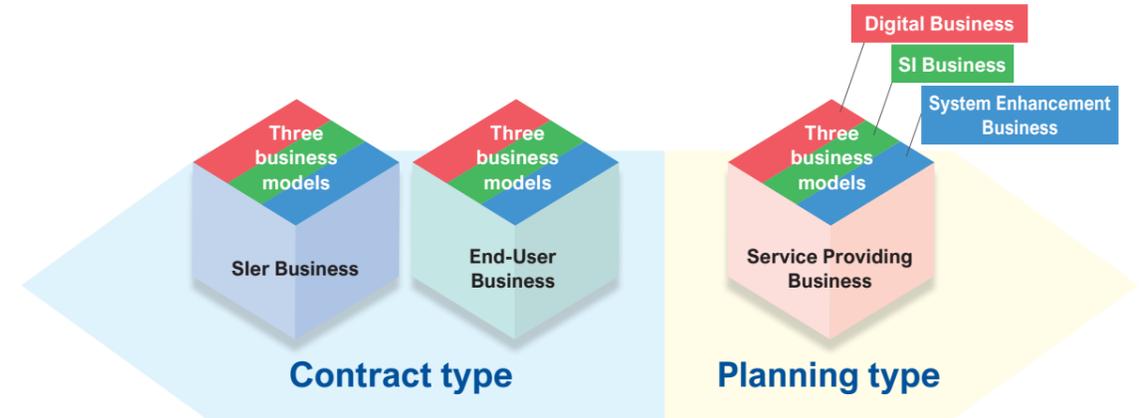
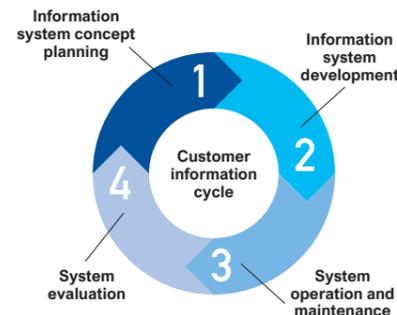


Businesses of CUBE SYSTEM

CUBE SYSTEM provides solutions for a broad range of industries, including the finance and the distributing industries as a systems integrator.

End-to-end support for customers' IT utilization

We provide end-to-end support for IT utilization, from the planning stage through implementation and operation. We facilitate the growth of our customers' businesses across all aspects of IT utilization, from issue analysis and system development to post-deployment support.



A business portfolio capable of responding to a broad range of customer needs

Two business categories

- Contract type
- Planning type

Three business styles

- Sler Business
- End-User Business
- Service Providing Business

Three business models

- Digital Business
- SI Business
- System Enhancement Business

Contract type

A business that develops **customized** system solutions for different customers

Sler Business

A form of providing solution services in collaboration with leading systems integrators

[Strengths and the business environment](#) p. 37

Objectives
Continuous, stable revenue growth

End-User Business

A form of providing solution services through direct contracts with customers

[Strengths and the business environment](#) p. 37

Objectives
Expand scale and revenue

Planning type

A business that **plans and provides comprehensive solutions addressing issues facing customers** utilizing software and IP (including know-how and technology) developed by our company

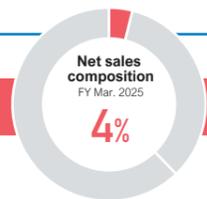
Service Providing Business

A form of providing solution services through software developed in-house or in collaboration with other companies

[Strengths and the business environment](#) p. 38

Objectives
Achieve sustainable net sales and profits

Digital Business

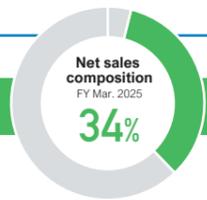


This is a planning-based business originating from our company that utilizes digital technology. We aim to create new business through approaches that combine our unique know-how, such as consulting services, in-house products, solutions originating from our company, and conversion into IP (intellectual property). Through DX, we support our customers' business reform.

Major efforts

- Implementing planning-based business originating from our company (PoC, etc.)
- Technical support and consulting for generative AI, blockchain, etc.

SI Business

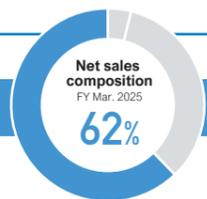


This service covers everything from system planning to design, development, and implementation. We provide a Lift & Shift model to migrate legacy environments to cloud environments (Lift) and to establish new methodologies (Shift), based on the theme of providing systems centered on multi-cloud and microservice projects and transforming to a new operational model. This model has achieved dramatic growth during the First Medium-Term Plan of V2026.

Major efforts

- Cloud migration (Lift & Shift)
- Providing solutions through co-creation with cloud vendors, etc.

