YMIRLINK

Business Plan & Matters Concerning Growth Potential

March 2023

YMIRLINK, Inc.

(Security identifier code: 4372)

The origin of our name

"Ymir" is the first giant in Norse mythology and a symbol of creation.

"Link" represents connection.

As the origin of the company name suggests,

YMIRLINK is a company that **creates connections.**



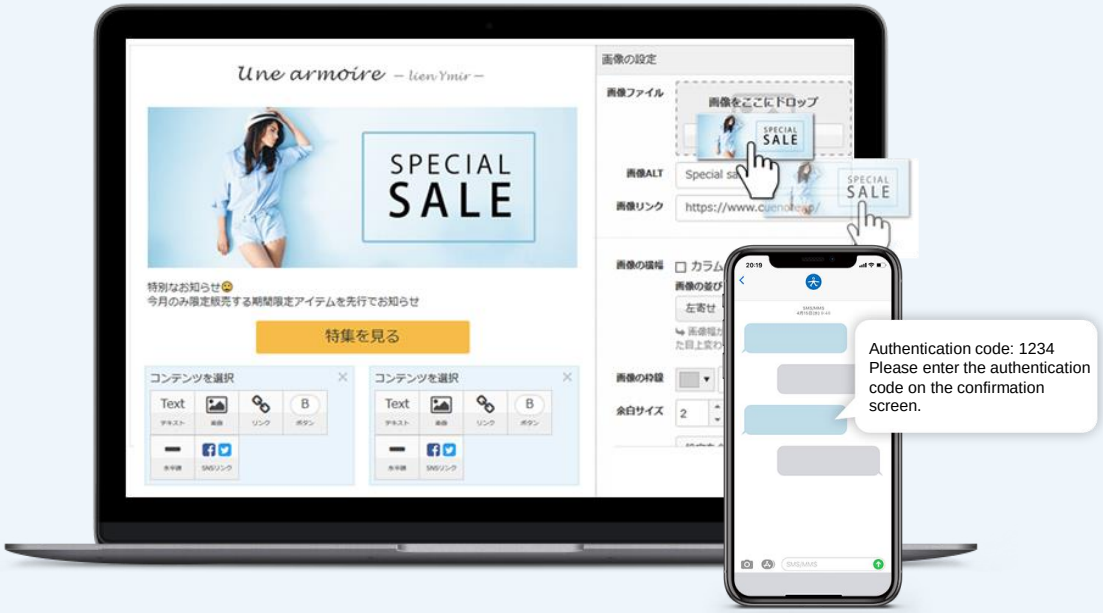
Corporate history

YMIRLINK

1999	Established by students who met through the Internet as a limited liability company that undertook production work for corporate websites and web systems
2000	Reorganized as a stock company, subcontracted to undertake system development for online communities (such as bulletin board and online chat), and software development for email delivery system
2002	Capital participation of CyberAgent as the largest stockholder. Engaged in development and operation of advertisement management system and campaign system of the group
2003	Independently developed high-speed email delivery engine, launched email delivery ASP service, and gradually expanded clients
2005	Cybozu became the largest stockholder Business transition from contracted system development to a service-based model, including messaging solution business
2006	Formed business partnership with Itec Hanshin (currently Itec Hankyu Hanshin)
2007	Terminated some services to concentrate management resources
2009	Unified products under Cuenote® brand
2011	Itec Hankyu Hanshin became the largest stockholder, Osaka Branch Office opened for business expansion
2013	Launched Cuenote Survey, SaaS-type survey service
2016	Opened Okinawa Office as a development base
2018	Opened offices in Fukuoka and Sapporo as development bases Launched Cuenote SMS
2019	Launched Cuenote Safety Confirmation Service
2020	Relocated Osaka Branch Office for business expansion
2021	Listed on the Tokyo Stock Exchange Mothers Index (Currently Growth Market)
2022	Launched Cuenote Auth authentication service

What is Cuenote?

SaaS/software series that supports corporate marketing and communication activities.



- A messaging solution with the aim of improving engagement with consumers and employees through email, SMS, and other communication methods
- A cloud service (SaaS) that is safe, reliable, convenient, and economical

Email delivery system
Cuenote® FC

Email relay server
Cuenote® SR-S

SMS delivery service
Cuenote® SMS

Survey and form system
Cuenote® Survey

Safety confirmation
安否確認サービス Cuenote®

Authentication service
Cuenote® Auth

Service performance values

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ARR*1
(Annual recurring revenue)

2.24 billion yen

As of December 2022

Cuenote Series contracts

Over

2,000 contracts

As of December 2022

Recurring fee sales ratio

97.8%

Cumulative total for January to December 2022

Churn rate
(*2)

0.48%

Churn rate across all series *3
January 2022 to December 2022 monthly average

NRR*4
(Net retention rate)

Mail: 100.3%

SMS: 88.0%

December 2021 → December 2022

Engineer ratio

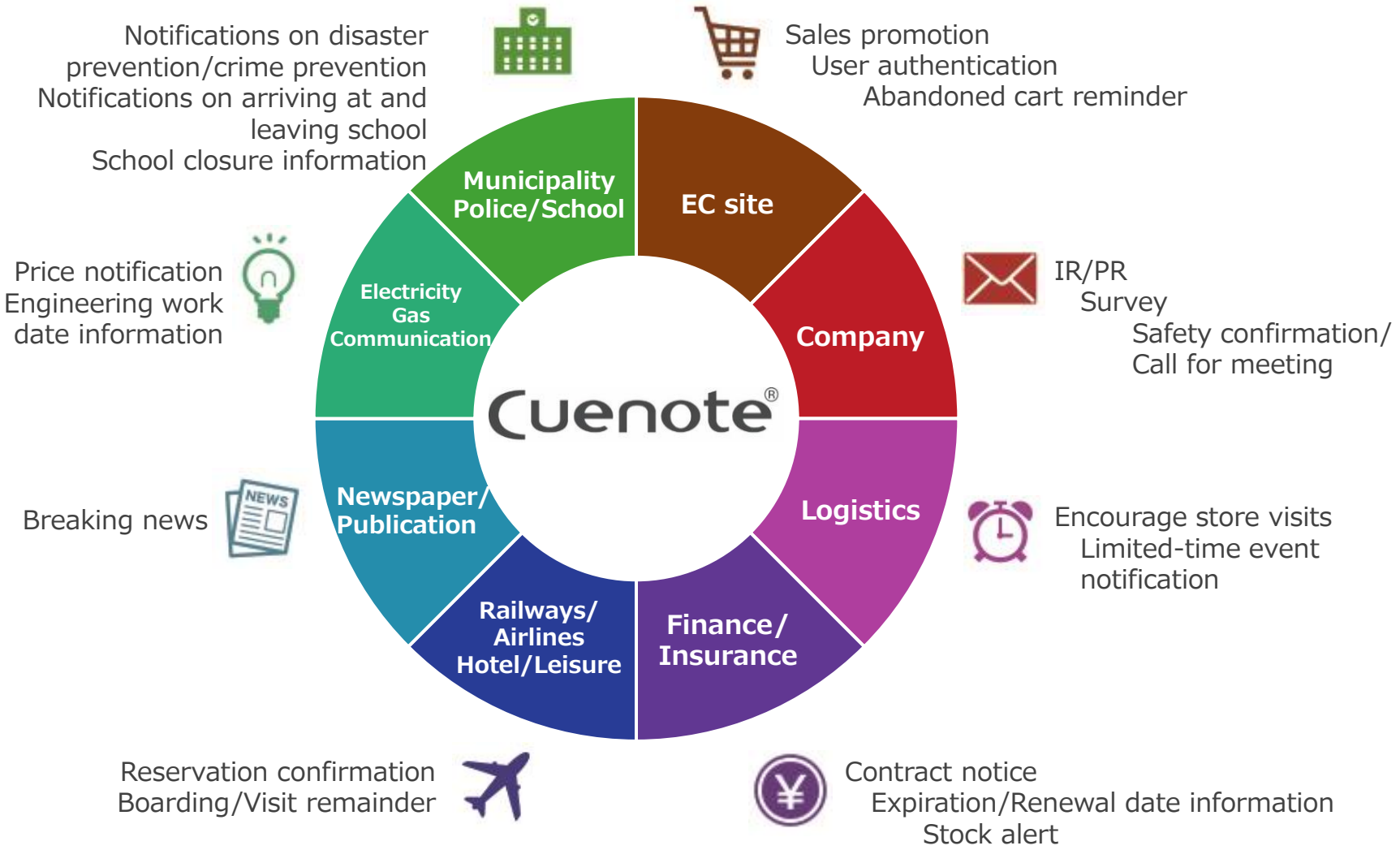
50.9%

As of December 2022

*1 ARR: An abbreviation of Annual Recurring Revenue.
This is calculated by multiplying Monthly Recurring Revenue in December 2022 (MRR: highly continuous revenue such as monthly subscription revenue, etc.) by 12.
*2 Churn rate: Revenue churn rate
This is the average value of the monthly churn rate in the total amount basis for January to December 2022 and calculated by the following formula. Monthly churn rate (%) = Amount of churn in current month ÷ Amount recorded at beginning of month × 100
*3 The full-series churn rate is the monthly churn rate for the total of all series in the Cuenote series (FC, SRS, SMS, Auth, Survey, Safety Confirmation, etc.).
*4 NRR: An abbreviation of Net Revenue Retention.
This is the net revenue retention at the end of December 2022 for clients with contracts at the end of December 2021, calculated by means of the following formula.
([MRR at end of December 2021] + [Increase/decrease of MRR due to plan changes during applicable period] - [Amount of MRR decrease due to churn during applicable period]) ÷ [MRR at end of December 2021] × 100
The above-mentioned applicable period refers to the period from the end of December 2021 until the end of December 2022. The amount of increase of MRR from new clients during the applicable period is not included.

Where is Cuenote used?

In addition to promotional use, it is used for a variety of purposes and industries



Companies using Cuenote

Japan Airlines Co., Ltd.	CyberAgent, Inc.	Enigmo Inc.	Sapporo Breweries Ltd.	PEANUTS CLUB Co., Ltd.
Fast, reliable delivery with a rich track record, as trusted by JAL	Stable operation of SMS authentication infrastructure for 25 million members	10 years of delivering BUYMA email around the world, further streamlining with SaaS	Smooth delivery to a massive membership	6x number of machines running, 3x the rate of reaching payment. Introduced immediately after learning about the service and felt the effect from the first delivery
Cake.jp Co., Ltd.	**Future Shop Co., Ltd.**	**PERSOL WORKS DESIGN CO., LTD.**	**E.design Insurance Co., Ltd.**	**Tribeck Inc.**
70% reduction in delivery cost. The strengths of simplicity and speed as chosen by email magazines delivered to 600,000 members	Promotional email helped achieve 150% sales year-on-year	Providing support for local authorities for 20 years. Infrastructure chosen by PERSOL WORKS DESIGN CO., LTD.	SMS delivery and web surveys enable swift response to customers	Trust in our partners to support the distribution of 2.8 million e-mails, three times daily

One of the highest message numbers in Japan

In a month

7 billion messages*1

Cuenote®



20 - 59 y/o*2

61,130,000 people



No. of mails

delivered by us per person

Daily 

3.7

messages

*1 Results for December 2022
*2 Statistics Bureau, Ministry of Internal Affairs and Communications “Population Estimates - January 2023”

Recurring fee sales/contracts

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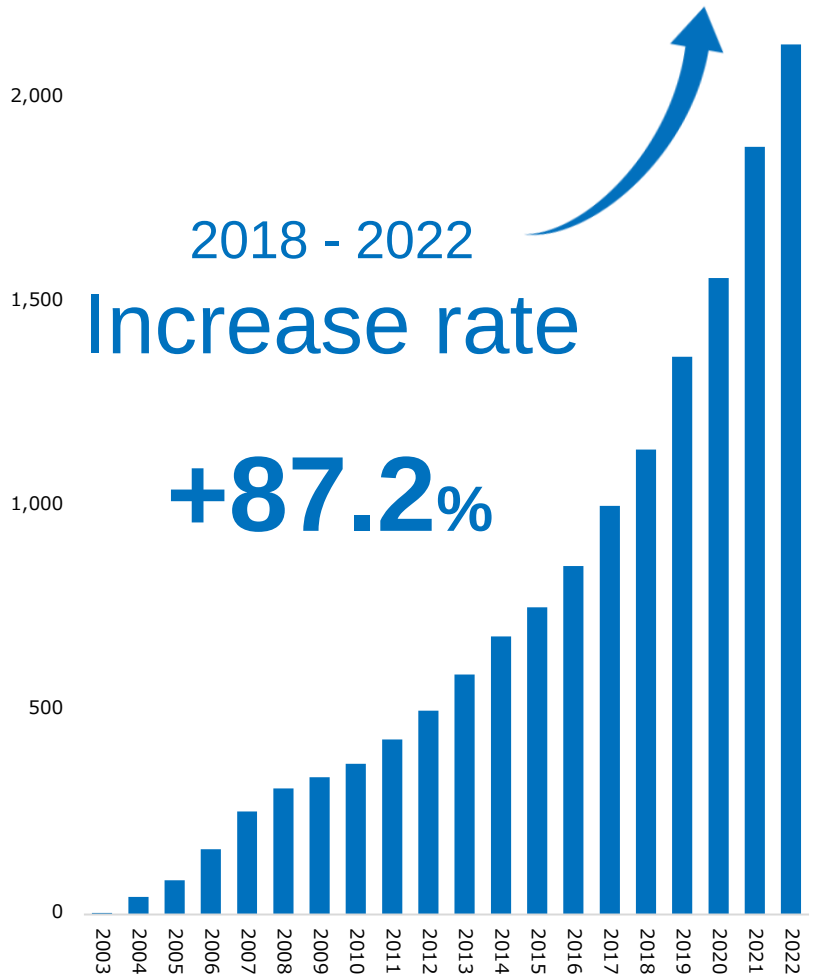
Full-year recurring fee sales

(Units: million yen)

