



DISCLAIMER: This English document is translated using a machine translation. You may use this for reference purposes only, fully understanding that it may include inaccurate translations. It is your sole responsibility if you rely not on the Japanese original but on this translation.

February 13, 2026

To whom it may concern,

Company name: ISB Corporation
 Name of representative: Kazufumi Wakao, Representative
 Director and President
 (Code No. 9702, TSE Prime Market)
 Inquiries: Masaya Hirose, Director, Executive
 General Manager, Administrative
 Headquarters
 (TEL. +81-3-6775-3270)

Notice Concerning Establishment of “ISB Group Medium- to Long-Term Business Plan 2030”

ISB Corporation (head office: Minato-ku, Tokyo; Representative Director and President: Kazufumi Wakao; hereinafter the “Company”) hereby announces that it has re-established the “ISB Group Materiality” (hereinafter, the “Materiality”) and formulated the “ISB Group Medium- to Long-Term Business Plan 2030” (hereinafter, the “MTP2030”), in order to accelerate further growth toward becoming an “enduring company.”

1. Re-establishment of “ISB Group Materiality”

Under the “ISB Group Medium-Term Business Plan 2026,” covering the fiscal years from 2024 to 2026, the Group has made growth investments in areas such as human capital and improving working environment. As a result, the Group is beginning to see results in business scale expansion, recruitment and organizational revitalization.

At the same time, as it enters the final year of the plan, responding to major changes in the social environment, including the recent evolution of digital technology, has become an urgent issue. In order to address this issue, the Group has newly redefined its Materiality and will start the MTP2030 from FY2026 to FY2030.

	Social Issue	Material Issue	Key Initiatives
Growth Materiality	 Social Technological Innovation	Enhancing productivity, safety, and security through technology	- Strengthening R&D and technology investment - Developing and recruiting specialized talent - Enhancing solution-based services
	 Social Regional Revitalization	Job creation and economic revitalization through regionally rooted business activities	- Business expansion and new location development - Creating jobs rooted in local communities
	 Social Human Capital	Fostering a rewarding and fulfilling corporate culture in which every employee plays a leading role	- Embedding the corporate philosophy and enhancing internal communication - Advancing diversity and recruiting diverse talent - Fostering an environment that supports continuous learning
Foundation Materiality	 Environment	Addressing environmental challenges with a focus on the climate crisis	- Reducing GHG emissions - Developing and deploying solutions and technologies that contribute to environmental improvement
	 Governance	Highly transparent governance that earns the trust of society	- Strengthening information disclosure and stakeholder engagement - Enhancing corporate governance - Ensuring strict compliance

2. “ISB Group Medium- to Long-Term Business Plan 2030”

In the MTP2030, the Group will implement 3 key strategies based on the Materiality and work on measures to enhance social and economic value. The Group aims to contribute to the creation of a society full of smiles that enrich people's lives through corporate growth based on the work satisfaction of each and every employee.

< Theme >

ISB Innovation: Toward Breakthrough Growth —from challenge to breakthrough—

< Key Strategies >

- (1) Business Strategies (Information Services and Security Systems)
- (2) Human Capital Strategy
- (3) Financial and Management Foundation Strategies

< Group Targets and KPIs >

		Fiscal year ended December 31, 2025 (Actual results)	Fiscal year ending December 31, 2030 (Objectives)
Business/Human Capital Targets	Consolidated Net Sales *1	37 billion yen	50 billion yen or higher
	Consolidated Operating Profit *1	2.3 billion yen	4.5 billion yen or higher
	Net Sales per Employee *2	Approx. 16.5 million yen	17.6 million yen or higher
	Operating Profit per Employee *2	Approx. 1.0 million yen	1.6 million yen or higher
	Number of Employees *2	2,246	2,850 or more
	Percentage of Women in Management Positions *3, 4	5.7%	7.0%
	Percentage of Female New Graduate Hires *3	17%	30%
	Employee Engagement Score *3,5	3.2	3.6 or higher
Financial and Management Foundation Targets	Return on Equity (ROE)	10.2%	14.0% or higher
	Dividend Payout Ratio	43.9%	50% or higher
	Dividend on Equity (DOE)	4.5%	Minimum of 4%
	GHG Emissions (Scope1+2) *6	-	30% reduction from FY2024 level

*1 M&A is not included.