System Enhancement Business



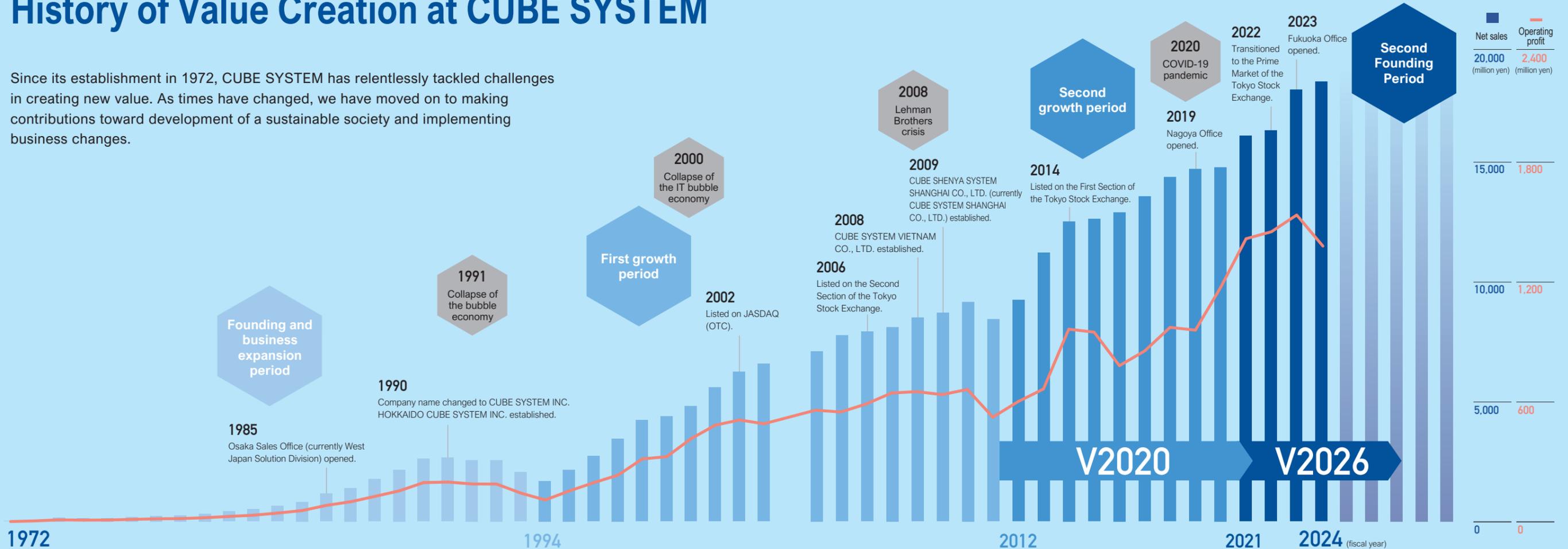
This is a business model in which we excel, providing services that improve the performance and quality of systems and increase their value in response to changes in the customer's business environment and the evolution of new technologies. We are making use of our accumulated know-how to work towards achieving high productivity and high profitability.

Major efforts

- System operation and maintenance
- Additional development services (during operation and maintenance), etc.

History of Value Creation at CUBE SYSTEM

Since its establishment in 1972, CUBE SYSTEM has relentlessly tackled challenges in creating new value. As times have changed, we have moved on to making contributions toward development of a sustainable society and implementing business changes.



IT industry's situation

- 1960- Introduction of mainframes for core business
- 1990- Popularization of personal computers
- 1995- Popularization of the Internet
- 2000- Expansion of electronic commerce
- 2005- Social media starts to trend
- 2010- Increasing performance of mobile devices
Acceleration of data communication
- 2018- The first year of DX
- 2020- Shift from on-premise to cloud
- 2022- Use of generative AI

History of CUBE SYSTEM

Founding and business expansion period

Founded as an independent software company to be a group of engineers for customers

CUBE SYSTEM started its business in 1972 with a strong belief in "providing solutions that strongly inspire our customers by applying our intelligence and knowledge to their advantage." When our company first began operations in the 1970s, the software industry was in its infancy. As a systems integrator, we have been providing inspiring and value-added services through our system solution business amidst the ever-changing technology and society. Leveraging the know-how and information technology we have cultivated over more than 50 years of experience, we will continue to lead the transformation of business and society.

V-shaped recovery period

June 1984 Service agreement concluded with Fujitsu Limited.

Systems engineering service agreement was concluded with Fujitsu Limited. System Integration Services started under the agreement.

March 1988 Basic agreement concluded with Nomura Research Institute, Ltd.

A basic agreement on a system development service was concluded with Nomura Research Institute, Ltd. System Integration and System Outsourcing Services started under the agreement.

December 1990 HOKKAIDO CUBE SYSTEM INC. established.

HOKKAIDO CUBE SYSTEM INC. (currently a consolidated subsidiary) was established to strengthen business in the Tohoku and Hokkaido regions.

First growth period

May 2005 Capital and business partnership agreement concluded with System Create Co., Ltd.

A capital and business partnership agreement was concluded with System Create Co., Ltd. to expand the company's business operations.

March 2008 CUBE SYSTEM VIETNAM CO., LTD. established.

