



FY 2026

Business Report

April 1, 2025 ▶ March 31, 2026

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 announce that we will celebrate the 60th anniversary of our founding in June 2026. We would like to extend our heartfelt gratitude to our shareholders for their steadfast support over the years.

We are pleased to present our report on performance for the fiscal year ended March 31, 2026 (April 1, 2025 to March 31, 2026).



Masaaki Muta
Representative Director,
Co-president

Masataka Okuda
Representative Director,
Chairman

Takeshi Kamiya
Representative Director,
Co-president

Summary of Business Results

During the current consolidated fiscal year, the Japanese economy followed a moderate recovery trend, supported by improvements in employment conditions and the income environment. Meanwhile, uncertainty remains regarding the impact on the economy of developments in the Middle East, fluctuations in global financial and capital markets, and U.S. trade policy trends. As a result, the outlook continues to be uncertain.

In the business environment where our Group operates, demand for services that help increase productivity, cost competitiveness, and sales continued to grow as AI technologies evolve and shortages of professional personnel persist.

Against this backdrop, our Group proactively delivered both CX and Business Process Outsourcing (BPO) services that help clients transform their businesses and successfully increased orders.

During the current consolidated fiscal year, our Group undertook the following key initiatives.

Domestic CX Business Initiatives

In the domestic CX business, we continued to promote the deployment of our proprietary CX platform, *transDX for Support*, expanding adoption to 125 companies. At the same time, we focused on leveraging advancing AI technologies.

Specifically, within our digital contact center services, we enhanced *transpeech*, our proprietary speech recognition solution, by adding AI-based support features for human agents. As a result, *transpeech* has evolved into an AI-assisted solution that integrates and automates tasks required for contact center operations, providing AI-assisted support that works in tandem with human agents.

In our digital integration services, which include website development and operations, we introduced AI into creative production processes to enhance efficiency and automation, resulting in better outcomes, including an increase in upstream marketing initiatives.

In addition, we launched a new AI-driven service, the *AI Training and Annotation Service*, leveraging human resources with extensive expertise and experience in the CX domain across Japan and ASEAN locations. This service supports high-demand languages including Chinese, Japanese, and Korean, and provides highly specialized services across a wide range of scales and fields—from finance and engineering to clients' proprietary data.

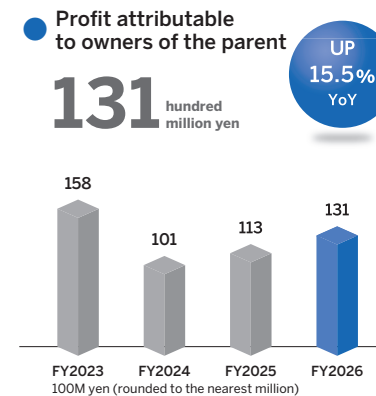
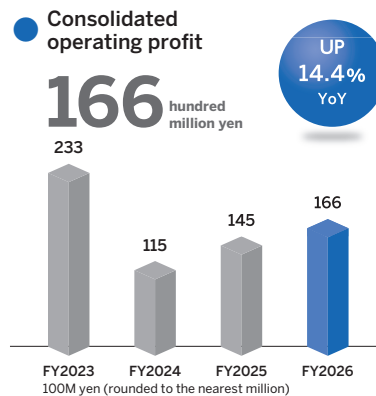
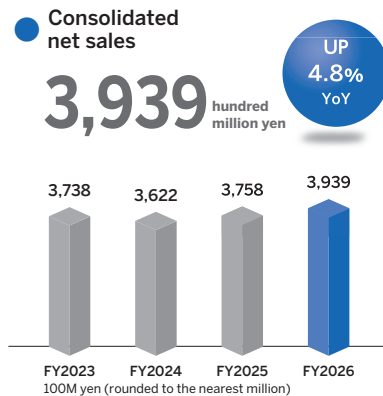
Domestic BPO Business Initiatives

In the domestic BPO business, we expanded features for collecting on-site logistics information within *translogiManager*, our logistics DX solution service launched in October 2025. This service supports chief logistics officers by visualizing logistics operational performance using data and optimizing logistics costs, addressing ongoing challenges for the “2024 logistics problem” and amendments to two logistics-related laws.

