Medium-Term Management Plan 2029

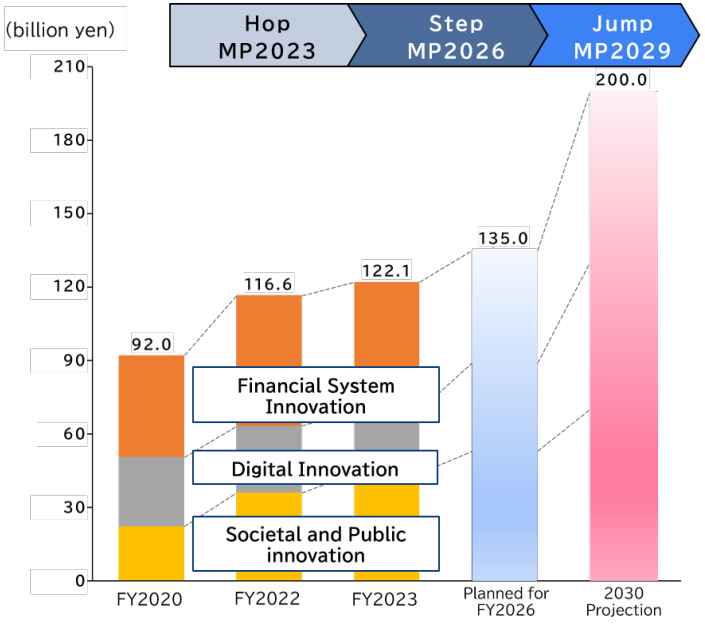
Mitsubishi Research Institute

November 4, 2026

Overview of Medium-Term Management Plan 2026 (1)

- MP2026 was positioned as a “step phase” towards our 2030 vision.

- A corporate group that provides unique value — Combining the strengths of TTC and ITS segments
- Raise net sales to 200.0 billion yen
  — Freedom in pursuing our strategies, securing stakeholder trust, and establishing social presence
- Aim for growth in 3 main businesses: Societal and Public Innovation, Digital Innovation and Financial System Innovation, based on integrated collaboration between TTC and ITS segments



	FY2023 results	FY2026 initial target
Net sales	122.1 billion yen	135.0 billion yen
Operating profit (Operating profit margin)	8.6 billion yen (7.1%)	12.0 billion yen (8.9%)
Ordinary profit (Ordinary profit margin)	10.0 billion yen (8.2%)	14.0 billion yen (10.4%)
ROE	9.8%	12.0%

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Overview of Medium-Term Management Plan 2026 (2)

- Review of targets in second year of MP2026

- We recognized that realization of the effects of collaboration and synergies between the TTC and ITS segments was limited
  - As market competition intensifies, growth strategies and business expansion that leverage the respective strengths of MRI and DCS are important
- We reviewed the FY2026 plan and 2030 targets in light of numerical progress
- We positioned FY2026 as “a year for rebuilding business” and started new businesses in both segments
  - TTC businesses were categorized as either “focus” domains or “general” domains
  - ITS businesses were categorized as either “growth” domains or “priority” domains

Business expansion assumptions	Horizontal business expansion through integrated collaboration and synergies between the TTC and ITS segments	Limited synergies Harnessing of respective strengths
2030 vision	Raise net sales to 200.0 billion yen	Review of expansion in scale as top priority
Positioning	Step phase for 2030	Positioned third year of MP as a year for rebuilding business

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Overview of Medium-Term Management Plan 2026 (3)

- FY2026 results exceeded the revised plan targets but fell short of initial MP2026 target
- Especially in the ITS segment, profit fell far short of the target
- Consolidated ordinary profit stalled during the period of the three-year medium-term management plan (compared with FY2023: consolidated: (3.0%), TTC: +59%, ITS: (53%))

[billion yen]

		FY2023	FY2026			
			(i) Initial target	(ii) Revised plan (Beginning of FY2026)	(iii) Results	Compared with initial target ((iii) - (i))
TTC	Net sales	50.4	60.0	48.5	53.3	(6.7)
	Ordinary profit	4.4	8.1	5.3	7.0	(1.1)
	Ordinary profit margin	8.8%	13.5%	10.9%	13.2%	(0.3P)
ITS	Net sales	71.6	75.0	73.5	72.6	(2.4)
	Ordinary profit	5.5	5.7	3.7	2.6	(3.1)
	Ordinary profit margin	7.8%	7.6%	5.0%	3.7%	(3.9P)
Consolidated	Net sales	122.1	135.0	122.0	126.0	(9.0)
	Ordinary profit	10.0	14.0	9.0	9.7	(4.3)
	Ordinary profit margin	8.2%	10.4%	7.4%	7.7%	(2.7P)

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Overview of Medium-Term Management Plan 2026 (4)

Investment results and progress rate (Capital Policy)

		Actual amounts as of end of FY2025	Investment results in FY2026	~~Total~~ distributions limit	Examples of use, etc.
Funds for distributions(*) Approx. 50.0 billion yen ↓ Actual Investment 44.3 billion yen (89% of plan)	Strategic investment 35%	0.2 billion	0.5 billion	0.8 billion / 15.5 billion	● Investment and M&A etc. Continued exploration of targets
	Capital investment 20%	9.8 billion	4.7 billion	14.5 billion / 8.9 billion	● Software investment (Service business, etc.) ● Equipment maintenance and upgrading, etc. DCS head office relocation, data center, etc.)
(*) Investable cash and cash equivalents + Operating CF before investment in human capital and R&D	Growth investment 30%	7.5 billion	5.7 billion	13.3 billion / 13.3 billion	● Investment in human capital (increase in personnel, training, compensation, etc.) ● R&D investment (research & recommendations, new businesses, internal DX, etc.)
	Dividends 15% or higher	5.1 billion	3.0 billion	8.0 billion / 6.6 billion	● Target dividend payout ratio of 40%
	Total	22.7 billion Progress: 45%	13.7 billion	36.6 billion / 44.3 billion	● Progress rate 83%

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Overview of Medium-Term Management Plan 2026 (5)

- We failed to achieve the targets under MP2026 on a consolidated basis
  - On the capital policy front, the amount to be allocated for “strategic investment” was hardly used (0.8 billion yen out of an initially planned 17.5 billion yen)
- In TTC, net sales, profits and profit margins all fell short of initial MP targets, even though ordinary profit was up approximately 60% from the FY2023 level
  - Increase in personnel was less than envisaged and productivity also fell short of assumed level
  - Service business growth also failed to reach the planned level
  - The business direction of the focus and general domains became clearer
- In the ITS segment, numbers fell short of targets
  - The occurrence of unprofitable projects for two consecutive years pushed down profit and impacted personnel deployment
  - Following the completion of large projects in the financial and credit card business, we were slow in securing replacement projects with high profit margins
  - Expenses for measures to reform business and infrastructure, etc. increased
  - The business direction in growth and priority domains was used as a basis for determining a more detailed business direction

TTC	Non-attainment of targets for increase in personnel and productivity Slow progress on growth of service business
ITS	Consecutive occurrence of unprofitable projects Slow progress securing replacement projects after completion of large projects Increased expenses for measures to reform business and infrastructure expenditure for business and management base transformation, etc.

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029 Assumptions about the Environment

- **Societal trends | AI will transform social and industrial structures**
  - Societal issues will become more complex and long term
  - Due to the spread of generative AI and AI agents, the transformation of operational and industrial structures and work styles will accelerate
  - Productivity improvement and business transformation will become shared challenges for the public and private sectors
- **Market trends | Key markets will experience tailwinds due to government policy investment and AI demand**
  - Government and public offices: Strategies such as “17 Strategic Sectors” will serve as a tailwind. Demand for hands-on support encompassing social implementation and operation will grow
  - Private-sector consulting: High market growth (CAGR of around 10%) will continue
  - IT: Market growth will remain steady. The competition structure will be transformed through AI-driven development and in-house development, service development, etc.
- **Competition trends | Competition will accelerate due to business model transformation, with AI as the starting point**
  - Major consulting companies and system integrators will tap into market growth by aggressively investing in AI human resources, platforms and products
  - Areas of competition will expand from development to upstream planning and conceptualization and service provision
  - Competitors will aim to shift to high productivity, high profit model that does not depend on increased personnel
  - The gap between competitors due to AI utilization capability, expertise, implementation capability, etc. will widen
- **Recognition of current status | We need to leverage strengths and accelerate efforts to tap into growth markets**
  - We have stable foundations, with insight into the government policies and systems of government offices and insight into financial operations and systems as our strengths
  - Especially in the IT domain, our growth lags behind that of our competitors
  - The challenge facing us is to leverage our existing strengths and AI-driven productivity improvement and added value creation to secure a competitive edge

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Transitioning from MP2026 to MP2029