CUBE SYSTEM VIETNAM CO., LTD. (currently a consolidated subsidiary) was established in Ho Chi Minh City, Socialist Republic of Vietnam.

July 2009 CUBE SHENYA SYSTEM SHANGHAI CO., LTD. (currently CUBE SYSTEM SHANGHAI CO., LTD.) established.

CUBE SHENYA SYSTEM SHANGHAI CO., LTD. (currently CUBE SYSTEM SHANGHAI CO., LTD., a consolidated subsidiary) was established in Shanghai City, People's Republic of China.

Second growth period

August 2018 Capital and business partnership agreement concluded with TRIPLEIZE CO., LTD.

A capital and business partnership agreement was concluded with TRIPLEIZE CO., LTD. for the development of new business and for increase in orders received utilizing AI, IoT and blockchain technologies.

November 2020 Partnership agreement concluded with Kinaxis Japan K.K.

A business partnership was formed with Kinaxis Japan K.K., the Japanese subsidiary of Kinaxis Inc. (TSX:KXS), to bolster support in the Asia-Pacific region.

February 2021 Obtained a patent for our touchless payment service that uses an AI-based facial recognition system provided through the DX business.

The patent was granted for "a series of input system/program and methods to make payments by recognizing the face of the user and a specific payment gesture."

V2026 ▶ Second Founding Period

December 2022 Capital and business partnership agreement concluded with Nomura Research Institute, Ltd.

Capital and business partnership agreement was concluded with Nomura Research Institute, Ltd., for reinforcement of long-term and continuous ties, expansion of business areas and improvement of the development organization and facilities.

October 2024 Received Oracle Certification Award 2024.

Awarded "Oracle Cloud Infrastructure (OCI/PaaS) Certifications" for outstanding achievement in cultivating certified Oracle-certified professionals.

February 2025 Received the Customer Satisfaction Excellence Award at the AEON Smart Technology Outsourcing Awards

Recognized as an IT strategic partner of the AEON Group. Received an award in recognition of improvement initiatives aimed at enhancing user satisfaction, and for continued operational streamlining and improvements.

CUBE SYSTEM at a Glance (FY2024)



Year established
1972



Net sales
18.3 billion yen



Operating profit
1.38 billion yen



ROE
12.0%



Dividend payout ratio
47.7%



Equity ratio
75.7%



R&D expenses
98 million yen



Number of employees
918
As of March 31, 2025



Ratio of female employees in manager posts
9.8%
* Calculated using the number of non-consolidated employees



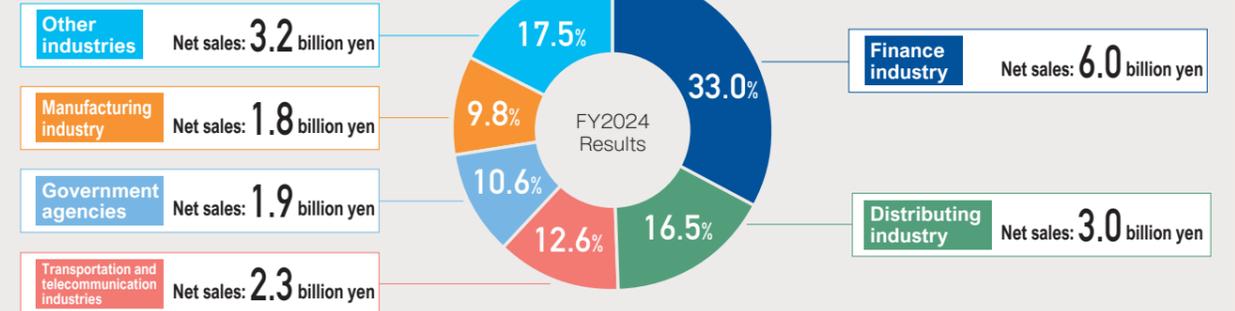
Net sales per capita
23.67 million yen
* Calculated using the number of domestic employees



Operating profit per capita
1.78 million yen
* Calculated using the number of domestic employees



Net sales composition per industry



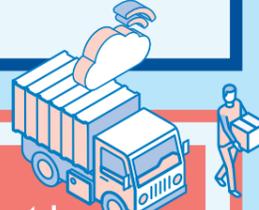

Finance industry

We develop, maintain, and operate systems, such as online banking, securities trading systems, and insurance loss adjustment systems, that provide services users can use safely and securely with a sense of convenience.



Distributing industry

We develop, maintain, and operate systems that enable consumers to purchase the products they need at any time, focusing on product-related operations such as product management and ordering systems of a retailer, including supermarkets and mass merchandisers.



Transportation and telecommunication industries

We develop, maintain, and operate systems that contribute to safety and efficiency of delivery systems that solve delivery issues such as re-delivery for parcel delivery service providers, and in the mobile phone business we develop, maintain, and operate customer information management systems that can reliably handle large numbers of accesses arriving from PCs and smartphones.



