



FUKUI COMPUTER HOLDINGS, Inc.

# Phase 3 of Midterm Management Plan

FY2025 - FY2027

Create thoughts of the construction industry.

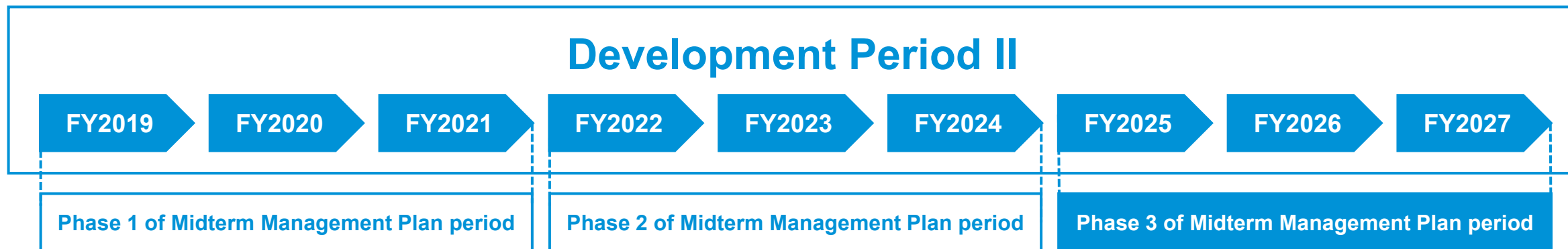
# INNOVATION for ALL.

We hope that the construction industry, which supports society, and all those who work in it will move powerfully into the future.

The FUKUI Computer Group will contribute to the realization of a more prosperous future by continuously advancing creation and innovation through the use of ICT.

- Introduction
- Basic Policy and Future Vision
- Priority Measures
- Human Capital Growth Strategy
- Quantitative Goals
- Capital Allocation

## Midterm Management Plan Periods



We regard the period up to FY2018, during which the Group has built the management foundation of its CAD business, to be the first founding period (Development Period I), and the period from FY2019 onward to be the second founding period (Development Period II).

We treat the period from FY2019 to FY2021 as the Phase 1 of Midterm Management Plan period, the period from FY2022 to FY2024 as the Phase 2 of Midterm Management Plan period, and this Midterm Management Plan period from FY2025 to FY2027 as the third period.

## Review of the Previous Midterm Management Plan Period

- In the previous period, FY2022-2024, we struggled to respond to changes in the external environment, such as the reduction in IT introduction subsidies, and the quantitative goals we had initially set were not achieved.



