

FY2026/3

Interim Business Report

April 1, 2025 ▶ September 30, 2025

Global Digital Transformation **Partner**

Note: This English translation is for reference purposes only. In the event of any discrepancy between the Japanese original and this English translation, the Japanese original shall prevail.

Dear Shareholders and Investors,

We would like to express our sincere appreciation for your continued and exceptional support.

We are pleased to present this report on our performance for the first six months of the fiscal year ending March 31, 2026 (April 1, 2025 to September 30, 2025).



Masaaki Muta

Representative Director,
Co-president

Masataka Okuda

Representative Director,
Chairman

Takeshi Kamiya

Representative Director,
Co-president

Summary of Business Results

During the first half of the fiscal year under review, the Japanese economy experienced a moderate recovery, supported by improving employment conditions and rising household income levels. However, the economic outlook remains uncertain due to several factors, including shifts in U.S. policies—particularly trade policy—ongoing economic concerns in China, and persistent price increases. These developments have contributed to a decline in consumer sentiment and pose downside risks to private consumption.

In the business environment in which our Group operates, demand for services that enhance productivity, strengthen cost competitiveness, and drive sales growth continued to increase, driven by the evolution of AI technologies and persistent labor shortages.

Against this backdrop, our Group proactively delivered both Customer Experience (CX) and Business Process Outsourcing (BPO) services that help clients transform

their businesses. As a result, we achieved growth in bookings. During the first six months, we focused on the following key initiatives.

Initiatives for Future Business Growth

In the CX services domain, we continued to promote our proprietary CX platform—trans-DX for Support—and increased order volume. We enhanced service features by accelerating AI utilization, including the deployment of CX Cockpit, a solution that analyzes customer voice data collected from call logs. We also advanced AI utilization across our service operations. In our digital contact center services, we added AI-powered support features to our existing unique voice-to-text solution, transpeech, to assist contact center agents. With these enhancements, transpeech now centralizes and automates essential contact center operations, evolving into an AI-powered assistant solution that works alongside agents. In our digital integration services, which support clients in building and operat-

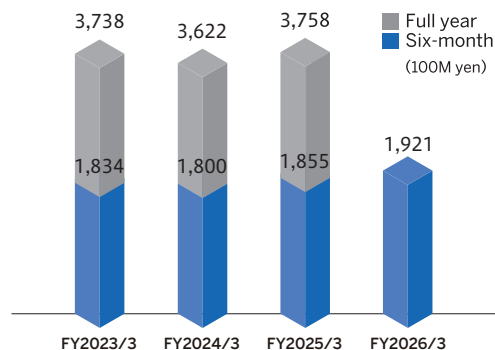
ing websites, we adopted AI in the creative production process to streamline and automate workflows. This led to improved performance, including growth in upstream projects such as marketing initiatives. Additionally, we were named a certified e-commerce service partner on TikTok, enabling us to launch operational support services for TikTok Shop—a platform where users can buy and sell products directly within TikTok.

In the BPO services domain, we continued to promote trans-Xsynk, a solution that converts data in non-standard formats into text using a combination of AI-powered optical character recognition (OCR), generative AI, and operational expertise. The solution is now being deployed by clients across various industries, expanding beyond its initial adoption in the real estate sector. We also advanced our joint business model initiatives by forming joint ventures with clients. During the first half of this fiscal year, we established and launched operations for OMRON TRANS-COSMOS PROCESS INNOVATION Co., Ltd. in partnership with OMRON Corporation, and TTTec Creation inc. in collaboration with Toshiba Tec Corporation. Through these joint venture business models, we aim to build sustainable client relationships, expand service platforms