Government agencies

We provide comprehensive solution services, including the design, development, operation, and maintenance of mission-critical systems, networks, and business applications for the central government agencies and public sector organizations that serve the greater good.



Manufacturing industry

In the manufacturing industry, we develop, maintain, and operate systems that reduce workloads, such as sales management systems that provide a one-stop shop for everything from quoting to ordering, and production management systems that support a wide range of areas, including internal systems and infrastructure management.



Other industries

We develop, maintain, and operate optimal systems that meet the characteristics and requirements of each organization, such as service systems that visualize electric power for electric power companies, and optimal applications for educational institutions.

Message from the President

We strive to deliver value to society with our stakeholders to build a company we can be proud of in the future

Masahiro Nakanishi

Representative Director and President

Enhancing our corporate value, guided by our Basic Policy and Management Philosophy

At CUBE SYSTEM, we publish integrated reports to share our value creation story with our stakeholders, covering both financial and non-financial perspectives. This fifth edition of our report covers our management strategy, business activities, and sustainability initiatives, as well as our efforts to bolster management capital, including human and intellectual capital. Through this report, we aim to share our current position as a company and our vision for the future.

Guided by our Medium- to Long-Term Management Plan VISION 2026 (hereinafter, "V2026") that launched in FY2021, we are steadily pushing ahead to enhance our corporate value over the medium to long term. From FY2021 to FY2023, we worked to strengthen our management foundation as part of the First Medium-Term Management Plan. In FY2024, we transitioned to the Second Medium-Term Management Plan (FY2024–FY2026, hereinafter "Second Medium-Term Plan"), under which we are pursuing dramatic growth. We view the Second Medium-Term Plan as a "Second Founding," a major turning point in which we double-down on the strengths we have been cultivating since our founding while creating wholly new strengths and establishing a path towards sustainable growth.

Our growth strategy is grounded in the three core principles of our Basic Policy: Customer First, Clear Prioritization, and a Company-wide Sales-minded Approach. Combined with our Management Philosophy, these

principles guide our efforts to create value.

Our "Customer First" approach guides our approach to solution services, emphasizing a deep understanding of the customer's business objectives and challenges while pursuing substantive results. "Clear Prioritization" emphasizes the concentration of management resources towards making our vision for the future a reality and focusing on what needs to be done "right now" when making executive business decisions. "Company-wide Sales-minded Approach" means a mindset centered on offering the best solutions to resolve customers' business issues, backed by the technical skills to execute those solutions. We are strongly committed to consistently meeting QCD (quality, cost, and delivery) requirements at a higher standard.

Underlying the Management Philosophy that informs our Basic Policy is the belief that "Companies thrive through the support of various people." We believe that providing value to all stakeholders, including our employees, through our business activities serves to achieve our Management Philosophy by "creating a globally acclaimed company."

Striving to be the truly best partner for promoting DX and leveraging AI

The information services sector is seeing active investment in digital transformation (DX) and AI, driven by the labor shortages and the pursuit of higher value in customer services, and this presents significant business opportunities for us. DX is not simply a way to introduce



We aim to be a customer-preferred systems integrator through commitment to our customer-first approach and by reliably fulfilling quality expectations as standard practice.

new technology or improve efficiency; instead, the idea is to use digital technologies to reform business and operational structures. Technological proficiency is not enough to achieve this. We need to be able to deeply understand the customer's business objectives, limitations, and competitive landscape, and to envision and propose how technology should be applied. In my view, this capability is already embedded in our corporate culture, cultivated through our standard practice of walking in step with our customers.

This customer-centric approach is equally indispensable in our pursuit of AI-driven solutions. As advanced technologies such as generative AI become increasingly integrated into customer businesses, it is imperative for systems integrators to correctly evaluate their potential and risks, and to adapt with agility. AI are complex systems combining multiple technical elements. AI can only be properly utilized through a systematic understanding of these systems' structures and constraints. In addition, social perspectives, such as legal frameworks, contractual obligations, and ethical standards must not be overlooked. The fact that something is technically feasible must be accompanied by accountability in determining whether it should be pursued from a social standpoint.

AI technology is rapidly evolving, so there is an intensifying need to embrace it quickly. We see our role as acting not simply because we can, but to delve deeper into identifying the correct course of action moving forward. Centered on our strength in delivering meticulous services, we seek to cultivate a group of engineers who are trusted by the community and by customers, who combine deep technical knowledge with a strong ethical perspective.

Achieving tangible progress towards dramatic growth across our three business domains

In FY2024, backed by continued DX demand, active AI implementation, and the cloud migration of legacy mission-critical systems, we were able to strongly drive our businesses forward. However, we did not necessarily achieve satisfactory results in all areas. While year-on-year net sales growth was achieved, both operating profit and ordinary profit decreased, indicating that concerns remain regarding profitability. One contributing factor was the emergence of cases in which deteriorated profitability was tied to unforeseen workloads stemming from risks that were not identified through traditional project management processes.