As a new feature of this service, we will launch *translogiManager SmartTracking* in June 2026, which enables visualization of driver activity time and maximization of load efficiency.

In addition, we are jointly developing *Connectix Build*, a service platform that automatically integrates, accumulates, and utilizes construction site data, in collaboration with Arent, Inc. By combining our specialized expertise with Arent's advanced technologies, we will promote DX that accelerates the effective utilization of various types of data.

Furthermore, to strengthen our service delivery framework, we expanded our BPO center network. Specifically, we opened *BPO Center Fukuoka Daimyo* as a strategic hub supporting business transformation in the construction and manufacturing industries, and *BPO Center*



Okinawa Urasoe as a dedicated center specialized in operations and managed services in response to increasing infrastructure development needs.

tact center company. This enables multilingual service delivery across India and will accelerate the provision of contact center services across India.

ending March 31, 2036, we have established two key themes: to evolve our business model and translate our collective strengths into profits, and to broaden our client base and expand our service portfolio for the next growth phase. Under this medium-term business plan, we aim to achieve consolidated sales of 470 billion yen, consolidated operating profit of 22.5 billion yen, and a consolidated operating margin of 4.8% in the final year, the fiscal year ending March 31, 2029.

As we mark the 60th anniversary of our founding, we have established our Purpose, Vision, and Values as guidelines for our next phase of growth. Their objective is to clearly redefine the role we should play in society, the direction we aspire to pursue, and the principles guiding each employee's actions in a rapidly evolving social and business environment. While inheriting the spirit of our founding, we will continue to use this renewed corporate philosophy as our compass as we strive to enhance corporate value and create value for society.

We appreciate your continued support and cooperation.

Global Business Initiatives

In the global business, we worked to expand our business with companies operating globally and strengthen our service delivery framework.

In China, we focused on expanding business with Chinese companies operating globally, and as part of this initiative, we enhanced our support services for entry into the Japanese market. In South Korea, we deployed *trans-AI Voice-Bot*, a voice bot service that accurately analyzes customer intent and context to enable natural conversations, as well as *trans-AI Analytics*, a solution that leverages generative AI to analyze customer interaction data and derive insights to support service improvement. We continue to expand our portfolio of AI-related solutions. In Indonesia, we strengthened our service framework by opening *CX Square Setos* as a new delivery base for RPA services that automate various manual tasks. In Malaysia, we obtained ISO 9001 certification in order to consolidate clients' global back-office operations and provide services with assured quality. In India, we entered into a strategic partnership with Cogent E-Services Limited, a local con-

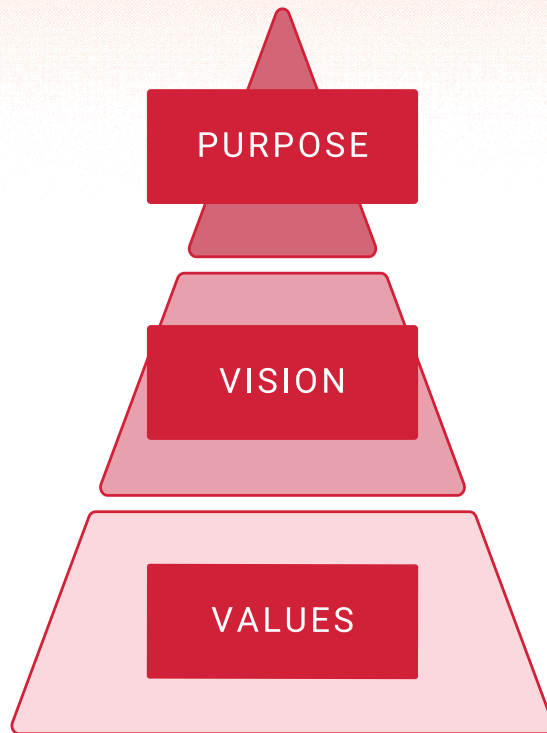
A Message to our Shareholders

We increased the dividend payout ratio for the fiscal year ended March 31, 2025. To further strengthen returns to our shareholders and enhance shareholder value through dividends, we have decided to raise the target consolidated dividend payout ratio again this fiscal year. Specifically, effective from the fiscal year ending March 31, 2026, 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 40%. Based on this policy, the year-end dividend for the fiscal year under review has been set at 140 yen per share.