Consolidated net sales

1,921 hundred million yen

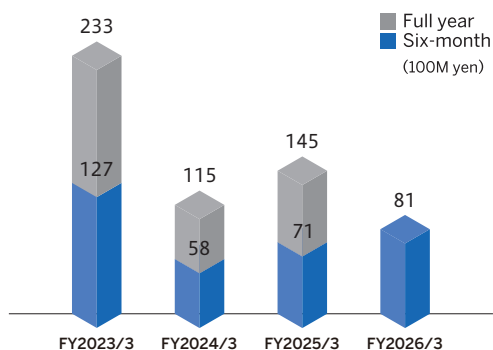
UP
3.5%
YOY



Consolidated operating profit

81 hundred million yen

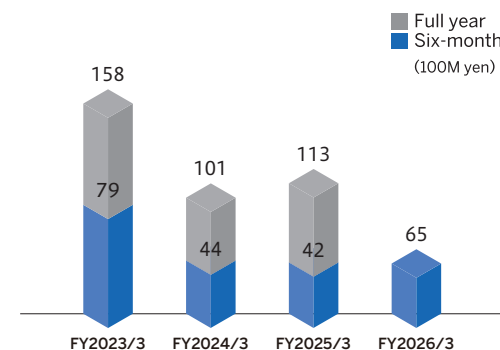
UP
13.2%
YOY



Profit attributable to owners of parent

65 hundred million yen

UP
57.1%
YOY



founded on deep expertise by entering new business domains, and develop digital transformation (DX) solutions that optimize end-to-end processes.

Overseas, we focused on expanding business with global companies, developing services powered by generative AI, and strengthening our service delivery frameworks. In China, we are working to grow our business with Chinese companies operating on a global scale and have enhanced services that support their entry into the Japanese market. In South Korea, one of our most advanced markets for developing generative AI-related services within the Group, we developed trans-AI VoiceBot—a solution that responds to customers naturally based on accurate analysis of intent and context—and trans-AI Analytics, which provides insights for service enhancement through the analysis of customer support dialogue data using generative AI. In Indonesia, we opened CX Square Semarang Setos, a delivery center for RPA services that automate a wide range of manual operations. In India, we formed a strategic partnership with Cogent E-Services Limited, a local contact center business. Through this partnership, we can now support customers in multiple local languages and plan to accelerate our contact center services across the country.

A Message to our Shareholders

Returning profits to shareholders is one of the Company's top management policies. We have therefore adopted a dividend policy that focuses on the dividend payout ratio, which is closely linked to the Company's business performance. Our fundamental dividend policy is to distribute appropriate levels of dividends in line with the Company's business performance, with a target consolidated dividend payout ratio of 35%. In line with this renewed policy, the Company expects to pay a year-end dividend of 108 yen per share for the fiscal year ending March 31, 2026.

For the same fiscal year, we expect to achieve consolidated net sales of ¥400,000 million yen, up 6.4% year-over-year; operating profit of ¥15,500 million, up 7.1% year-over-year; and net profit attributable to owners of parent of ¥11,500 million, up 1.5% year-over-year, as announced at the beginning of the fiscal year. We will continue to maintain an upward trend in both sales and

profits, and lay a solid foundation for our next medium-term business plan.

We appreciate your continued support and cooperation.

Our Business

Global Digital CX Services

Digital Marketing Services

We offer total support services from digital marketing campaigns to website development, management and analytics with our 3,000 people, one of the largest service networks in Asia.

- Blended delivery model using onsite, offshore bases across Asia, and nearshore.
- Optimum services tailored to each industry and business model built on our extensive experience and know-how gained from working with over 600 clients each year.
- Cutting-edge services, including ad tech and MA, services for LINE/other social media, and integrated marketing powered by CDP.

Main Group companies



E-Commerce One-Stop Services

Our one-stop services provide all the required features for e-commerce, in line with e-commerce and brand strategies of each business.

- 46 countries/regions, with a focus on e-commerce growth markets.
- Support services for e-commerce businesses tailored to characteristics & culture of each target market in partnership with leading firms in Asia and Europe and America
- Full-packaged services for e-commerce, from developing business framework to operations.

Main Group companies



Global Digital BPO Services

Business Process Outsourcing Services

We provide a range of services that underpin clients' end-to-end business foundation. With a high level of expertise at the core, we fully optimize business processes with a data-driven approach, common back-end functions outsourcing and industry-specific engineering BPO services while utilizing the latest digital technologies.