On the quality front, as well, inadequate systems for distributing resources and alleviating frontline workloads caused problems in some cases, and we received pointed criticisms in our annual customer satisfaction survey. Quality is predicated on meeting established standards, and we believe genuine value is achieved only when those standards are surpassed. At present, we have reviewed the contents of our risk assessment and established a robust quality management system that can appropriately identify and respond to risk factors. Our efforts are focused on winning customer trust so that they can be confident in choosing CUBE SYSTEM.

Conversely, we have gained a tangible sense of momentum towards our future objectives. This is attributable to steady progress across the Three Business

Styles set forth in V2026.

In the Sler Business, we participated in "Social DX" projects aimed at leveraging digital technologies to address social issues, in partnership with Nomura Research Institute, Ltd. and Fujitsu Limited. Participation in projects with strong social impact will serve as a major source of value in driving future growth.

In the End-User Business, we saw steady progress in our ongoing projects with retailers and financial firms. Among these, AEON Smart Technology Co., Ltd. recognized us for the second year in a row for our role in boosting customer satisfaction.

In the Service Providing Business, we launched a new service concept, H•CUBiC. The PoC*¹ has progressed smoothly, and we are now seeing a tangible trajectory towards commercialization. H•CUBiC is a comprehensive platform for human capital management, offering SaaS*²-based solutions, AI-powered analytics, and engagement improvement tools that exemplify future-oriented value creation.

In addition, in the domain of IT infrastructure cloud migration, we leveraged our high-level specialization in Oracle solutions and cloud infrastructure to mark achievements in migrating work systems to the cloud.

While FY2024 brought some measurable achievements, it was marked by unresolved challenges as well. We will leverage all of these experiences to serve as a foundation as we embark on the next stage of our growth journey.

*¹ Proof of Concept: A verification process for new technologies and services
*² Software as a Service: Software available via the Internet

Refining the value we deliver to continue serving as a preferred partner

In our role as a systems integrator, we maintain a high standard of service across all core functions, including consulting services grounded in customer insights, requirements definition, design and development, testing and deployment, operations and maintenance, and project management that meet or exceed industry norms.

However, amid intensifying competition in the information services sector, it is increasingly difficult to stand out based solely on functional value. Today, differentiation is increasingly achieved through "semantic value": intangible embedded philosophy and trustworthiness that go beyond mere specifications and price. For example, even for the same product or service, companies are expected to deliver value that taps into customer sentiment; in other words, "Why buy from this

company?" or "Why partner with this company?"

We have established ongoing business relationships with more than 40 leading companies to date. In recent years, we are increasingly being selected as a preferred consultation partner at the outset of critical new projects, indicating a strong preference to tap CUBE SYSTEM for consultations. We take this as a validation of the semantic value we have consistently delivered over time, and it affirms our standing as a trusted partner in the eyes of our clients. We are committed to improving our technical competencies as a form of functional value at the same time that we boost the semantic value that makes CUBE SYSTEM stand out as a preferred choice. Through this, we aim to achieve a sustainable competitive advantage and value creation.

Our sustained competitiveness and capacity for value creation are fundamentally driven by the strength of our human capital. I am convinced that we are embarking on a new era in which the strength of organizations will be defined by their capacity to bring a diversity of individuals together into a team, respecting individual strengths and characteristics and aligning collectively towards a shared direction. We aim to cultivate a team of engineers who can surpass client expectations. Beyond fulfilling the stated requirements, we want to anticipate latent demand and post-deployment risks, so that we can offer precise, forward-looking solutions. We firmly believe that this mindset embodies the essence of IT professionalism and is the path to earning client trust.

In addition, I hope we continue to serve as a company that goes above and beyond quality standards. As noted above, we seek to be an organization at which surpassing established standards is not exceptional, but a matter of course. In response to structural challenges such as a lack of human resources and rapid turnaround demands typical of systems integrators, we have continuously improved our business processes and organizational



management to foster a workplace where employees can fully leverage their capabilities.

In addition, I would like to outline my personal management style. I view the role of president as being more than a figurehead. My role is to provide clear guidance on the company's intended direction and the steps required to achieve it. I believe that consistently articulating our vision, Medium- to Long-Term Management Plan, and the business strategy derived from these generates significant momentum throughout the organization. Our philosophy only becomes truly meaningful when my words resonate with and are reflected in the actual work performed by each and every employee. That is why I strive to personally address our employees as often as I can, speaking clearly, repeatedly, and as thoroughly as possible.

I firmly believe that such consistency will play a meaningful role in bolstering employee engagement. Once my words resonate with employees and they recognize the relevance to their daily duties, and once that understanding permeates the workplace, the company begins to acquire a self-driven momentum. Achieving that state of affairs is not only my obligation as a leader, but also a source of personal satisfaction as a member of the management team.