2,132 million yen



2018 - 2022

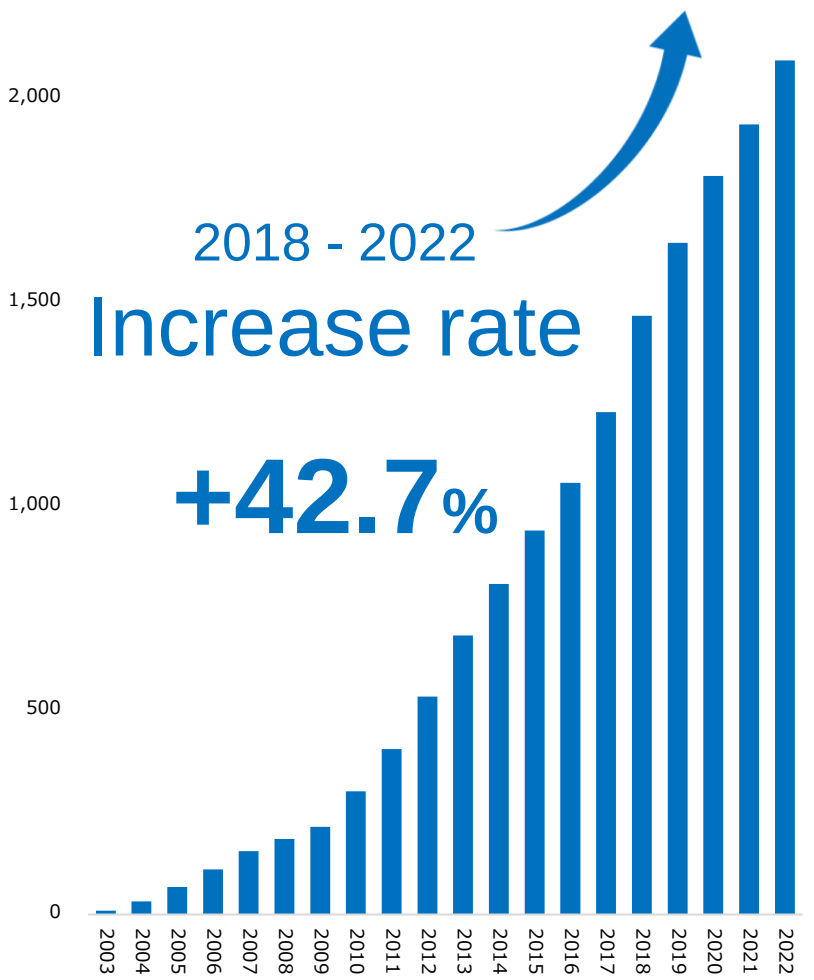
Increase rate

+87.2%

Active contracts at end of year

(Units: no. of contracts)

2,093 contracts



2018 - 2022

Increase rate

+42.7%

Recurring fee revenue structure

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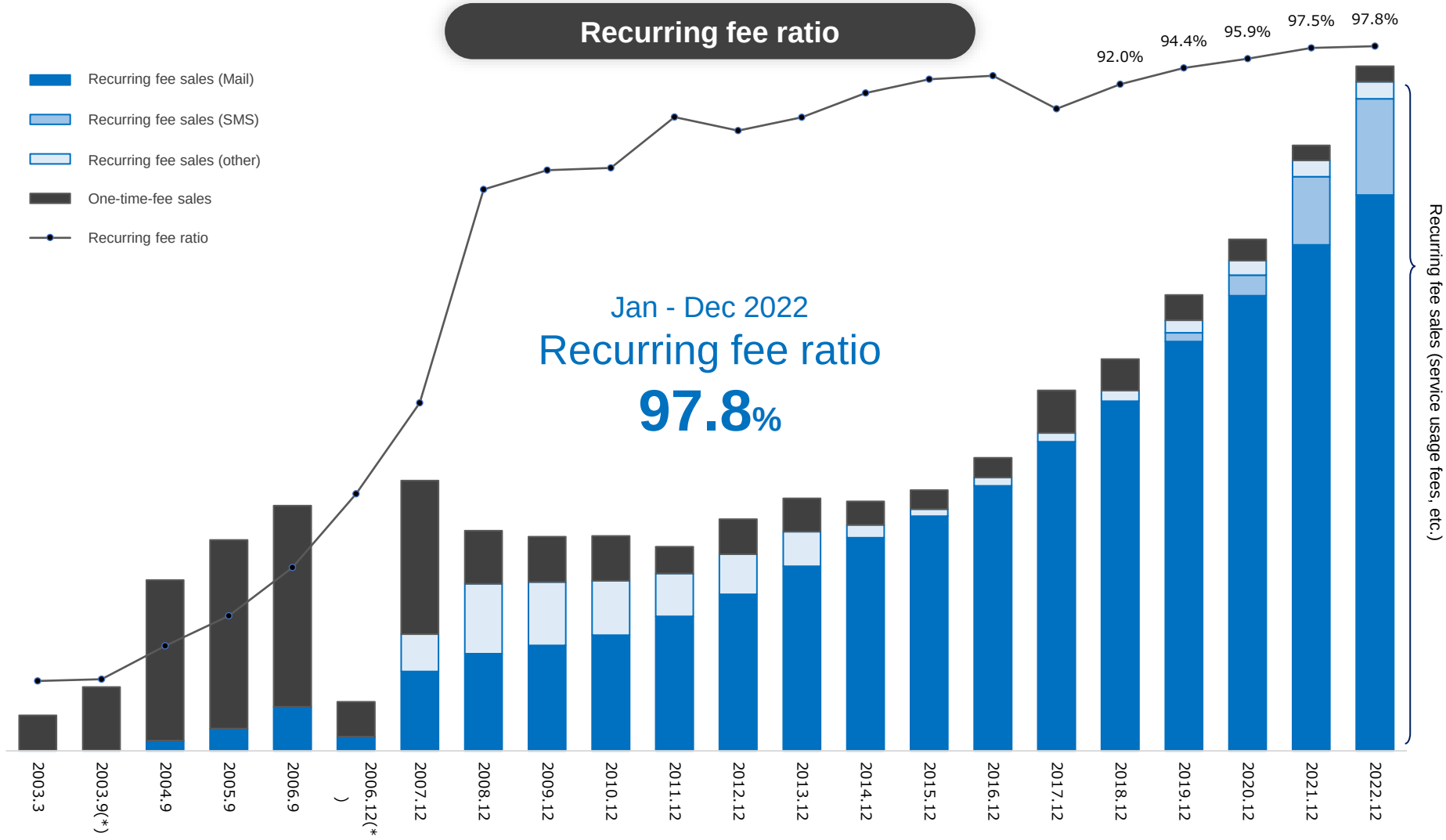
Keeps a high ratio for recurring fee sales



Note: Figures prior to the fiscal year ended December 31, 2018 are unaudited figures
(*) There is irregular accounting for the fiscal year ended September 30, 2003 (6 months) and the fiscal year ended December 31, 2006 (3 months)

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2 Market environment and our position — Page 17

3 Our features and strengths — Page 24

4 Growth strategy — Page 32

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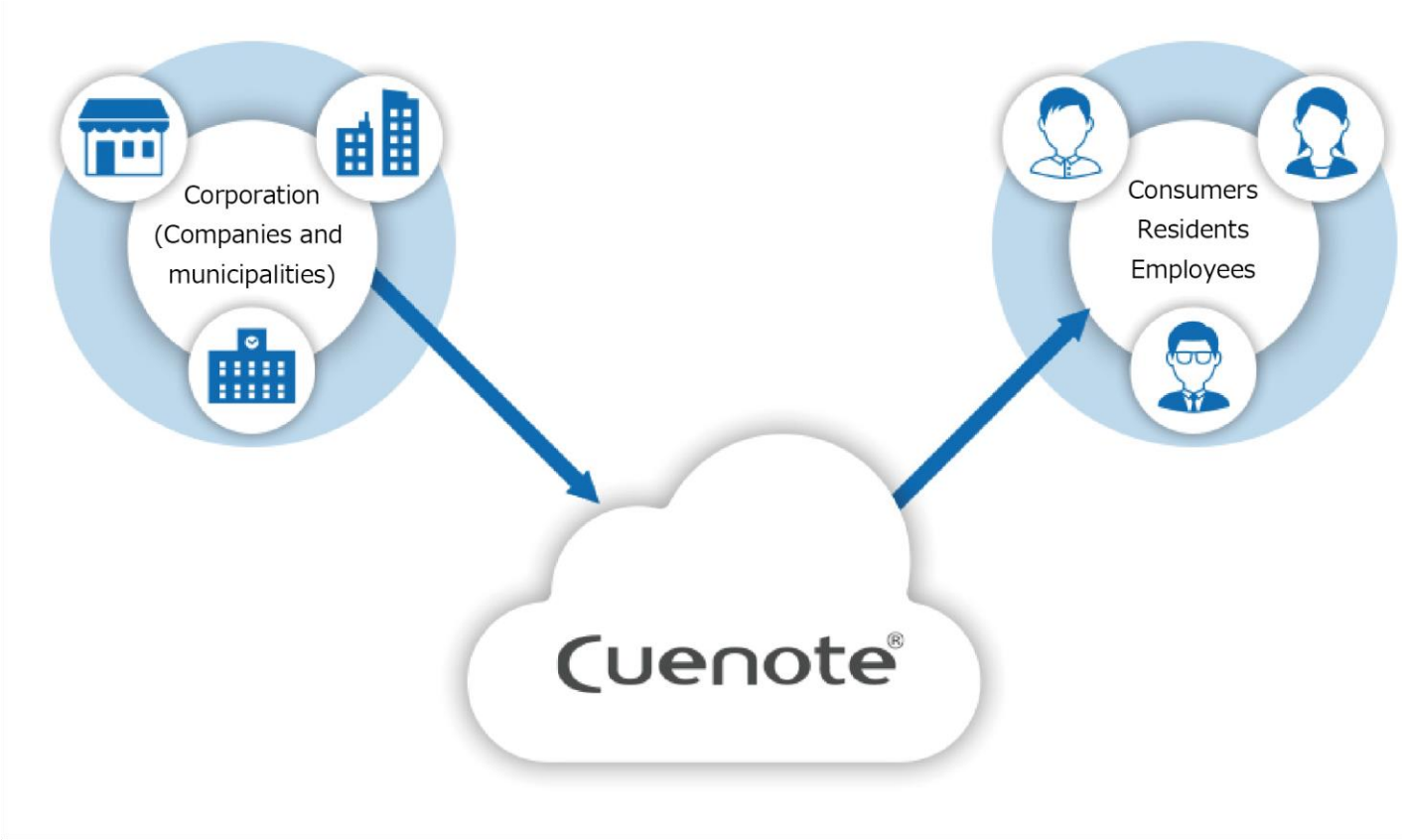
6 appendix — Page 49

1. Business details

Messaging solution (Cuenote) business

Provides cloud services to support marketing and communication such as transmission, collection and analysis of information utilizing the Internet (web, email, applications, etc.)



Cuenote Series

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Email delivery system

Cuenote® FC



Includes large-scale, high-speed delivery performance and extensive marketing functions

Sales ratio 65%

Email relay server

Cuenote® SR-S

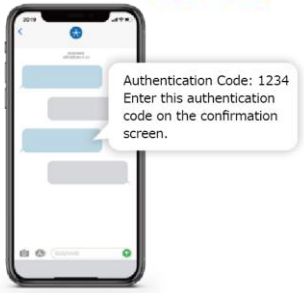


Relays SMTP through DNS settings
Solves email delivery delay and non-delivery
Includes delivery error reason analysis function

Sales ratio 18%

SMS delivery service

Cuenote® SMS



Direct carrier access-type SMS delivery Service
Supports IVR and two-way communication for sending from API and screen

Sales ratio 14%

Online survey and form system

Cuenote® Survey



Creates advanced surveys and secure forms using a web browser
Supports flexible design and multiple languages

Safety confirmation service

安否確認サービス Cuenote®



Linked with weather information, in the event of disaster it automatically confirms safety status of the employees in the affected area

Authentication service

Cuenote® Auth

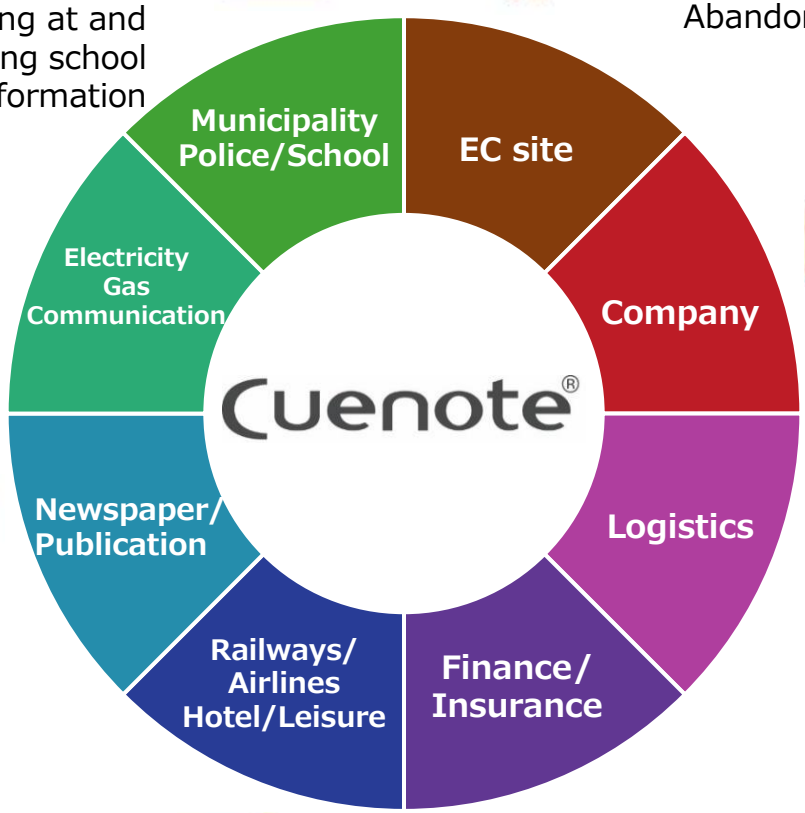


A service easily implementable with API coordination that utilizes SMS and IVR for secure multi-step authentication

(Note) The above sales composition ratios are actual results for the period from January to December 2022

Where is Cuenote used?