Issues with MP2026	Overview	Action in MP2029
Expansion in scale and across-the-board synergies	Effects of integrated collaboration between the TTC and ITS segments were limited	We will sharpen our competitive edge in each business and selectively collaborate only in areas where businesses complement each other
Non attainment of ITS profit target	Unprofitable projects occurred and we made slow progress securing replacement projects with high profit margins after the completion of large-scale projects	We will strengthen our project management and development capabilities and reallocate human capital to priority areas
Personnel and productivity issues in TTC segment	Results for increase in personnel, productivity and service businesses fell short of targets	We will increase added value through AI co-creation, implementation/hands-on support and service development
Explanation of capital policy	We must put greater emphasis on returns as well as investment amounts, and on disciplined capital allocation	We will enhance corporate value through investment discipline, capital allocation and a DOE of 4%

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

“Aspects to be Carried On,” “Aspects to be Strengthened” and “Execution Management” under MP2029

【Key Priorities】

- Prioritize value creation and profitability over scale
- Focus on segment-specific competitive advantages and collaboration in complementary areas, rather than across-the-board synergies
- Place greater emphasis on investment returns and disciplined capital allocation

【Unchanged Commitments】

- We will maintain “management that strikes a balance between social value and corporate value”

Aspects to be carried on	Aspects to be strengthened	Execution management
➢ Our raison d’être which lies in creating value by solving societal issues ➢ Our Research & Recommendations, our government policy insight and our societal implementation capability	➢ Value creation and profitability ➢ Segment-specific competitive advantages ➢ Collaboration in complementary areas ➢ Investment returns and disciplined capital allocation ➢ Capital efficiency, portfolio management, and shareholder returns	➢ We will verify progress through business, financial and capital KPIs ➢ We will maintain and strengthen management processes including post-investment monitoring and decisions to scale back or withdraw from businesses

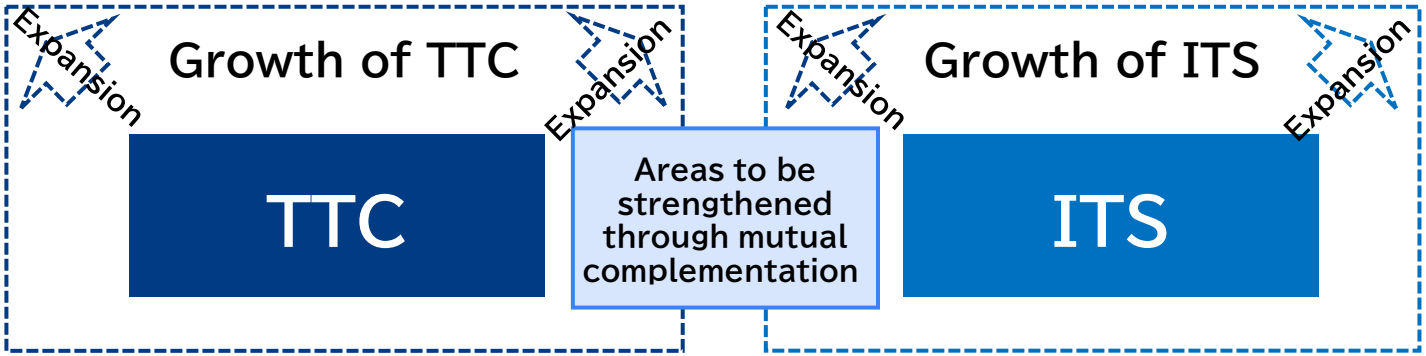
Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Direction Aimed for under Medium-Term Management Plan 2029

The MRI Group will achieve sustainable enhancement of corporate value across the Group through efforts by the TTC and ITS segments (their core companies -MRI and DCS respectively) and each subsidiary to sharpen their competitive edge.

- The MRI Group is a corporate group consisting of the TTC segment (core company: MRI), which provides solutions to societal issues and implements them in society, and the ITS segment (core company: DCS), which provides IT services.
- The two core companies in both segments have different business areas, customer bases and sources of competitiveness. We will sharpen the competitive edge of each and expand the value provided across the Group to shareholders, customers and society through the autonomous growth of each company, including subsidiaries, and reinforcement of the management base.
- Through capital allocation, management discipline, the development of management assets, and collaboration in areas where competitive advantages complement each other, we will pursue enhancement of corporate value that cannot be achieved alone.



Both segments will pursue growth and value creation, maximizing the sum of the parts

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Basic Policies of Medium-Term Management Plan 2029

1 TTC: Shift to sustainable growth model for the AI era

- With research & recommendation functions as its core functions, the TTC segment will drive AI-co-creation and business focused on societal implementation and will pursue sustainable growth as an intellectual value creation company that provides solutions to social issues.
- The TTC segment will establish a sustainable growth model for the AI era, with the aim of creating a “one & only company that broadens knowledge through AI co-creation and implements solutions to societal issues for future generations.”

2 ITS: Strengthen management base, improve profitability, and prepare for next growth phase

- In ITS, we have positioned strengthening of the management base as a top priority during the MP period.
- By preventing unprofitable projects, strengthening our development and PM capabilities, enhancing our risk management capability and improving the profit structure, we will enhance our competitiveness as an IT services company.

3 Implement Group management focused on corporate value

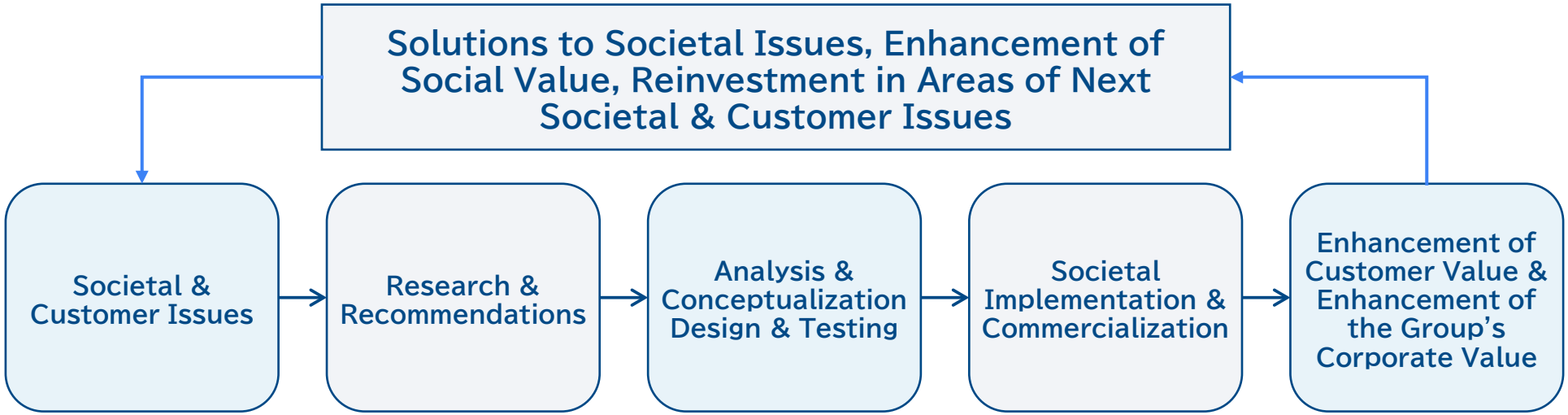
- We recognize that the role of Group management is the practice of disciplined governance to achieve optimal allocation of management resources based on the business characteristics of each company and enhancement of corporate value.
- Our policy on investment in growth, AI and human resources, M&A, and shareholder returns is to make decisions from a medium-to-long-term perspective based on an evaluation of the business portfolio and a capital efficiency standpoint, and also to achieve sustainable enhancement of the corporate value of the Group as a whole and improvement of shareholder value through stronger governance, more sophisticated risk management, and thorough investment discipline.

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Direction Aimed for under Medium-Term Management Plan 2029: Balancing Social Value and Corporate Value

- The Group will aim to achieve a balance between enhancement of social value and corporate value



Examples in Electric Power & Energy Field

Societal & Customer Issues	Research & Recommendations	Analysis & Conceptualization Design & Testing	Societal Implementation & Commercialization	Enhancement of Customer Value & Enhancement of the Group's Corporate Value
◆Increasingly complex electric power market due to the spread of renewable energy and storage batteries ◆Environmental and energy issues in the Middle East and Asia	◆Recommendations for the future of energy ◆Watt-Bitt integration recommendations	◆System and market insights, quantitative analysis of prices and profitability	◆Analysis services such as MPX-Fundamentals ◆Support for the investment decisions of power generators, retailers, consumers and financial institutions	◆High value added consulting ◆Provision of services ◆Generation of profit and cash

- Continuous verification through KPIs
  - Business KPIs: Effective net sales, service development, productivity, etc.
  - Financial KPIs: Profit margin, cash generation, etc.
  - Capital KPIs: ROE, investment return, etc.

