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

November 25, 2026

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Representative Director and President
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Notice Regarding the Formulation of the Medium- to Long-Term Management Vision "Vision2035"

At a meeting of the Board of Directors held on November 25, 2026, the Company approved "Vision2035," its medium- to long-term management vision that will serve as a guideline for the Company's future sustainable growth and enhancement of corporate value over the medium to long term. The Company hereby announces the details as follows.

In light of changes in the business environment surrounding the Group and future growth opportunities, the Group has formulated a new medium- to long-term management vision, "Vision2035," which sets forth the Group's future aspirations and the basic direction for achieving them.
For details, please refer to the attached materials.

The Vision and related materials will also be made available on the Company's website today.

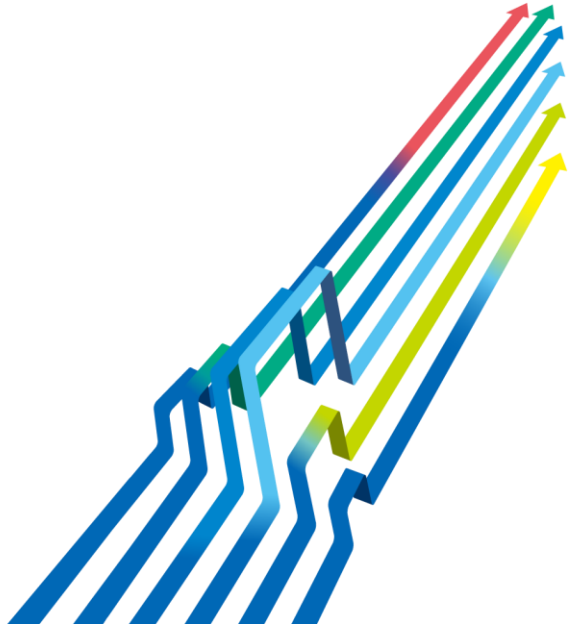
CUBESYSTEM / VISION 2035

Vision2035

Creating a More Prosperous Society through Technology, Growing Together with People as a Service Company

Questioning alongside society. Continuously creating value.

November 25, 2026
CUBE SYSTEM INC.



CUBE SYSTEM

Background to the Formulation of Vision2035

Building on the strengths that have supported society, we will evolve how we deliver value in step with social change.

Our Roots — Pride

For many years, we have supported the mission-critical systems that society and industry rely on to operate without interruption. The business expertise, quality, sense of responsibility, and customer trust we have built are our greatest assets.

Where We Are — A Changing Environment

The IT services landscape is beginning to change significantly, driven by productivity gains from generative AI, customers bringing digital capabilities in-house, and talent shortages. The value expected of us is also changing.

The Transformation We Aim to Achieve

Building on the businesses we have long valued, we will create new value through both business expertise and technology, transforming into a company chosen by customers for the value of the services we create ourselves.

Building on our ability to meet customer expectations, we aim to identify challenges early, create value, and deliver it continuously.

Over the next nine years, we will use our expertise and technology to evolve our business model.

Our Aspiration: Enrich Society through Technology and Become a Company We Can Be Proud Of

VISION Creating a More Prosperous Society through Technology, Growing Together with People as a Service Company

OUR COMMITMENT Connecting Every Individual's Creativity to a More Prosperous Society.

OUR PRINCIPLE Integrity in Technology. Accountability for Value.

As a service provider that enriches society, we will realize three forms of prosperity.



A Society with Enriched Lives

A society where industries develop sustainably, people, goods, and information are connected, and new value continues to emerge.

We support the ambitions of companies and industries and work together to create an enduring cycle of value creation.



A Society Where People Can Live Safely and Securely

A society where social infrastructure and digital services function reliably, enabling everyone to live with confidence.

We will advance the systems that support society while safeguarding safety, stability, and trust.



A Society Where Everyone Can Share in Prosperity

A society where everyone can experience and share the prosperity created by technological progress.