In addition to promotional use, it is used for a variety of purposes and industries



Notifications on disaster prevention/crime prevention
Notifications on arriving at and leaving school
School closure information

Sales promotion
User authentication
Abandoned cart reminder

Price notification
Engineering work date information

IR/PR
Survey
Safety confirmation/ Call for meeting

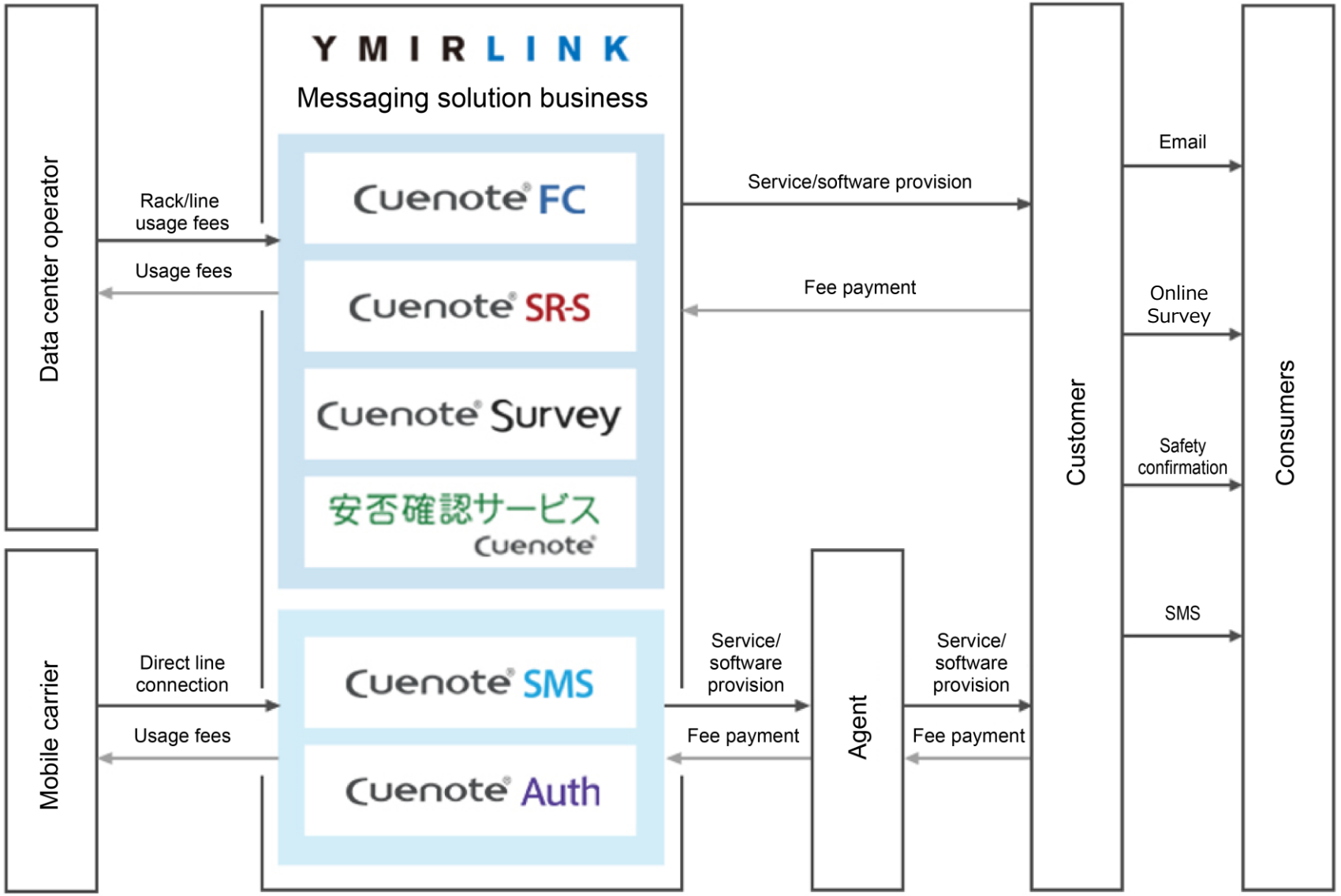
Breaking news

Encourage store visits
Limited-time event notification

Reservation confirmation
Boarding/Visit remainder

Contract notice
Expiration/Renewal date information
Stock alert

Business structure

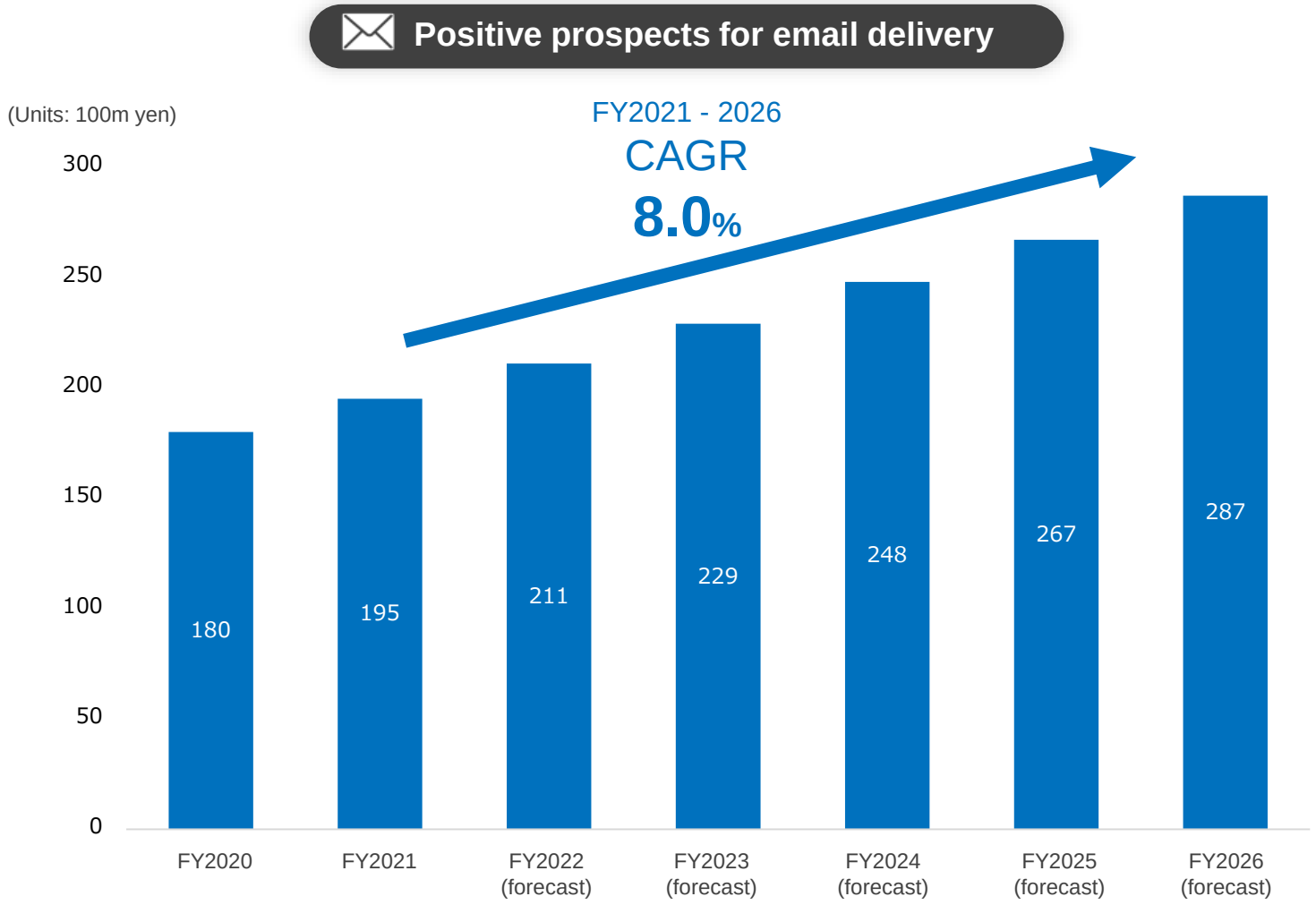


2. Market environment and our position



Messaging market (email)

The email delivery market CAGR is forecast to be 8.0% (FY2021-2026)

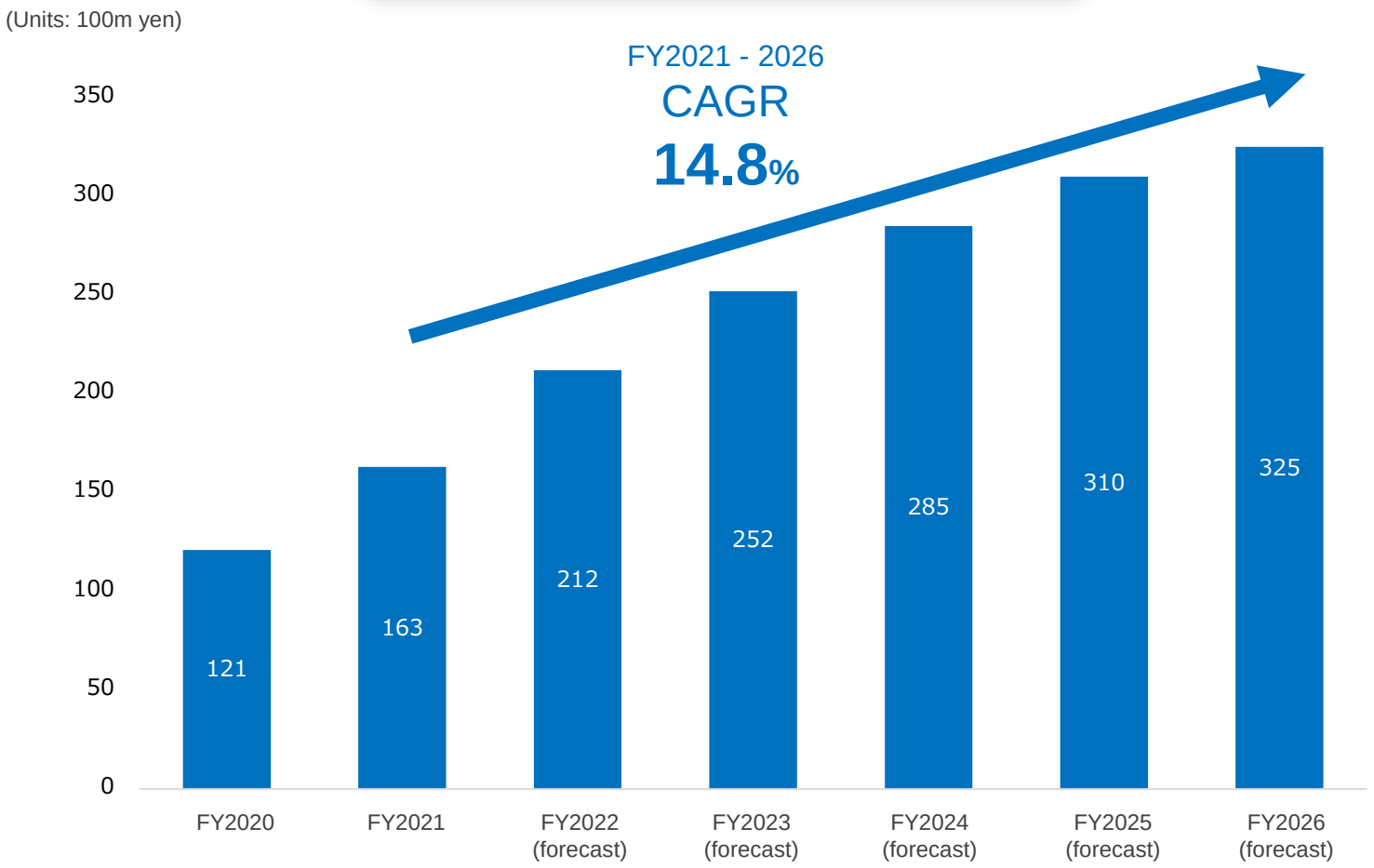


Source: ITR Corporation “ITR Market View: Email/Web marketing markets 2023”
Created by YMIRLINK Inc. based on Email delivery market scale transition and forecast (FY2020 - 2026/sales)

Messaging market (SMS)

The SMS delivery service market is forecast to grow with a CAGR of 14.8% (FY2021-2026)

Positive prospects for SMS

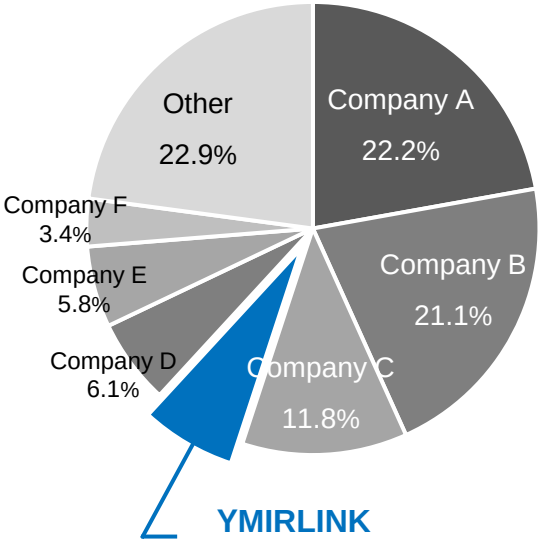


Source: ITR Corporation “ITR Market View: EC site construction/CMS/SMS delivery service/E-contract service markets 2022“
Created by YMIRLINK Inc. based on SMS delivery service market scale transition and forecast (FY2020 - 2026/sales)

Our positioning

Cuenote is steadily expanding its share of the email delivery market

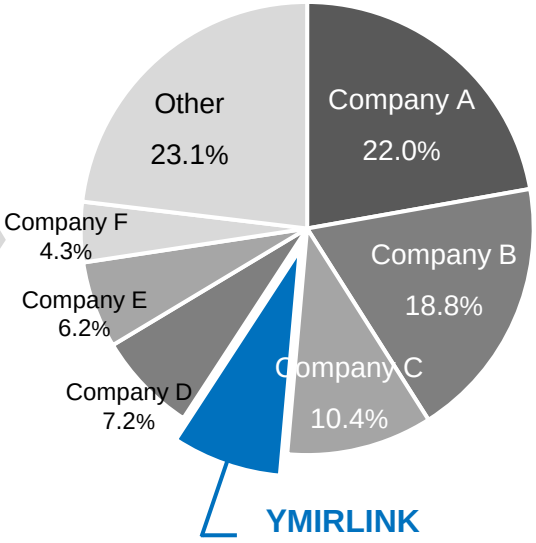
Main vendor FY2017 share



6.8%

Source: ITR Corporation
"ITR Market View: Email/Web marketing markets 2019"
Email delivery market: Share of sales by vendor

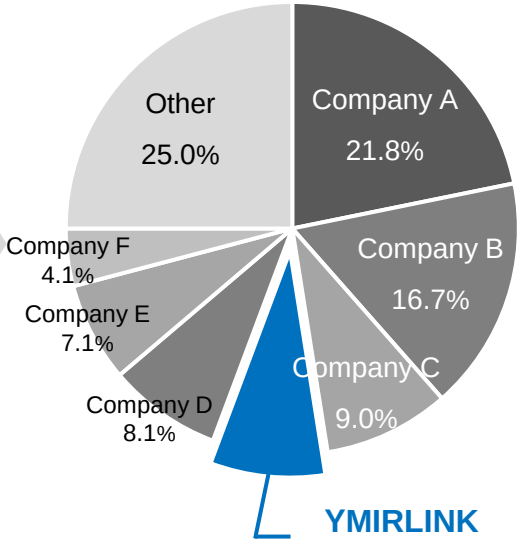
Main vendor FY2019 share



7.8%

Source: ITR Corporation
"ITR Market View: Email/Web marketing markets 2021"
Email delivery market: Share of sales by vendor