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029 Strengths and Direction by Segment

- We will strengthen the TTC segment's "government policy and system insight, and conceptualization and societal implementation capability" and the ITS segment's "operational & IT, and system implementation capabilities" as strengths
- We will designate the common parts of priority areas as areas to be strengthened across both segments and position these as growth drivers

	TTC | Intellectual value creation and societal implementation	ITS | IT services and operational implementation
Sources of competitiveness	Specialist human resources and insight into systems and technologies Customer and expert networks	Insight into megabank group platforms and financial operations Service assets such as payroll service (PROSRV*1) and online service for junior high and high school students (miraicompass*2)
Value chain	Combination of in-depth knowledge and collective knowledge Formation and production of public-private project groups	Combination of customer contact points and development and maintenance Development and rollout of services
Priority areas	Medical and long-term care, Energy and a circular society BA and AI, Public, Management and digital transformation	Areas to be strengthened AI and data TTC: Conceptualization of operations, systems and transformation ITS: System and data implementation Finance, HR, Education, Data and AI
Direction of evolution	Conversion of specialist knowledge into organizational knowledge through knowledge co-creation platform Deepening of value through AI co-creation	AI-driven development and concentration on priority areas Strengthening of production capacity and profitability

*1 PROSRV: payroll outsourcing service
*2 miraicompass: Internet application system for junior high and high schools that serves as a platform for centralizing procedures and communications between schools, guardians and students

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Reinforcement of Management Foundations

- The management foundations supporting enhancement of the Group's corporate value are "AI," "Human resources" and "Governance"
- Through the MP2029 period, we will drive necessary investment and framework development

Group management foundations

AI

- AI co-creation is positioned as an important management issue
- We will make more sophisticated use of AI according to business characteristics

Human resources

- Human resources are a source of corporate value creation
- We will promote the recruitment, development and active engagement of human resources in line with business strategies

Governance

- We will strengthen the foundations to support sound growth
- We will continue strengthening risk management, compliance, quality control and security

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

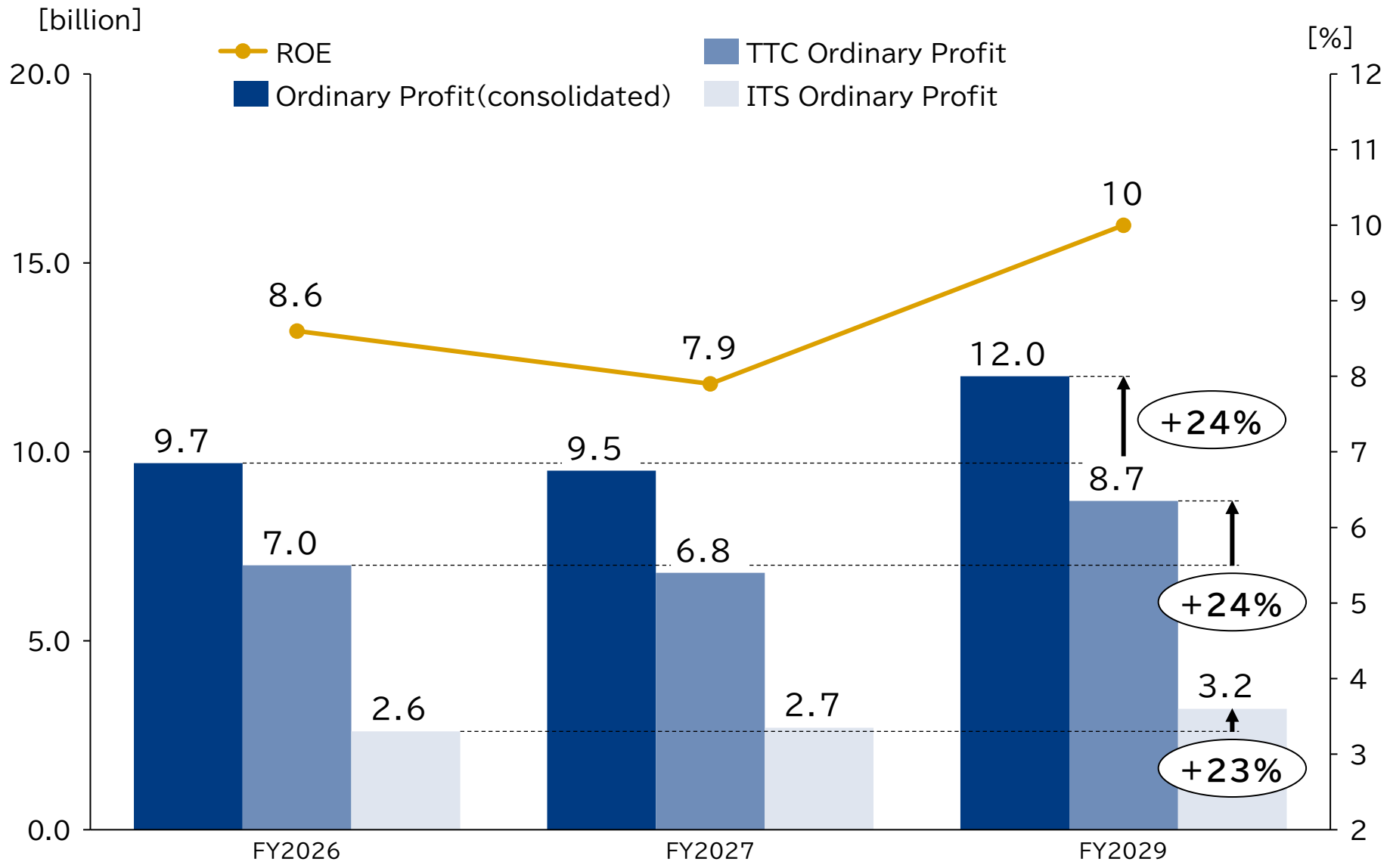
MP2029 Approach to Numerical Targets

- **Plan incorporating “recovery of profitability,” “investment” and “discipline”**
- Recovery and growth of consolidated ordinary profit from 9.7 billion yen to 12.0 billion yen
  - ◆ Emphasis on certainty of achievement, without factoring in discontinuous growth through M&A, etc.
  - ◆ Positioning of M&A, share buybacks, etc. as upside/additional measures
- Target ROE of 10%
- TTC: Creation of high added value, with government policy insight and societal implementation capability as starting points
  - ・ Factoring-in of upfront investments in AI, human resources, information security, R&D, etc.
- ITS: Improvement of profit margin through reallocation to priority areas and AI utilization
  - ・ Prioritization of recovery in profitability, emphasis on gross profit growth

