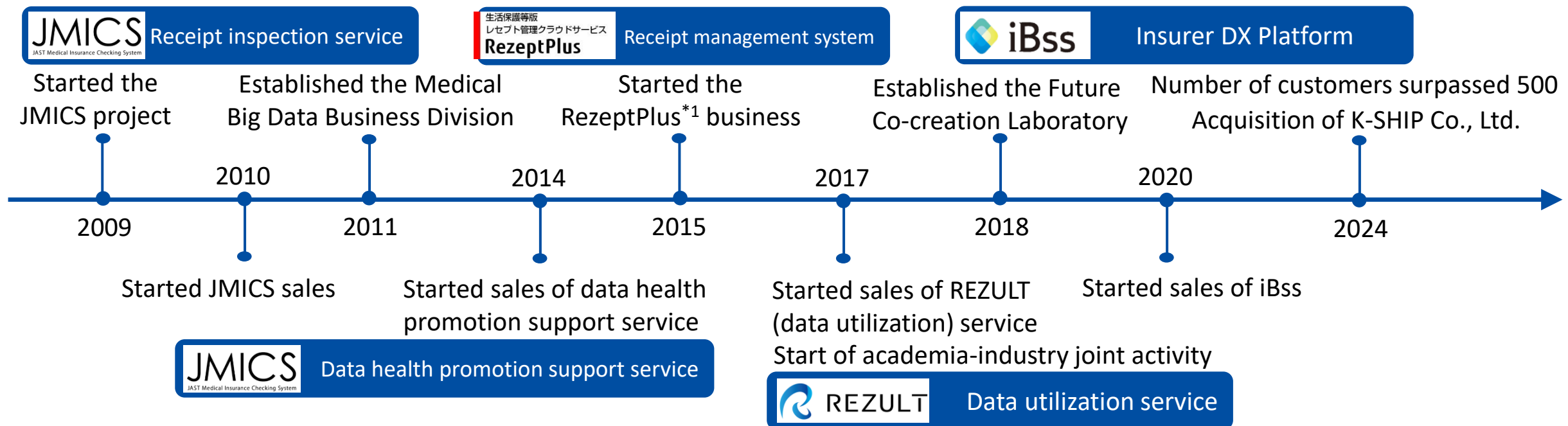
Expand operations to more market categories by increasing sales activities that target financial service categories that are growing rapidly (internet banks, life insurance, non-life insurance, securities).

Source: "2025-2026 Growth Forecast for Major Categories of Japan's Financial IT Market" IDC Japan

7. Medical Big Data Business (1/6) — History

In 2009, JAST started the JMICS automated inspection service for health insurance claims. Next was the launch in 2014 of the data health promotion support service, which uses accumulated data for integrated support extending from analysis to planning, operations and measurement of effectiveness at insurers. These new services were followed by RezeptPlus in 2015, a health insurance receipt management service for public assistance, REZULT in 2017, one of the Japan's largest anonymous medical care big data utilization service, and the integrated insurer business operations DX platform iBss in 2020.

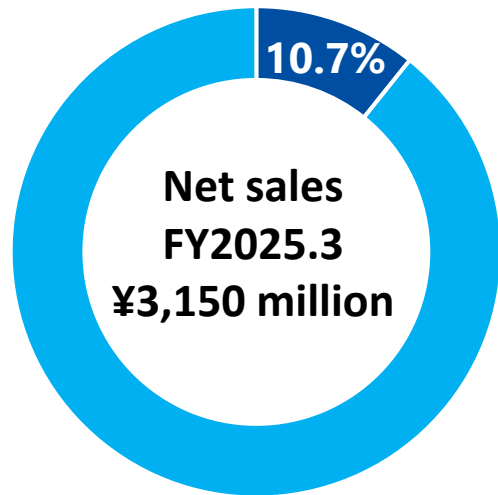
In recent years, the breadth of business operations has expanded with steps such as the acquisition of K-SHIP, a company with expertise involving BPO for insurance operations. Currently, big data services are provided to about 500 insurers. To play an important role in supporting Japan's insurance systems, JAST will continue to provide services that deliver meaningful value to customers.