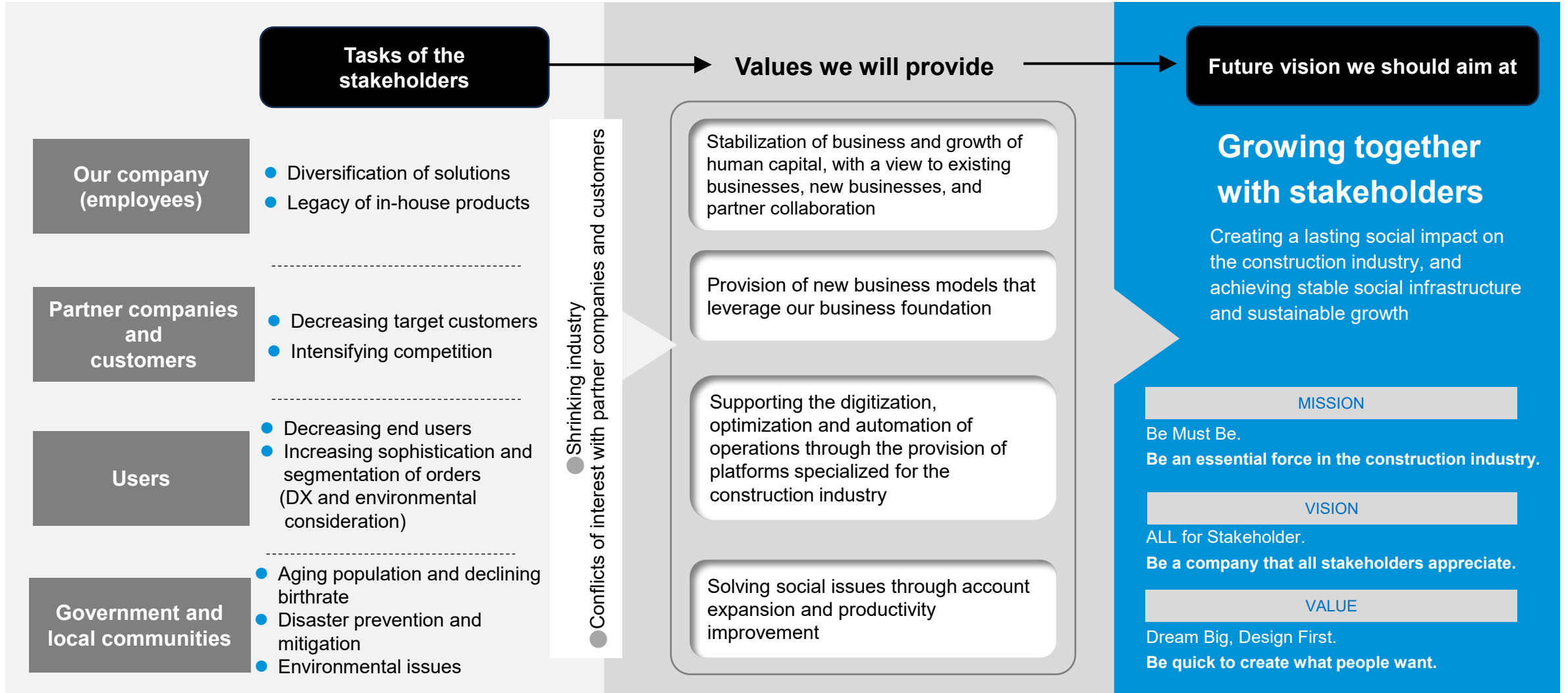
- In this period, reflecting on challenges from the previous period, we have thoroughly analyzed the external environment, as well as reviewed the value we can offer and our relationships with stakeholders from the ground up. Based on this, we have established a basic policy that considers the external environment and have set a future vision for our company.
- By focusing on priority measures for implementation and investment in human capital as a foundation as well as in growth businesses, we will work with our stakeholders to generate sustained impact and achieve stable growth for the entire construction industry, which requires structural transformation.

## Basic Policy of the Midterm Management Plan

**While sharing values (awareness of issues) with all stakeholders and  
providing newly and truly sought-after values, we aim to achieve  
coexistence and co-prosperity.**

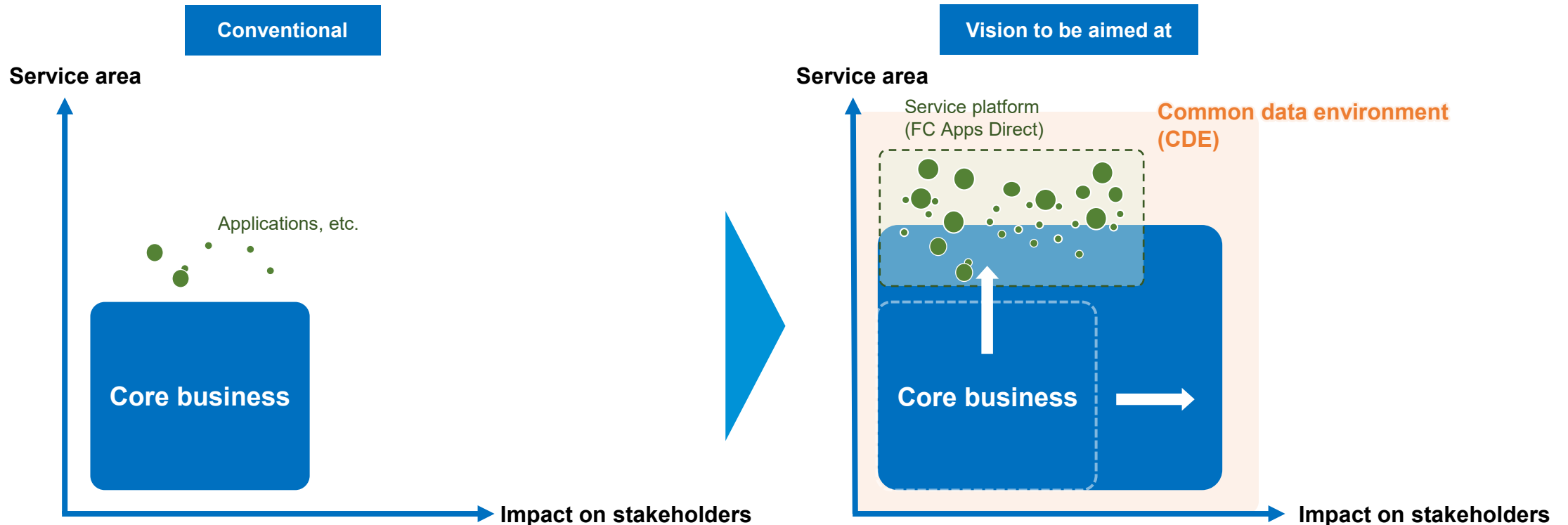
**To this end, we will work to transform our business model and  
reorganize our organization.**

