Editorial Policy

The integrated report "CREATIVE DIALOG" is published to inform investors and other stakeholders of the Avant Group's approach, strategies, and achievements in value creation and corporate value enhancement, and to provide an opportunity for dialog.

In the "CREATIVE DIALOG 2023," we first highlight how our group is trying to create value for society through the Group CEO's message and our value creation process. Thereafter, the report is split into three parts: **growth strategies** to realize the vision, **business strategies** to execute the mission, and **ESG** initiatives that embody the corporate philosophy, expressing how the Group will implement and realize this in conjunction with our mission, and vision, based on our philosophy system. The final data section shows results achieved to date.

The Group's strategic materiality in realizing our vision of becoming a software company that helps increase corporate value is a central policy for improving our corporate value, helping contribute to society and significantly increase our profit levels through refining of our business model. We hope readers will understand that the path to realization of our vision is also a journey that leads directly to enhancement of our Group's corporate value.

CONTENTS

CREATIVE DIALOG 2023

AVANT GROUP

04 Group CEO Message

10 Value Creation Process

P.12– Growth Strategy

To realize our vision, "BE GLOBAL—A Worldclass Software Company," we go through our growth strategy centered around our new medium-term management plan, "BE GLOBAL 2028," which started in the fiscal year ending June 30, 2024.

- New Medium-Term Management Plan "BE GLOBAL 2028"
- 14 Creative Dialog with Investors
- 16 Software Driven Strategy
 - Financial Strategy

12

26

32 Human Resources Strategy

P.36– Business Strategy

We highlight the strategies of three businesses that look to implement "Spreading Accountability." This looks to make management information available to all employees and bring out the value embedded within a company. Promotion of these businesses contributes to the enhancement of the corporate value of our clients, and also enhances the corporate value of our own group.

P.44- E

ESG

44

36

38

40

42

The thinking behind our entrepreneurial philosophy of "Creating a 100-year Company" is that the company should be viewed as a public institution of society, and should develop sustainably as an organization that exists for the benefit of society. This section outlines our governance and sustainability structure, policies, and measures to achieve this goal.

62 64

50

58

P.70- Data Section 70 74 76 80

82

Forward-Looking Statements

The earnings forecasts and other forward-looking statements and strategies contained in this document are based on information that is reasonably available to the Company at the time of preparation of this document and are based on judgments made within the normally predictable range. However, there is a risk that results may differ from the forecast presented in this document due to the occurrence of extraordinary events or results that are not normally predictable.

Snapshot Consolidated Financial Disclosure Business DX Promotion Business Management Solutions Business

DISCUSSION

Director (Audit Committee Member) Discussion

Formulate and Promote the New Medium-Term Management Plan under a New Governance Structure

Corporate Governance

Risk Management

Leadership

Sustainability

MD&A Financial and Non-Financial Highlights Financial Data / Non-Financial Data History About Us / Stock Information