*2 This figure does not include the part-time and contract employees.

*3 Percentages and scores are calculated on a non-consolidated basis for the Company.

*4 Managers are the total number of those at or above the level of section chief (excluding outside Directors).

*5 An index related to job satisfaction is calculated. Maximum value is 5.0.

*6 Our domestic operations in FY2024: 593.8t-CO₂. Details of the TCFD scenario will be disclosed in the Annual Securities Report 2025.

For more details, please refer to the attached document “ISB Group Medium- to Long-Term Business Plan 2030”.

ISB Group Medium- to Long-Term Business Plan 2030

**ISB Innovation: Toward Breakthrough Growth
— from challenge to breakthrough —**

ISB Corporation

| Securities code: 9702

February 13, 2026

| Fiscal Years Ending December 2026 – December 2030

Disclaimer: This material has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated material and the Japanese original, the original shall prevail.

Driving ISB Innovation toward Breakthrough Growth: Formulation of Our New Medium- to Long-Term Business Plan

We formulated our Medium-Term Business Plan 2026 with the aim of “Drive change to thrive.” Guided by this plan, we have made upfront strategic investments in human capital and initiatives such as enhancing our working environment. As a result, we are beginning to see tangible progress, including business scale expansion and positive developments in recruitment and organizational vitality.

At the same time, as we enter the final year of the plan, responding to the accelerating pace of change in the broader social environment—including rapid advances in digital technologies—has become an urgent challenge.

In response, we have redefined our material issues and set out three key strategies, and on that basis, reached the decision to launch our Medium- to Long-Term Business Plan 2030, aimed at enhancing both social value and economic value.

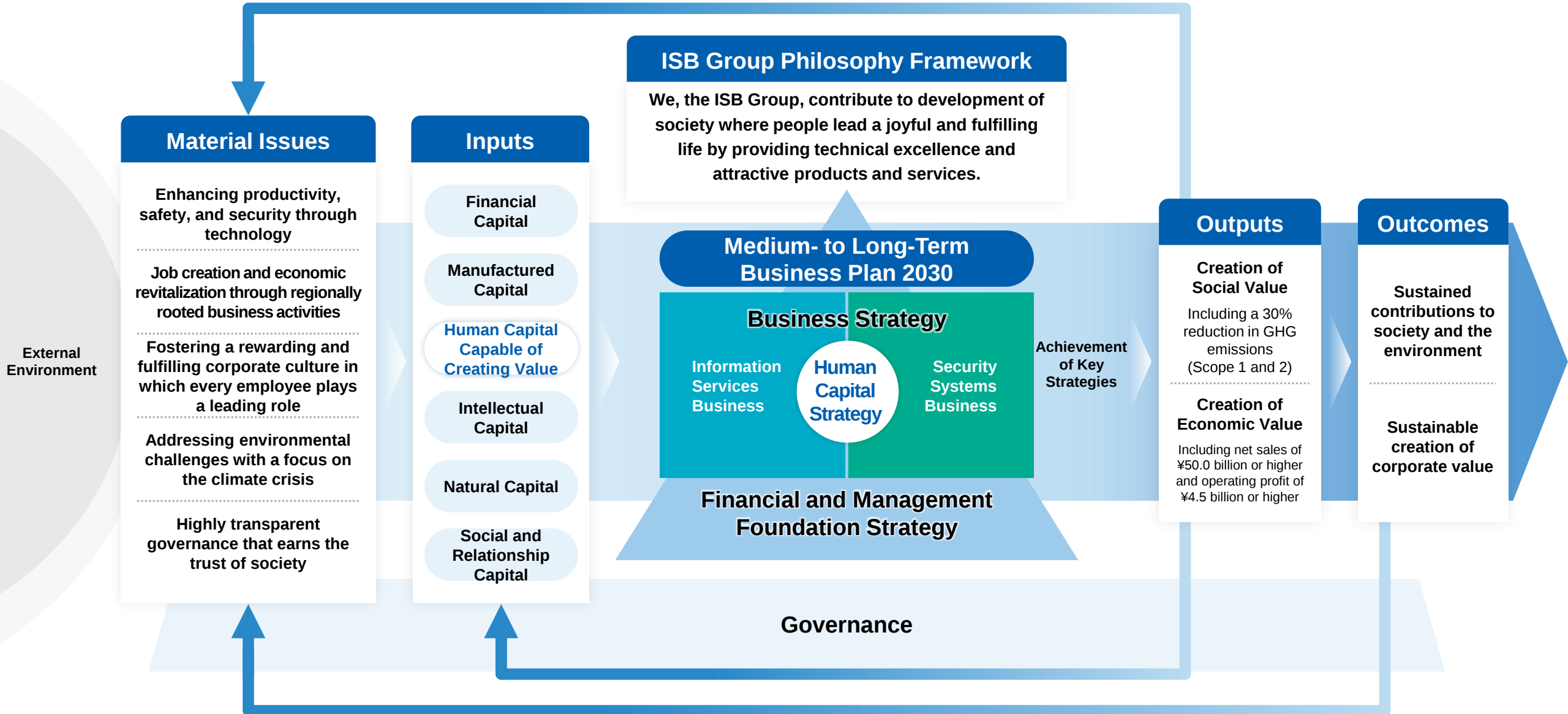
At the core of ISB lies our founding spirit of “Envision a dream, and strive for it.”