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Numerical Targets



Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029 Numerical Targets

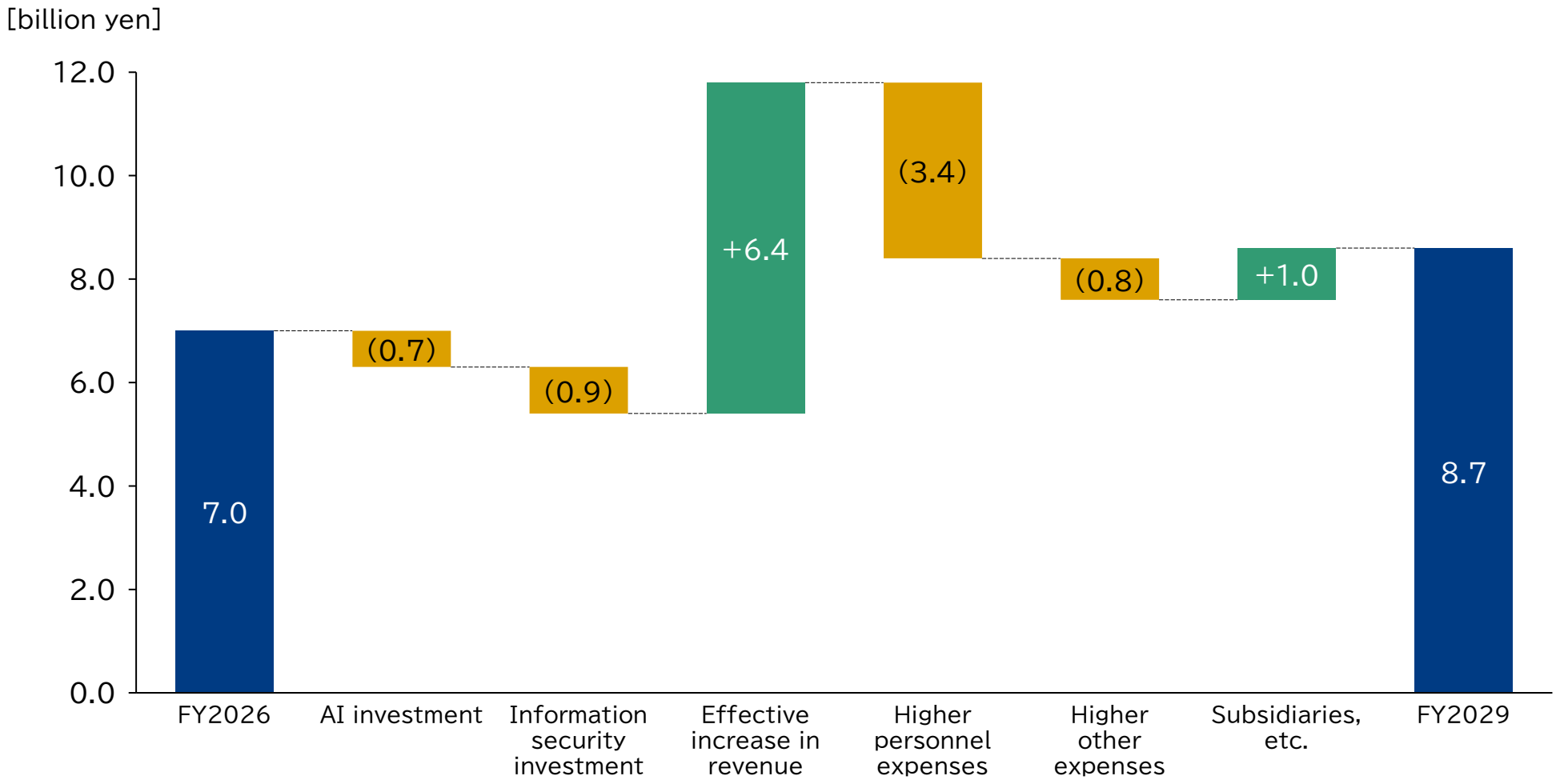
- **FY2029 Numerical Targets**
  - Consolidated net sales: 136.5 billion yen (+10.5 billion yen compared to 2026)
  - Ordinary profit: 12.0 billion yen (+2.3 billion yen)
  - ROE: 10% (+1.4%)

[billion yen]		FY2026	FY2029	CAGR (26→29)
Consolidated	Net sales	126.0	136.5	2.7%
	Ordinary profit	9.7	12.0	7.4%
	ROE	8.6%	10%	+1.4P
TTC	Net sales	53.3	68.0	8.5%
	Ordinary profit	7.0	8.7	7.5%
ITS	Net sales	72.6	68.5	(1.9%)
	Ordinary profit	2.6	3.2	7.2%

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

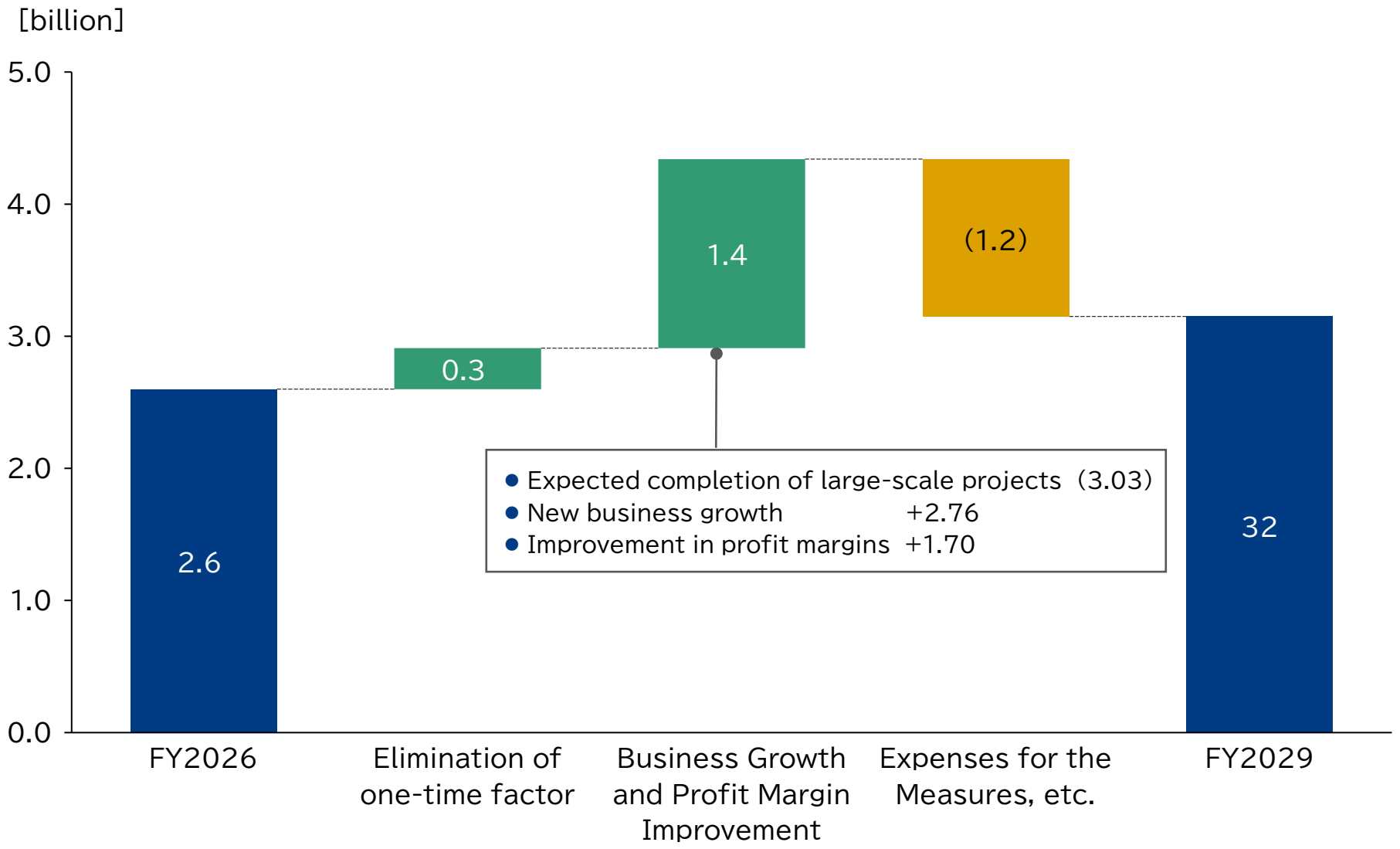
Medium-Term Management Plan 2029
Profit Trend By Segment (TTC)



Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Profit Trend By Segment (ITS)



Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Business Strategies (TTC)

- In focus domains, we will expand resources and investment, while in general domains, we will respond to government policies, create our next priority themes using the medium-to-long-term and our competitiveness as starting points and expand non-AI value
- In both focus and general domains, we will seek to shift from a business model focused on research and analysis to a model focused on implementation and hands-on support, and strive to transform the value of consulting

Focus domains

Growth target: Effective net sales +8-9%/year

Medical and long-term care	• Total business model connecting government policy and systems, digital transformation implementation and data (EBPM) • Strengthen BP collaboration, and make upfront investments
Energy and a circular society	• Provide total support, ranging from conceptualization based on insights in energy and sustainability sectors to implementation and commercialization • Expand overseas and service businesses
BA and AI	• Partner major customers in digital transformation and AI utilization • (Finance) Support the transformation of operations and services, and expand service businesses, (AI) Support AI-First strategy

Collaboration across domains and sectors

General domains

Growth target: Effective net sales +3-4%/year

Public	• Respond to government policies, and pursue expansion in growing sectors with medium-to-long term and our competitiveness as starting points. Shift business focus to sectors being rebuilt • Refine strengths (guiding government policies, laying the groundwork, forming project groups) ⇨ Strengthen position in sectors where replacement with AI is impossible	Medium to long term: Semiconductor and communication; Defense and aerospace; Nuclear power
Management and digital transformation	• Management ands digital transformation (private sector): Focus on winning formula (government policy insight and customer understanding), secure and develop personnel • Digital transformation (public sector): Improve cost competitiveness including expansion in scale and utilization of AI	Focus: Government policy-based consulting; Management transformation; Digital transformation (private sector)