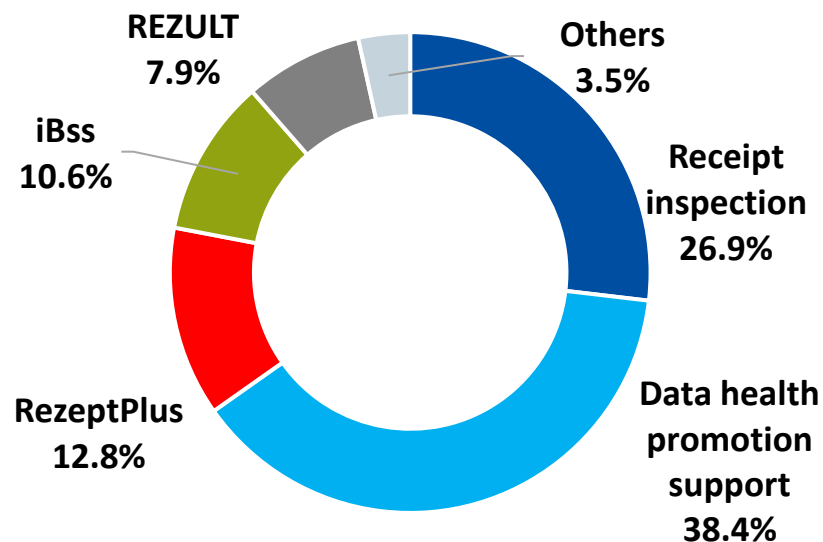
*1: RezeptPlus is a registered trademark of Fujitsu Japan Limited.

