

IT Master Plan

FY2025



FY2027

Update for FY2026



Japan Exchange Group, Inc.

April 28, 2026

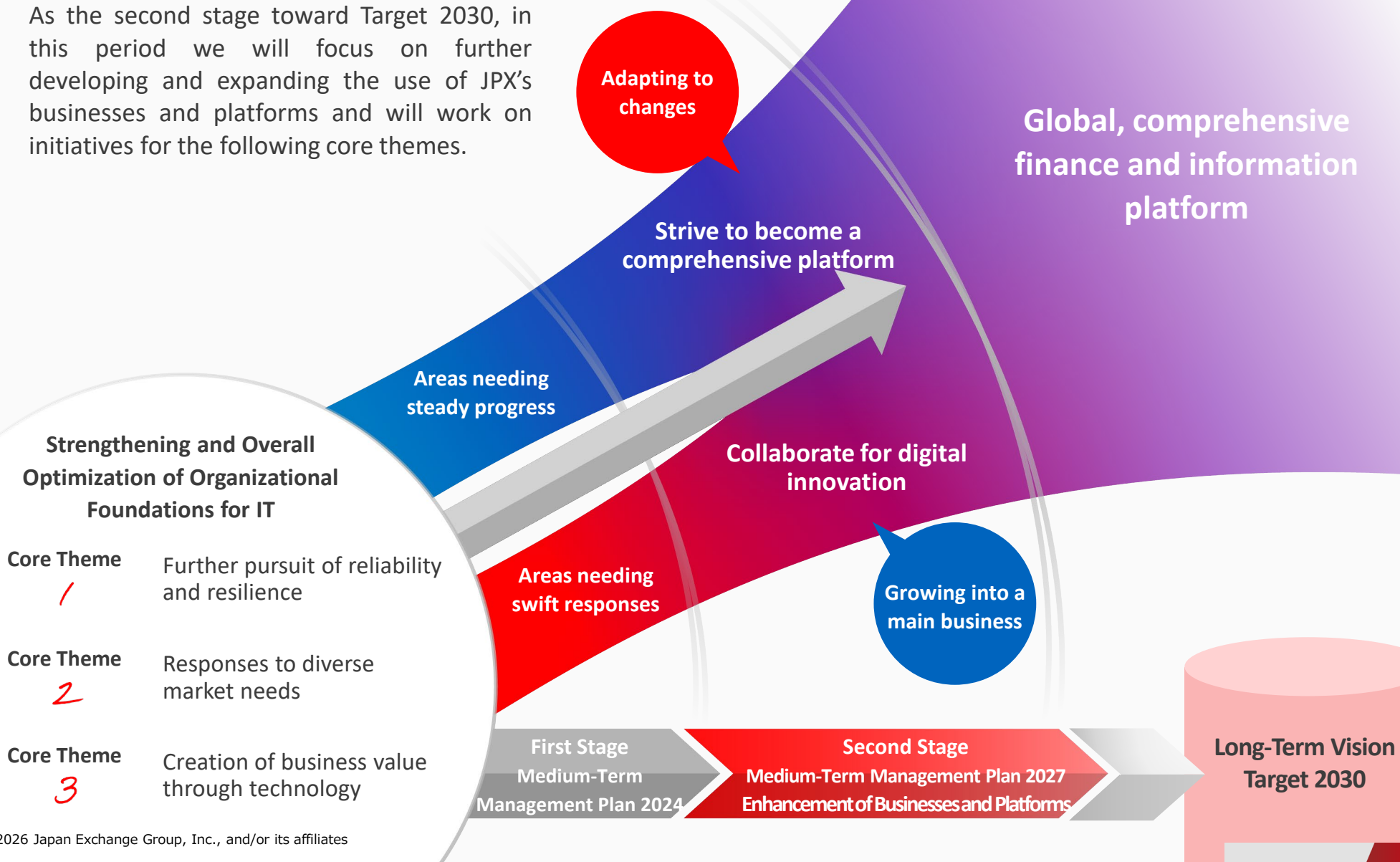


The IT Master Plan is formulated to clearly communicate JPX's direction and strategy on IT internally and externally and drive business by aligning management and IT policies for achieving business targets set in the Medium-Term Management Plan.

Purpose and Core Themes of IT Master Plan (FY2025-FY2027)

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As the second stage toward Target 2030, in this period we will focus on further developing and expanding the use of JPX's businesses and platforms and will work on initiatives for the following core themes.