Research & Recommendations

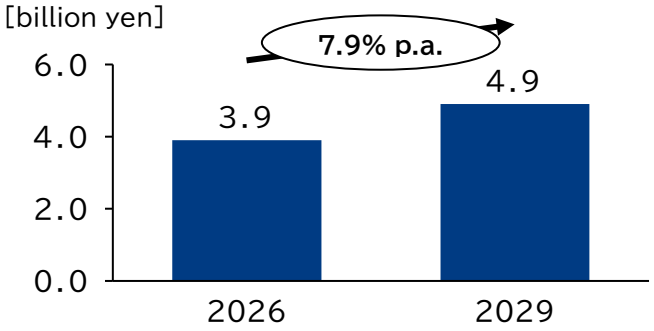
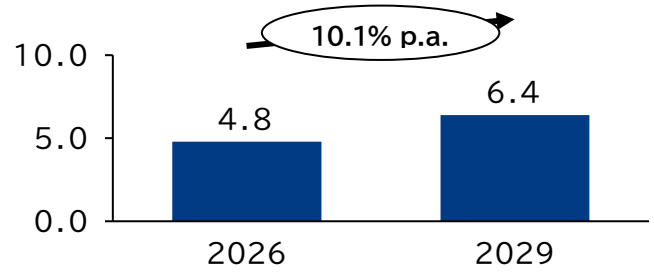
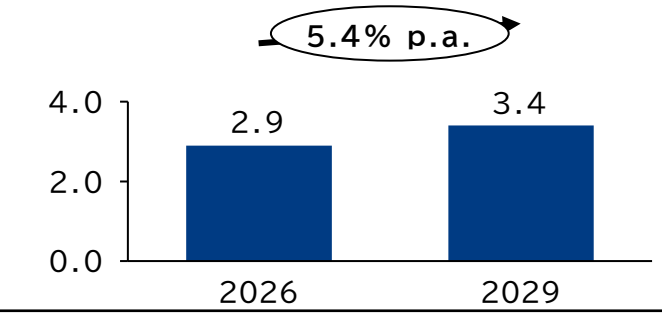
We will continue strengthening Research & Recommendations as our strength. We will balance enhancement of our corporate value with enhancement of our brand and hiring competitiveness through the pursuit of social and non-financial value in the form of world-leading research, the shaping of social trends, etc.

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Targets by Business (TTC)

Growth target Effective net sales +8-9%/year

Sector	Effective net sales target/Annual growth rate	Priority themes/Customers
Medical and long-term care		Themes ■ Digital transformation of local government, long-term care and vaccinations ■ Medical information PF, public DB/EBPM ■ Drug discovery innovation, health and children ■ Private-sector support for healthcare Target customers ■ Central government agencies related to medical, healthcare, long-term care, etc.
Energy and a circular society		Themes ■ Support for public and private sector implementation of GX ■ Decarbonized fuel and offshore wind power, emissions trading ■ CE and resources, digital transformation of power transmission and distribution, electric power market Target customers ■ Electric power, gas and oil, trading companies, electricity distribution and transformation ■ Consumers, Middle Eastern governments, etc.
BA/AI		Themes ■ Finance: Retail, corporate, risk management ■ Finance and loan screening AI ■ AI-first strategy, introduction of agents Target customers ■ (Financial) Banks, regional banks, cooperative financial institutions ■ (Non-financial) Trading companies, real estate developers, etc.

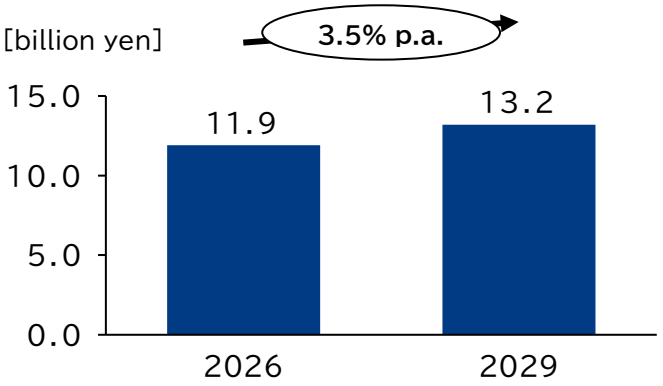
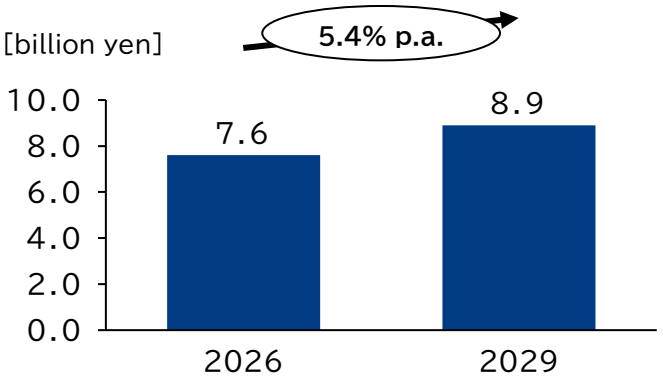
■ Red: Themes related to the 17 strategic sectors

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Targets by Business (TTC)

Growth — Effective net sales +3-4%/year

Sector	Effective net sales target/Annual growth rate	Priority themes/Customers
Public		Themes ■ Defence, economic security, semiconductors, cyber security ■ Space, marine and oceans, quantum technology ■ Science, technology and innovation (STI) ■ Mobility and communications, nuclear power and disaster management ■ Infrastructure and cities, EBPM Target customers ■ Central government agencies, local government, industry groups, etc.
Management and digital transformation		Themes ■ Defence, semiconductors, etc. ■ Management, transformation of organizations and human resources ■ Policy-based business, digital transformation (private and public sectors) Target customers ■ Trading companies, real estate and construction companies, etc. ■ Manufacturing and logistics, financial institutions ■ Related government and public offices

■ Red: Themes related to the 17 strategic sectors

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Business Strategy (ITS)

- We will thoroughly prevent unprofitable projects and review the cost structure

Factors behind occurrence

- (1) Understanding of operations and monitoring of requirements
- (2) Project planning and risk management
- (3) Organizational insights and development capabilities
- (4) Development productivity and adaptability

Measures to prevent recurrence

(1) Strengthening of upstream processes

- Increase involvement in operational analysis
- Deepen understanding of customer operations
- Strengthen risk review before finalization of requirements

(2) Accumulation of operational expertise and knowledge

- Systemize insights by industry
- Share project insights
- Develop database of past examples
- Form communities of experts

(3) Cross-functional support from division responsible for strengthening development capabilities

- Review highly complex projects
- Develop quality and development standards
- Improve development process
- Provide technical support across the company

(4) Improvement of human resource capabilities and productivity

- Promote reskilling
- Strengthen specialist skills
- Improve productivity through utilization of AI
- Strengthen collaboration with outside partners

Quickly gain an understanding of the complexity of operations and specifications, and improve estimate accuracy and quality control. Minimize the occurrence of similar projects.

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Business Strategies (ITS)

- We will make up for the impact of the completion of large projects and redeploy resources to priority areas

Net sales	Operating profit	Operating profit margin	AI development productivity
72.6 → 68.5 billion yen	**2.4 → 3.0 billion yen**	**3.3% → 4.4%**	**Improvement of 20-35%**
Reflects completion of large projects	CAGR +8%	+1.1P	Target based on utilization of AIDD*1

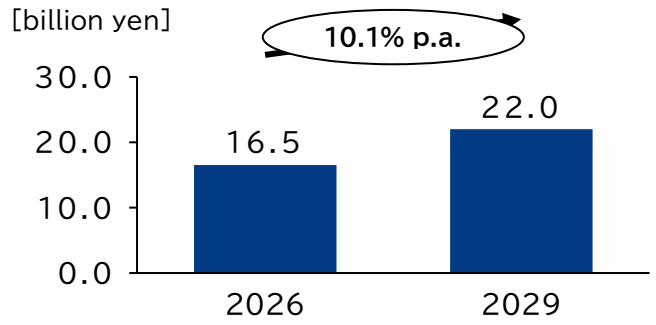
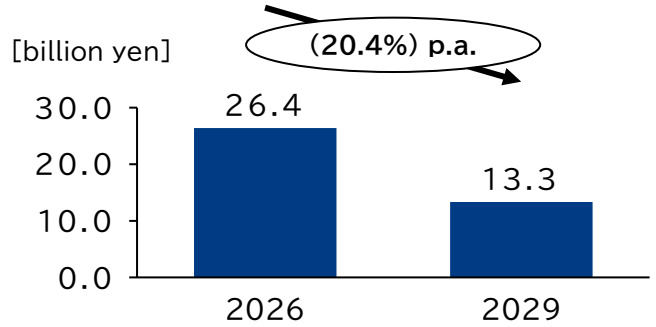
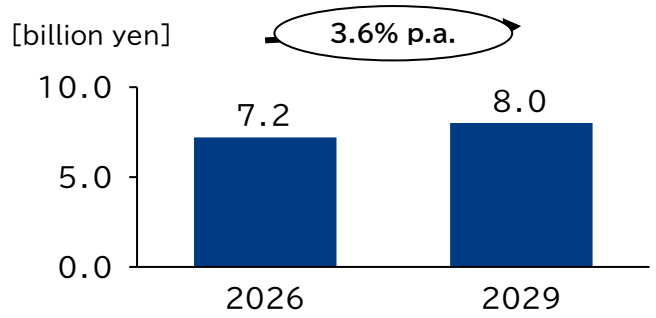
Redeployment to priority areas	Prevention of recurrence of unprofitable projects	Improvement of service value	Gross profit growth
Prioritize allocation of human capital to finance, HR, education, data, AI, etc.	Strengthen upstream processes, risk review and cross-functional support for development	Use AI and improve customer experience in PROSRV, miraicompass, etc.	Focus on gross profit growth and human capital productivity rather than revenue growth

