



January 24, 2025

To whom it may concern:

Company Name	Japaniace Co., Ltd.
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Notice Concerning Formulation of Medium-term Management Plan

Japaniace Co., Ltd. (the "Company") hereby announces that it has formulated a Medium-term Management Plan (fiscal year ending November 2025 to fiscal year ending November 2027) at a meeting of the Board of Directors held on January 24, 2025. In order to respond flexibly to changes in the business environment, the Company establishes a three-year Medium-term Management Plan that, in principle, will be updated each fiscal year on a rolling basis.

1. Background of the Medium-term Management Plan

Since its foundation, the Company has continued to take on the challenge of accelerating technological evolution under the management philosophy of "Providing new value for Japan's tomorrow through advanced technology." As the use of advanced technology such as AI, IoT and Cloud computing progresses, the Company aims to be an entity that continues to be chosen by customers by not only adapting to changes but also by discovering new needs and providing services with even higher added value.

2. Basic Policy

Our long-term vision is to "Employ and create digital human resources in the Advanced Engineering business" and our goal is to have 10,000 digital human resources. In addition to that, the Company has set a new theme that is to become a comprehensive human resources service provider. The Company has set three goals: "Rebuilding our foundation," "Shifting from quantitative to qualitative expansion," and "Preparing for new growth through M&A," and will expand the scale of its IT human resources during the period from the fiscal year ending November 2025 to the fiscal year ending November 2027.

3. Strategic Framework

Business Strategy: Acceleration of rotation for on-site development support
Development for upstream project acquisition
Advance into new markets by starting new works/fields (chemical, biotech, job placement business, etc.)
Acceleration of nationwide area expansion

Human Resource Strategy: Hiring Leader-level Engineers
Training engineers through J-college
Optimal allocation and activation of engineers

Financial Strategy: Investment in personnel costs in line with trends
Investment in recruiting and training engineers as the foundation of the Company
Capital investment for wide-area business activities
M&A in line with business strategy

4. Forecasts and Targets

(Millions of yen)	Fiscal Year ended Nov. 30, 2024 (Actual)	Fiscal Year ending Nov. 30, 2025 (Forecast)	Fiscal Year ending Nov. 30, 2026 (Target)	Fiscal Year ending Nov. 30, 2027 (Target)
Net sales	11,211	12,050	13,600	15,500
Ordinary profit	1,022	1,130	1,280	1,450
Ordinary profit ratio	9.1%	9.4%	9.4%	9.4%