

# Medium-term Management Plan (FY2025-FY2027)

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28 March, 2025  
Japan Securities Depository Center, Inc.

# Outline of Medium-term Management Plan (FY2025-FY2027)

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- ▶ As a settlement infrastructure which is an important basis in the financial market, ensuring the fulfillment of mission to provide reliable and efficient securities settlement services is an indispensable element not only for JASDEC but also for the entire capital market.
- ▶ Furthermore, considering the advancement of digitalization, globalization, and societal demands, it is also crucial that JASDEC challenges and evolves as a settlement infrastructure, such as looking into the use of its network infrastructure and new digital technologies, for the enhancement of Japan's capital market functions and further efficiency across the industry.
- ▶ In achieving these, it is necessary to build a sustainable human and organizational foundation by securing and developing human resources, cultivating an organizational culture of collaboration and challenge, and increasing employees' attachment and motivation for contribution to JASDEC, so that the organization can deliver high performance.
- ▶ Based on these, JASDEC has determined three Basic Policies for the Medium-term Management Plan and will take concrete measures to become a leader in solving user issues to be handled caused by the structural changes in the capital market, as the provider of a platform across the industry.

Basic Policies	Key Initiatives
<p>1. Timely and appropriate system updates and regulatory responses, including for the futur</p>	<ul style="list-style-type: none"><li>• Timely and appropriate system changes and regulatory responses, including for the future<ul style="list-style-type: none"><li>- New construction of shareholder information system</li><li>- Reconstruction of Book-Entry Transfer Processing System for Bonds and Book-Entry Transfer Processing System for investment trusts, etc.</li></ul></li><li>• Optimization of operations<ul style="list-style-type: none"><li>- Promotion of company-wide efforts for operational efficiency and quality improvement</li></ul></li><li>• Enhancement of risk management and BCP<ul style="list-style-type: none"><li>- Continuous improvement of risk management system</li><li>- Strengthening of cybersecurity capabilities and realization of secure system configuration</li><li>- Continuous strengthening company-wide BCP posture and ensuring its effectiveness</li></ul></li></ul>

Basic Policies	Key Initiatives
<p>2. Challenges and evolution in keeping with environmental changes and social demands</p>	<ul style="list-style-type: none"> <li>• Improvement of capital market function               <ul style="list-style-type: none"> <li>- Addressing the improvement of the functions of the capital market</li> <li>- Handling of investment securities issued by corporations established by a special law (i.e. Bank of Japan’s investment securities), etc.</li> </ul> </li> <li>• Further efficiency across the industry               <ul style="list-style-type: none"> <li>- Consideration of specific measures in the reconstruction of the Pre-Settlement Matching System</li> <li>- Consideration of measures contributing to operational efficiency and simplification of Account Management Institutions</li> </ul> </li> <li>• Addressing user needs</li> <li>• Deepening and promoting research on the utilization of network infrastructure and new digital technologies</li> </ul>
<p>3. Efforts towards the construction of sustainable human and organizational foundations</p>	<ul style="list-style-type: none"> <li>• Efforts towards the construction of sustainable human and organizational foundation               <ul style="list-style-type: none"> <li>- Securing and developing human resources necessary for sustainable operation, etc.</li> </ul> </li> </ul>