## Providing Values to the Construction Industry Together with Stakeholders



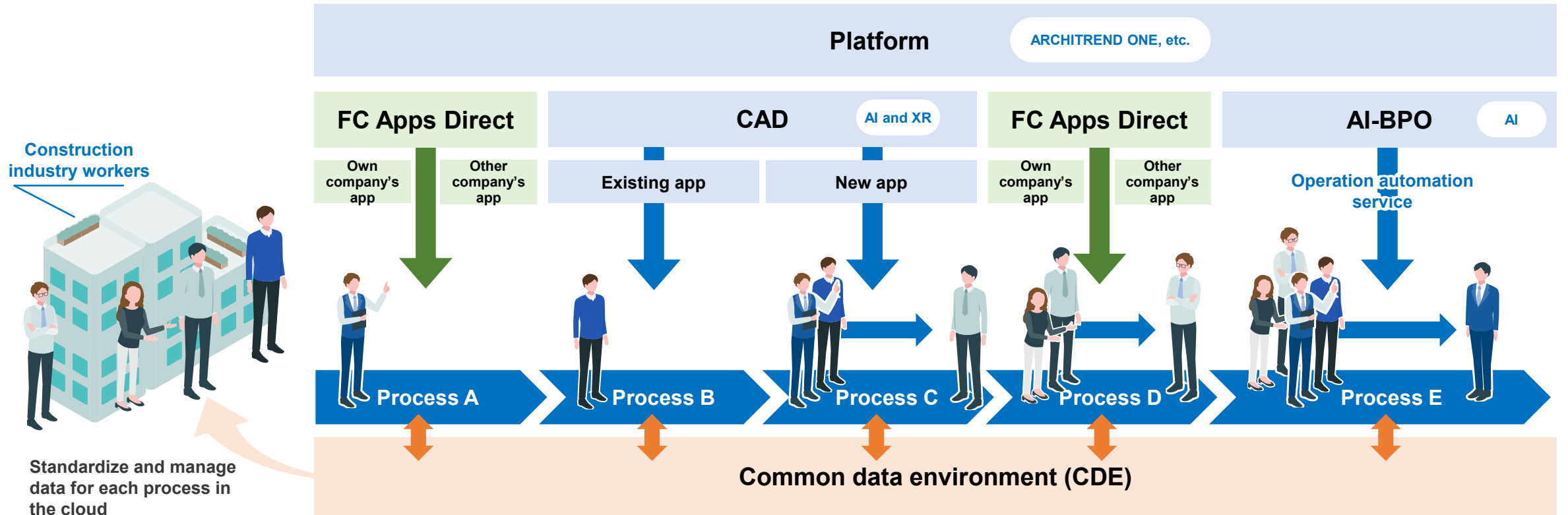
## Image of Growth to Be Aimed for through Innovation