I believe that receiving candid feedback or alternative views on my statements is not only a valuable starting point for meaningful discussion, it is also indicative of a forward-looking energy within the organization. My basic stance as a leader is to understand where the other party is coming from, and to work together with them in pursuit of the direction that is most beneficial for the organization. I remain committed to a leadership style grounded in both communication and conduct, advancing in unity with our employees.

Achieving the objectives of the Second Medium-Term Plan and leveraging management resources to maximum effect

Since the launch of V2026 in April 2021, we have witnessed substantial changes in the landscape around us, as well as in our internal organizational structures and employee mindset. In the external business environment, as technology evolves, social challenges grow more intricate, and work styles and values diversify, the expectations of corporations have undergone significant changes. Internally, we have seen meaningful shifts in employee mindsets and behaviors, which have markedly

elevated our collective strength and operational effectiveness. Initially this was met with confusion, with many employees asking, "What should we be doing?" or "How does my work tie back to the Medium-Term Management Plan?" These initial concerns have been overcome, however, and our goals are now clearly shared across the organization. Frontline-led value creation is picking up steam, and a framework to advance our growth strategy is steadily taking shape.

FY2025 marks the second year of the Second Medium-Term Plan. With steady progress this year, we expect to bring our final-year objectives within reach. Under the Second Medium-Term Plan, we are pursuing ambitious targets: 23.0 billion yen in net sales, 2.41 billion yen in operating profit, and a 10.5% operating margin, while also promoting individual growth and progressive workstyle reform. Achieving meaningful progress in this second year will undoubtedly lay a strong foundation for significant future growth.

In terms of "human capital," we are building a framework for educational opportunities and development pathways so that a diversity of individuals can realize their potential and contribute meaningfully. Our approach to human capital management promotes "quantitative expansion," "qualitative improvement," and "motivation improvement." From a quantitative perspective, we have built a strong base of skilled professionals who work together to refine their skills and specializations while engaging earnestly with customers. We believe that maintaining and advancing a positive cycle of human capital growth is fundamental to strengthening our competitive edge. From a qualitative perspective, we are actively promoting skill development by promoting professional certifications and implementing robust training frameworks. However, no matter how exceptional their skills, it will be difficult to win over customer trust and confidence unless our people visibly demonstrate that they are passionate and motivated. I believe that for a business to grow, it is essential that employees demonstrate their drive and maintain genuine engagement with customers. We aspire to be a company where highly motivated talent engages in vibrant, imaginative communication with customers to provide services of meaningful value.

To this end, we have established an Engagement Enhancement Committee that implements organizational initiatives led from the bottom up to foster a workplace where employees can thrive. These efforts also encompass material issues such as diversity and inclusion, and reflect our continued dedication to promoting health and productivity management and workstyle reform in line with our corporate values.

By transforming our accumulated intellectual capital into human and manufacturing capital, we will leverage our expanded management capital to generate new value.



In addition to human capital, we place strong emphasis on leveraging intellectual capital as a critical management resource. Through diverse client engagements, our broad project portfolio has yielded deep expertise and insights, essentially latent intellectual property assets that remain untapped. The question that remains is how we go about refining and giving shape to these raw assets. This is a wellspring of research and development that will lead to new lines of business. The full potential of intellectual capital cannot be unlocked by mere cataloging of past experiences. We must elevate the insights we have acquired, refining them into assets of greater value. For example, if our existing intellectual capital can be converted into productivity-enhancing processes and mechanisms, it will gain utility as manufacturing capital. If the knowledge embedded within our intellectual capital can be applied to employee development and skill enhancement, it can be leveraged to bolster our human capital. Achieving this requires that we visualize and understand our own experiences and strengths as an organization. To that end, we are documenting the achievements of past projects and the value delivered to clients in order to disseminate knowledge throughout the organization. These initiatives give employees tangible proof of their proudest achievements. For the company as a whole, they serve as a key measure underpinning value creation.

To our stakeholders

To foster a deeper understanding of our growth potential among shareholders and investors, I have gone beyond reporting performance metrics, using integrated reports and other tools to complement financial results and articulate the growth story moving forward. To achieve dramatic growth, we intend to further strengthen our commitment to sustainability management and well-being management, ensuring that employee health and motivation are actively supported, and that our growth story reflects long-term resilience and integrity.

Through these initiatives, we seek to build stakeholder confidence in CUBE SYSTEM's ability to convert management challenges into growth opportunities, while positioning ourselves as a company capable of realizing that potential.

We remain deeply grateful for your unwavering support and we kindly request your ongoing assistance moving forward.

中西雅洋

Masahiro Nakanishi
Representative Director and
President

Strengths of CUBE SYSTEM

We provide value to society through system solutions that leverage the strengths of our organization, acquired through the implementation of our Management Philosophy and Basic Policy, and the skills developed by each of our employees.

Strength 1 Stable Customer Base

Related Capital Manufacturing Capital Social and Relationship Capital

Since the 1980s, we have continued to see stable growth with Fujitsu Limited and Nomura Research Institute, Ltd. as our main clients. In addition, we have delivered solutions to a broad range of industries, building out a robust framework capable of adapting to social changes.