7. Medical Big Data Business (2/6) — Business Activities

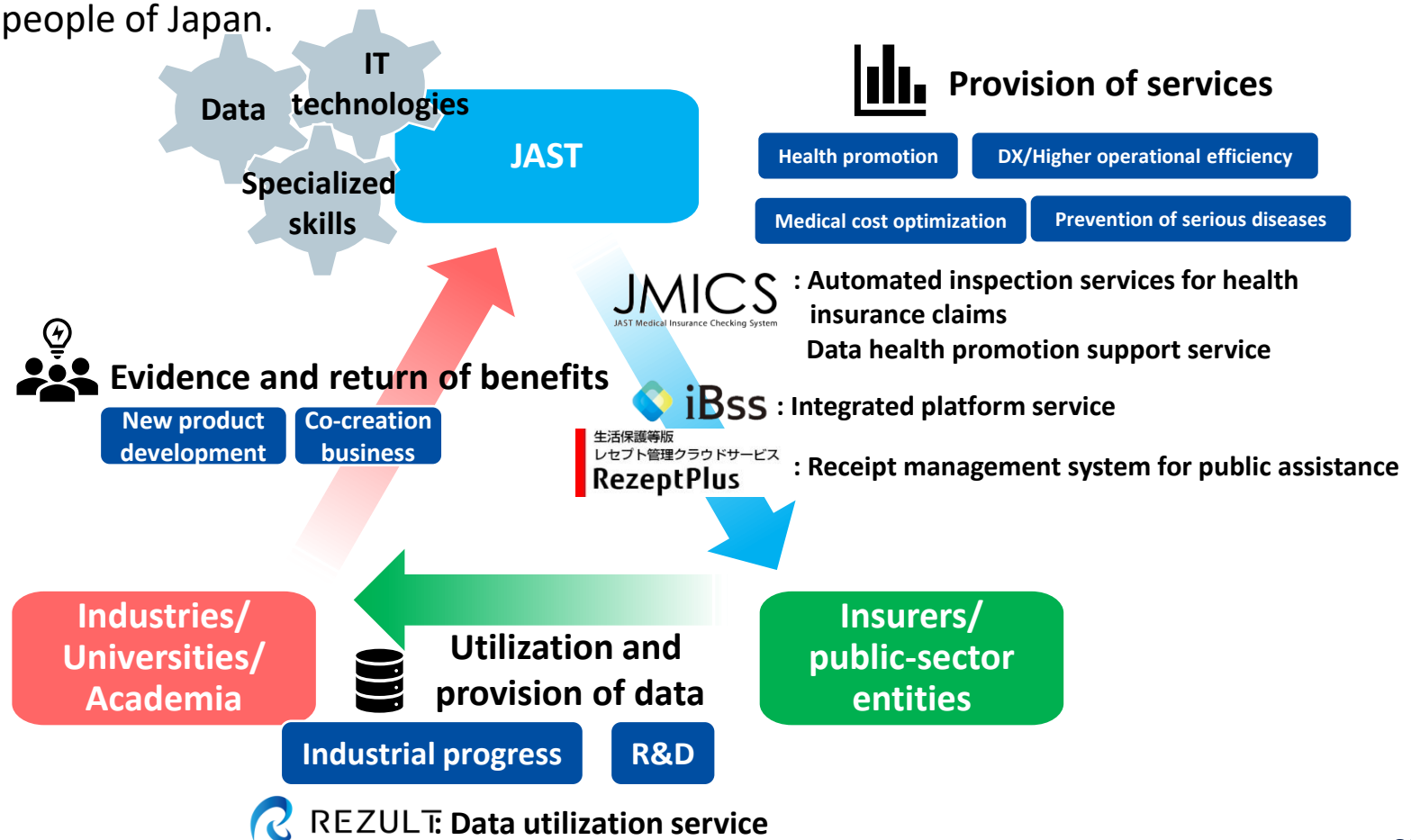
Pct. of consolidated sales



Sales composition by service



JAST has established a virtuous cycle for solving social issues that consists of (1) services for the health insurers and governments that support Japan's health insurance system, (2) the use of data acquired from these services for industrial progress and research programs and (3) returning the results to society. Activities also have the goal of maintaining and strengthening the health insurance system that is vital to the wellbeing of the people of Japan.



7. Medical Big Data Business (3/6) —Strengths (1) Insurer Categories and Transaction Volume

JAST has relationships with many types of insurance organizations and know-how involving healthcare data for working-age people, who are covered mainly by health insurance associations, children and seniors, and welfare public assistance.

Relationships

More than 500 organizations

One of the largest numbers of relationships with insurers nationwide

Health insurance associations

A leader in this category, mainly in large cities (market share of 50% in Osaka prefecture)

Relationships

341 associations
1,380 associations



Mutual aid associations

JAST processes and analyzes receipts for at least 25% of people covered by mutual aid associations, including many of Japan's largest insurers.

Relationships

About **61** organizations
225 organizations



Japan Health Insurance Association

Relationships with many associations, including the Tokyo Unit, with more than 5 million members, Osaka and Kanagawa units, Seamen's Insurance, and other associations

Relationships

15 organizations
49 organizations

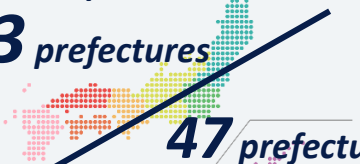


Prefectures

The start of a prefectural national health insurance health improvement support business has increased transactions with the health insurers of individual prefectures.

Relationships

13 prefectures
47 prefectures



National Health Insurance (Cities and villages)

JAST has transactions with at least 50 local governments and the leading share of the market for outsourced health insurance tasks for Japan's government ordinance cities.

Government ordinance city market share

45%

Fukuoka city, Kobe city, Sakai city, Osaka city, Kyoto city, Nagoya city, Yokohama city, Kawasaki city, Saitama city



Age 75+ seniors

Relationships with Tokyo and many other prefectures mainly for data analysis and the appropriate use of medical costs

Relationships

11 prefectures
47 prefectures




Welfare Public Assistance

RezeptPlus*¹ has a dominant market share with 780 local governments nationwide including the city of Osaka, which has the largest number people covered by welfare public assistance.