- 1 Growth of core business (ARCHITREND ONE, etc.)**
  - Gradually grow CAD and add new functions.
  - Expand customer base through platform functions.
  - Provide BPO services employing AI for issues that are difficult to streamline using applications alone.
- 2 Development of a new business model (FC Apps Direct)**
  - Provide applications (including external solutions) via a new service platform.
  - Conduct optimization and automation to address our customers' needs, with cross-selling on the platform, ultimately aiming for account expansion and ARPA growth.
- 3 Construction of a common data environment (CDE)**
  - Promote the construction of a common data environment (CDE) for project data, etc.
  - Provide comprehensive support for labor and personnel savings by centrally managing data.



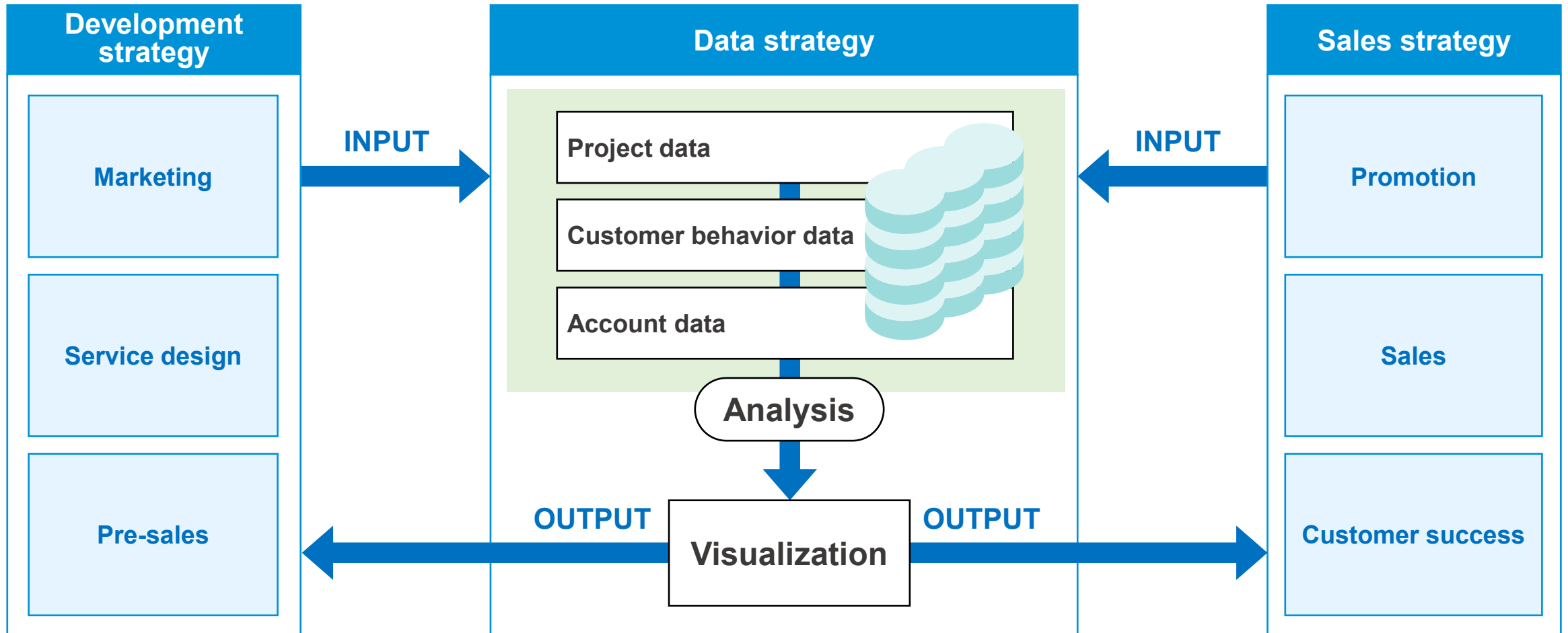
## Provision of Comprehensive Services to the Entire Construction Industry to Be Aimed for through Innovation