Number of clients (End users as of FY2024)

More than 15 years of trading experience:	More than 10 years of trading experience:	More than 5 years of trading experience:
18 companies	29 companies	43 companies

Strength 2 Balancing Systems Technologies with an Understanding of Customer Needs

Related Capital Human Capital Manufacturing Capital

Our professional human resources, who specialize in system development technologies and are well-versed in our customer's businesses, make system proposals rooted in a customer-first perspective.

Number of qualified employees

Applied IT engineers

143

Qualified employees related to customer businesses

153

(Total number of qualifications held by employees related to customer businesses)

Strength 4 Development of Offshore & Nearshore Frameworks

Related Capital Human Capital Manufacturing Capital Social and Relationship Capital

The CUBE SYSTEM Group provides services across seven domestic and international bases. We coordinate across bases to rapidly build the frameworks required to execute projects in line with each customer's situation and requirements.

Number of bases (As of March 31, 2025)

Domestic	Overseas
5 bases Hokkaido, Tokyo, Nagoya, Osaka, Fukuoka	2 bases Vietnam, China

Strength 5 Development of Solutions Leveraging IT

Related Capital Intellectual Capital

We conduct research and development into solutions that keep pace with a changing world based on the expertise we have accumulated.

- "Smile Share Products" oriented toward contact-free communication and enhancing engagement
- InCUBEator, interactive AI application
- H•CUBIC for multi-faceted support for human capital management



Strength 6 Dialog with Stakeholders

Related Capital Social and Relationship Capital Natural Capital

We place great importance on building relationships with stakeholders, and we continue to build trust through continuous dialogue with employees, local communities, clients, shareholders, and subcontractors.



Katarou-kai with the President



Briefing session for subcontractors

Strength 3 Ability to Propose Solutions for and Respond to Customer Needs

Related Capital Human Capital Manufacturing Capital

Employees themselves become the customer representatives and directly approach the customer's issues. We deliver solutions at the required level of quality based on know-how and technical capabilities accumulated through experience in a diverse range of industries.

Area of expertise

Maintenance and operation (system enhancement), database performance design, system migration to the cloud

Technical specialization

Oracle, AWS, Java, Python, Blockchain, etc.

Source of Our Strength

—Basic Policy—

Customer first The ability to act with initiative in addressing a customer's underlying needs

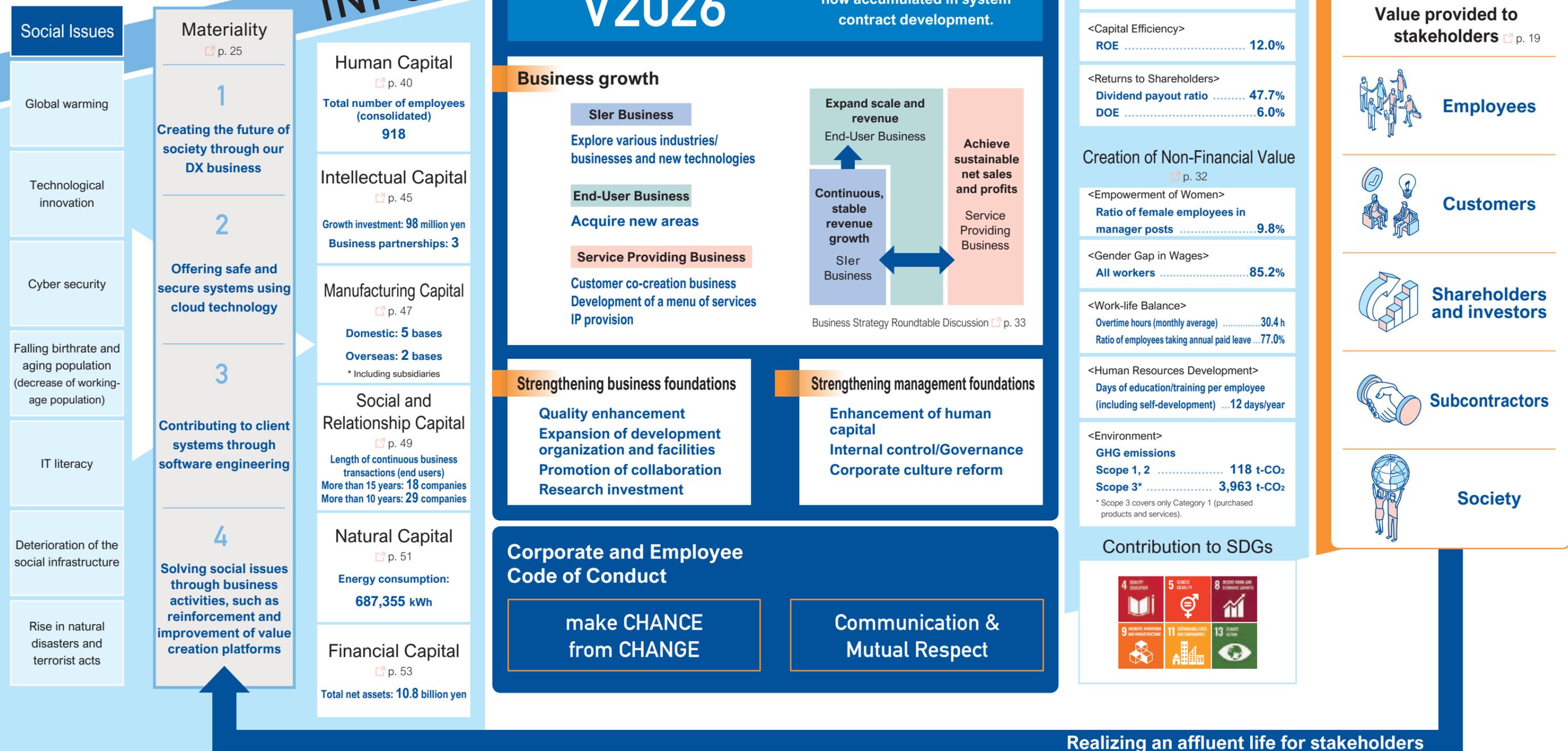
Clear prioritization A disciplined approach to resource optimization and strategic prioritization

