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To whom it may concern

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Notice Concerning Formulation of Long-Term Outlook and Medium-Term Management Plan (FY 23/3 to FY 25/3)

The DTS Group hereby announces that it has formulated its long-term outlook toward 2030 and its 1st Stage, the Medium-term Management Plan (FY 23/3 to FY 25/3). The overview of this is as follows.

1. Long-term outlook

The DTS Group aims to establish a new growth model and further improve corporate value through the creation of both social value and financial value by understanding environmental changes to areas such as the IT market, technology and ESG, and in addition to further developing the existing SI business model, it will proactively invest into digital, solutions and service business as well as the human resources to realize this.

(1) Ideal vision for 2030

<Vision2030> Become a company that continuously takes on challenges in order
to provide value that exceeds expectations
<Value to place importance on> Always enjoy change

The DTS Group wishes to provide value that exceeds the expectations placed upon it by customers, shareholders, business partners, employees and their families as well as the society that surrounds all of them.

In order to do this, each and every employee will take on various challenges while always enjoying changes.

(2) Financial targets for FY2030

Sales / Profit (EBITDA)		Two times (compared with FY2020)
ROE		Improve up to 16%
Investments (FY2022 to 2030)		Approx. ¥10.0 billion annually
Shareholder returns	Payout ratio	50% or higher every fiscal year
	Total return ratio	70% or higher every fiscal year (Approx. 130% in FY2022)

2. Medium-term Management Plan (FY 23/3 to FY 25/3)

Under its Vision2030, the Group has set key challenges for both its businesses and its management foundation, and established the targets for solving those challenges.

The Medium-term Management Plan (FY 23/3 to FY 25/3) has been placed as the 1st Stage of Vision2030, and the Group is currently working to achieve its targets.

(1) Key challenges

<Businesses>

- I. Increase sophistication of the value that we propose
- II. Combination of SI x digital
- III. Advance into new fields as well as globally

<Management foundation>

- IV. Strengthen ESG initiatives
- V. Reform management foundation

(2) Financial targets for FY 25/3

<Financial Targets>

Operating revenue	Consolidated net sales	¥110.0 billion or higher
	EBITDA ^(*)	¥13.0 billion or higher
	EBITDA margin	approx. 12%
Investment	Investments (cumulative over three years)	¥25.0 billion
Management efficiency	ROE	13% or higher
Shareholder returns	Payout ratio	50% or higher
	Total return ratio	70% or higher (Approx. 130% in FY2022)

(*) Operating profit: ¥12.0 billion or more (reference)

<Non-financial Targets>

Areas focused on	Net sales of focus businesses ^(*)	40% or higher
ESG	Reduction of CO2 emissions (compared with FY2013)	50% or more
	SDGs-related net sales ^(*)	40% or higher
	Ratio of female managers	6% or higher
	Ratio of female Directors	10% or higher
	Independent Outside Directors	Over 50%

(*) Business fields that consist of the three growth engines of the Digital Business, Solutions Business and Services Business, are being focused on going forward.

(*) Net sales from projects contributing to SDGs (17 goals).

For details regarding the long-term outlook and Medium-term Management Plan, please refer to materials published on the Company's website.

Earnings forecasts and other forward-looking statements provided in this material are based on the information currently available to the Company and are subject to potential risks and uncertainties. Actual results may differ materially from the forecasts presented herein.