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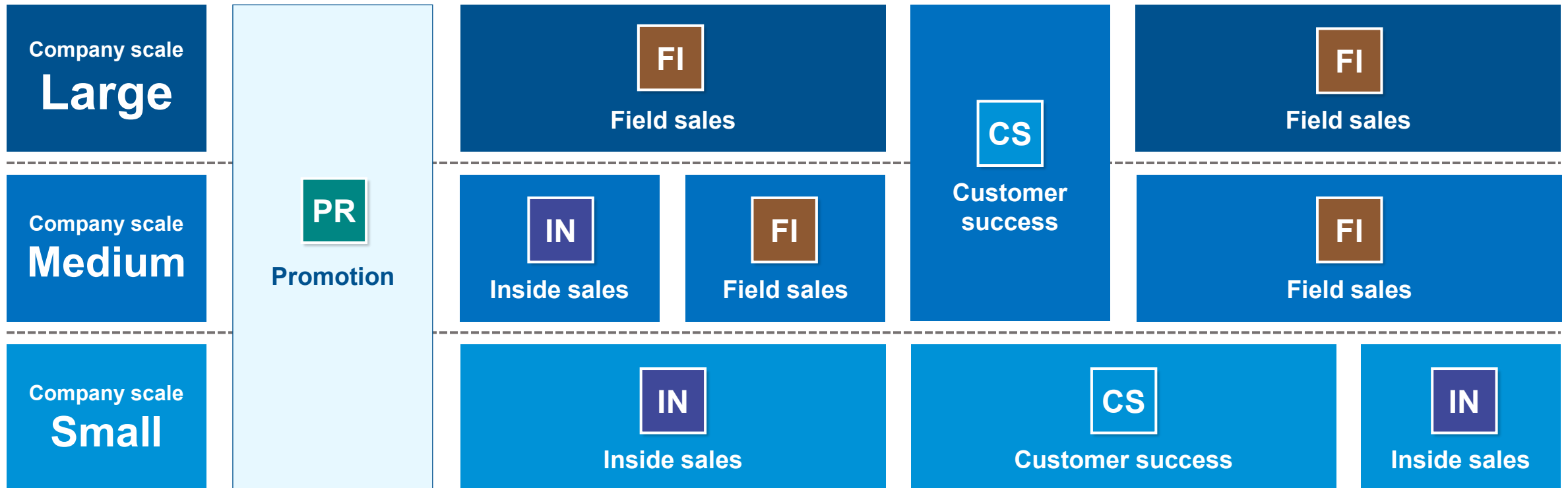