We have also formulated a medium-term business plan covering the period from the fiscal year ending March 31, 2027 to the fiscal year ending March 31, 2029. This plan is positioned as a three-year period of structural transformation, during which we leverage our progress in platformization and global expansion to achieve higher profitability and growth. Toward our long-term goal of achieving a market capitalization of 1 trillion yen by the fiscal year

Our New Corporate Philosophy Framework

We have established our Purpose, Vision, and Values for our next phase of growth. Upholding our Purpose—Make It Real Together. By transcending limits and connecting people through technology, we open a universe of possibilities for growth and success—we will enhance our corporate value under this new corporate philosophy framework.



Make It Real, Together.

By transcending limits and connecting people through technology, we open a universe of possibilities for growth and success.

Powering Intelligent Businesses

through Consulting, Technology, and Operations

Deliver results as one team.

Build trust through integrity and sincerity.

Take ownership and think beyond.

Grow through every challenge.

Create a fair environment for everyone.

Our Founding Spirits

Fundamental Management Philosophy

Client satisfaction is the true value of our company, and the growth of each of our employees creates the value that shapes our future.

Origin of our Business

people&technology

Medium-Term Business Plan FY2027-FY2029

We have formulated a medium-term business plan covering the three years from the fiscal year ending March 31, 2027, to the fiscal year ending March 31, 2029. Positioned as a period of structural transformation, the plan leverages progress in platformization and global expansion to drive higher profitability and growth.

Under this plan, we target consolidated sales of 470 billion yen, operating profit of 22.5 billion yen, and an operating margin of 4.8% in the final year ending March 31, 2029.

New Medium-Term Business Plan FY2027-FY2029

Growth Strategy

Evolve the business model; convert our strengths into profits

- Engage with clients' management, design processes/touchpoints that enhance CX/EX while reducing costs, and further optimize our team to enhance our delivery to our clients.
- Shift from a man-hour pricing model to an outcome-based model.
- Invest in standardization/processes toward an efficient, scalable business.

Broaden our client base; expand our service portfolio for the next growth phase

- Continue investment in consulting and engineering.
- Sow the seeds for the next growth phase, focusing on global accounts, global BPO, and new services in the AI economy.

Key Actions

- Strengthen business excellence (problem-solving capability/upstream expertise)
- Advance account management (increase clients with ¥10bn+ revenue)
- Broaden business portfolio through active investments
- Standardize operations and management, adopt an AI-first approach, and pursue quality and productivity
- Reinforce management infrastructure (competitive HR system and IT environment)

2035 Vision

Powering Intelligent Businesses through Consulting, Technology, and Operations

- Create future society by supporting the world's society-leading companies.
- Address clients' true challenges by integrating consulting, technology, and operations, and establish a globally unique value proposition.
- Foster a corporate culture where talent aspiring to autonomy, growth, and challenge come together and thrive.