*1 AIDD: AI-driven development; integrating AI into all software development processes

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

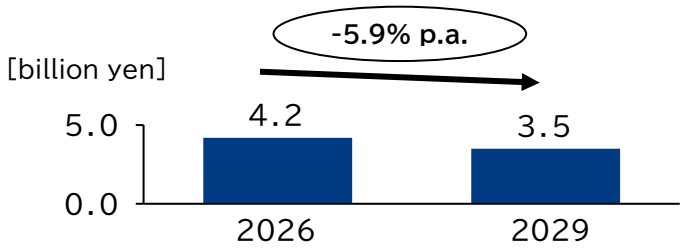
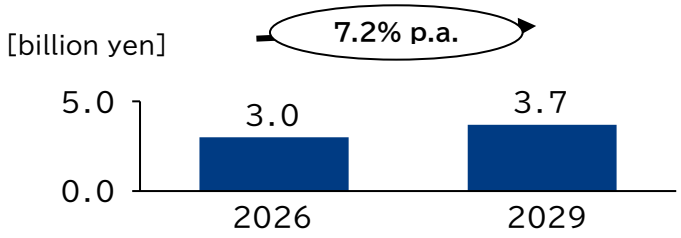
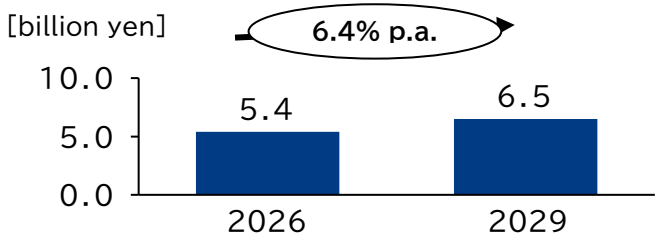
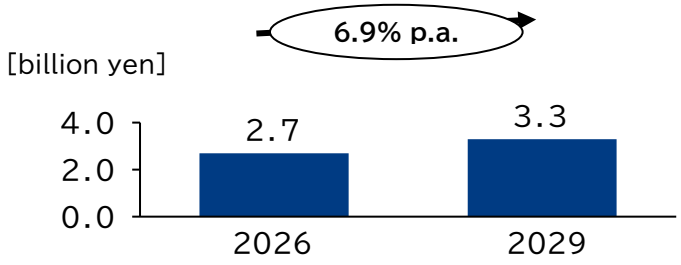
Medium-Term Management Plan 2029
Targets by Business (ITS)

Sector	Effective net sales target/Annual growth rate	Priority themes/Customers
Financial (Bank)		Themes ■ Architecture strategy, CRM, transaction banking ■ Market systems, AI common infrastructure, data analysis, platforms Target customers ■ Banks and their digital subsidiaries
Payment (Financial institutions other than banks)		Themes ■ Modernization, security, cloud computing ■ Payment collection systems, screening systems Target customers ■ Bank affiliates ■ Regional banks, other financial institutions
Industry		Themes ■ Further development of existing large customers ■ Provision of solutions to megabank group business partners through collaboration with them Target customers ■ Existing large customers (manufacturing industry, etc.) ■ Megabank group business partners

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Targets by Business (ITS)

Sector	Effective net sales target/Annual growth rate	Priority themes/Customers
Public		Themes ■ Policy-based system integration ■ Cloud integration (Government Cloud) Target customers ■ Central government offices and independent administrative agencies
Societal infrastructure		Themes ■ Energy (tariff calculation and sales systems) ■ Copyright (distribution systems) Target customers ■ Electric power companies ■ Music copyright industry
HR		Themes ■ Establishment of standard model for mid-size companies (headcount of approx. 2,000) ■ AI-BPO centers (assignment of tasks done manually to AI agents) Target customers ■ Approximately 550,000 employees served
Education		Themes ■ Defend our position in admissions services and expand school administration services ■ Formation of miraicompass-based economic zone (integrated platform) Target customers ■ Approx. 900 school corporations and approx. 2,100 schools using miraicompass

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Personnel Plan

- FY2029 target: 5,170 people (+340 people: TTC +190 people, ITS +150 people)
  - TTC
    - For achievement of the MP2029 target, we have set 3-year headcount targets by attribute, with particular focus on increasing the number of project leaders, who are in short supply, and have incorporated them into the recruitment plan
    - We assume an annual headcount growth rate of 4%
  - ITS
    - The main strategy is to prioritize deployment to priority areas. We will ensure the necessary personnel through AI-driven improvement in productivity and the development and optimal deployment of human resources, rather than relying solely on recruitment.

(people, approximate figure)	FY2026	FY2029	26→29 Net increase	26→29 CAGR
Consolidated	4,830	5,170	+340	2.3%
TTC	1,510	1,700	+190	4.0%
ITS	3,320	3,470	+150	1.5%

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Human Resource Strategy (TTC)

Policy

- Human resources will continue to be a core asset. We will secure personnel and human resources in line with our business strategies.
- We will increase the appeal of work and improve employee engagement as a prerequisite for securing and retaining human resources.

Targets

- A company that attracts, develops and retains talent

Personnel plan

- During the plan period, we will strengthen recruitment and hire more personnel (annual headcount growth of 3-4%)
- Personnel engaged in income generating functions will increase by 4-5% per year, accounting for 80% of personnel
- We will increase AI co-creation human resources* by 40 personnel over the MP period (currently 160 personnel)

AI co-creation human resources*: Professionals with Advanced AI Implementation Skills

Key Measures

- Human resources portfolio management:
  - Human resources PF operation, recruitment and development linked to strategy (AI co-creation human resources, improvement of non-AI skills, etc.)
- Work style:
  - Diverse work styles and optimization of management workloads typical of MRI
- Engagement:
  - Instilling our guiding principles and fostering a culture befitting MRI, improving engagement in each organization

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Human Resource Strategy (TTC)

Realization of business strategies by securing AI co-creation human resources

- Visualization of AI co-creation human resources on human resource portfolio
  - Clarification of ideal AI co-creation human resources and skill requirements
  - Visualization of necessary headcount/adequate headcount by organization
- Implementation of plan to secure adequate AI co-creation human resources
  - Promotion of recruitment of human resources that are lacking
  - Human resource development (use of existing development organization (MRI Academy))

MP2029 Targets

- Close gap by securing AI co-creation human resources
  - Monitor adequacy and deployment each half
  - Flexibly make additional investment in recruitment and development in the event of shortage

Envisaged AI co-creation human resources
- AI engineering human resources
- AI product design human resources
- AI and data science human resources
- Data platform human resources, etc.

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Human Resource Strategy (ITS)

- We will execute a dynamic human resource strategy that varies according to business strategy and we will foster an organizational culture for sustainable growth.

Policy	Shift from “personnel expansion-focused growth model” to “human capital productivity improvement model”
MP themes (goals)	• Resource allocation: We will prioritize the allocation of human capital to priority areas such as finance, HR, education, data and AI (realization of To-Be portfolio) • Human resource investment: We will strengthen the recruitment and development of human resources who will drive growth and transformation of priority businesses (realization of To-Be portfolio) • Productivity improvement: We will improve productivity through AI utilization, optimal deployment and the strengthening of development (realization of improvement in value added per employee)
Personnel plan	• Headcount growth will be lower than under previous MP (increase of approx. 150 people over 3 years, annual head count growth of 1.5%) • We will strengthen headcounts in priority areas (headcount growth of approx. 20% from FY2026 level)
Key measures	➢ Human resource portfolio management: Human resource portfolio operation, recruitment, development and deployment linked to strategy (strengthening of PM, product manager/service planning human resources, AI human resources, etc.) ➢ Sophistication of human resource strategy infrastructure: Development and use of human resource profile DB (enhancement of information about special characteristics, technical information, etc.) ➢ Engagement: Redefinition of ideal human resources and organizations based on guiding principles, purpose and strategy (culture transformation)