## Promotion of Data-driven Management

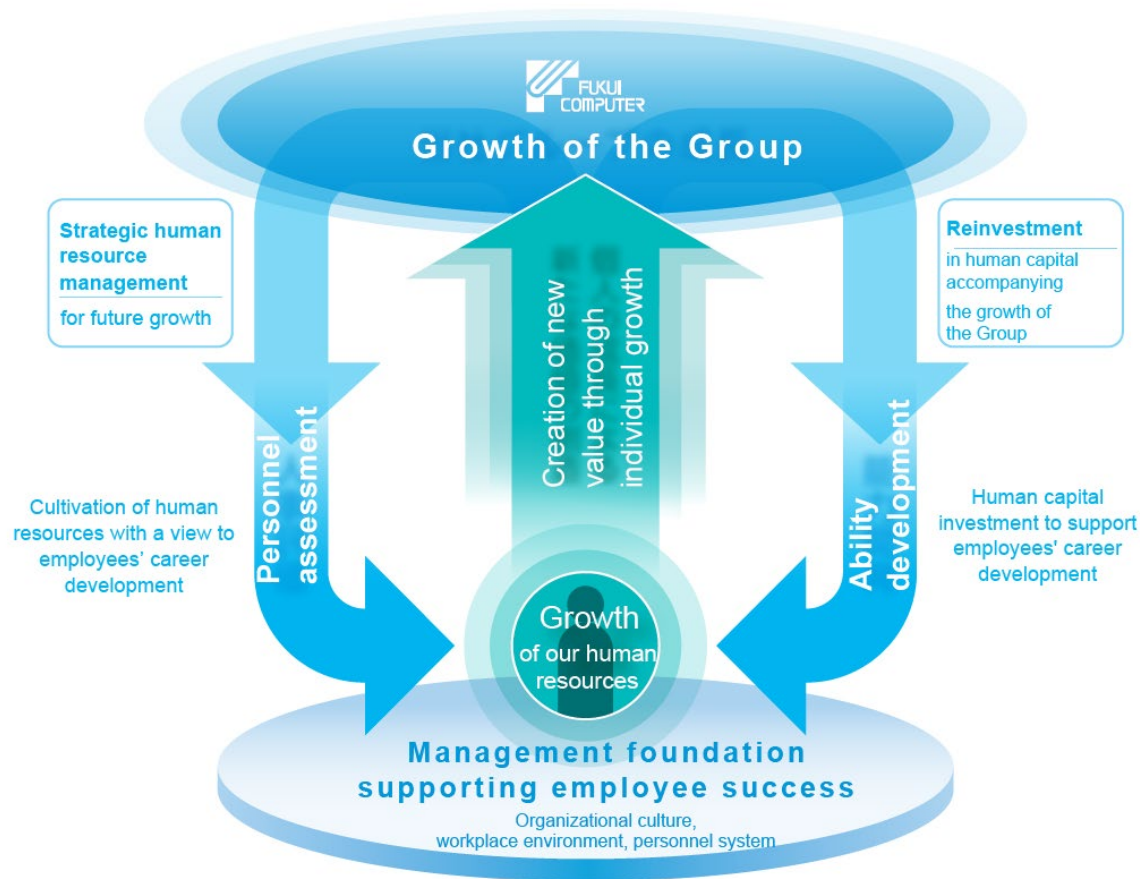
- We aim to create new solutions by analyzing and visualizing various data and linking them to development and sales strategies.
- We strive to enhance solution functionality and accelerate its provision.



## Streamlining of Sales Functions to Provide Optimal Products to Users



## A Virtuous Cycle in which the Growth of the “Individual” Promotes the Growth of the “Organization”



- Human capital is the source of the Group's sustainable competitive advantage.
- In terms of human resources measures, we establish a personnel system after clarifying the desired candidate profile and actively invest by linking it to management strategies.

**The growth of the individual leads to the growth of the Group.**

- We will strive to invest in human capital and measure its effects to implement this midterm management plan.
- We will invest in human capital to improve our business processes and the value offered by the Group.
- Human capital investments are divided into three categories: management human resources, who provide direction mainly through management and administration; innovative human resources, who focus on planning and implementing business; and value/growth human resources, who drive operations. Initiatives are tailored to each category.

|                                                         | Human resource requirements                                                                                                                                                                                                                                                                   | Details of the initiative                                                                                                                                                                                                                                |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Management human resources</b>                       | While recognizing the current situation in the context of changing work processes and business values, strategically allocate resources within each section and provide direction with an awareness of leading to outcomes not only of their own organization but also of the entire company. | <ul style="list-style-type: none"> <li>● Launching of succession committee</li> <li>● Ability development through training for managers and evaluators</li> <li>● Sharing of company-wide policies/KPIs at start-of-term and midterm meetings</li> </ul> |
| <b>Innovative human resources</b>                       | Based on the external environment and the future vision of the Group, promote transformation to deliver truly sought-after value and design businesses to achieve this vision.                                                                                                                | <ul style="list-style-type: none"> <li>● External trainees</li> <li>● Drafting of business proposals</li> <li>● FIT &amp; GAP</li> </ul>                                                                                                                 |
| <b>Value human resources<br/>Growth human resources</b> | Under management, work on tasks that contribute to steady improvement in corporate value, in accordance with the mission statement of the Group.                                                                                                                                              | <ul style="list-style-type: none"> <li>● Town hall meetings</li> <li>● Improvement of welfare benefits</li> </ul>                                                                                                                                        |