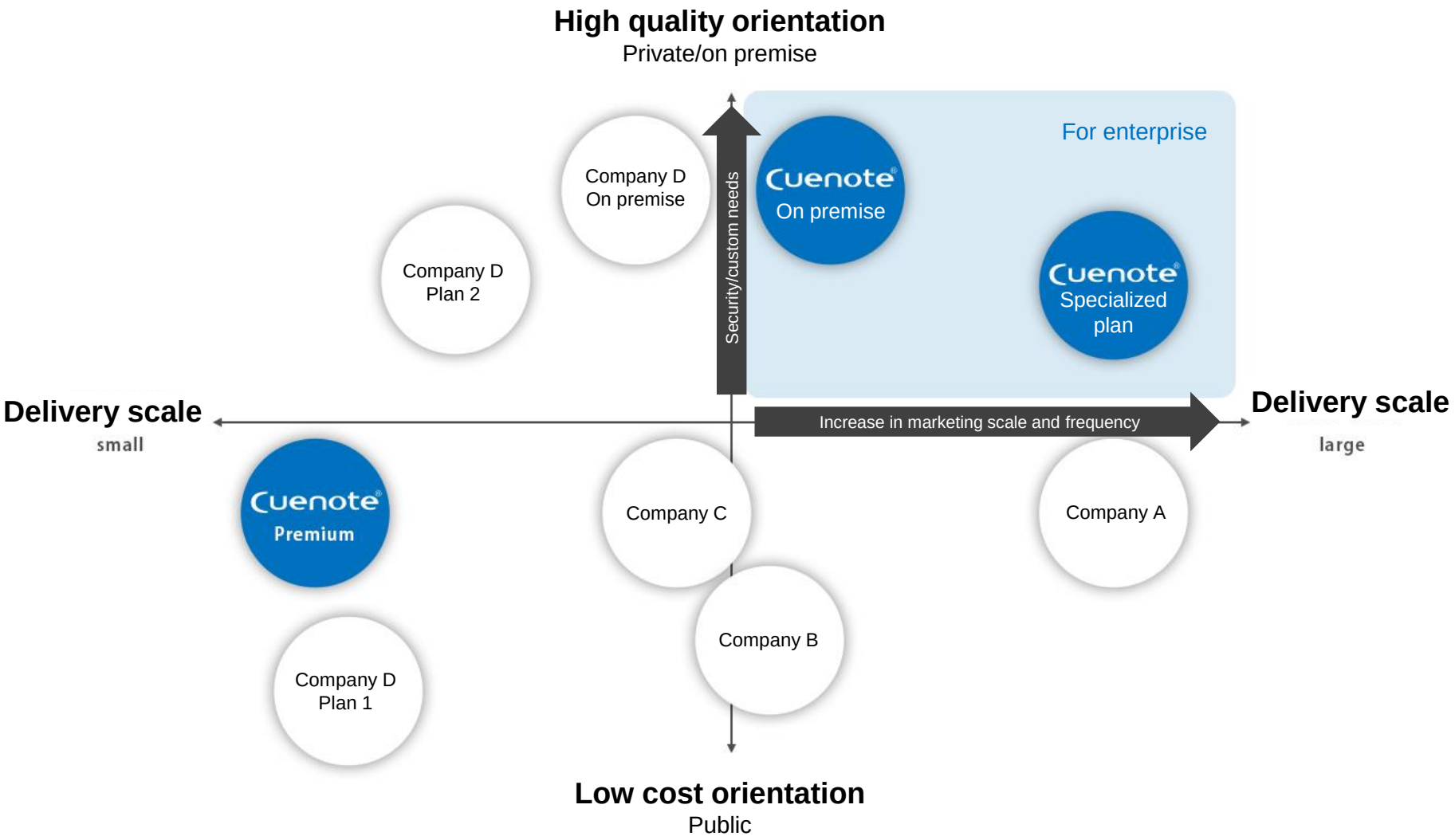
Main vendor FY2021 share



8.2%

Source: ITR Corporation
"ITR Market View: Email/Web marketing markets 2023"
Email delivery market: Share of sales by vendor

Our product/service position



Service provision that meets customer needs

	Public	Private	On premise
Cost	Server, IP address, and other resources are shared, enabling low-cost use	Server, IP address, and other resources are not shared, meaning the usage cost tends to be higher than public	Equipment must be acquired so tends to be high cost, and system operations staff is also needed
Quality (processing performance, arrival rate)	May be suffer lower processing performance and arrival rate due to usage of other users	Almost no impact from other users	No impact
Scalability	Standard service is provided	Can meet unique scaling needs	Can meet unique scaling needs
Security	Standard security is provided	Unique security requirements can be applied	Unique security requirements can be applied
Company size	SME	Large company	Large company

The number of messages increased due to DX and a shift to online

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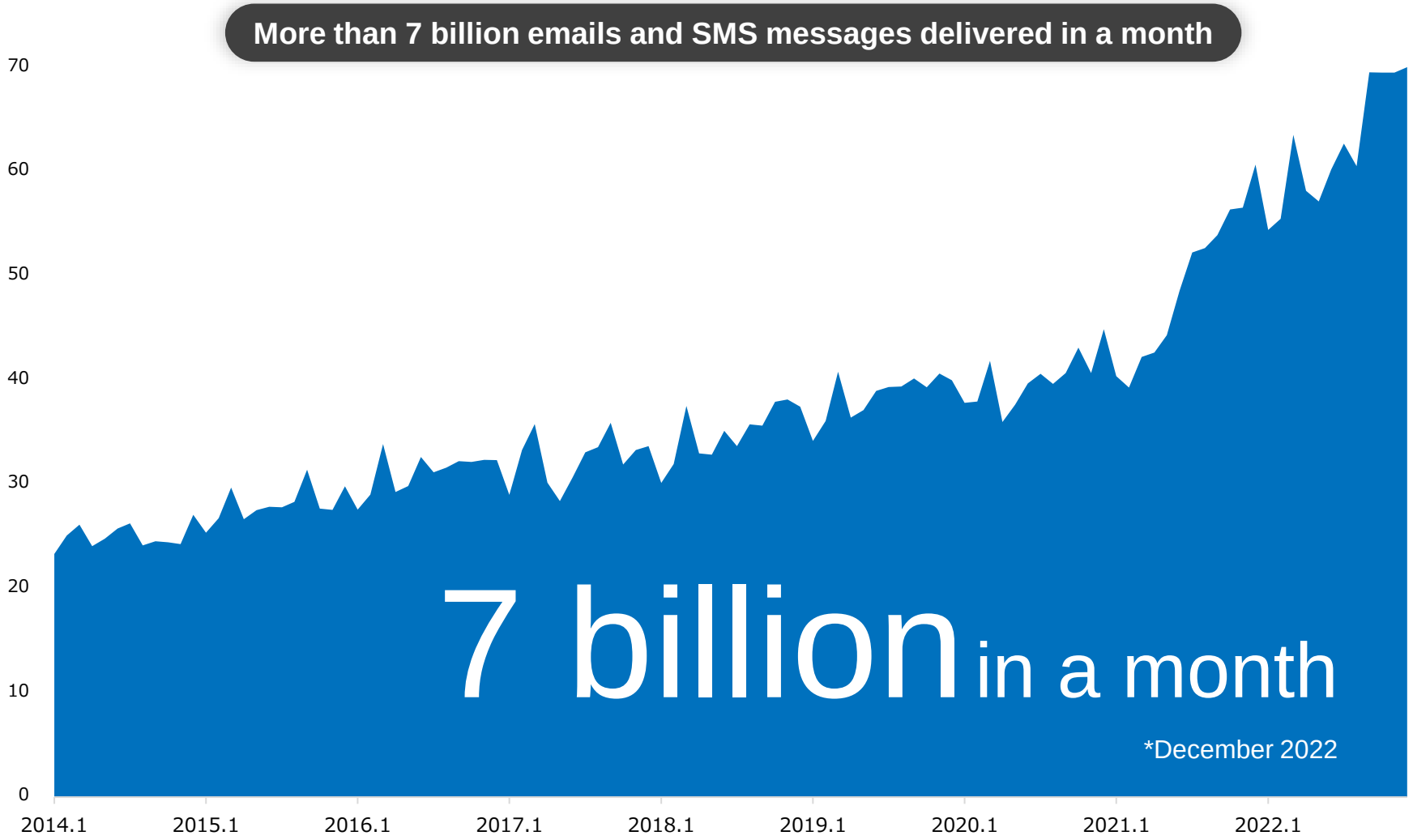
(Units: 100m messages)

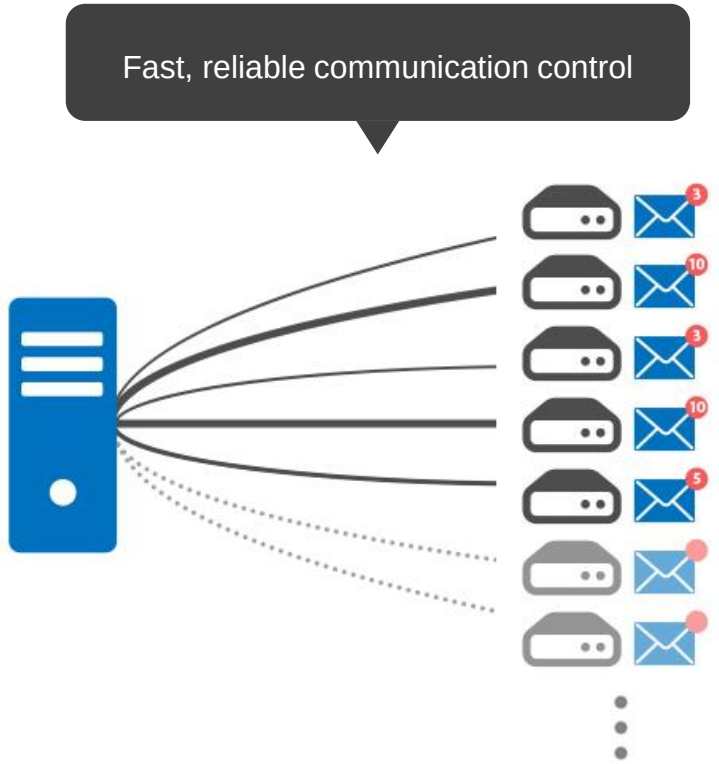


3. Our features and strengths



POINT 1

Development and technological capabilities



We developed all of our delivery programs for email, SMS, and other messaging services.

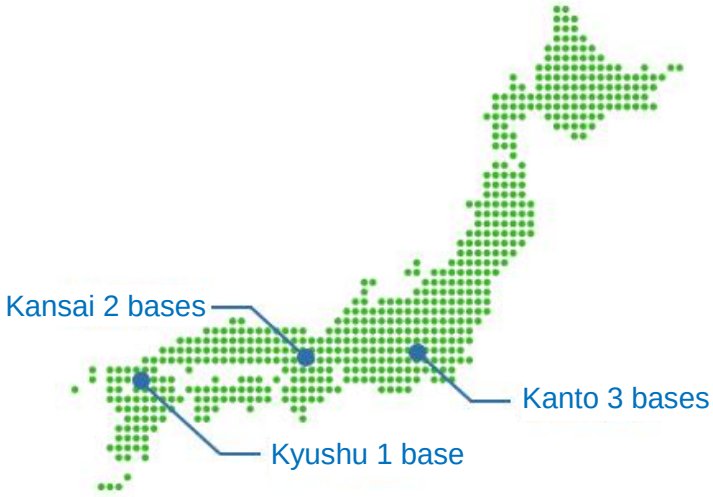
Fast, reliable messaging achieved through specialized design to improve processing performance and efficiency and parallel processing-oriented languages.

Performance improvement with software enables equipment investment to be held down, and low-cost provision.

POINT 2

Distributed service bases and high availability

Availability of at least 99.99%*1





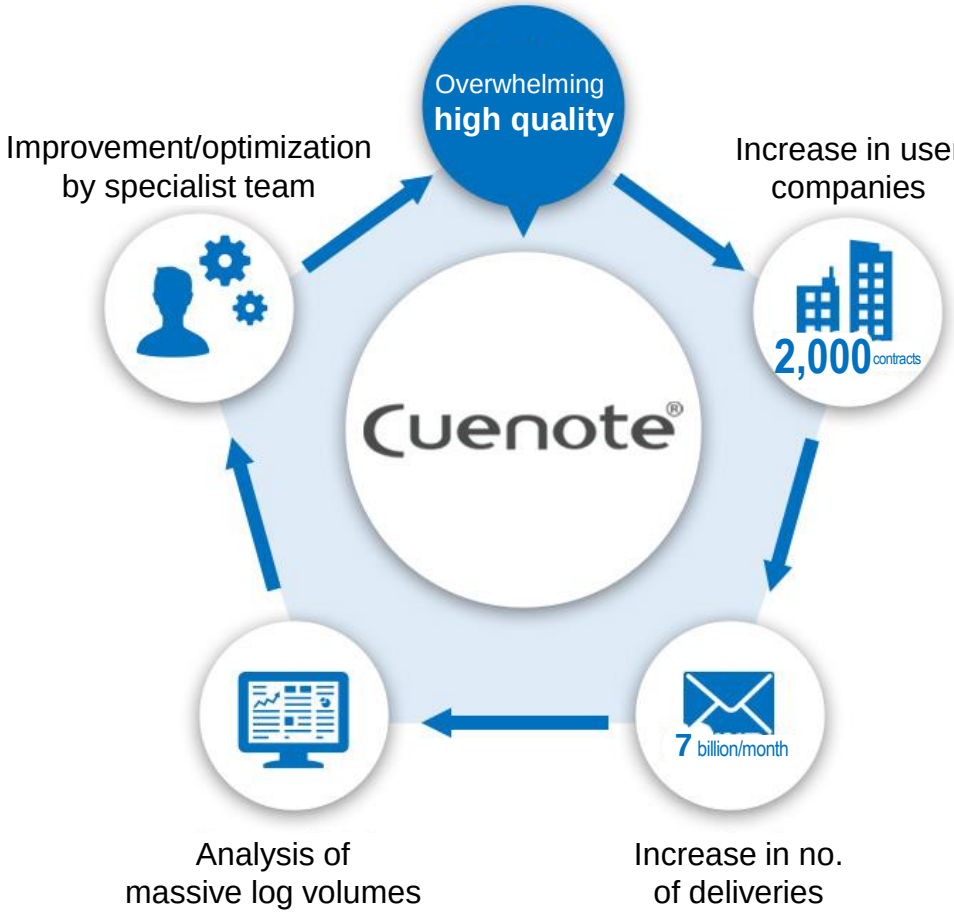
Service infrastructure and equipment set up in six data centers in three areas in Japan, using lines offering throughput of up to 50 Gbps*2.

Provision of DR (disaster recovery) plan envisaging natural and man-made disasters*3.

*1 Email service availability from January - December 2022
*2 Data centers in which service infrastructure and equipment are set up, data center racks, and internet connection lines are provided by data center operators.
*3 Service plan in which systems deployed at multiple locations can be used in times of large-scale disaster and other emergencies.
There is a choice between a global server load balance system that switches domain information when an abnormality is detected, and a global IP routing system that assigns the same IP address to a system at another location.

POINT3

Highly specialized service operation



A specialist team analyzes communications records for more than six billion* messages a month and uses the optimum values obtained through the analysis as parameters in automatic delivery to improve arrival rate and delivery efficiency.