- Highly competitive service framework with one of Japan's largest offshore service networks (18 bases in Asia) and domestic nearshore centers.
- Superior quality backed by operational excellence and a strong track record built over 58 years since our foundation.
- Highly specialized services from IT and back-office that are common across a range of industries to industry-specific services including design, construction, and production works.

Main Group companies



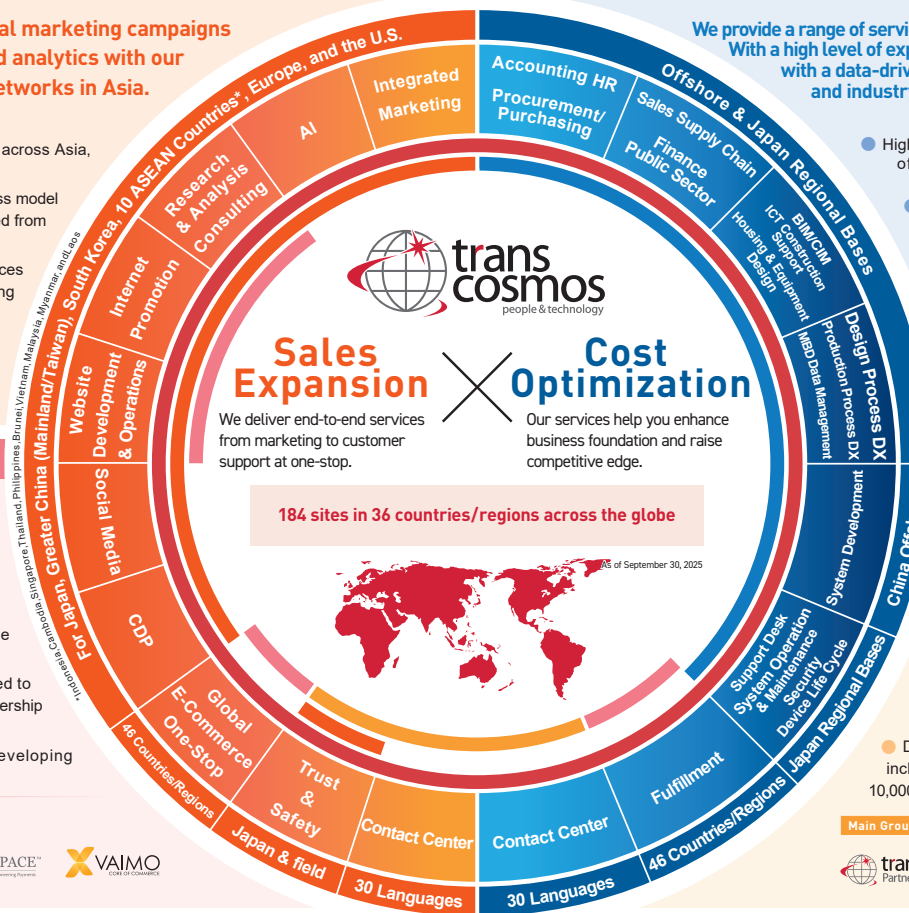
Contact Center Services

We optimize communication between businesses and their customers, and digitize customer touchpoints with our operational network, one of the largest in Asia.

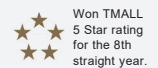
- 31 bases in Japan and 48 bases overseas (43,120 workstations in total). *Including bases of partners/associates.
- Superior quality underpinned by our people development programs and many years of center management operations as the No.1 contact center services player in Japan (*1).
- Diverse CX solutions powered by various digital technologies including chat and speech recognition in 30 languages, with over 10,000 home-based contact center workstations.

*1 Source: FY2023 Call Center Sales Ranking, TSUHAN SHIMBUNSHYA

Main Group companies



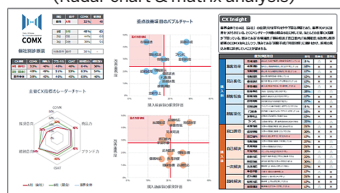
Named a Leader for the 4th year in a row in CXM service providers in the Asia Pacific region by Everest Group.