By fostering corporate growth driven by the sense of fulfillment and motivation of each employee, the ISB Group will continue to unite as one and take on new and uncharted challenges, contributing to the creation of a society where people can live enriched and fulfilling lives.



Kazufumi Wakao

Representative Director and
President



Market Environment Surrounding the ISB Group and Current Achievements and Challenges

Market (External) Environment

Rising Demand for Digital Transformation (DX) and AI, and Growing Expectations for Addressing Social Issues

Information Services Industry

Stable Demand and Intensifying Competition

- **Opportunities:** Continued DX demand and IT investment; advancement of cutting-edge technologies (AI, low-code, etc.)
- **Threats:** Intensifying competition for IT talent due to labor shortages; need to respond to increasing system sophistication

Social Environment

Sustainability and Structural Changes

- **ESG / SDGs:** Decarbonization, respect for human rights, fostering diversity, changes in values toward work styles, and consideration for natural capital
- **Social Structure:** Declining birthrate and aging population, shrinking workforce, regional revitalization, aging infrastructure, and rising costs

Internal Environment

A Robust and Resilient Foundation and Challenges for Further Business Advancement

Achievements (Strengths)

Management Foundation and Growth Investment

- **Business Assets:** Approximately 2,000 engineers, a strong and stable client base, and a sound financial foundation
- **Track Record:** Extensive experience across diverse business areas, a long-standing development track record, business expansion through M&A, and investment in human capital

Challenges

Qualitative Transformation of Business and Organization

- **Business:** A shift toward direct contracts with clients and upstream processes, the development of new products, and quality enhancement
- **Organization:** Strengthening recruitment, development, and employee engagement; enhancing branding; and optimizing group-wide operations