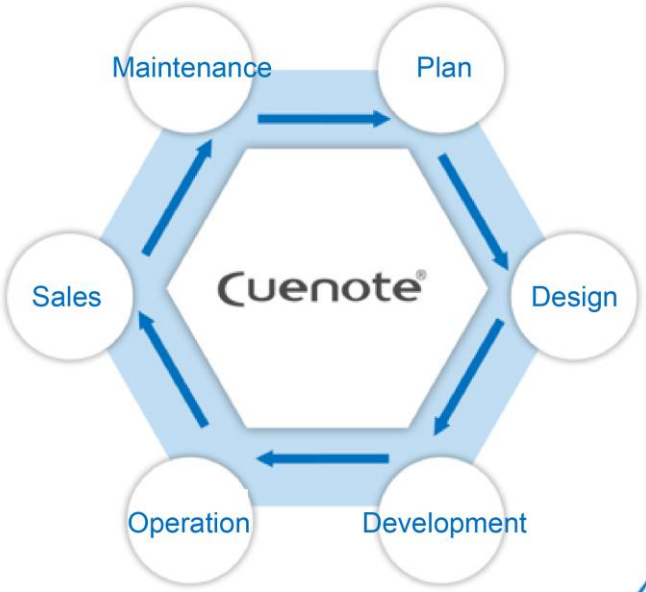
*Performance in December 2022

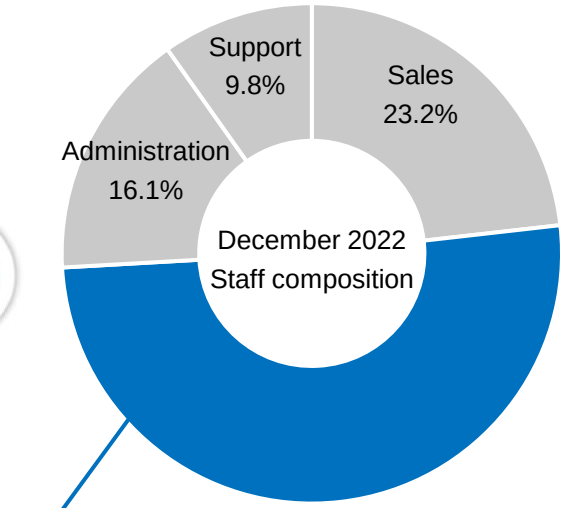
POINT 4

All-round and technology capabilities to provide comprehensive product support

Vertically integrated SaaS deployment

High ratio of technical staff members





Technical

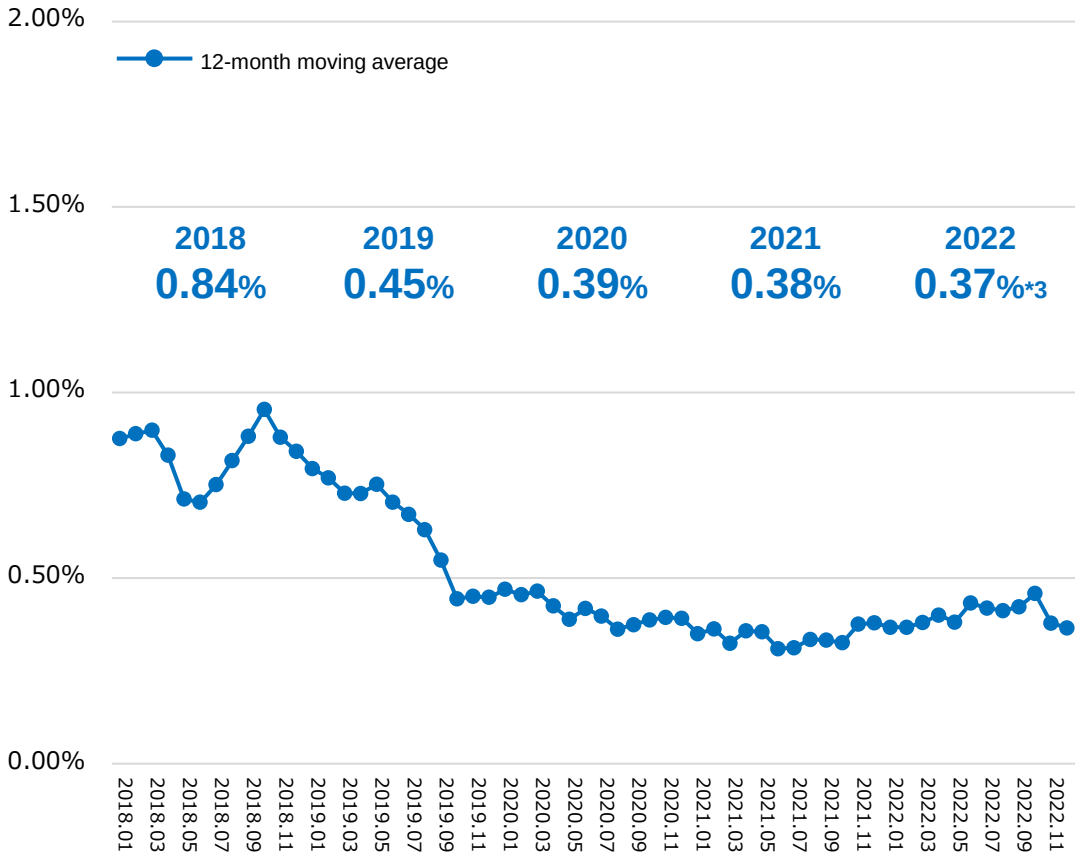
50.9%

Vertical integration of planning, design, development, sales, and operation, swift handling of customer service and support needs.

Email services that keep the churn rate low

Revenue churn rate

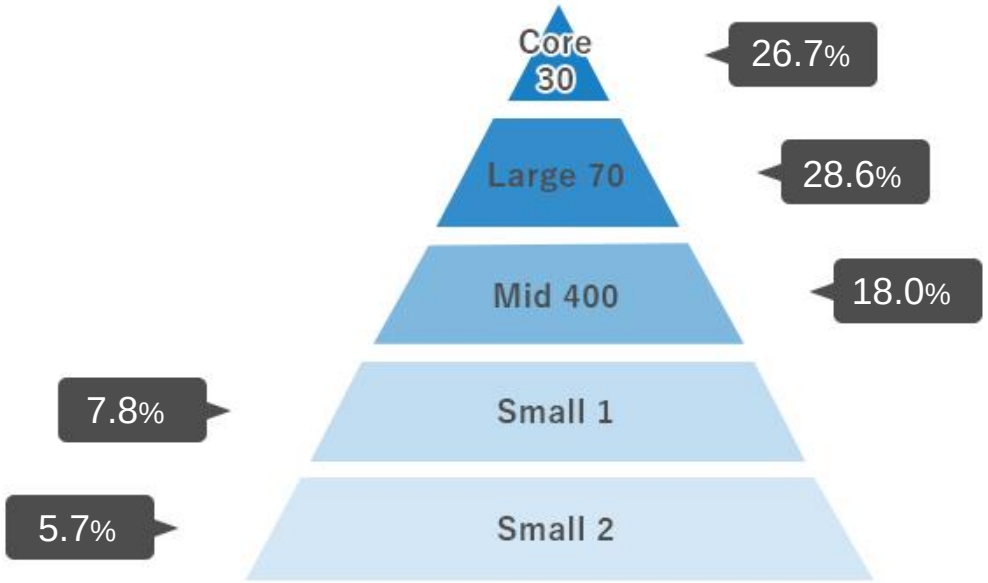
Email services*1 that keep the average monthly churn rate low*2



*1 Email services cover the Cuenote Series excluding Cuenote SMS, Cuenote Survey, and the Cuenote Safety Confirmation Service.
*2 Gross revenue churn: Amount of churn in current month ÷ Amount recorded at beginning of month
*3 Average monthly churn rate from January to December 2022

POINT 5

Good customer base



Cuenote usage rate by TOPIX new index

Features High usage rate among large companies

Usage rate tends to be high among big companies, who demand high standards for security, availability, performance, scalability, reliability, etc.

As of end of December, 2022

POINT 5

Good customer base

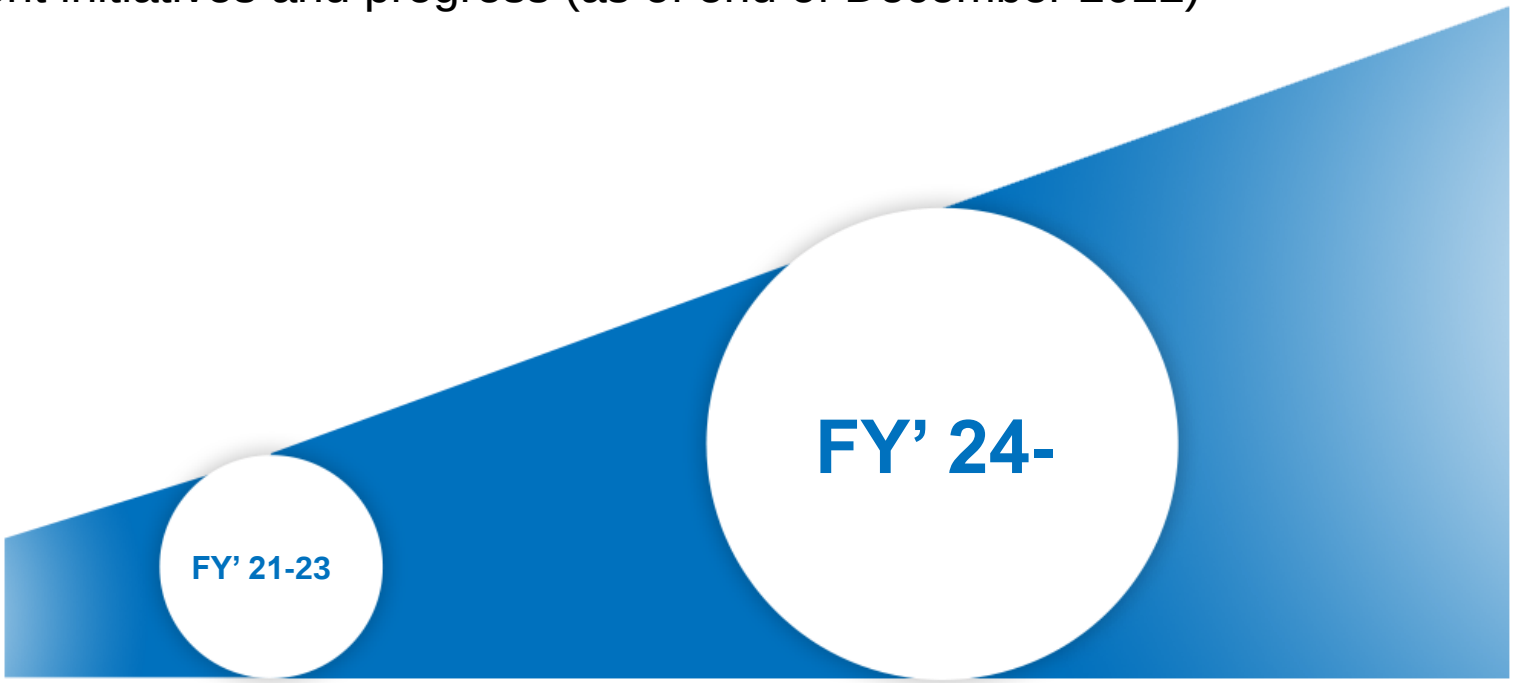


Since its launch, Cuenote has gained popularity with many clients.
Over 2,000 contracts

*According to our research in December 2022. All logos used with permission.

4. Growth strategy

Current initiatives and progress (as of end of December 2022)



- Grow market share for popular email services
  Progress: 9.9% increase in recurring revenue for 2022

- Acquire a share of the SMS market, which has high growth potential
  Progress: 41.1% increase in recurring revenue for 2022

- Increase and enhance messaging channels through increased engineers
  Progress: Recruitment activities to increase staff numbers underway
  2022 Cuenote Auth release

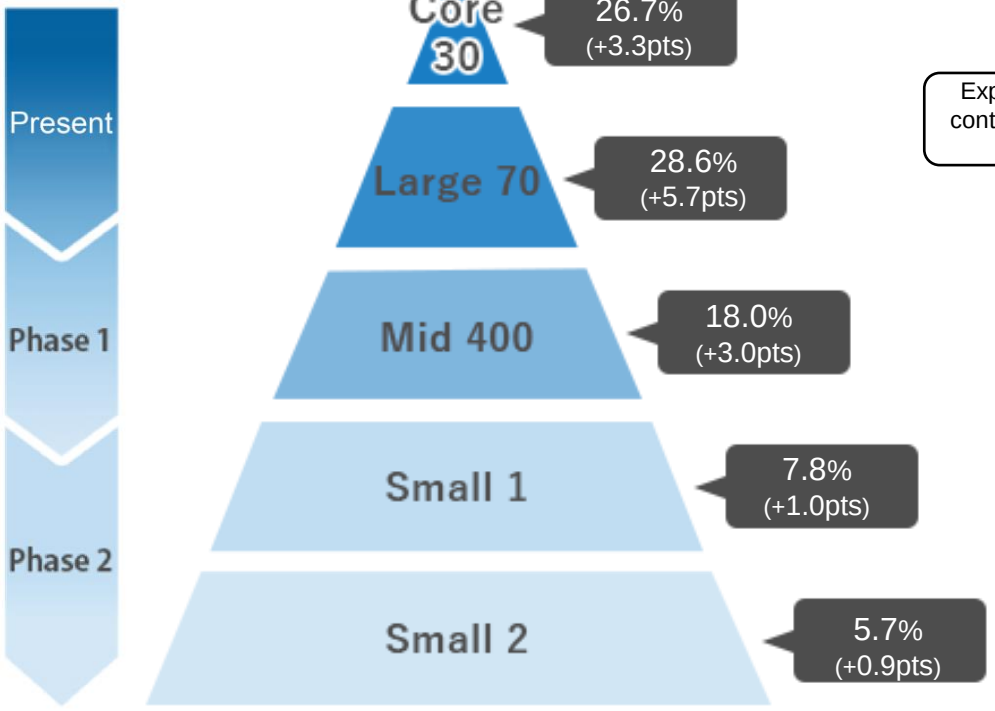
- Increase revenue through new channels

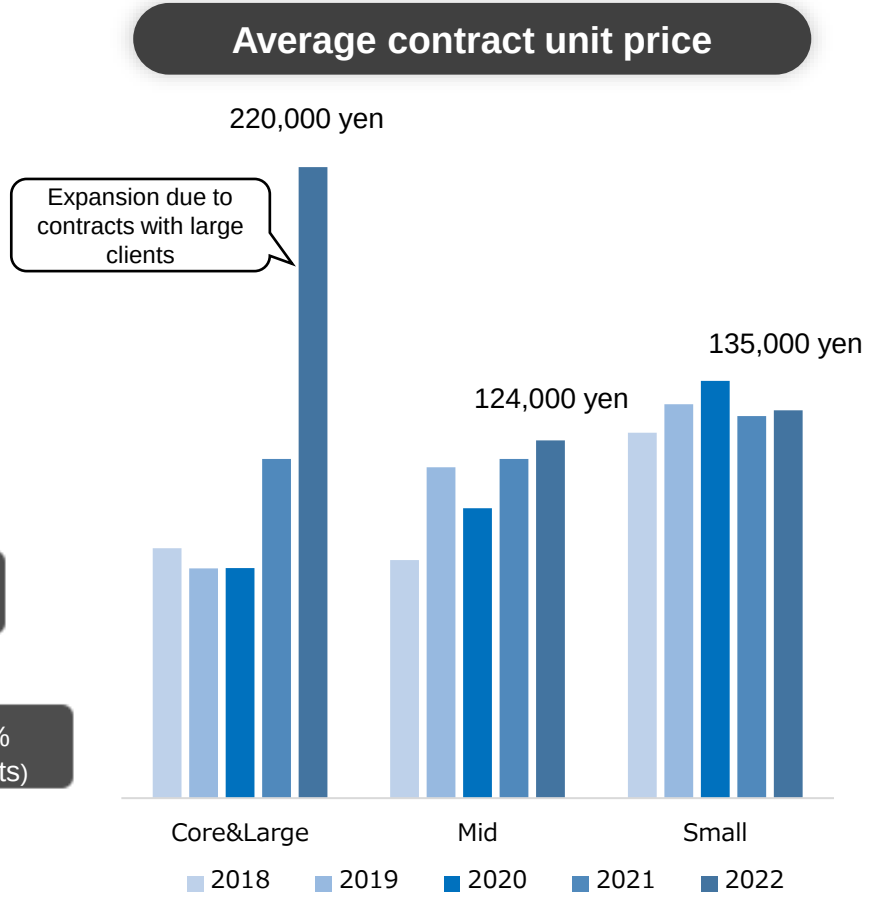
- Increase and enhance management functions on messaging platforms

Targets/potential

Focus on further growing sales for highly popular Cuenote FC and growing sales for Cuenote SMS.