- Strengthening of recruitment
- Internal awards
- Organizational diagnosis
- Ability development
- Others

## Sales

FY2023 **13.8** billion yen ▶ FY2027 **17.5** billion yen

## Operating income

FY2023 **5.5** billion yen ▶ FY2027 **8.0** billion yen

## ROE

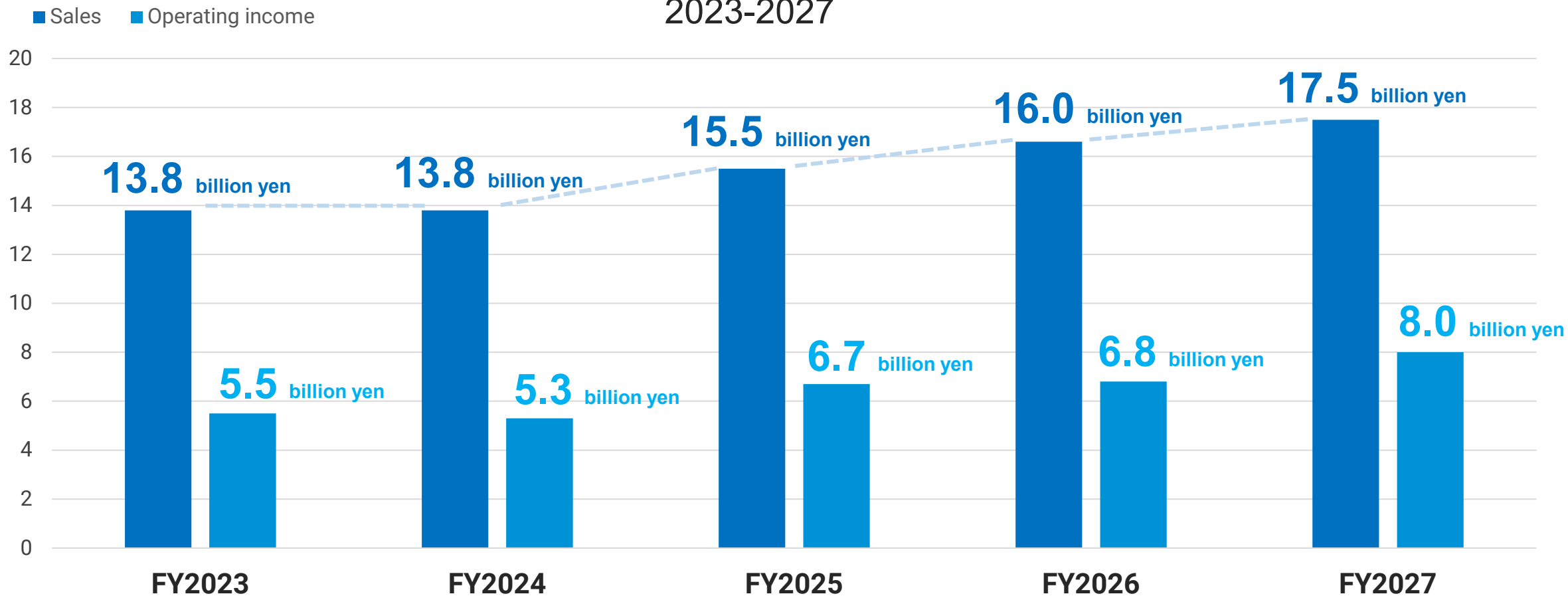
FY2027  
**15% or more**

## Shareholder dividends

Dividend payout ratio

**35% or more**

2023-2027



## Business investment quota

### Growth

We will make business investments and proactive human capital investments to achieve our priority initiatives and data strategy for creating new businesses.

### Innovation (R&D)

We will develop new products and services to create innovation and build the foundation for future technological development and applied research.

### Maintenance and renewal

Equipment maintenance costs, etc.

**Shareholder returns**  
**Dividend payout ratio**  
**35% or more**

## Investment quota for the next three years

FY2025 - FY2027

**7 billion yen**

## Total dividends for the next three years

FY2025 - FY2027

**5 billion yen**