Core Themes of IT Master Plan (FY2025-2027)

Core theme 1

Further pursuit of reliability and resilience

- Progressing with steady and sustainable system upgrades
- Continued and further improved maintenance and operations for reliable and highly resilient systems
- Ongoing improvement and enhancement of cyber-security systems

Core theme 2

Responses to diverse market needs

- Ongoing improvement of convenience of existing businesses
- Nurture and buildup of human resources for in-house product development and cloud usage
- Provision of operational management services suitable for each service level

Core theme 3

Creation of business value through technology

- Development and expansion of a platform for discovering customers' latent needs
- Diversification and development of the next generation of data services
- Advancing and supporting operational efficiency and new value creation through utilizing cutting-edge technologies such as AI

Strengthening and Overall Optimization of Organizational Foundations for IT

Development and operational system

Basic policy for system operations

Infrastructure and data governance

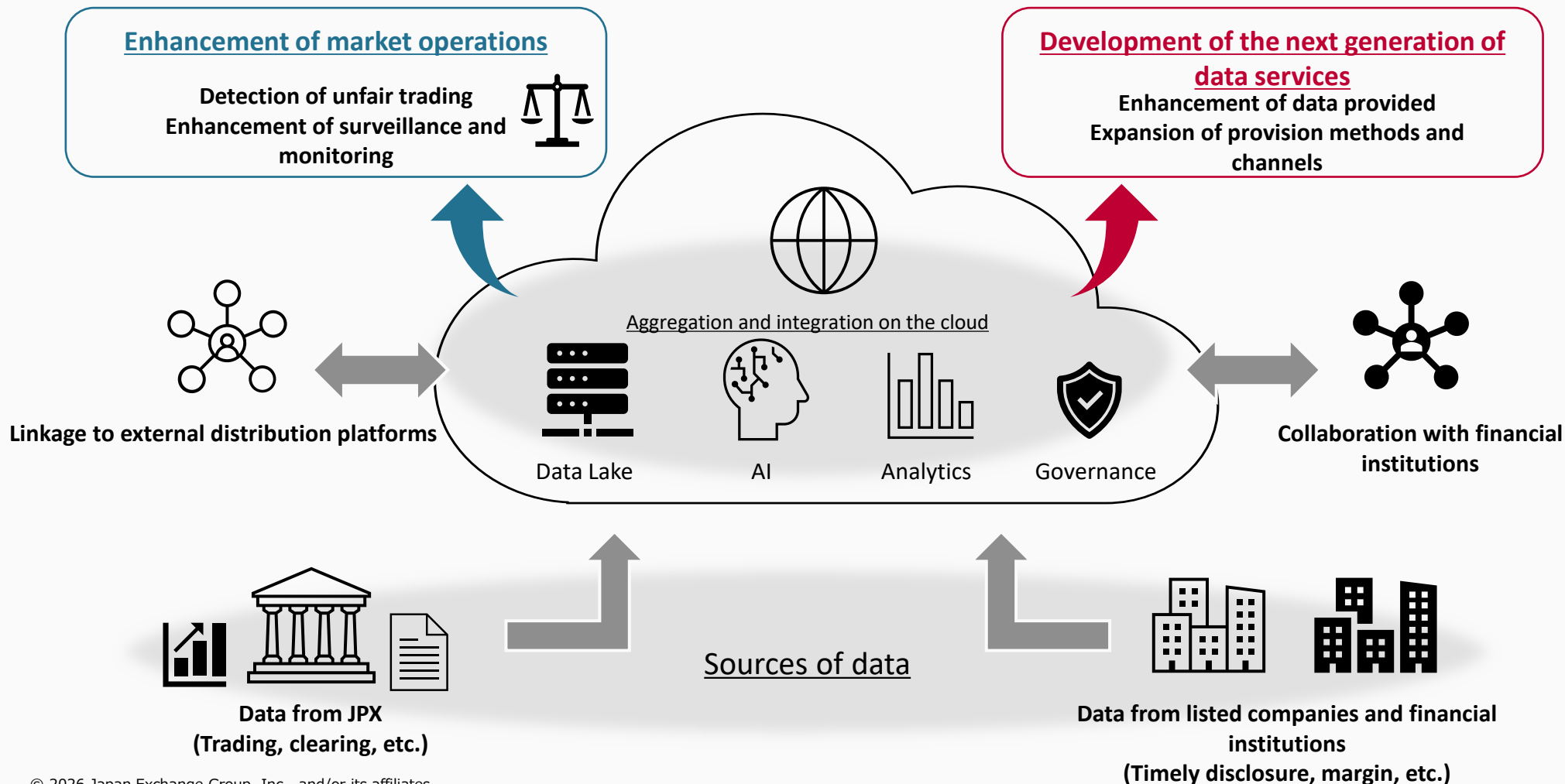
Basic policy for system and data allocation

Human and financial capital

Basic policy for human and financial capital for system operations

Basic Policy for Utilization of AI × Data

- Advanced integration of diverse data will help to achieve the **enhancement of market operations** and **development of the next generation of data services**.
- By linking with other platforms, the value created will extend across a wider range of areas.