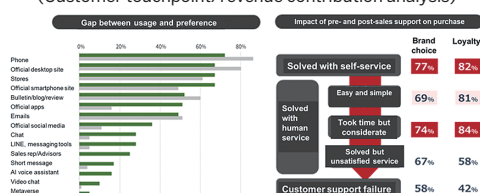
Released trans-CX Survey (COMX diagnostics) to visualize CX weaknesses

We launched trans-CX Survey (COMX diagnostics) to help clients assess the quality of customer communication experiences. Based on a CX evaluation framework, the service enables benchmarking analysis to visualize strengths and weaknesses of both the brand and its competitors, turning insights into actionable improvements that boost customer loyalty and differentiation.

Company-specific diagnostics report
(Radar chart & matrix analysis)



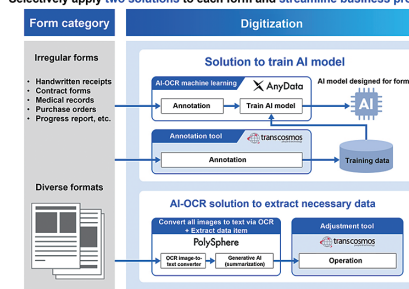
Communication channel trends
(Customer touchpoint/revenue contribution analysis)



Launched AI-OCR solutions with AI inside for irregular format processing

In partnership with AI inside Inc., we released solutions that improve the efficiency of irregular form data processing by combining our Digital BPO®—which integrates latest technologies and operational expertise—with AI inside's cutting-edge AI.

Selectively apply two solutions to each form and streamline business process



By selecting the optimal solution based on the complexity of a form, we help clients digitize irregular documents and streamline and optimize entire business processes.

Launched operational support services for TikTok Shop store owners

We launched services for TikTok Shop, an e-commerce platform within the TikTok app that enables brands to sell and users to shop directly via short videos and live streams. Our support covers sales strategy, store setup and management, creator assistance, content production, live streaming, ads, and logistics.



Group's GHG emission reduction targets approved by SBTi

GHG emission reduction targets have been approved by the Science Based Targets initiative (SBTi)*.

- Scope 1 and 2: Reduce absolute emissions 42% by FY2030 from a FY2023 base year.
- Scope 3: Request suppliers that account for 85% of the Company's emissions from purchased goods and services and upstream transportation and distribution to set science-based targets by FY2029.



*The Science Based Targets initiative (SBTi): The SBTi was formed as a collaboration between CDP, the United Nations Global Compact, the World Resources Institute (WRI), and the World Wide Fund for Nature (WWF). The SBTi provides standards, tools and guidance which allow companies to set science-based GHG emissions reductions targets in alignment with the goals of the Paris Agreement which pursues efforts to limit global warming to 1.5 degrees Celsius above pre-industrial levels. (<https://sciencebasedtargets.org/>)

H1 FY2026/3 Highlights

Reinforced Japan market entry service for Chinese brands

Expert bilingual team in China and Japan help Chinese brands expand into Japan

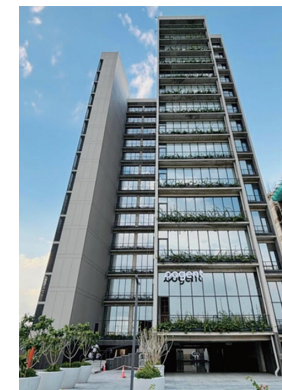
We launched a bilingual team in China and Japan to support Chinese brands entering Japan. The team handles marketing, customer services, and e-commerce. Combining localization expertise and digital technologies, we deliver comprehensive, one-stop shop services across offline and online channels.



Formed strategic partnership with Cogent in contact center business

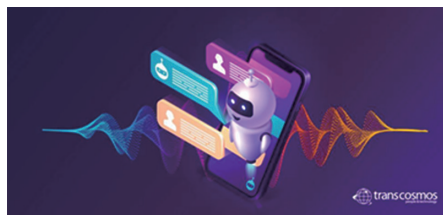
We signed a strategic partnership with India's contact center provider Cogent E-Services Limited (Cogent) to serve both local and global markets.