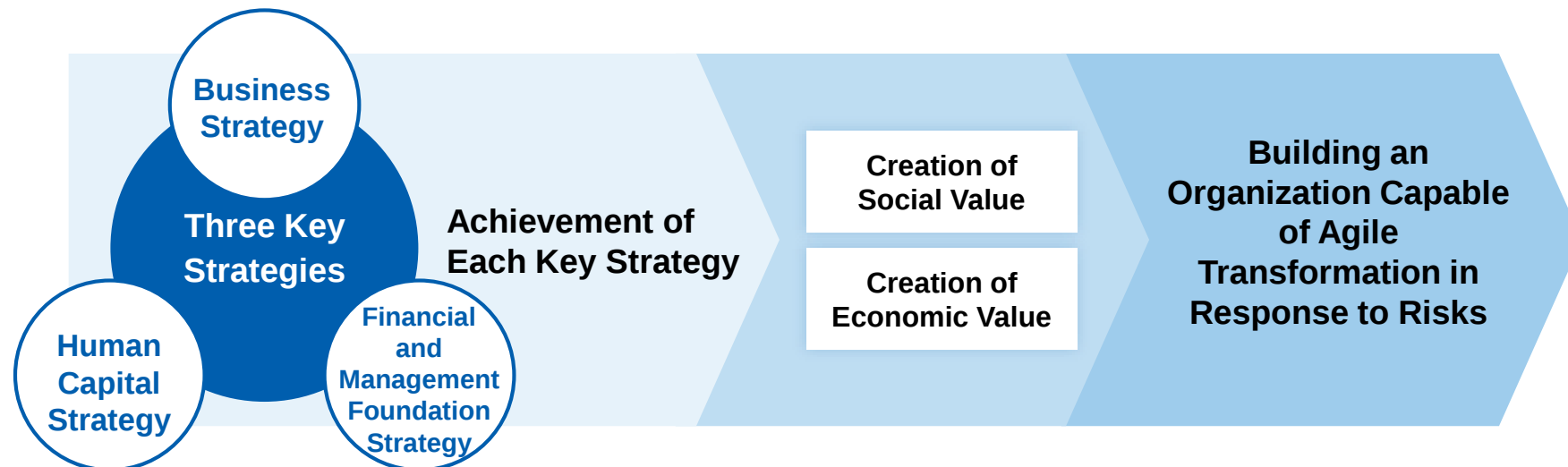
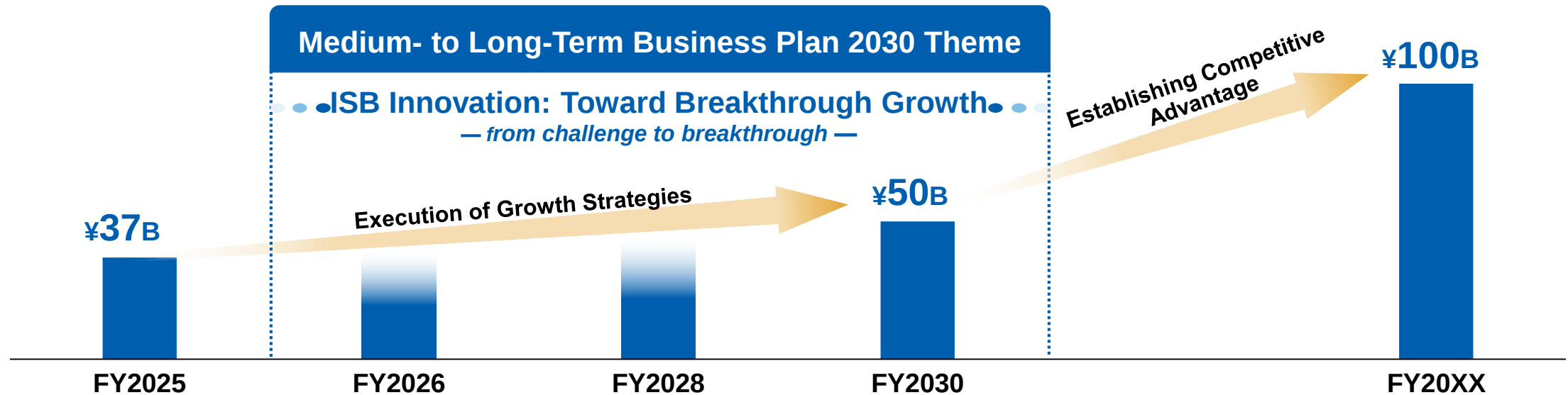
Breakthrough growth requires innovation beyond the status quo.

Redefining the ISB Group's Materiality (Material Issues)

	Social Issue	Material Issue	Key Initiatives
Growth Materiality	 Social Technological Innovation	Enhancing productivity, safety, and security through technology	- Strengthening R&D and technology investment - Developing and recruiting specialized talent - Enhancing solution-based services
	 Social Regional Revitalization	Job creation and economic revitalization through regionally rooted business activities	- Business expansion and new location development - Creating jobs rooted in local communities
	 Social Human Capital	Fostering a rewarding and fulfilling corporate culture in which every employee plays a leading role	- Embedding the corporate philosophy and enhancing internal communication - Advancing diversity and recruiting diverse talent - Fostering an environment that supports continuous learning
Foundation Materiality	 Environment	Addressing environmental challenges with a focus on the climate crisis	- Reducing GHG emissions - Developing and deploying solutions and technologies that contribute to environmental improvement
	 Governance	Highly transparent governance that earns the trust of society	- Strengthening information disclosure and stakeholder engagement - Enhancing corporate governance - Ensuring strict compliance

Medium- to Long-Term Business Plan 2030: Drive Change to Thrive, with ¥50.0 Billion in Net Sales as a Milestone

Executing **Three Key Strategies** to Build a Resilient Organization Capable of Adapting to Future Risks



Material Issue Enhancing Productivity, Safety, and Security through Technology

Through the Business Strategy spanning our two segments—Information Services and Security Systems—we will create social and economic value together with all stakeholders.