Increase the number of leads (queries) by strengthening advertising and promotion (mainly online advertisements) of quality and services popular with Core30 companies, and expand to small and medium contracts by increasing the number of sales staff



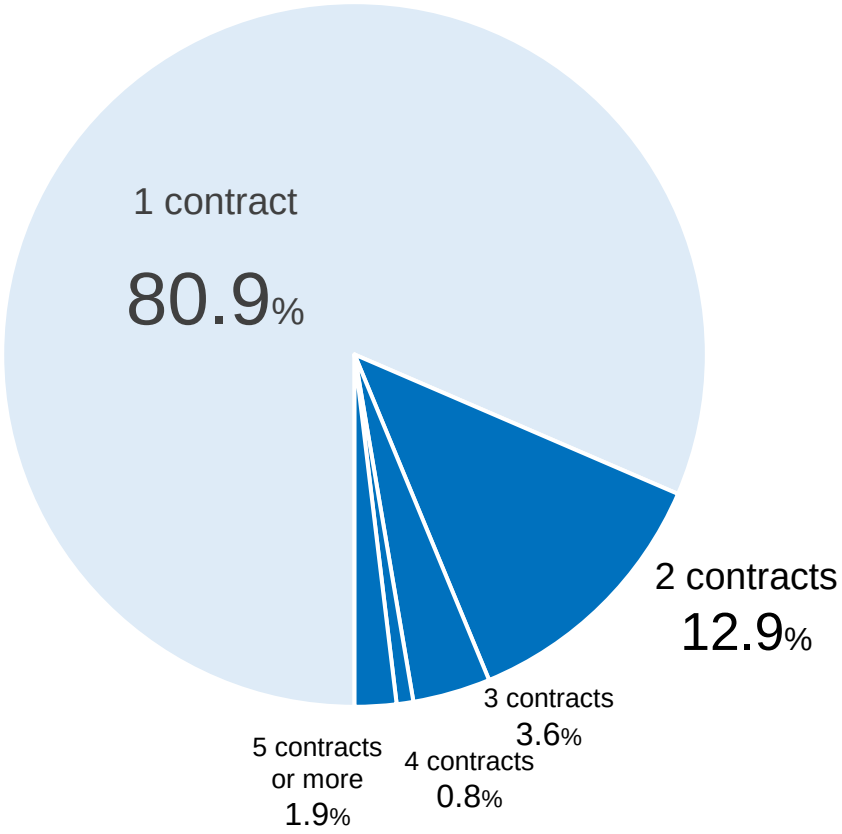


Cuenote usage rate by TOPIX new index

Number in ( ) shows the year-on-year change in usage rate

Customer usage of our services

Average contract price increasing through cross selling of services

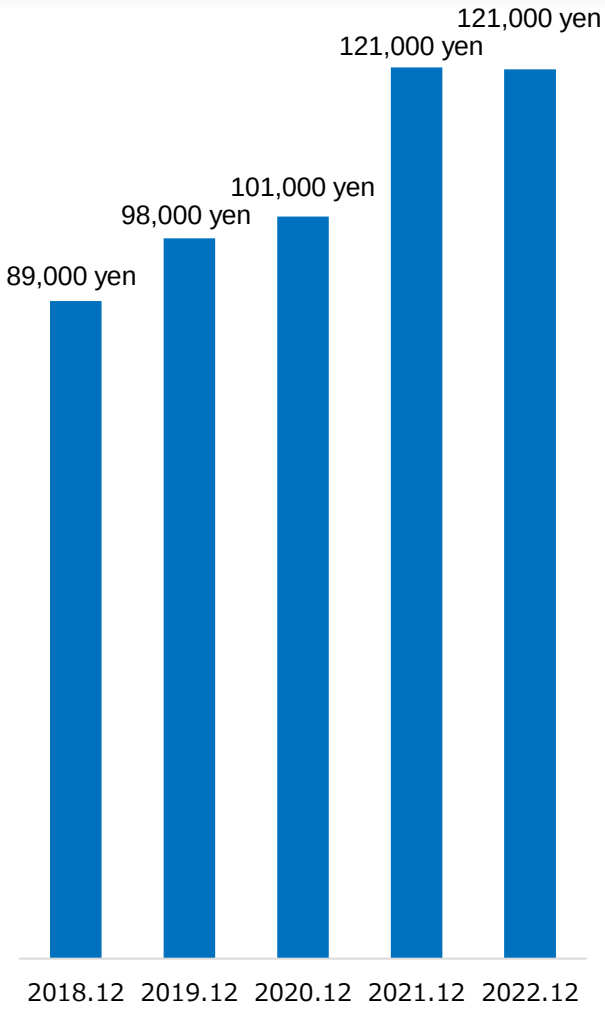


Proportion of customers who use multiple services

19%

*According to our research in December 2022

Average contract price per end user



By further promoting “messaging technology” and
“commercialization of software service,” and through

expansion of the SaaS business area,

we will improve our corporate value and shareholder value



Messaging platform

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Diversification

As communication tools become more diverse, so do the means of communication between companies and consumers

Improvement of operational efficiency

Platform for integral management of multiple communication channels is effective in improving marketing effectiveness and operational efficiency, and is now essential

Messaging platform

With measure automation and expansion of analysis function, we will establish Cuenote as a messaging platform

Cuenote®

Role of a messaging platform

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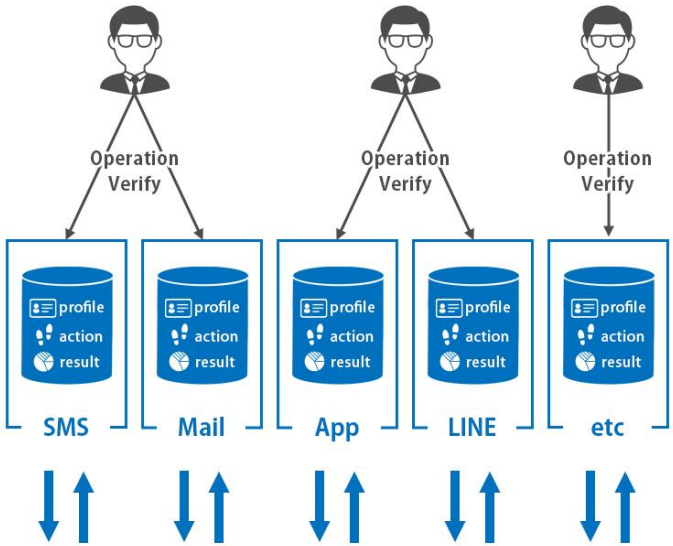
Background

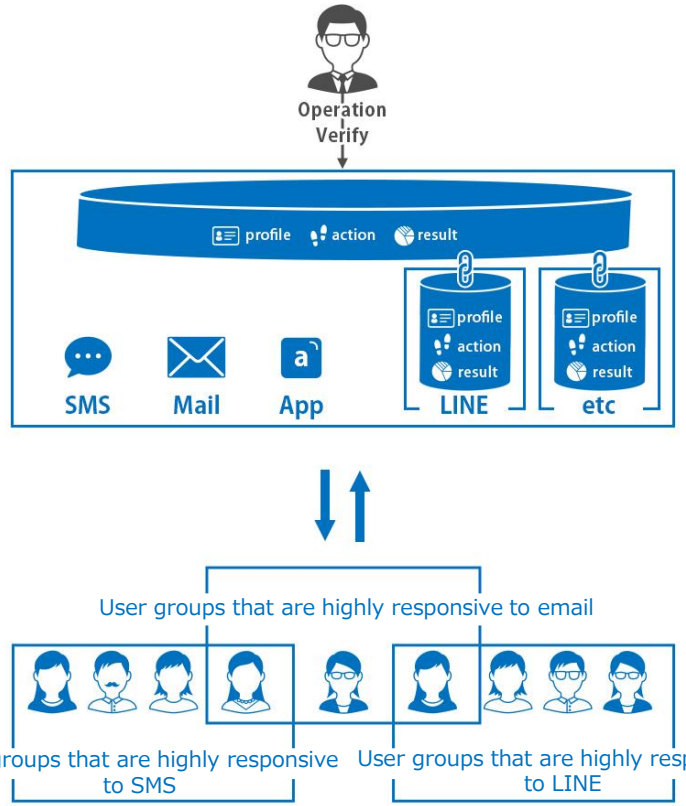
Diversification of communication methods as a result of the evolution of consumers' lifestyles, and IT tools and technologies

Company

Marketing measures for each communication channel
More complex marketing activities, increased costs



Improvement of the efficiency and sophistication of marketing activities
Realization of consistent or seamless communication
Improvement of effectiveness through user profile and behavior analysis



Consumer

Increase in frequency and similarity of received information
Decline in loyalty, departure of customers

Receiving information with optimized frequency, amount and timing

Messaging platform conceptual diagram

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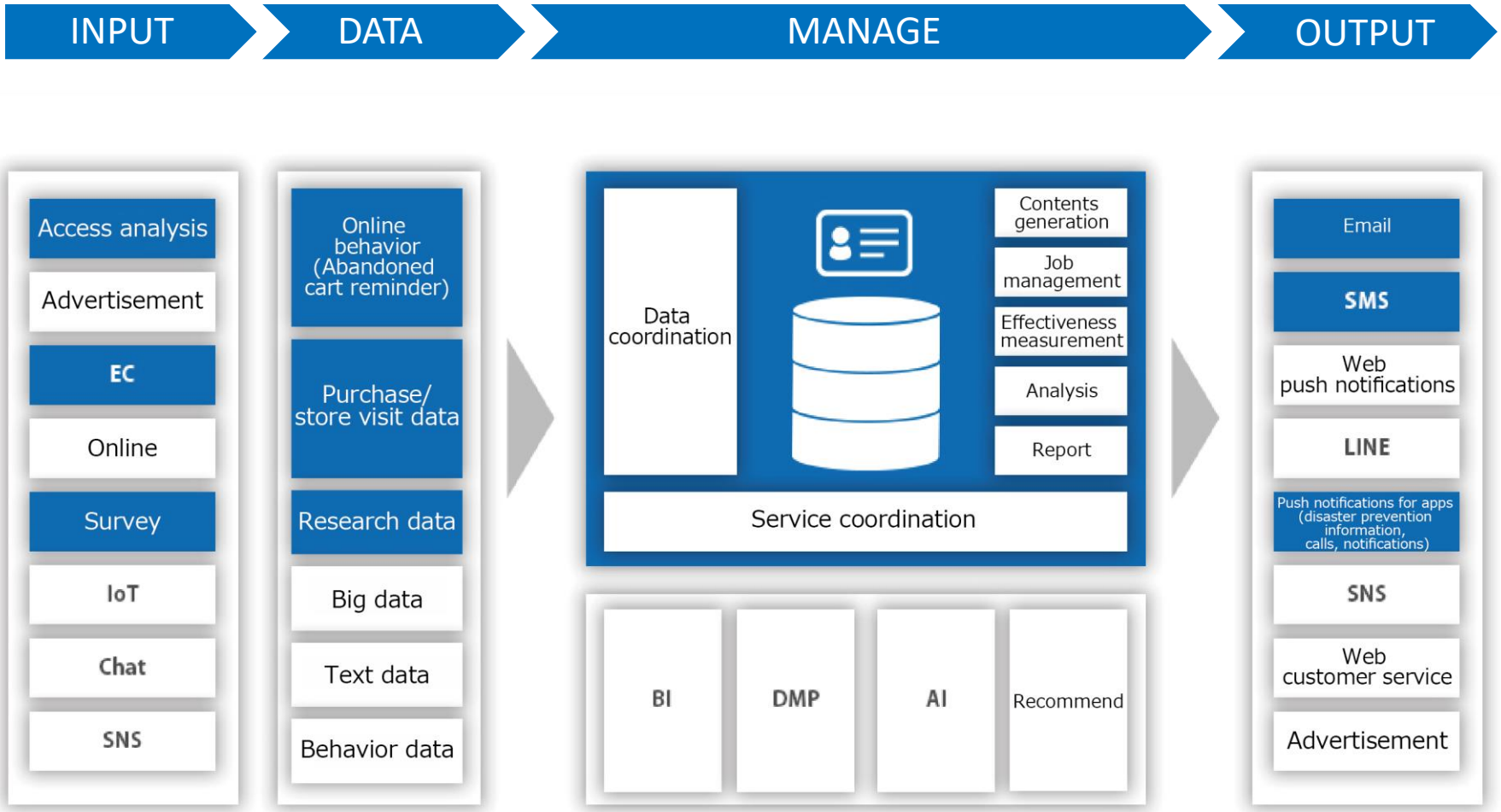
Expand the areas to be covered through selection and concentration



Vision for future growth

Continue to demonstrate excellent growth by expanding messaging channels (LINE, Web push, etc.) while continuing to strengthen growing email service

