



JPX
JAPAN EXCHANGE
GROUP

IT Master Plan

FY2022 ► **FY2024**

Japan Exchange Group, Inc.

March 30, 2023

Objective of IT Master Plan

The IT Master Plan is, as an accompaniment to the Medium-Term Management Plan, formulated to clearly communicate JPX's direction and strategy on IT internally and externally and drive business by aligning management and IT policies for achieving business targets set in the Medium-Term Management Plan.

Reference: Medium-Term Management Plan 2024

Long-term Vision: "Target 2030"

Contribute to sustainable societal and economic development by evolving into a global, comprehensive finance and information platform which provides solutions for a wide range of societal issues, centered on the ability to raise and circulate capital

Focus 1

Facilitating cycle of corporate innovation/growth and asset formation

Focus 2

Achieving market transformation

Focus 3

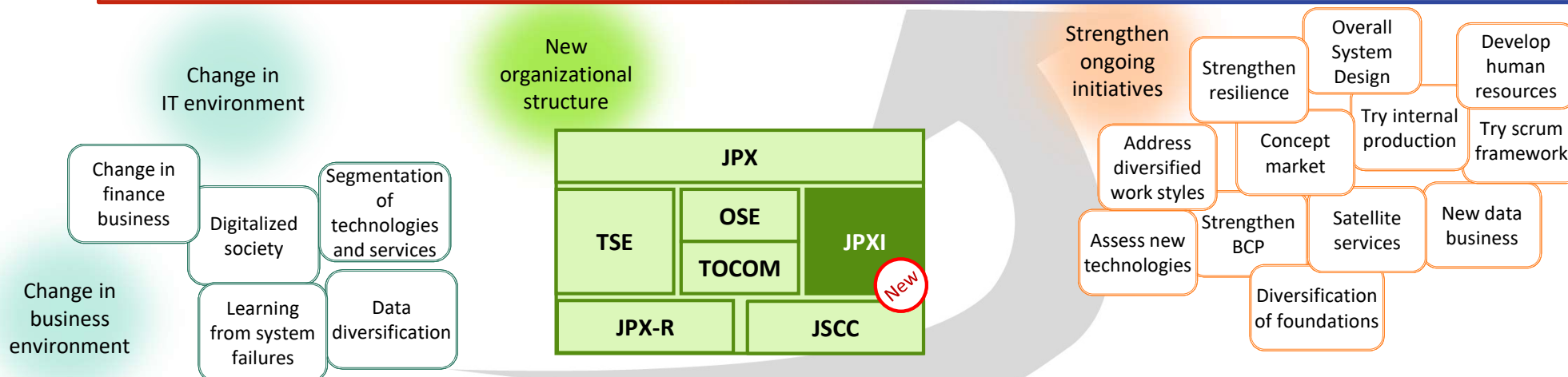
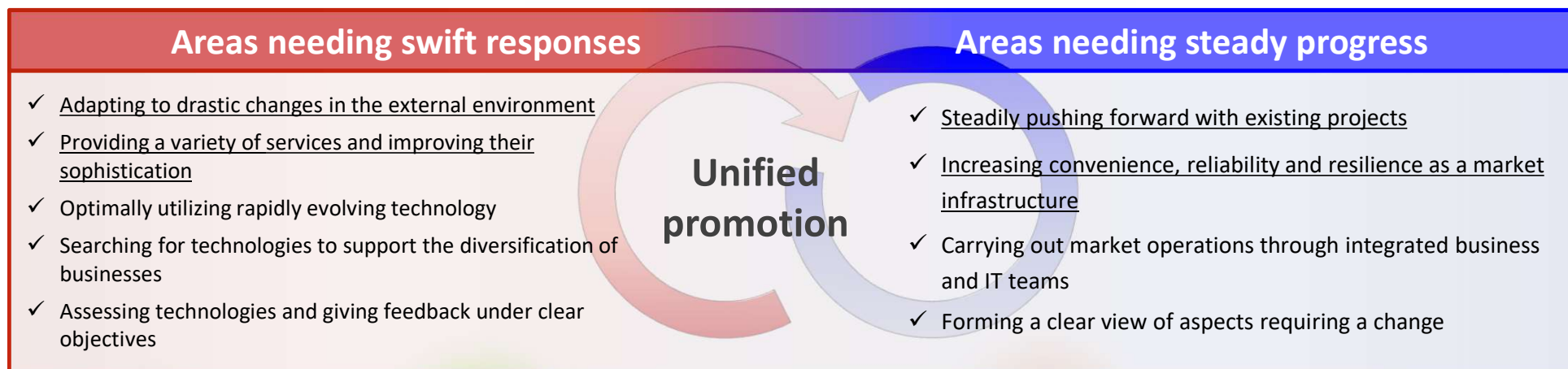
Connecting society and economy through promotion of sustainability

Note: JPX has formulated the "JPX Business Overall System Design Framework" to set out the basic approach that the whole JPX Group must work under in the future, and the actions needed to support this approach, when embarking on the various projects needed to achieve the "Target 2030" set forth in the Medium-term Management Plan 2024 (please refer to the reference material at the end of this PDF)

IT Vision and Policies

Under a new organizational structure, JPX will enhance its competitive edge through further strengthening and advancing ongoing initiatives while promoting, from a unified system services perspective, the provision of highly reliable market functions and responses to changes in the internal and external environments that could affect the future stability of system operations.