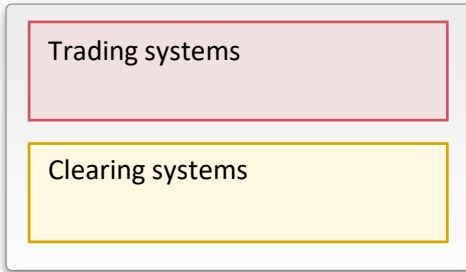


Overview of JPX Systems

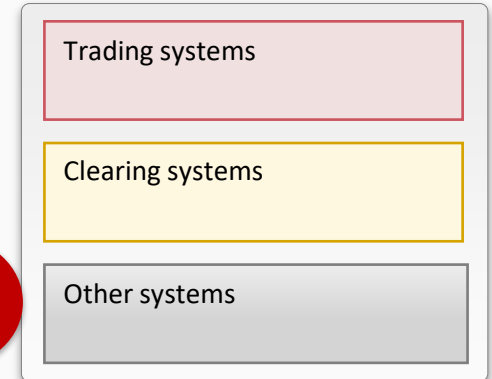


Overall Picture of JPX Systems

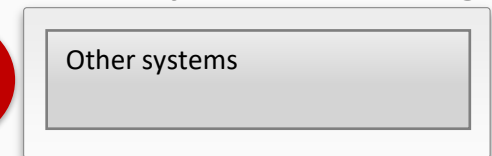
Secondary Center in Kansai Region



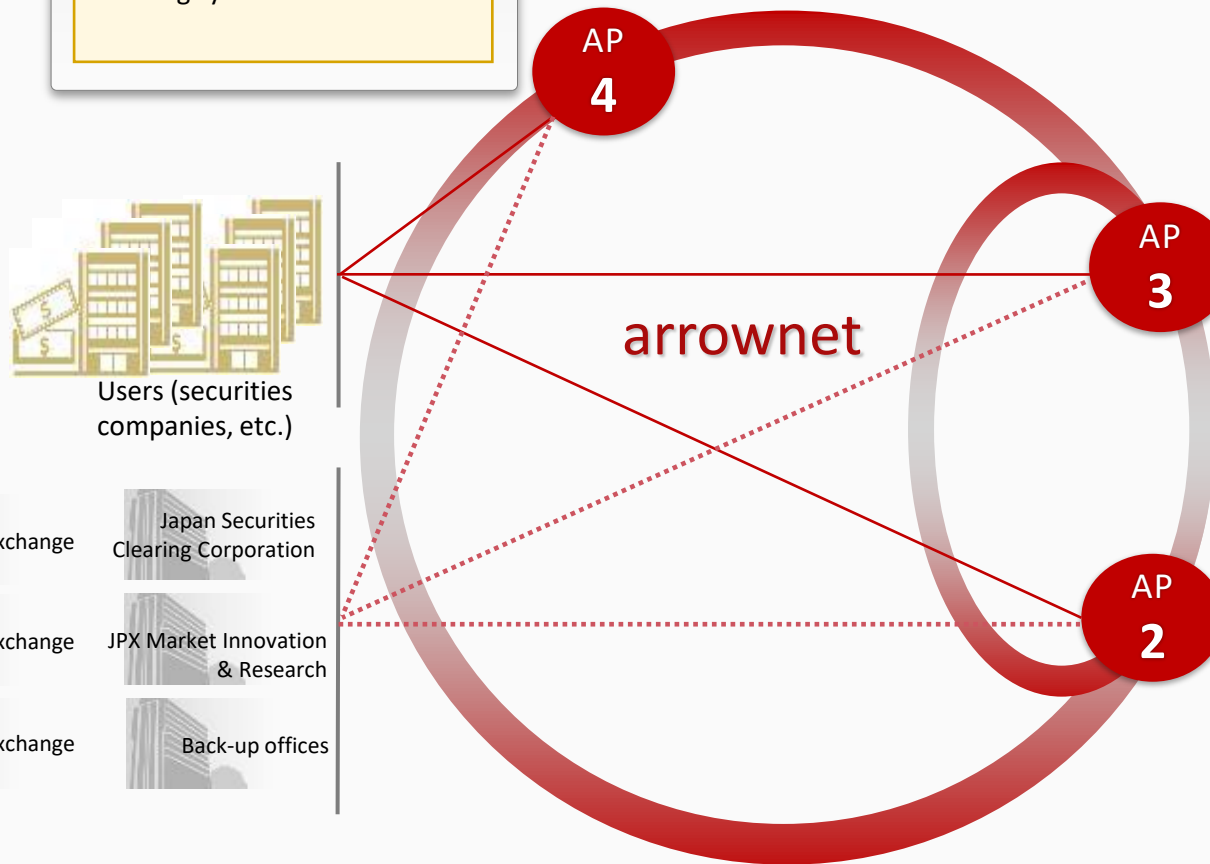
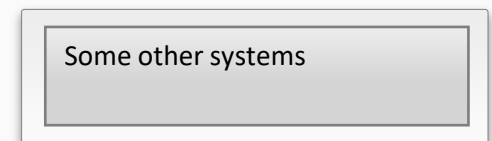
Primary Center