India has 22 official languages and many regional languages spoken by millions. With Cogent's network of more than 16,000 members and 24 centers in 12 cities, we can now deliver contact center services in multiple local languages nationwide.



South Korea led development and delivery of generative AI services

South Korea spearheaded generative-AI initiatives, deploying these technologies across our services to enter new domains and capture opportunities. In H1, we developed trans-AI Analytics, a customer support dialogue analytics tool, and trans-AI VoiceBot, enabling natural conversations through generative AI and voice recognition.



Named FTSE Blossom Japan Index and Sector Relative Index constituent

Recognized for ESG commitments

We were included in the FTSE Blossom Japan Index and the FTSE Blossom Japan Sector Relative Index. This is our second inclusion in the Sector Relative Index since first being named in 2023.



FTSE Blossom
Japan Index



FTSE Blossom
Japan Sector
Relative Index

*FTSE Russell (a registered trademark of FTSE International Limited and Frank Russell Company) hereby certifies that transcosmos inc. has been independently assessed and has satisfied the requirements for inclusion in the FTSE Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is widely used to create and evaluate sustainable investment funds and other financial products.

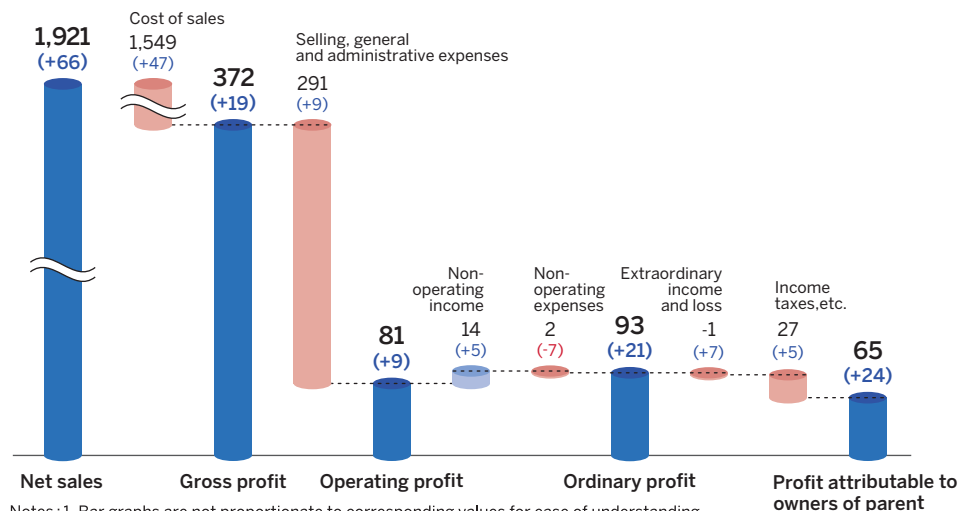
*FTSE Russell (a registered trademark of FTSE International Limited and Frank Russell Company) hereby certifies that transcosmos inc. has been independently assessed and has satisfied the requirements for inclusion in the FTSE Blossom Japan Sector Relative Index. Created by the global index and data provider FTSE Russell, the FTSE Blossom Japan Sector Relative Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Sector Relative Index is widely used to create and evaluate sustainable investment funds and other financial products.

Consolidated Financial Results

Consolidated Statement of Income

100M yen (rounded to the nearest 100M yen)

Six months ended Sep. 30, 2025 (April 1, 2025 – September 30, 2025)



Notes: 1. Bar graphs are not proportionate to corresponding values for ease of understanding.

2. Figures in parentheses are year-over-year changes.

Net sales

Net sales increased 3.5% year-over-year. Looking into results by segment, the Parent Company segment sales increased reflecting higher sales achieved by both CX and BPO services. The Domestic Affiliates segment sales increased as BPO-related joint ventures expanded their business scope and some entities were newly consolidated. The Overseas Affiliates segment sales increased reflecting higher sales achieved by Chinese subsidiaries, despite the negative impact of foreign exchange rates.