Medium- to Long-Term Business Plan 2030: Overview of the Business Strategy



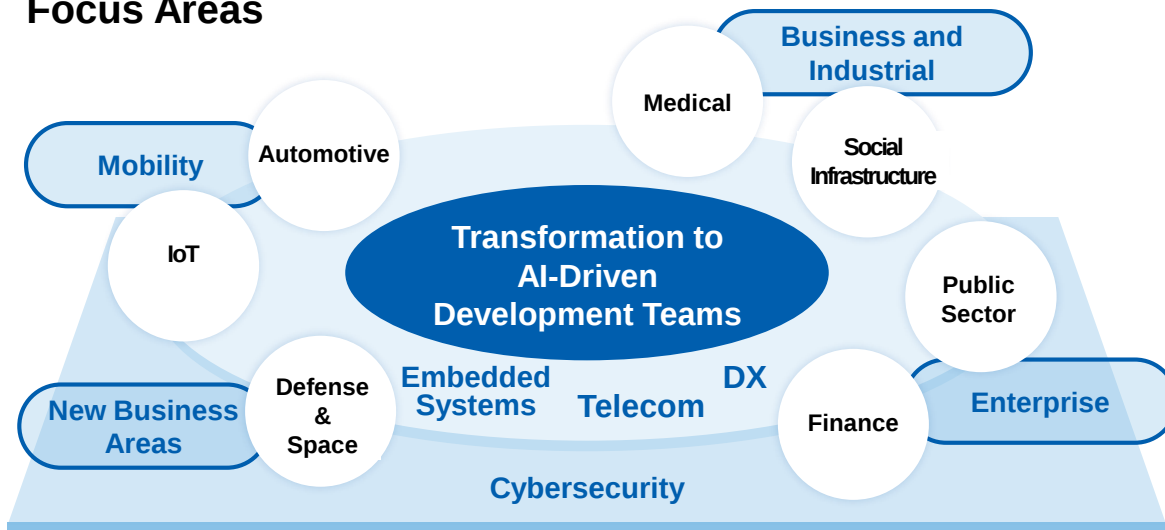
Material Issue

Enhancing Productivity, Safety, and Security through Technology

Strengthening the Competitiveness of Core Businesses toward Higher Profitability

- Technology: Transforming development teams into AI-driven teams and strengthening R&D investment
- Strengthening the recruitment and development of specialized talent, and enhancing ISB Group synergies, including regional collaboration
- Expanding consulting and direct client contracts, product maintenance, and new business areas

Focus Areas



Medium- to Long-Term Business Plan 2030

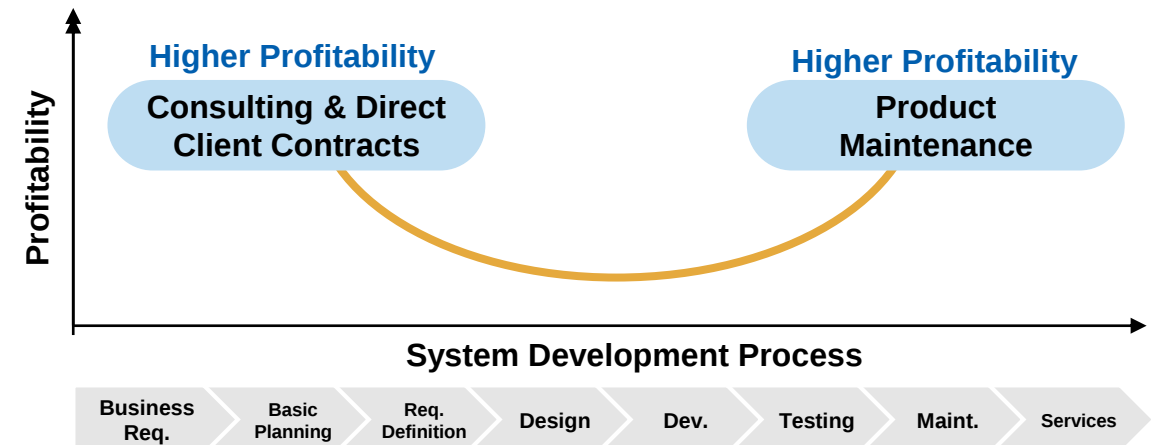
Core Businesses
(Organic Growth)

Consulting & Direct Client Contracts /
Product Maintenance

AI and Cybersecurity

Enhancement of One-Stop Services

Transformation of the Profit Structure (Smile Curve)



Material Issue

Enhancing Productivity, Safety, and Security through Technology

In addition to organic growth, we will drive growth through group synergies and investment in new business creation.