Secondary Center in Kanto Region



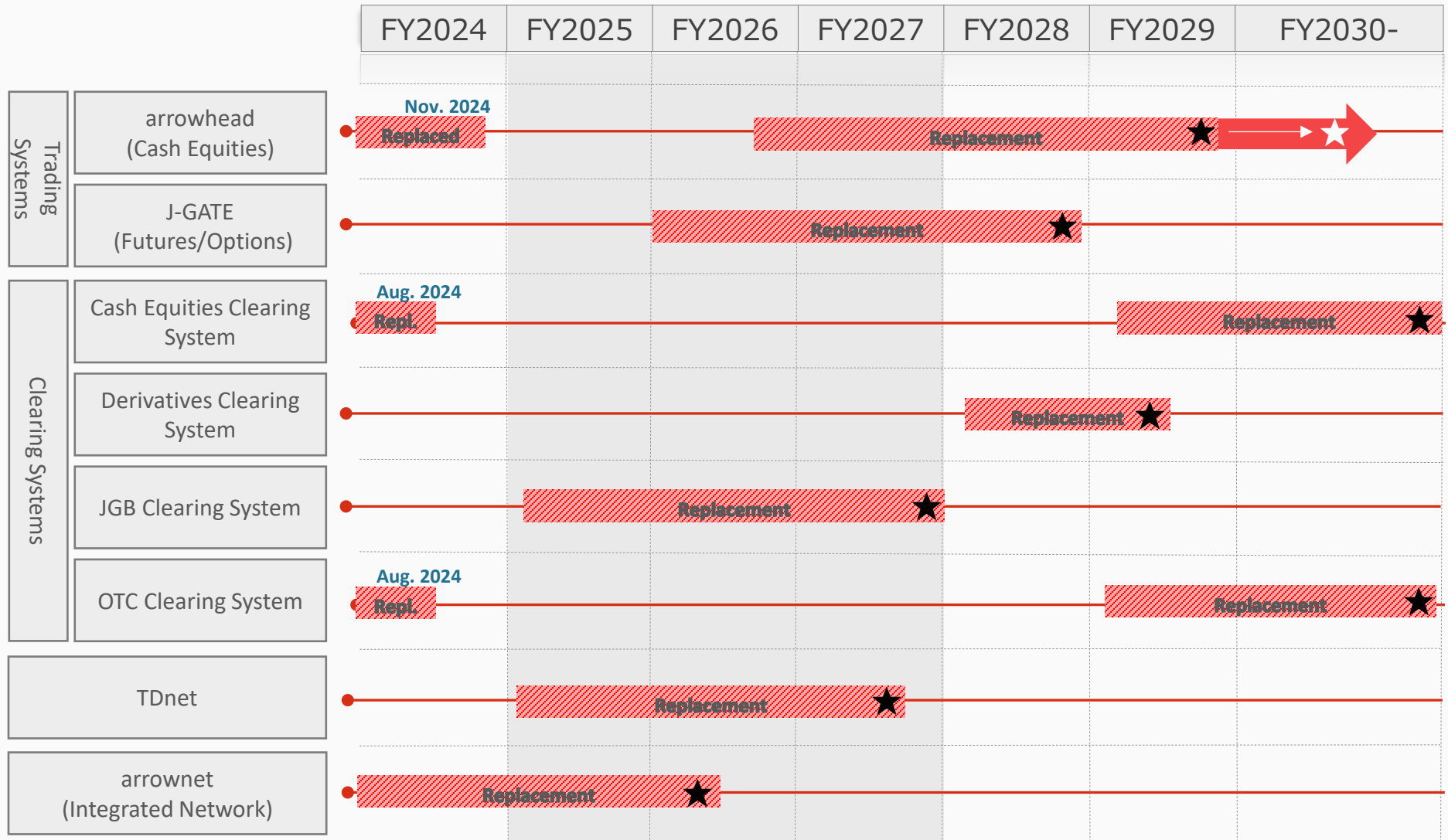
Public Cloud



* Network configuration is planned to change due to the launch of arrownet 3.0.

IT Systems Plan

Current IT Master Plan



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