Company-wide sales-minded approach The sales ability of all employees to execute business tasks with a business sense

Leveraging solution capabilities to empower society and drive human connection

Value Creation Model

Each of our employees contributes to society through our business activities with the aim of increasing our corporate value.
The opinions from our stakeholders are reflected in our business management and we will disseminate our value creation model to achieve sustainable growth to resolve social issues and contribute to SDGs.



Value Provided to Stakeholders by CUBE SYSTEM

We are engaged with a variety of stakeholders through our business. We place importance on offering appropriate values to our stakeholders to achieve the sustainable growth of our company.

Value provided by CUBE SYSTEM

Solving social issues with
Broad-reaching technical skills

Industry knowledge

Optimal proposal capabilities

Employees

CUBE SYSTEM Group employees and their families



Values to offer

- Offering opportunities for self-development
- Better workplace environment for employees
- Diverse workstyles

Major efforts

- Our approach toward human resources p. 40
- Human resources development p. 41
- Empowerment of women / Establishment of the business support group p. 43
- Approach to health and productivity management..... p. 44

Shareholders and investors

Shareholders, and individual and institutional investors



Values to offer

- Maintenance and improvement of sound and secure financial structure
- Stable dividends
- Sufficient dialogue opportunities

Major efforts

- Enhancement of capital returns / Dividend policy..... p. 54
- IR activities
 - Financial results briefings
We hold financial results briefings for institutional investors at the end of each second quarter and at the year-end settlement.
 - IR meetings
We hold IR meetings when requested by institutional investors.
 - Seminars for individual investors
We hold webinars for individual investors and produced and released a quick IR video for individual investors

Customers

All clients to whom we offer system solution services



Values to offer

- High-quality services
- Promotion of DX
- Improvement of satisfaction

Major efforts

- Promotion of research and development p. 46
- Basic approach of quality management p. 47
- F@CE-DX, system enhancement services and offshore & nearshore development p. 48
- Customer satisfaction survey p. 49

Subcontractors

All subcontractors who work together on projects



Values to offer

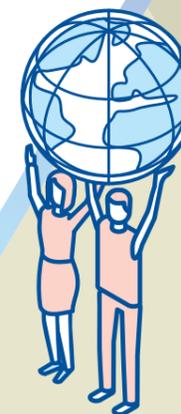
- Stable orders
- Development of the technical capabilities of subcontractors' employees
- Maintaining healthy relationships

Major efforts

- Business strategy briefing for subcontractors p. 50
- Information sharing sessions
Hosting advanced technology study sessions for subcontractors
- Subcontractor hotline established p. 63

Society

An IT society that utilizes system solution services, etc.



Values to offer

- Stable system provision and robust security
- Contribution to local communities and developing next generation human resources
- Addressing environmental problems and climate change

Major efforts

- Quality management system p. 48
- Environmental management / Efforts for TCFD p. 51
- Information security - Basic approach and policy p. 61
- Developing next generation human resources
Since 2016, we have been sponsoring endowed courses in Toyo University with the aim of contributing to human resources development for solving issues related to communities, information, and energy, as well as promoting globalization and engagement with local communities. We also work to develop the next generation of IT professionals by offering a 5-Day Internship program to experience the role of a system engineer.
- Contribution to local communities
Endorsing corporate efforts to contribute to communities, we participate in community clean-ups and offer workplace experience. In February 2025, we offered cooperation in "Company Information Session and On-site Work Experience" held by a local junior high school where our system engineers explained their work.

For more information about building relationships with stakeholders, see page 49-50.