- Enhancing and expanding core businesses to achieve further organic growth
- Building a sales structure that enables proposals covering both hardware sales and software development to strengthen ISB Group synergies
- Expanding business areas through investment in new business creation



Key Recurring Revenue Products



ART Japan's
Official Mascot:
"Wow Wow"



Material Issue

Job Creation and Economic Revitalization through Regionally Rooted Business Activities

1. Expanding Business into Broader Regions

- Strengthening order acquisition in the Information Services Business through group-wide collaboration across broader regions
- Nationwide expansion of orders for the Security Systems Business
- Establishing new locations
- Expanding employment and developing talent across Japan and overseas
- Investing in M&A to drive further business growth

2. Strengthening Regionally Rooted Businesses

- Building partnerships to address regional issues and meet local expectations
- Contributing to the safety and security of local communities
- Contributing to regional development and growing together with local communities



Material Issue

Fostering a Rewarding and Fulfilling Corporate Culture in Which Every Employee Plays a Leading Role

By continuing proactive investment in people—our most important management capital—we aim to create greater value.

1. Fostering a Rewarding and Fulfilling Corporate Culture

- Respecting diverse values
- Embedding our corporate philosophy and enhancing communication
- Leveraging employee engagement surveys

2. Strengthening Recruitment

- Strengthening recruitment through group-wide collaboration
- Strengthening corporate appeal through branding and improvements to the workplace environment

3. Training and Development

- Providing an environment that supports continuous learning to foster employees' motivation to learn
- Strengthening leadership and management development, as well as support for career development

Execution of the Human Capital Strategy

Investing in Key Initiatives to Enhance Added Value

Embedding the Corporate Philosophy	Job Satisfaction
Recruitment and Development of Specialized Talent	Recruitment and Empowerment of Diverse Talent
Diverse Work Styles	Training and Career Development

Realizing Our Vision for the Organization and Our People

Enhancing Productivity and Profitability

Material Issue

Fostering a Rewarding and Fulfilling Corporate Culture in Which Every Employee Plays a Leading Role

1. Advancing Diversity and Recruiting Diverse Talent

- Strengthening recruitment through group-wide collaboration
- Increasing the percentage of women in management positions
- Increasing the percentage of female new graduate hires

3. Enhancing Corporate Value through Technological Innovation

- Increasing consulting and direct client orders
- Strengthening R&D and developing new products
- Maximizing productivity and profitability (increasing net sales and operating profit per employee)



2. Enhancing Employee Engagement and Development

- Improving the Engagement Score (Job Satisfaction Index)
- Enhancing the personnel evaluation and compensation system
- Fostering an environment that supports continuous learning

Development of Specialized Talent

Professional Certification Acquisition

Management Development

Material Issues

Highly Transparent Governance that Earns the Trust of Society / Addressing Environmental Challenges with a Focus on the Climate Crisis

1. Improving Capital Efficiency and Market Valuation

- Initiatives to advance management with an awareness of capital cost and share price
- Implementing the cash allocation policy
- Strategic investments aimed at breakthrough business growth, including human capital, M&A, workplace environment, R&D, IT, and branding
- Enhancing shareholder returns, including increasing the dividend payout ratio

2. Highly Transparent Governance

- Strengthening information disclosure and stakeholder engagement
- Enhancing corporate governance
- Ensuring strict compliance

3. Addressing Environmental Challenges

- Reducing GHG emissions and addressing environmental impacts, with a focus on the climate crisis
- TCFD-aligned disclosure (details of TCFD scenario analysis to be disclosed in the FY2025 Annual Securities Report)



For details on the cash allocation policy and related initiatives, please refer to the disclosure dated February 13, 2026, titled “Initiatives to Advance Management with an Awareness of Capital Cost and Share Price.”