Operating profit

Operating profit increased 13.2% year-over-year. Looking closer by segment, profit increased in the Parent Company segment reflecting higher profitability achieved by both CX and BPO services. In the Domestic Affiliates segment, profit increased driven primarily by profit growth in listed subsidiaries. In the Overseas Affiliates segment, profit increased in subsidiaries in China and South Korea, and profitability increased in Europe and the U.S. as a result of progress in business restructuring. Despite these increases, the overall operating profit in the Overseas Affiliates declined due to lower profit in subsidiaries in Southeast Asia.

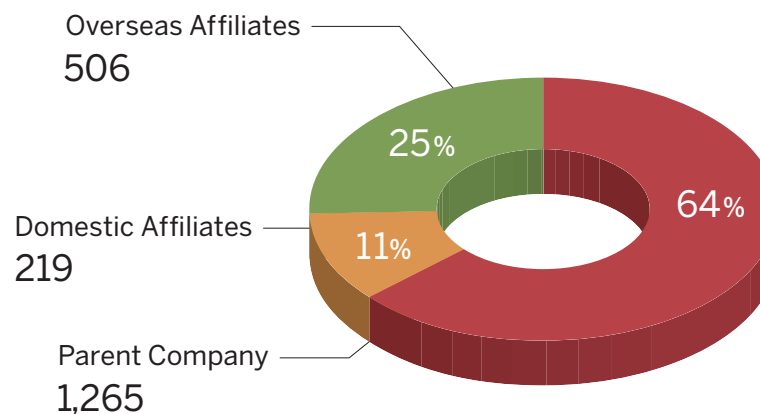
Profit attributable to owners of parent

Net profit attributable to owners of parent increased 57.1% year-over-year, reflecting an increase in non-operating income and a decrease in extraordinary losses.

Net Sales by Segment

100M yen (rounded to the nearest 100M yen)

Six months ended Sep. 30, 2025 (April 1, 2025 – September 30, 2025)



Notes: Figures are not adjusted for -6.9 billion yen of transactions between segments.

Parent Company

Outsourcing operations offered by the Company.

Domestic Affiliates

Outsourcing operations offered by domestic Group companies.

Overseas Affiliates

Outsourcing operations offered by overseas Group companies.

Corporate & Stock Information

Corporate Information (As of September 30, 2025)

Registered Name	transcosmos inc.
Date of Foundation	June 18, 1985
Paid-in Capital	¥29,065 million
Employees	Group : 71,416 (Japan: 44,439; Overseas: 26,977)
Major Banks	Sumitomo Mitsui Banking Corporation MUFG Bank, Ltd. Mizuho Bank, Ltd.
Headquarters	Sunshine 60 Bldg. 3-1-1, Higashi-Ikebukuro, Toshima-ku, Tokyo 170-6016 Japan Tel. +81-50-1751-7700 (Main phone number)
Main Office	Shibuya First Tower 1-2-20, Higashi, Shibuya-ku, Tokyo 150-0011 Japan

Stock Information (As of September 30, 2025)

Shares Authorized for Issue	150,000,000
Shares Issued	43,863,116
Stockholders	8,523

Principal Stockholders (As of September 30, 2025)

Name	Number of shares (thousand shares)	Ratio of shares (%)
transcosmos foundation	6,753	15.40
Masataka Okuda	6,404	14.60
The Master Trust Bank of Japan, Ltd. (Account in Trust)	3,349	7.64
Mihoko Hirai	1,463	3.34
THE BANK OF NEW YORK MELLON 140042	1,073	2.45
CEPLUX- THE INDEPENDENT UCITS PLATFORM 2	953	2.17
STATE STREET BANK AND TRUST COMPANY 505001	901	2.06
Custody Bank of Japan, Ltd. (Account in Trust)	892	2.03
GOVERNMENT OF NORWAY	847	1.93
Employee Shareholding Association of transcosmos inc.	735	1.68

Notes: 1. Other than the above, the Company retains 6,390 thousand shares of its own stock.
2. Number of shares less than one thousand is rounded down to the nearest thousand.
3. Shareholding ratio is rounded off to two decimal places.