We connect the potential of technology to the potential of people and society.

Our Business Aspiration: Solving Social Issues through Two Approaches

Starting from Technology Challenges

Technology Solution Services

Solving system challenges through cloud capabilities and emerging technologies

We address aging systems, platforms for AI adoption, and security risks to solve challenges facing customers and society.



Modernization



Sovereign and AI Infrastructure



Security

Starting from Business Challenges

Business Solution Services

Solving operational and business challenges through business expertise and implementation capabilities

We create value by addressing challenges in social infrastructure and industry, as well as emerging challenges for the future.



Social Infrastructure



Industry



Emerging Social Issues

DELIVERY MODELS

SI & Enhancement
Our established strengths

+

Consulting
Starting with challenge definition

+

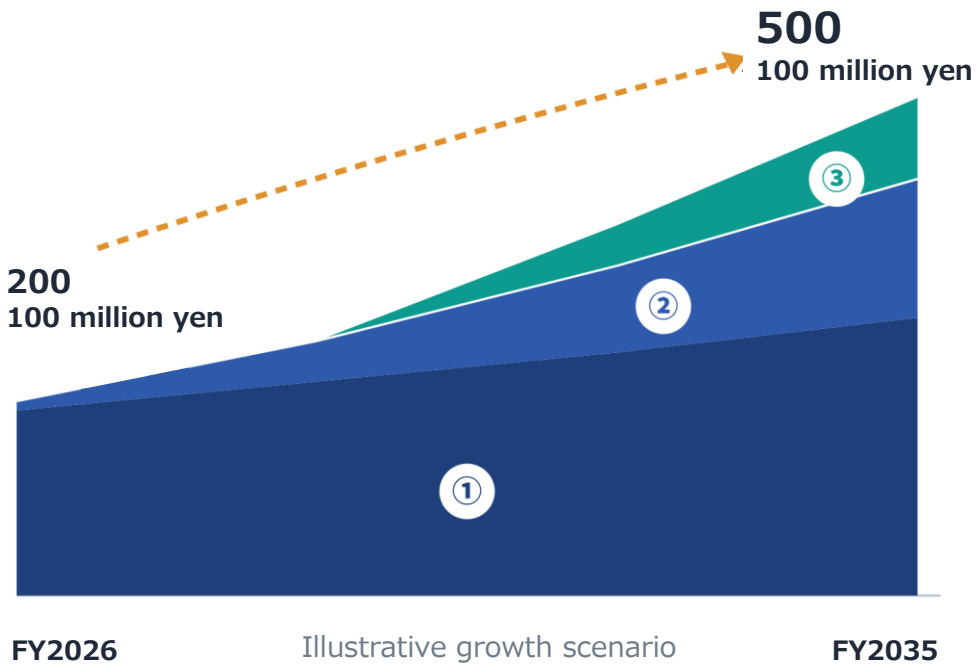
Solution Delivery
Develop services that solve challenges

+

New Delivery Models

Growth Scenario: Aiming for 50 Billion Yen through Growth Domains, Partnerships, and Collaboration

Building on our customer base across a wide range of industries and business models, and the technology capabilities developed by supporting mission-critical systems, we will invest in new growth domains and accelerate growth.



③ Accelerate Growth through Partnerships and Collaboration

Through solution partnerships and collaboration, we will bring in new technologies and businesses to achieve growth.

② Expand in Growth Domains

We will achieve growth through the following three initiatives.

GROWTH MARKETS	AI / Social Infrastructure
DUAL-TRACK DELIVERY	Deliver services through both business and technology capabilities
UPFRONT INVESTMENT	Make upfront growth investments

① Grow Existing Businesses with the Market

Leverage our established customer base, business expertise, and trusted customer relationships to achieve steady growth alongside the market.

CUBE SYSTEM

The forecasts and targets presented in this material reflect judgments made by the Company based on information available at the time of preparation. Actual results may differ due to various factors, including changes in economic and business conditions.