Local governments using RezeptPlus

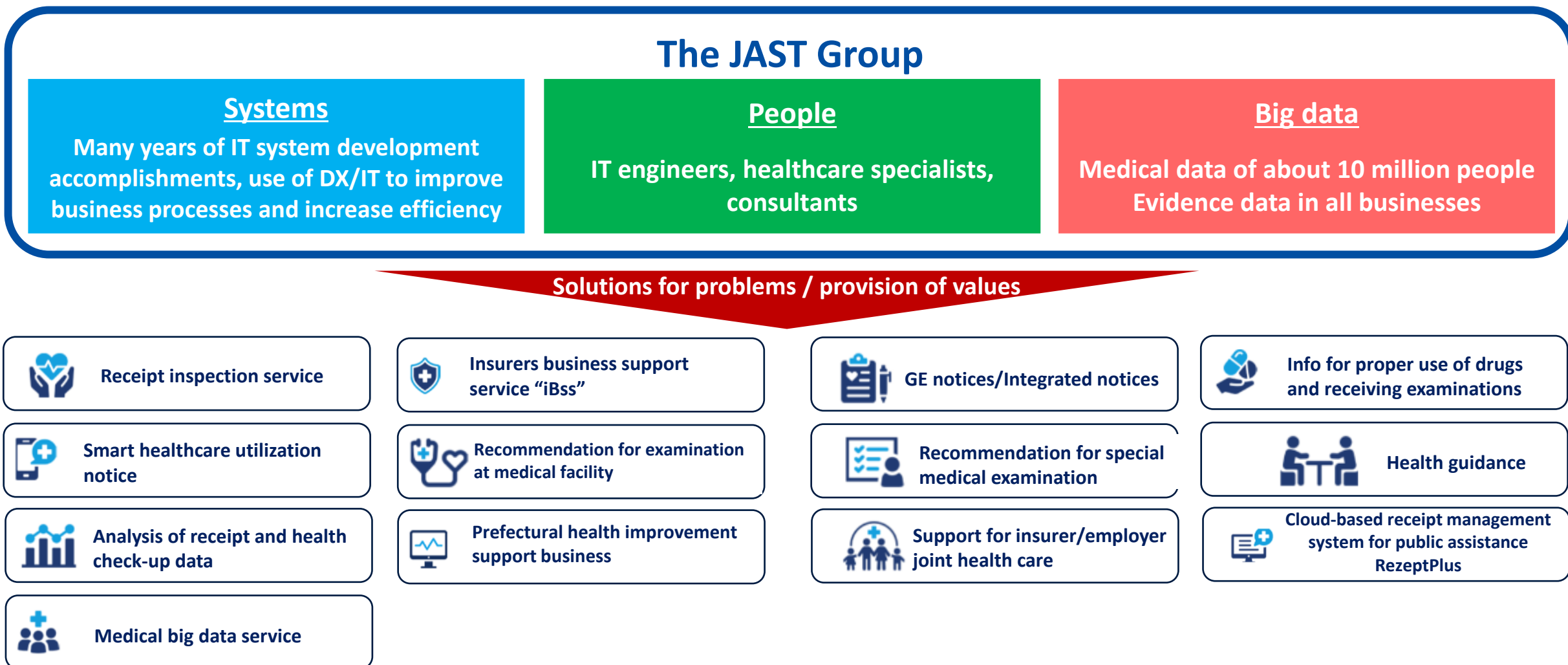
780

*1 RezeptPlus is a product of Fujitsu Japan Limited and is a joint business with JAST.