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Overview of AI Strategy

Policy	“Transition to a Sustainable Growth Model for the AI Era”
Competitive Advantage in the AI Era	Build on our current strengths (talent and expertise, comprehensive capabilities, and networks), and further enhance them by embedding knowledge through an AI platform and utilizing AI agents
Impact of AI on Operations and Business ⇒ P49	• Clients bring research and consulting capabilities in-house, reducing work outsourced to MRI ➢ Focus research and consulting on highly specialized engagements, while expanding business into proof-of-concept and implementation domains ➢ Promote operational efficiency and business transformation to deliver higher value, greater scale, and improved profitability
AI Business Strategy ⇒ P50	• Leverage domain, industry, operational, and technical expertise to contribute across the application, middleware, and infrastructure layers ➢ Private-Sector and Competitive Public-Sector Domains: Avoid price competition and prioritize opportunities based on strategic fit, competitive strengths, and pre-sales efforts ➢ Highly Competitive Public-Sector Domains: Leverage existing businesses to expand and strengthen large-scale integrated projects from strategy through proof of concept

Knowledge Co-Creation Platform				
	Enhancement of Non-AI Value (OJT, Training, and Self-Development)	Development and Operation of a Proprietary AI Platform (Embedding Non-AI Value in Organizational Knowledge)	AI Utilization and Business Process Reform (All Employees)	Developing and Securing AI Co-Creation Talent* *Professionals with Advanced AI Implementation Skills

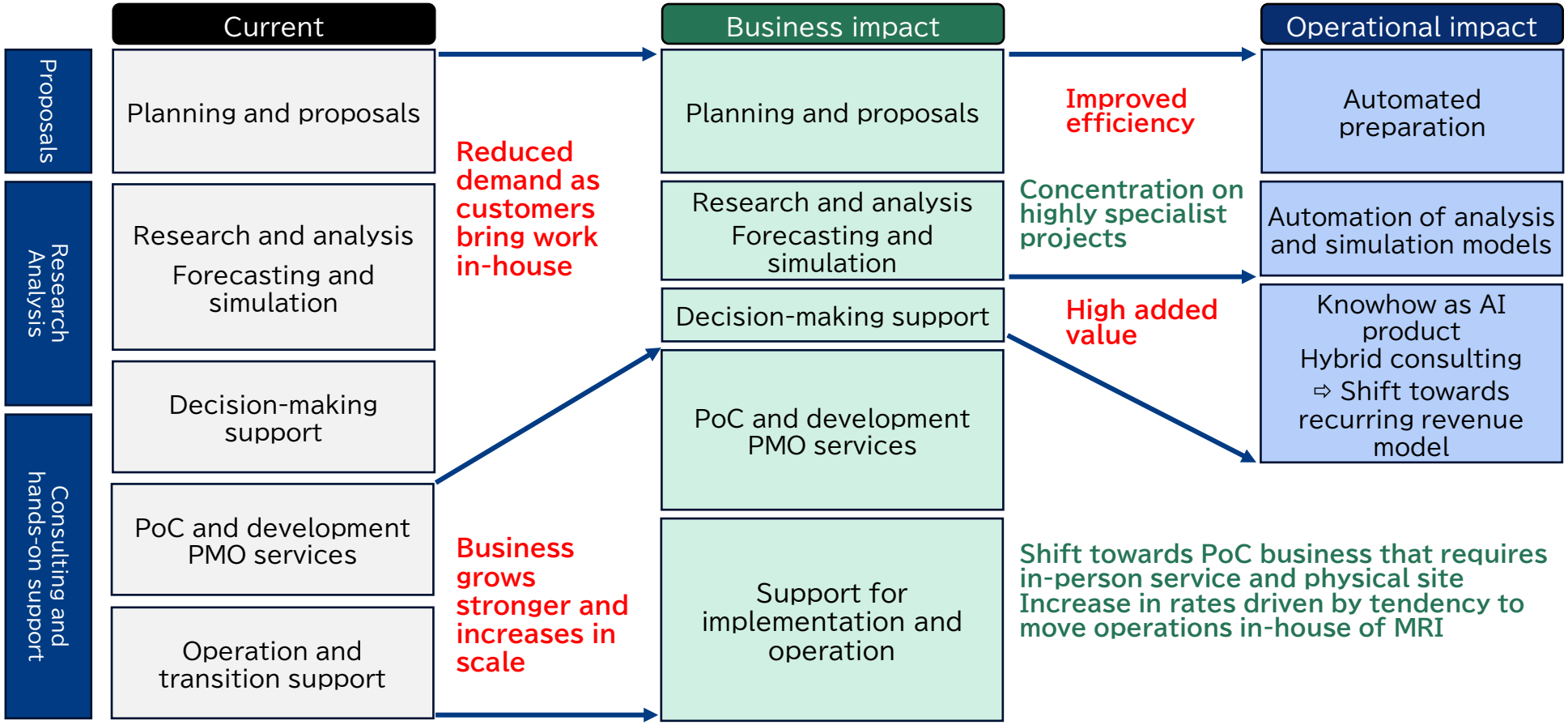
Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
AI Strategy (TTC)

- **Envisioned Impact of AI on our Value Chain**
  - Business impact:
    Research and analysis based on published data will be done by customer in-house
  - Operational impact:
    AI utilization will drive greater work efficiency, higher-value-added operations and expansion in scale

- **Areas to be strengthened**
  - Business:
    Research and analysis will be centered on highly specialist projects
    We will strengthen PoC and development PMO services and downstream areas such as support for implementation and operation
  - Operations:
    We will promote the conversion of knowhow into AI products and hybrid consulting



Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
AI Strategy (TTC)

- Our strength lies in our contribution not only to the "application tier" but also to the "middle and foundation tiers" that are essential for the advancement and utilization of AI
- In the "application tier," given intense competition, we will increasingly combine sectors in which we have strong, deep insight and AI business
- In the "middle and foundation tiers," we will leverage our ecosystem functions in efforts focused on driving policies for public-private partnerships in areas such as the semiconductor supply chain, data center, optical communications and physical AI

Tier	Examples of key themes	
	Soft	Hard
Application	Sectors in which we have strength × AI	
Middle and foundation	AI safety	All-photonic network/6G Physical AI
	Development of semiconductor human resources	Optoelectronic integration Manufacturing post-processing
	Data center Strategies	Watt-Bitt

- Strengths: Sector, industrial and operational insights × AI
- Addressing needs in sectors where MRI has strengths
- Customers: Financial institutions, trading companies, electric power companies, etc.

- Strengths: Policy and technology insights × Track record
- Providing services ranging from research and consulting to proof-of-concept projects
- Customers: Government and public offices, etc.

- Strengths: Expertise×Networks×Coordination and overall mgt. capabilities, forming an ecosystem
- Conducting tech. development and PoC projects through public-private co-creation
- Customers: Government and public offices, independent administrative institutions, etc.

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
AI Strategy (ITS)

Enhancement of development capabilities	➢ We will roll out AI-driven development (AIDD) across all development and maintenance operations to realize improvement in development productivity and quality, and we will also work to foster an AI native development culture ➢ Through the utilization of AIDD, we aim to increase productivity by approximately 20-35% in development and operation and maintenance projects ➢ We will redeploy the created resources to new development, upstream processes and proposal activities as a priority to help strengthen our competitiveness and realize sustainable growth
Transformation of services	➢ We will promote AI utilization in PROSRV and miraicompass and achieve further enhancement of service value through increased operational efficiency and improved customer experience ➢ We will accelerate the planning and development of new solutions using AI technology, and provide high value added services that help solve customer issues and transform operations ➢ By strengthening alliances with partner companies and offering diverse AI solutions, we will strengthen our ability to propose optimal solutions to meet customer needs
Transformation of indirect operations	➢ We will drive more sophisticated use of AI, advancing from AI utilization aimed at supporting individuals in operations to AI utilization where AI agents are responsible for the business processes themselves ➢ We will drive transformation focused on indirect operations where effects are expected to be realized quickly

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Overview of Capital Policy

Target to be achieved under MP2029: ROE of 10%

To be achieved through profit growth with the help of capital control

Created and retained funds

Cash flows from operating activities
+
Investable cash and cash equivalents

Efforts to ensure necessary liquidity

Minimum cash holdings of approximately 25.0 billion yen

- Assuming cash and deposits+short-term securities readily convertible to cash

Surplus capital

Capital in excess of necessary liquidity

(1) Growth and strategic investments

Strategic fit +
Profitability exceeding the cost of capital
Using up our investment quota will not be an end in itself

(2) Stable dividends

Basic policy of paying progressive dividends/Aiming for DOE of 4%

(3) Flexible share buybacks

We will consider share buybacks when investment opportunities are limited and we still have surplus capital