<https://www.isb.co.jp/en/>

Management Target (FY2030)

ROE
14.0% or Higher

Shareholder Returns (FY2030)

Dividend Payout
Ratio

50% or Higher

DOE
(Dividend on Equity)

Minimum of **4%**

Flexible Share
Repurchases

Medium- to Long-Term Business Plan 2030: Group Targets and KPIs

FY2030 Business and Human Capital Targets	Net Sales	Operating Profit	Net Sales per Employee	Operating Profit per Employee
	¥50.0 Billion or Higher FY2025 Result: ¥37.0 billion	¥4.5 Billion or Higher FY2025 Result: ¥2.3 billion	¥17.60 Million or Higher FY2025 Result: Approx. ¥16.50 million	¥1.60 Million or Higher FY2025 Result: Approx. ¥1.00 million
	Number of Employees ¹	Percentage of Women in Management Positions ^{2, 3}	Percentage of Female New Graduate Hires ²	Employee Engagement Score ^{2, 4}
	2,850 or More FY2025 Result: 2,246	7.0% FY2025 Result: 5.7%	30% FY2025 Result: 17%	3.6 or Higher FY2025 Result: 3.2
FY2030 Financial and Management Foundation Targets	ROE	Dividend Payout Ratio	DOE (Dividend on Equity)	GHG Emissions ⁵
	14% or Higher FY2025 Result: 10.2%	50% or Higher FY2025 Result: 43.9%	Minimum of 4% FY2025 Result: 4.5%	30% Reduction FY2024 Result: 593.8 t-CO ₂ ⁶

1. This figure does not include the part-time and contract employees. 2. Calculated on a non-consolidated basis for ISB Corporation (the reporting company).

3. Management positions include those at manager level and above (excluding outside directors).

4. Represents the Job Satisfaction Index derived from the Engagement Score (maximum score: 5.0).

5. This calculation includes Scope 1 and Scope 2 emissions in comparison to 2024. Our planned Annual Securities Report FY2025 will disclose our TCFD scenario analysis but limited to the domestic information services sector of our operations. In the future, the calculation will cover all our own operations.

6. This figure reflects Scope 1 and Scope 2 emission from our domestic operations.

Clarifying our path to becoming a ¥100 billion net sales company, and driving further growth under “Drive change to thrive”

Core Businesses

Co-creation and Collaboration

- Co-creating with clients as their most trusted partner and collaborating with partner companies

Strengths and Competitive Advantages

- Flagship technologies, products, and services identified with ISB
- High client satisfaction
- Strong and widely recognized brand

Expansion of Core Business Areas

- Development of next-generation communication systems and security products
- Development of next-generation IoT-related devices and provision of sales platforms
- Further expansion of solutions through consulting

Business Area Expansion

Expansion into New Business Areas

- Expansion of consulting into new business areas and clients
- Expansion into new business areas

Research and Development

- Planning and development of new products
- Pursuing next-generation technological innovation to deliver new value

Capital and Business Alliances

- Strategic M&A initiatives
- Strategic global expansion
- Exploring business alliances to create new value

Enhancing Social Value

Human Capital

- Continuous improvement efforts aimed at enhancing employee engagement
- Fostering innovation by empowering diverse talent to demonstrate their individuality and expertise

Sustainability

- Building a sustainable supply chain
- Continuous efforts to address social issues

Robust Management Foundation

- Establishing a management foundation to further enhance capital efficiency
- “Drive change to thrive” to become a company that continues to be chosen by society

Business Philosophy

**Envision a dream,
and strive for it.**

Mission

The ISB Group and its members support enrichment of society by providing technical excellence and attractive products and services that make life happier and more fulfilling.

Vision

Adapting as circumstances change, we create new value propositions for the future by fusing intellect with information technology.

Values

Confidence
Sincerity and integrity
Striving



- This material is intended to provide information on our company's medium- to long-term business plan 2030 and to promote a deeper understanding of our company. It is not intended as a solicitation to invest in any securities issued by our company. This material has been prepared based on the situation as of the end of December 2025.
- The opinions, forecasts, and other statements contained in this material are based on our judgment at the time of the preparation of this material. We do not guarantee or promise the accuracy or completeness of the information, which is subject to change without prior notice.