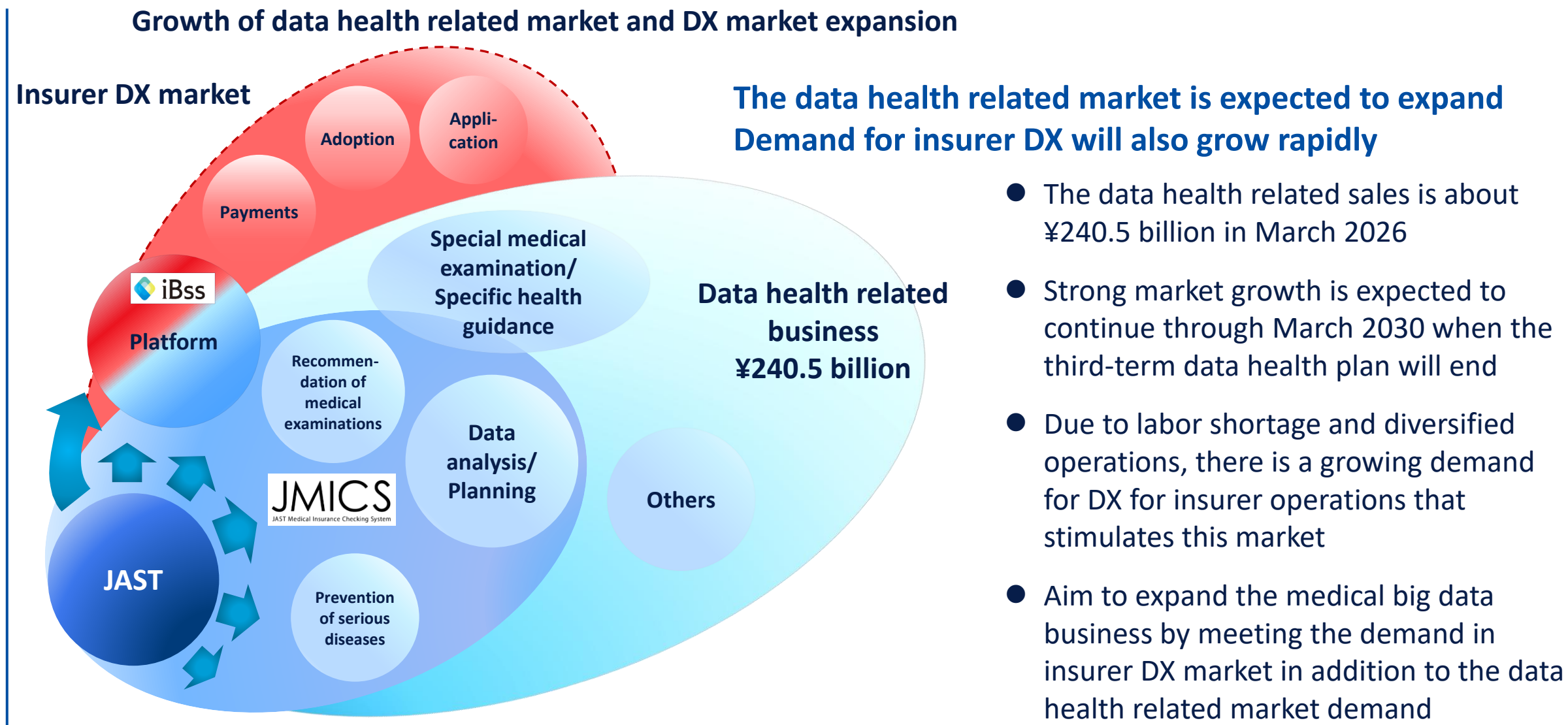


7. Medical Big Data Business (4/6) — Strengths (2) A Diverse Lineup of Services

JAST has the capabilities to play a role in solving key issues involving Japan's healthcare market: the medical cost optimization, the health promotion, altering behavior, raising efficiency of business operations, and the labor shortage. By continuing to be a source of many services, JAST is dedicated to helping solve customers' problems and providing value.