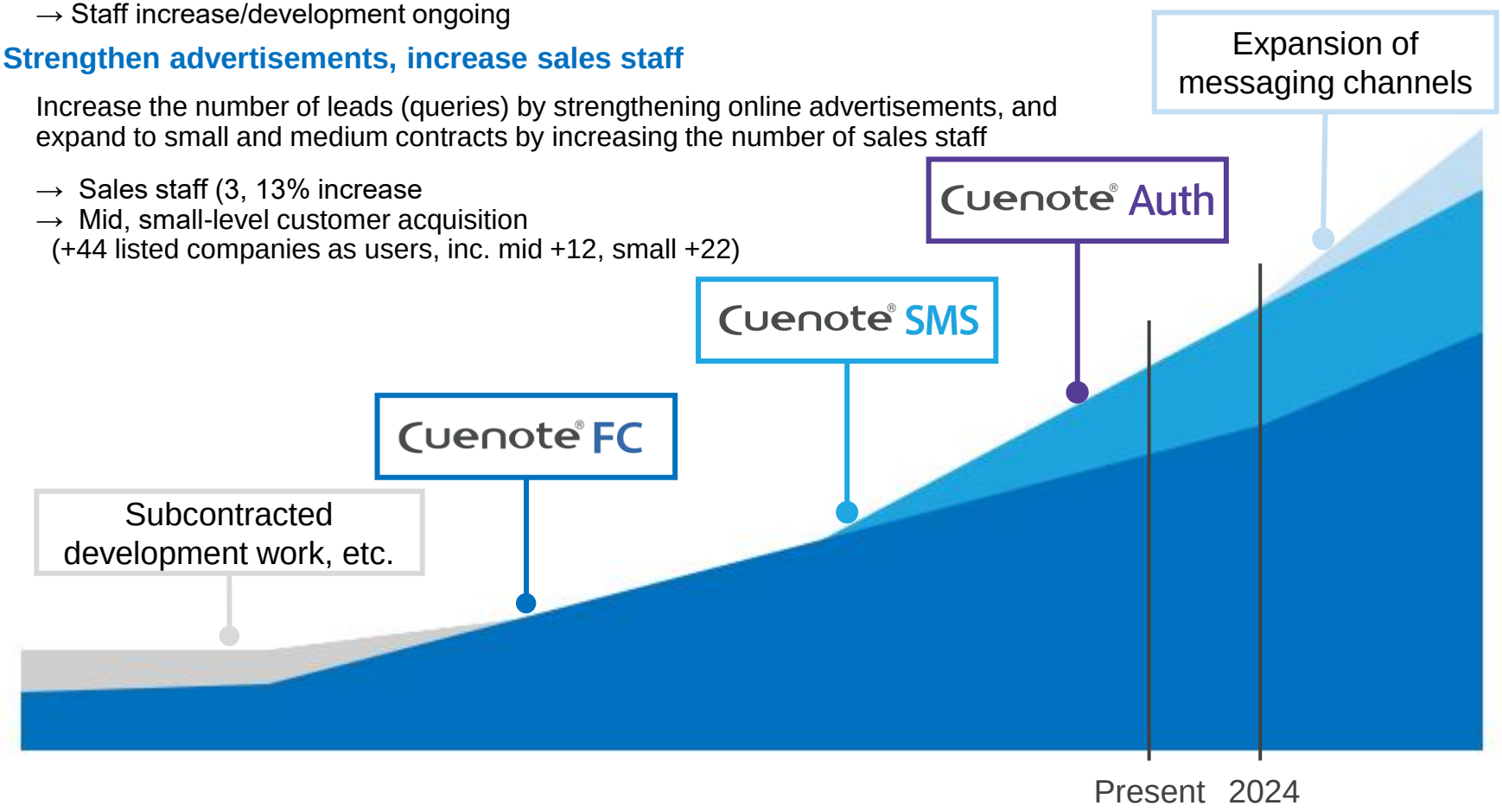
Increase of engineers

Strengthen by increasing the number of engineers in 2022-2023
Work on the development of a new messaging channel in 2023
→ Staff increase/development ongoing

Strengthen advertisements, increase sales staff

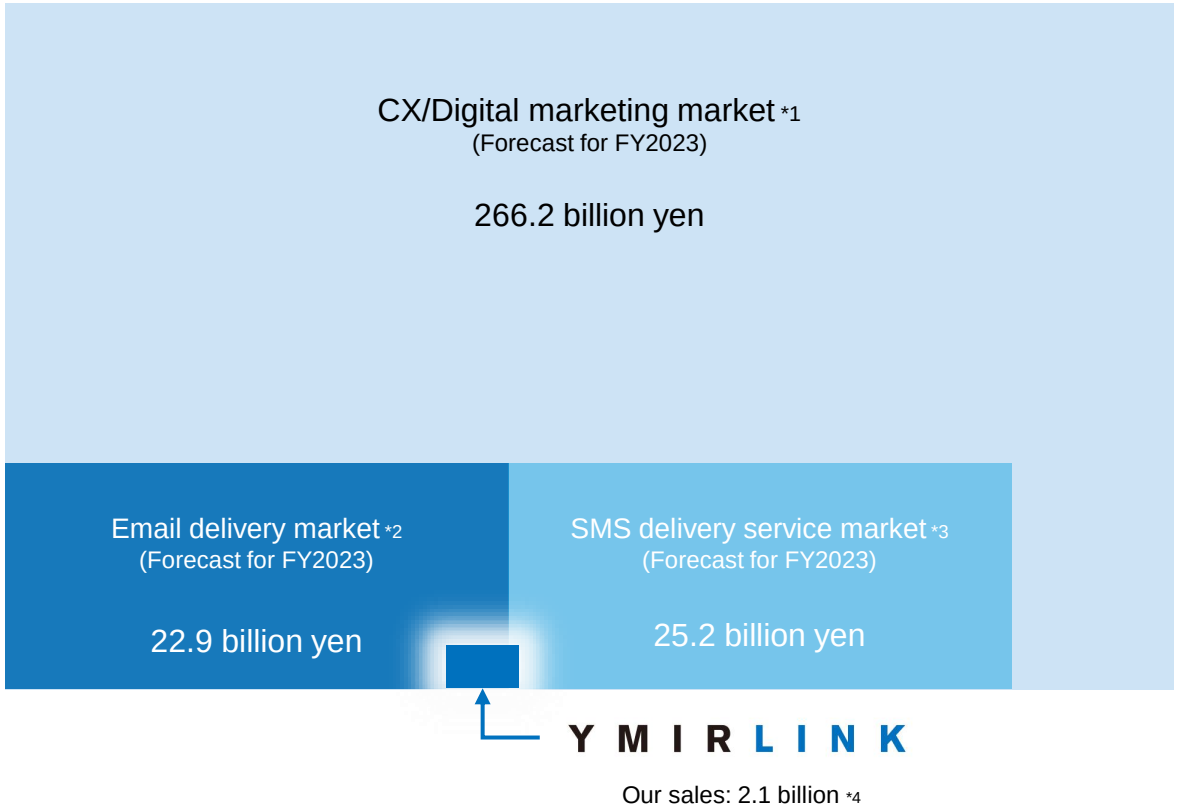
Increase the number of leads (queries) by strengthening online advertisements, and expand to small and medium contracts by increasing the number of sales staff

→ Sales staff (3, 13% increase
→ Mid, small-level customer acquisition
(+44 listed companies as users, inc. mid +12, small +22)



Our markets and related markets

We believe that the shift in communication with consumers, from physical to digital, will further progress, and the market that we belong to has a lot of room for growth

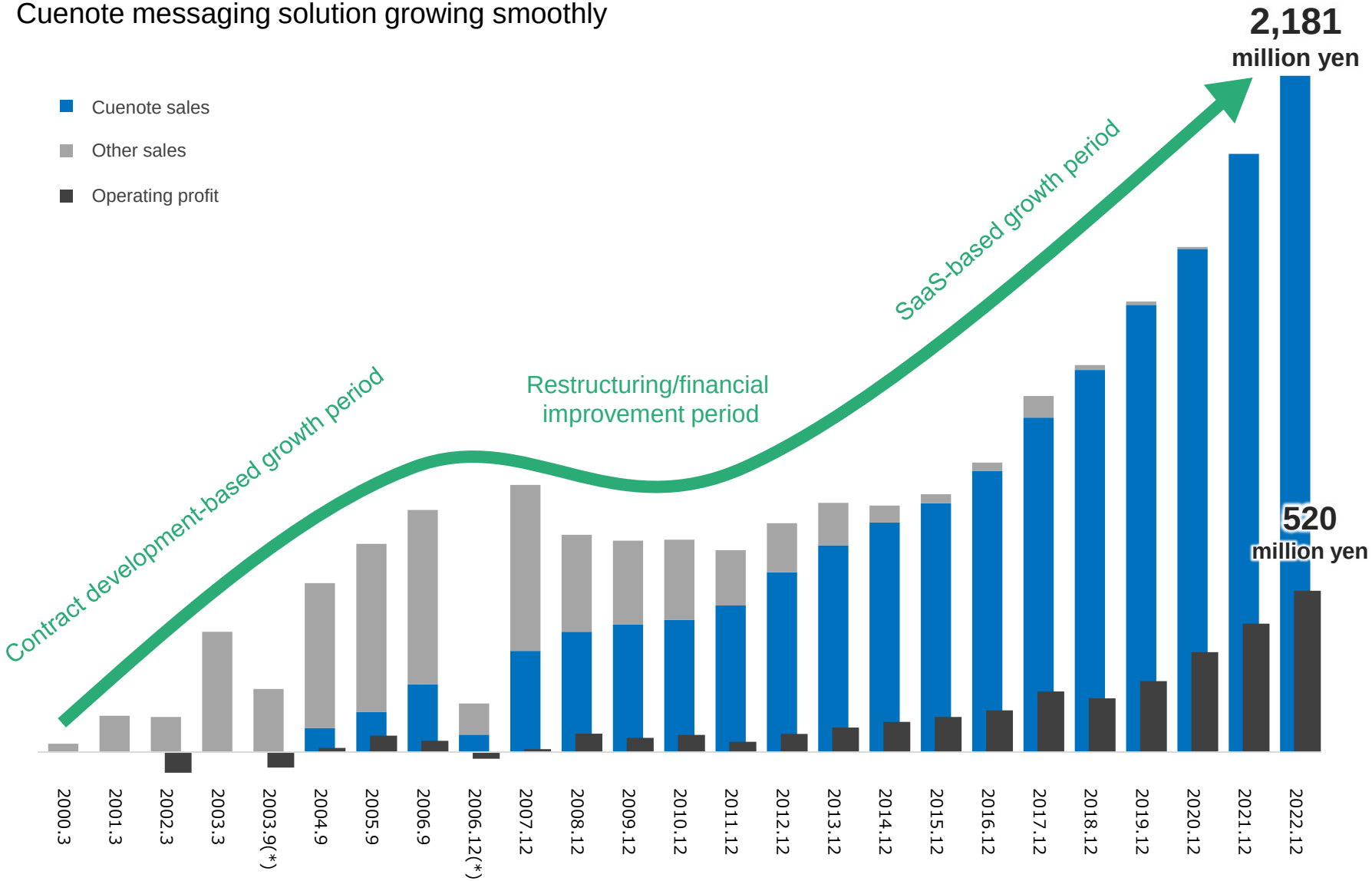


*1 Source: Fuji Chimera Research Institute “Software New Market 2022 Edition” CX/digital marketing market (Forecast for FY2023)
*2 Source: ITR Corporation “ITR Market View: Email/Web marketing markets 2023” Email delivery market (Forecast for FY2023)
*3 Source: ITR Corporation “ITR Market View: EC site construction/CMS/SMS delivery service/E-contract service markets 2022" SMS delivery service market (Forecast for FY2023)
*4 Sales for fiscal year ended December 31, 2022

5. Business conditions

Business results development

Cuenote messaging solution growing smoothly



*Irregular accounting is used for the fiscal years ended September 30, 2003 and December 31, 2006.

Financial status

Drastic improvement in equity ratio due to SaaS (Cuenote) growth

PL (profit/loss)

FY ended December 31, 2022

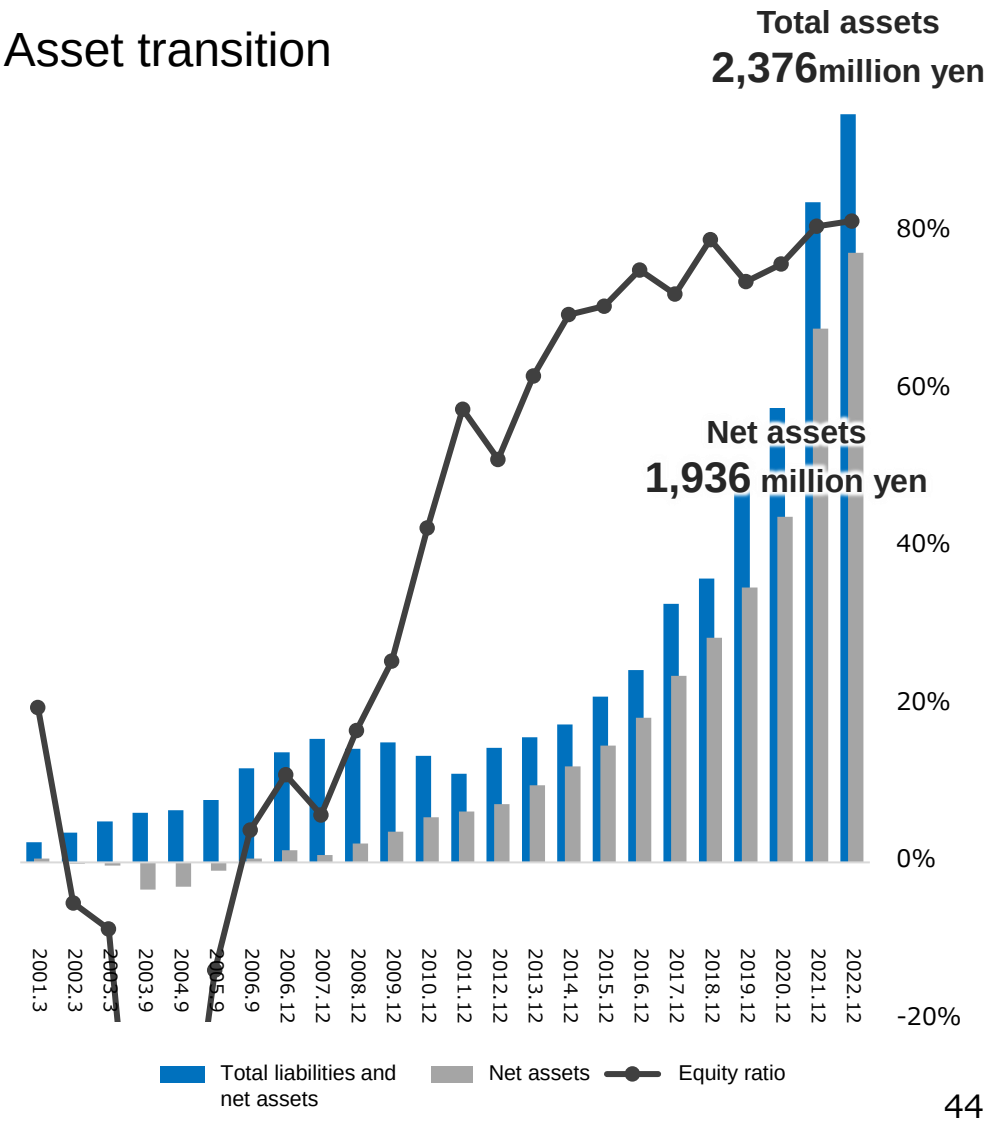
Category	Amount (¥1m)	%
Net sales	2,181	100%
Operating profit	520	23.9%
Current net profit	359	16.5%