Market Cap:
¥1 trillion

Net sales: ¥800bn~1tn

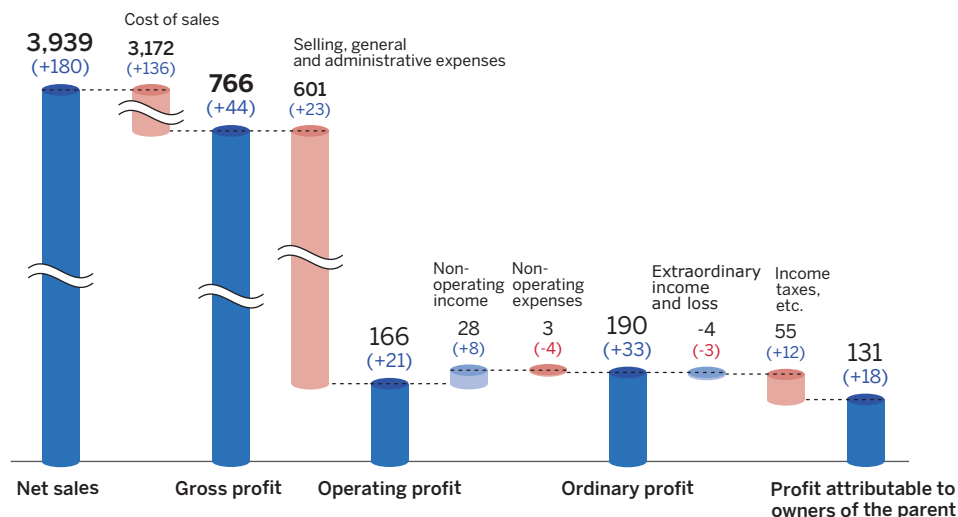
Operating Margin: 7~10%

Consolidated Financial Results

Consolidated Statement of Income

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

FY2026 (April 1, 2025 – March 31, 2026)



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 4.8% year over year. Looking at performance by segment, sales increased in the Parent Company segment, reflecting higher sales in BPO and CX services. Sales increased in the Domestic Affiliates segment due to the expansion of business scope at BPO-related joint ventures and the consolidation of new entities. Sales in the Overseas Affiliates segment increased, reflecting higher sales at subsidiaries in Greater China and South Korea.

Operating profit

Operating profit increased 14.4% year over year. Looking at performance by segment, profit increased in the Parent Company segment, reflecting increased profitability in BPO and CX services. In the Domestic Affiliates segment, profit increased due to the expansion of business scope at BPO-related joint ventures and the consolidation of new entities. In the Overseas Affiliates segment, profit declined due to a decrease in profit at subsidiaries in Southeast Asia.

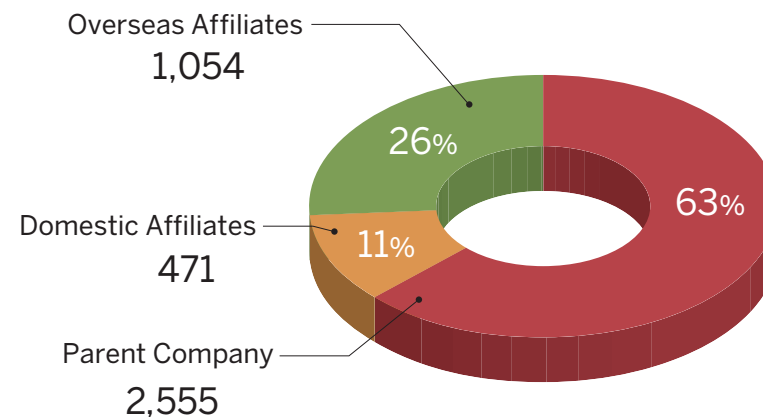
Net profit attributable to owners of the parent

Net profit attributable to owners of the parent increased 15.5% year over year, reflecting increased foreign exchange gains in addition to higher operating profit.

Net Sales by Segment

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

FY2026 (April 1, 2025 – March 31, 2026)



Notes: Figures are not adjusted for -14.2 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.