IT as a source and driver of competitiveness

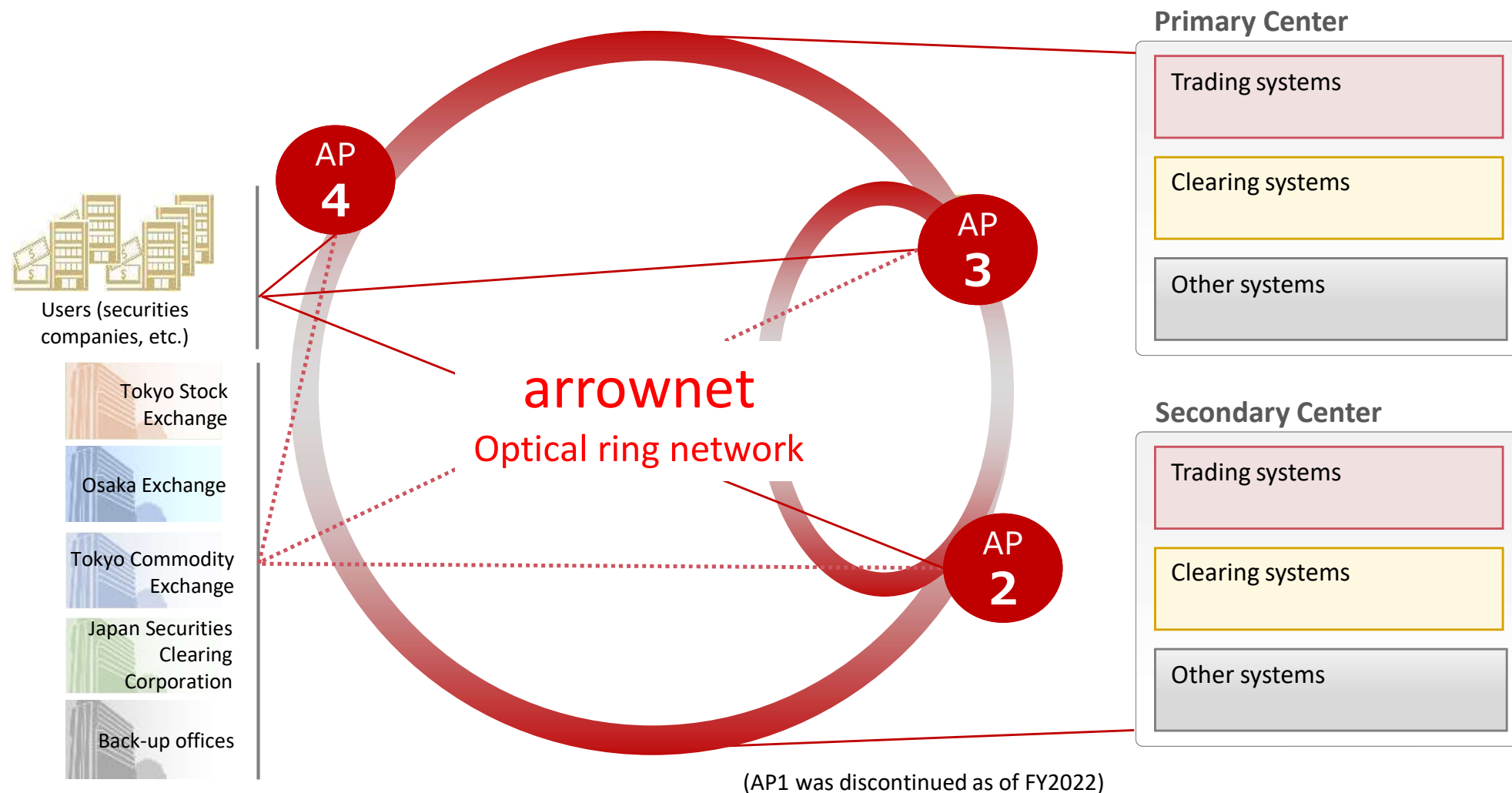


Specific Activities in IT

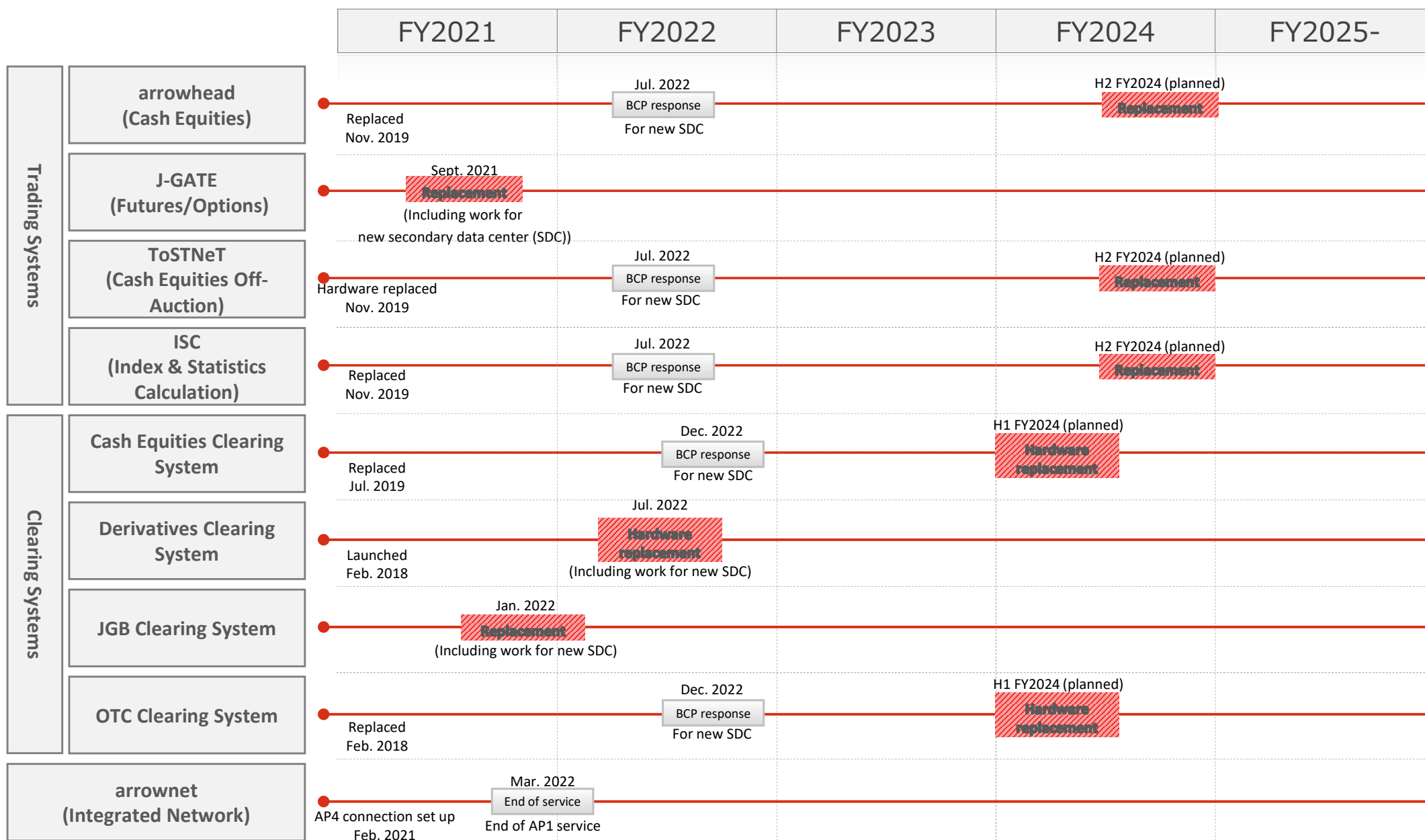
Based on the IT policies, specific activities related to IT will focus on “stable market operations” and “responding to changes,” as well as establishing the base environments needed to push forward and strengthen these activities.

| | | |
|--|---|--|
| I. Agile and proactive service provision | I - 1 Strengthening of market edge using technology | I - 3 Provision and expansion of stable system services to external parties |
| | I - 2 Use of information resources | I - 4 Service design using technology |
| II. Further tolerance of system failures and improved resilience | II - 1 Steadfast progress in building next-generation systems | II - 3 Rebuilding of backup systems |
| | II - 2 Stable, ongoing and more sophisticated maintenance operations | II - 4 Enhancement of remote operation environment |
| III. Balance between safety, convenience and manageability | III - 1 Selection of development and operational methods suitable for each service level | III - 2 Enhancement of cyber-security measures |
| IV Solidification of organizational structures and human resources that support systems | IV - 1 Expansion of specialist fields and shared expertise | |

Overview of JPX Systems (As of April 2023)



IT Systems Plan



Reference: JPX Business Overall System Design Framework (Outline)

Purpose of the Overall System Design

To set out the basic approach that the whole JPX Group must work under in the future, and the actions needed to support this approach, when embarking on the various projects needed to achieve the “Target 2030” set forth in the Medium-term Management Plan 2024

Basic Approach

Required capability and environment

Capability for swift service creation and launch to promptly address external changes

Culture incentivizing continuous transformation from improvements in daily operations to new business creation

Strategies to strengthen business

Strategic enhancement of cutting-edge products and services

Adopting new approaches and shoring up channels to improve the value of the entire B2B2C ecosystem

Balance

Actions to Support this Approach

Adoption of various technologies and techniques

Flexible utilization of resources, nurture and encouragement of diverse human resources

Creation of shared functionality platforms and infrastructures common to products and services

Creation of connection pipelines between internal and external data

Discovery and cultivation of new revenue sources

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