7. Medical Big Data Business (5/6) — Market Size (Data Health and Insurer DX)

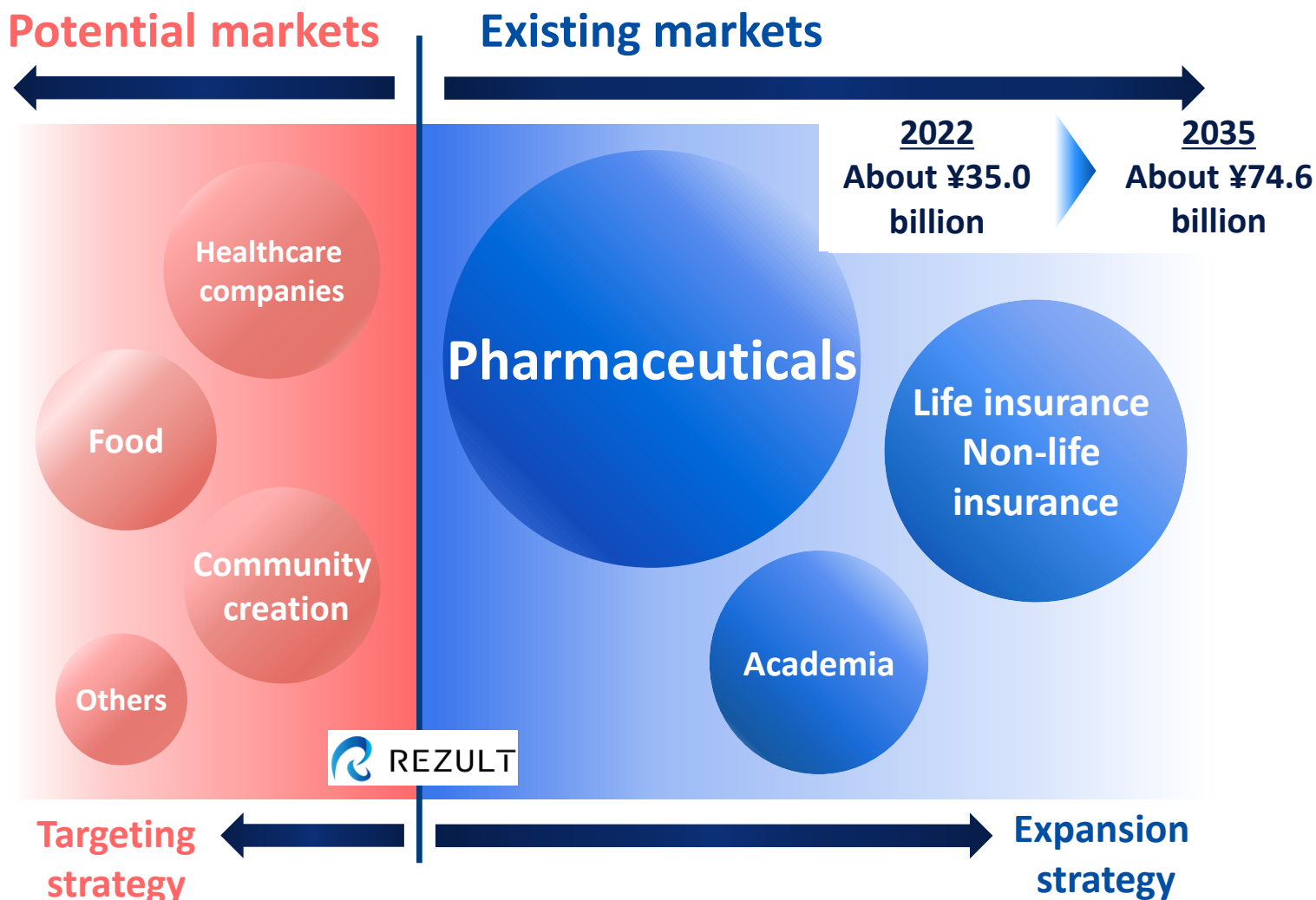


Source: Seed Planning, Inc.

Data Health Market Trends and Insurer Support Provider Survey 2023 – The Third-Term Data Health Direction and Recent Trends of Support Providers

7. Medical Big Data Business (6/6) — Market Size (Data Utilization)

Medical Big Data Utilization Service (Japan)



Japan's market for medical big data and services for using this data is expected to continue to grow with opportunities involving potential new market sectors.

- The market in Japan for medical big data utilization services is expected to more than double between now and 2035.
- One goal is a higher share of existing markets. Furthermore, to increase ways in which medical big data can be used, co-creation activities with external partners will continue. Targeting opportunities concerning potential market categories with the goal of establishing new positions in the medical big data market.

Source: "Current State and Future Prospects for Medical AI and Medical Big Data Markets, 2022" Fuji Keizai Co., Ltd.



Launch the Future

Japan System Techniques Co., Ltd.

<https://www.jast.jp/>

Inquiry

<https://www.jast.jp/contact/>

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