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



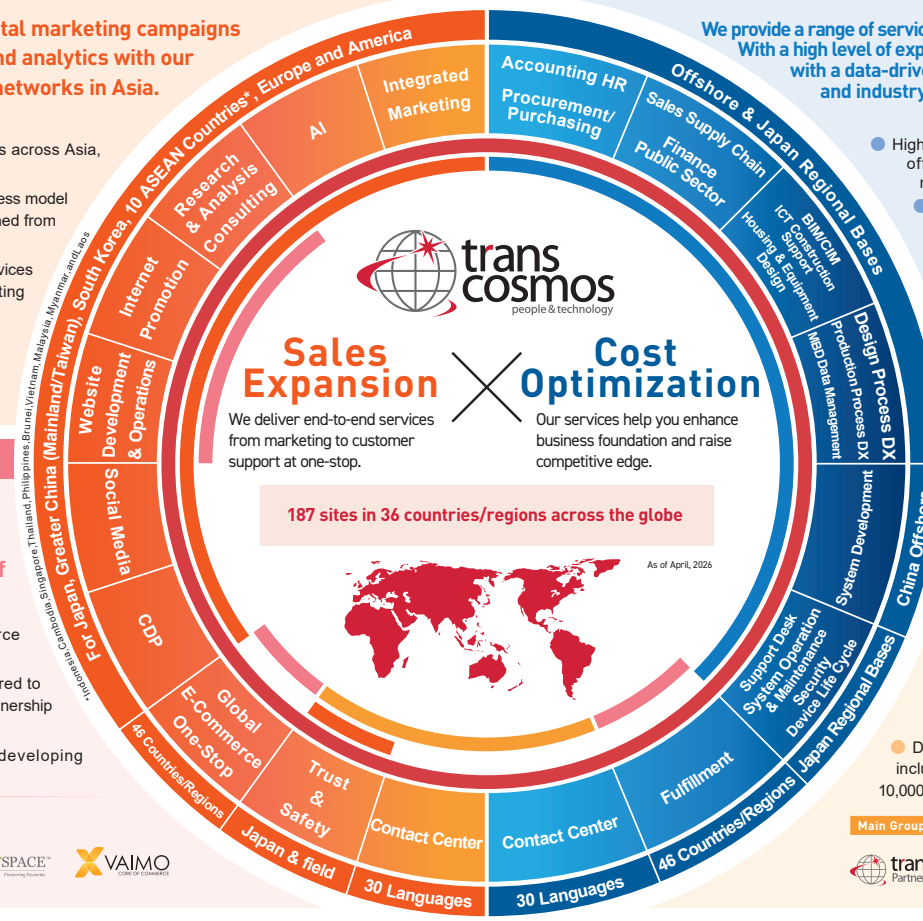
Contact Center Services

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

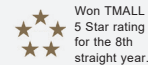
- 32 bases in Japan and 47 bases overseas (43,050 workstations in total). *Including bases of partners/associates.
- Superior quality underpinned by our people development programs and many years of center management operations as the No.1 contact center services player in Japan (*1).
- Diverse CX solutions 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 SHIMBUNSYA

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.



Corporate & Stock Information

Corporate Information (As of March 31, 2026)

Registered Name	transcosmos inc.
Date of Foundation	June 18, 1985
Paid-in Capital	¥29,065 million
Employees	Group : 71,683 (Japan: 44,247; Overseas: 27,436)
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 March 31, 2026)

Shares Authorized for Issue	150,000,000
Shares Issued	43,863,116
Stockholders	8,248

Principal Stockholders (As of March 31, 2026)

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)	3,205	7.31
Mihoko Hirai	1,305	2.98
CEPLUX- THE INDEPENDENT UCITS PLATFORM 2	1,166	2.66
Custody Bank of Japan, Ltd. (Account in Trust)	1,030	2.35
THE BANK OF NEW YORK MELLON 140042	898	2.05
STATE STREET BANK AND TRUST COMPANY 505001	884	2.02
Limited Company HM Kosan	880	2.01
Employee Shareholding Association of transcosmos inc.	707	1.61

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.

Integrated Report 2025

Please visit and find out about our activities and initiatives towards achieving DX, global expansion, sustainability, and more.

<https://www.trans-cosmos.co.jp/english/ir/library/pdf/2025/inte20251007.pdf>



<https://www.trans-cosmos.co.jp/english/>

This Business Report is designed and created by the Normalization Promotion Dept., which employs people with special needs.