Investment discipline

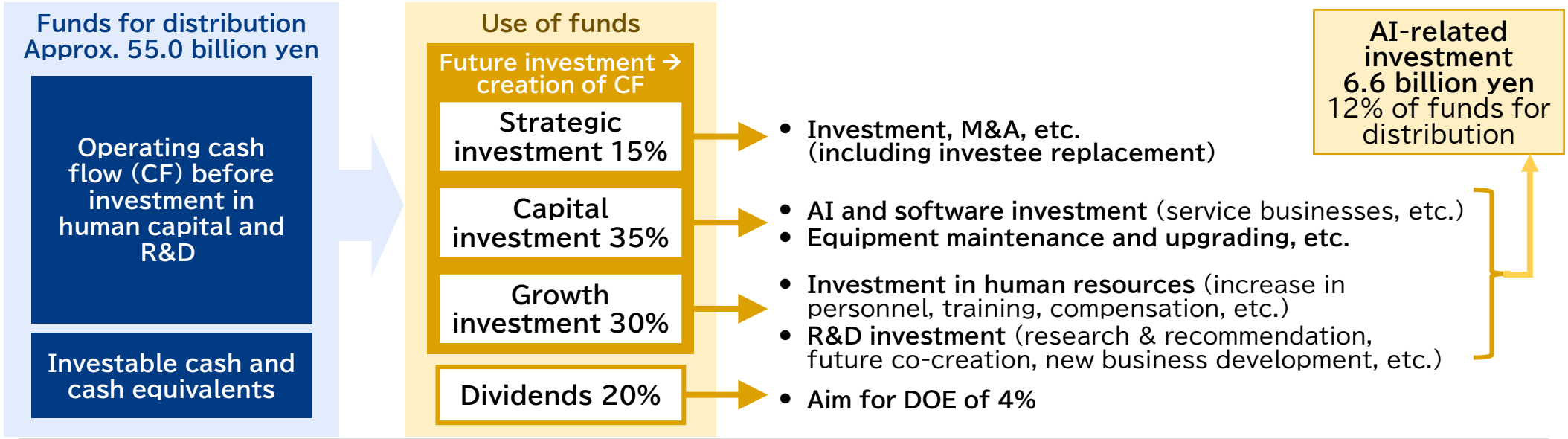
- Strategic fit
- Profitability based on awareness of the cost of capital
- Periodic ex-post evaluation
- Scaling-back, withdrawal or replacement if criteria are not met

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
Capital Allocation

- We will actively utilize around 80% of allocated funds for investment
  - Strategic investment:
    We will acquire advanced technology, knowledge, and resources for growth in priority areas
    We envisage investment necessary for the expansion of individual businesses; non-organic growth is not factored into MP numerical targets
  - Capital investment: We will strengthen AI investment, management infrastructure and service base (e.g. software, maintenance and renewal of equipment)
  - Growth investment: We will invest in human resources, engage in research & recommendation and future co-creation activities, develop new businesses, etc.
- We will allocate 20% to dividends (aiming for DOE of 4% ⇨ see p37)
- We will aim for cash holdings of approximately 25.0 billion yen, which is equivalent to monthly sales for approximately 2.5 months
  - Taking into consideration the tendency towards large projects among government and public offices and financial institutions, we will attach importance to the stability and reliability of our management and financial base and set cash on hand at a reasonable level to continuously execute such projects.



Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029 Dividend Policy

- Under the MP2029, we aim to achieve a ROE of 10%, and, to further enhance the continuous and stable return of profits to shareholders while prioritizing growth investments, we will also adopt a basic policy of paying progressive dividends and switch to a policy targeting a DOE (consolidated dividend on equity ratio) of 4%
- A DOE of 4% is roughly equivalent to a dividend payout ratio of 40%, calculated based on our target ROE of 10%
- We will determine whether to implement further acquisitions of treasury shares in the future as part of additional shareholder returns in light of factors such as our capital structure, financial condition, growth investment opportunities and the market environment

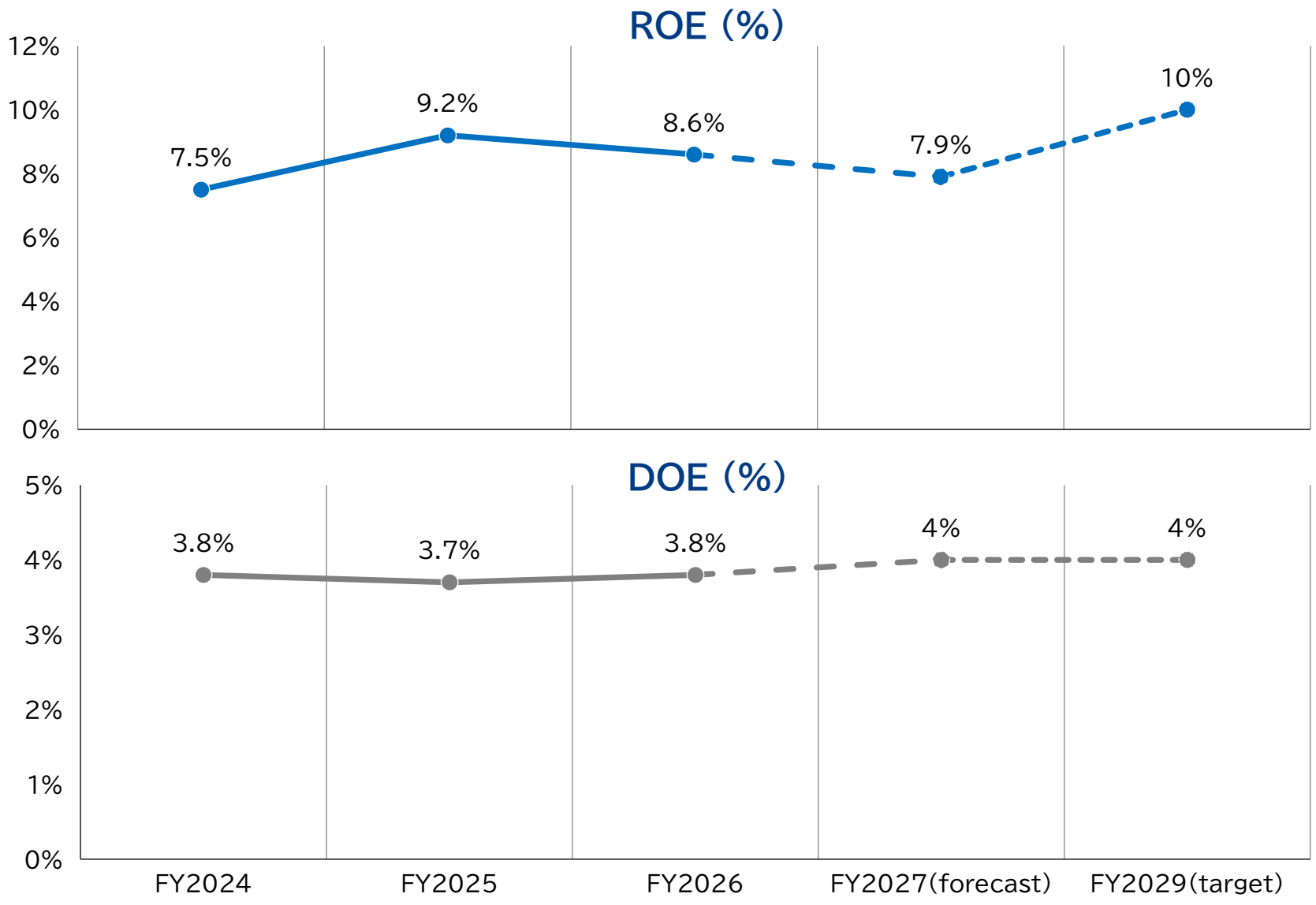
Dividend policy (changes are underlined)

- MRI's basic policy is to pay progressive dividends and we aim to pay stable and continuous dividends based on a comprehensive consideration of factors such as performance, future capital needs, and financial soundness, aiming for a DOE (dividend on equity ratio) of 4%.

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Medium-Term Management Plan 2029
ROE and DOE Results and Targeted Levels



Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Notes concerning forward-looking statements

This presentation contains forward-looking statements. These forward-looking statements, including forecasts, are based on the Company's assumptions in light of information available at this moment.

These statements do not guarantee future performance, and involve unpredictable risks and uncertainties. Accordingly, actual performance may differ from the outlook due to such various factors.

The Company is under no obligation to update or revise any forward-looking statements in light of future events, new information or other findings.

- Contact

Mitsubishi Research Institute, Inc.

Investor Relations Office,
Group Corporate Planning Division

E-mail: ir-info@ml.mri.co.jp
URL: www.mri.co.jp/en/index.html

Copyright © Mitsubishi Research Institute

These materials are prepared for the purpose of providing reference information for making investment decisions and not for the purpose of soliciting investment.

Envisioning the future, leading change



Mitsubishi Research Institute