BS (assets and liabilities)

FY ended December 31, 2022

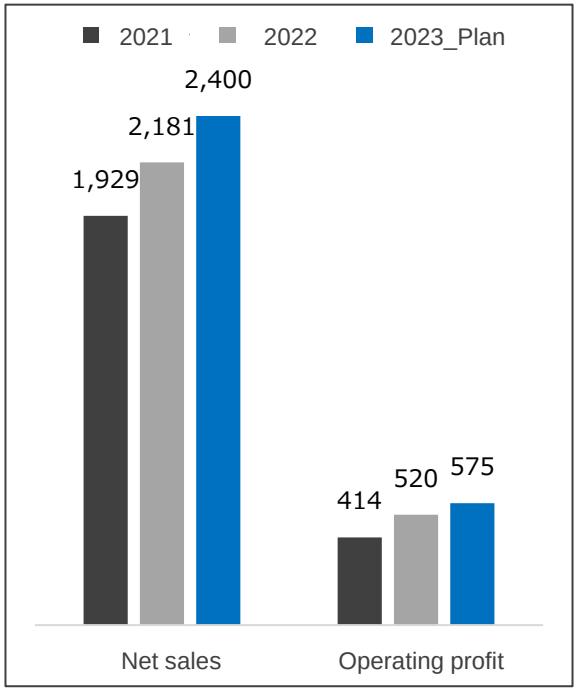
	Category	Amount (¥1m)
Assets	Current assets	2,070
	Fixed assets	306
	Total assets	2,376
Liabilities	Current liabilities	440
	Fixed liabilities	-
	Total liabilities	440
	Net assets	1,936
	Total assets	2,376
	Equity ratio	81.5%

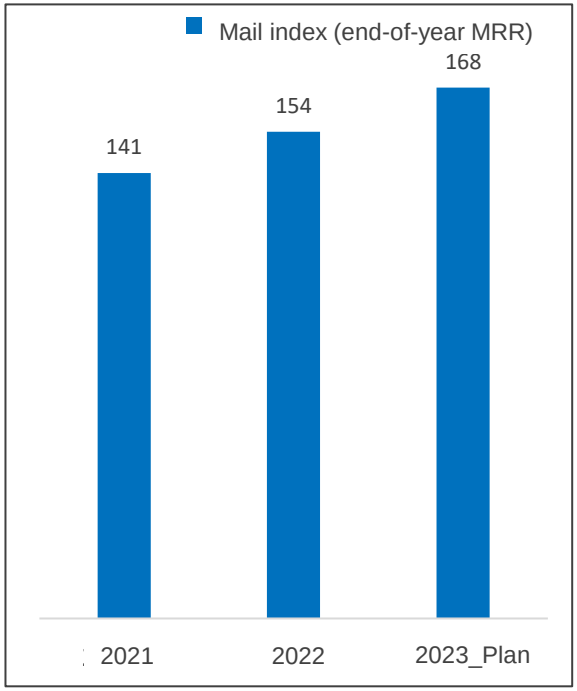
Asset transition

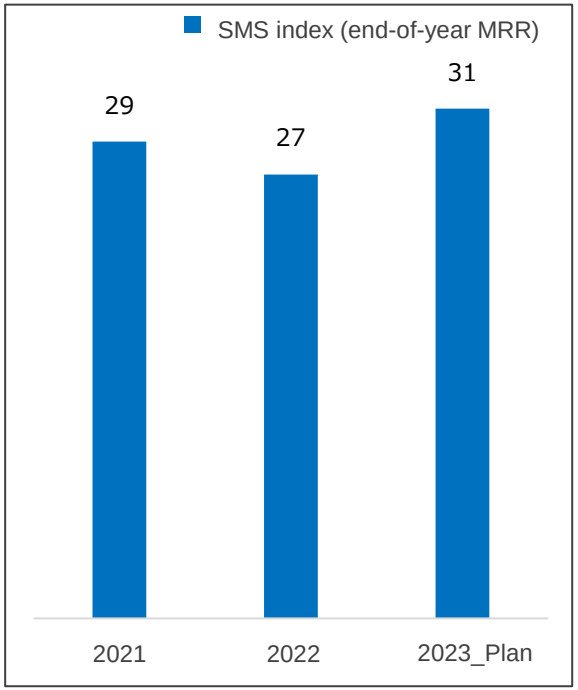


Management indexes

To achieve sustainable growth and increase corporate value, we focus on year-end MRR (monthly recurring revenue) and churn rate as key management indexes, in addition to sales, operating profit, and operating profit ratio.







Objective indexes	FY ended December 31, 2021	FY ended December 31, 2022	FY ended December 31, 2023_plan	Year-on-year change
Sales (million yen)	1,929	2,181	2,400	10.1%
Operating profit (million yen)	414	520	575	10.4%
Operating profit ratio (%)	21.5%	23.9%	24.0%	0.13pts

End-of-year MRR (million yen)	Mail service	141	154	168	9.1%
	SMS service	29	27	31	14.1%
Average monthly churn rate (%)	Mail service	0.38%	0.37%	0.40%	0.03Pts
	SMS service	0.15%	1.06%	0.80%	0.18Pts

Management indexes -- Causes of differences with figures disclosed in March 2022

YMIRLINK

	FY ended December 31, 2021	FY ended December 31, 2022		Difference with initial plan	
	Result	Initial plan	Result	Increase/decrease	
Sales (million yen)	1,929	2,175	2,181	6	(1)
Operating profit (million yen)	414	470	520	50	(2)
Operating profit ratio (%)	21.5%	21.6%	23.9%	+2.3pts	

		FY ended December 31, 2021	FY ended December 31, 2022		Difference with initial plan	
		Result	Initial plan	Result	Increase/decrease	
End-of-year MRR (million yen)	Mail service	141	154	154	0	(3)
	SMS service	29	36	27	-9	
Average monthly churn rate (%)	Mail service	0.38%	0.41%	0.37%	-0.04pts	(4)
	SMS service	0.15%	0.32%	1.06%	0.74pts	

(1) Sales
Progressed mainly as planned.

(2) Operating profit
Whereas sales progressed mainly as planned, operating costs (mainly in the form of personnel costs) were lower than planned, leading to a 50 million yen more operating profit than planned and an increase in operating profit ratio of 2.3%.

(3) MRR
Mail services performed as planned. Pay-per-use sales based on the number of delivery accounts for the majority in SMS services, and while the sales increase or decrease due to seasonal factors such as peak season and off-peak season or environmental factors such as climate and disasters, service use for sales promotion purposes fell below the forecast and this resulted in the sales being 9 million yen lower than planned at the end of fiscal year ended December 31, 2022.

(4) Churn rate
Retention rate in our mail services improved on the back of moving beyond COVID-19 and DX. For the SMS service, churn rate increased (worsened) by 0.74 points over the plan due to the “Churn with a limited impact on revenue*” that occurred in the second quarter.

* For customers with multiple contracts (one for each individual branch), when contract with head office is terminated due to shifting of head office work to branches , churn rate increases although there is no impact on the number of deliveries.

Investment plan

・Advertising and promotion costs differ from those in the material disclosed on March 14, 2022. *1

・Of the uses of capital procured, some of the equipment investment planned for 2023 (acquisition of service infrastructure and equipment) has been moved to 2024.

Use of capital procured through IPO	Capital procured	Overview	2022 result	2023 expected	2024 expected
<Personnel/recruitment expenses> Increased mid-career recruitment focusing on engineers	30.0 million yen	Mobilization fees	2.3 million yen	1.6 million yen	—
		Media placement	6.0 million yen	6.0 million yen	—
		Performance-based incentives	4.1 million yen	- -	—
		Subtotal	12.4 million yen	7.6 million yen + extra	—
<Equipment investment> Service infrastructure and equipment addition/upgrade, etc. (network and server equipment, virtualization software, etc.)	230.0 million yen	New equipment	47.8 million yen	40.7 million yen	33.0 million yen(*2)
		Upgrade/expansion	49.9 million yen	33.1 million yen	25.0 million yen(*3)
		Subtotal	97.6 million yen	73.9 million yen	58.0 million yen
<Advertising and promotion costs> Advertising and promotion costs for expansion of customer base	41.6 million yen	Performance-based	15.0 million yen	15.0 million yen	11.6 million yen(*1)
		Subtotal	15.0 million yen	15.0 million yen	11.6 million yen

*1 The investment plan on slide 47 of the Business Plan & Matters Concerning Growth Potential disclosed on March 14, 2022, showed the advertising and promotion costs for 2022 to 2024 as being 30 million yen, but the amount planned to be allocated in 2024 was understated by 11.6 million yen. This material revises the amount planned to be allocated in 2024 and total advertising and promotion costs.

*2 The acquisition of new facilities for services as planned in the capital increase through public offering has been postponed from November 2023 to the first quarter of 2024 given an improvement in the performance of facilities we have acquired in recent years.

*3 The acquisition of facilities for upgrade as planned in the capital increase through public offering has been postponed from September 2023 until September 2024 due to an extension in the vendor's maintenance period.

Business risks, etc.

Dependence on a specific product	Likelihood: Possible within two years Timing: Any time Impact: Medium	Net sales of the main product, email delivery system “Cuenote FC,” accounts for the majority of our total sales. We are a service provider for messaging solutions, but if the sales of “Cuenote FC” falls significantly due to intensifying competition with competing products and change in market environment, our performance may be significantly compromised.
	Measures	Our policy to continue expanding sales of “Cuenote FC” does not change, but we are working to reduce this risk by striving to expand sales of the “Cuenote SMS” delivery service.
Information management system	Likelihood: Possible within two years Timing: Any time Impact: Medium - large	Services we provide may include the registration of personal and confidential information held by client companies. In the event that important information assets are leaked to the outside, our business development, performance, and financial position may be affected by damage to the corporate image, loss of public trust, and claims for damages.
	Measures	In order to protect these information assets, we established a personal information protection policy and information handling rules to manage and protect information assets appropriately following these policy and rules. In addition, we promote multi-layered reinforcement of information security measures by implementing management process through the acquisition of ISO/ISMS certificates as well as systematic measures such as firewall and countermeasure devices.
Recruitment and training of human resources	Likelihood: Possible within two years Timing: Any time Impact: Low - medium	We recognize the importance of securing human resources with expertise in various specialized technologies for sustainable and long-term business development, and we are actively recruiting human resources. However, the circumstances are such that securing necessary human resources continuously is becoming more and more challenging due to the decrease in the working population and changes in industrial structure caused by the declining birthrate and aging population in Japan. Recruitment and personnel costs for securing human resources are rising at the same time. If the securing of necessary human resources does not proceed as planned, if personnel costs continue to rise, or if there is a mass exodus of existing engineers due to intensifying competition in the future, our business development, performance, and financial position may be compromised.
	Measures	We strive to reduce this risk by actively recruiting and training human resources through a variety of media and methods.

* Please refer to the securities registration report “Business risks, etc.” for other risk information.

6. ESG initiatives

About YMIRLINK

Corporate philosophy

We aim to contribute to society through the creation and provision of high-value information services, and to be a company that can always be relied on.

Corporate guidelines

We create services that provide enjoyment and satisfaction to clients with technology and passion.

We respect the individuality of each employee and support employee growth.

Contributing to society through our business

1. Reducing consumption of paper resources, fossil fuels, etc.

The messaging platform Cuenote will help reduce consumption of forest resources and energy by replacing the conventional communication with consumers by mail such as paper and postcards with email and SMS.





2. Contributing to client companies' work style reforms

Notification and communication to consumers and employees, which used to be done by telephone, can now be carried out regardless of time and location by using the cloud service Cuenote, thereby contributing to business efficiency and realization of diverse work styles.





E: ENVIRONMENT

Action

Server virtualization

Virtualization consolidates servers and helps reduce power usage at data centers. In addition, we give priority in selecting data centers to facilities with high energy efficiency.

Use of facilities with low environmental impact

The air conditioning of the building in which we are located is operated with hot and chilled water from a district heating and cooling operator. This contributes to the reduction of environmental impact.

Adoption of paperless systems

We are working to computerize our operations by introducing an electronic approval system and electronic invoicing. By reducing the use of paper, envelopes, and other materials, we are helping to conserve forest resources and reduce the environmental impact of transportation.

Implementing telework

By reducing employee travel for commuting, we are working to reduce CO_2 emissions associated with the use of public transportation and traffic congestion.

Topics

Establishment of web conference space

We are working to reduce our environmental impact by conserving electricity through more efficient use of offices and by reducing travel for business meetings.



S: SOCIETY

Action

Work style reforms

We are working to create a diverse work environment and work styles for all executives and employees (childcare, nursing care, telecommuting, etc.).

Regional reinvigoration by establishing development bases

We have established development bases in rural areas and are working to contribute to the revitalization of these regions and the creation of jobs.

Providing a smooth means of providing information in the event of a disaster or emergency, etc.

In light of recent extreme weather conditions and tense international situations, we are working to help minimize damage by providing a smooth means of communicating information during emergencies.

Initiatives to maintain a clean email environment

We are working to maintain a safe and secure communication environment through means such as confirming the usage of e-mail and SMS in advance and providing education on compliance with related legislation.

Topics

Robocon Team support

Through sponsorship of SAKURA Tempesta, a robot contest team that mainly consists of junior high and high school students and participates in one of the world's largest robot contests, we support young people's robot creation and programming activities.



G: GOVERNANCE

Action

Governance initiatives

In addition to appropriate disclosure of corporate governance information, we are committed to the following:
• Compliance with relevant laws and regulations
• Management structure and operations based on the basic policy of establishing an internal control system
• Strengthening the supervisory function of the Board of Directors (three independent outside directors, one of whom is a female lawyer to ensure diversity and expertise)
• Conducting compliance training for executives and employees to raise awareness of compliance and publishing a compliance newsletter

Dialogue with investors through IR activities

In addition to prompt and timely disclosure in accordance with the TSE listing rules, the President and CEO takes the initiative in promoting dialogue with investors by holding financial results briefings for individual and institutional investors for the second quarter and full year. The Company holds face-to-face IR meetings with institutional investors upon request, and discloses and disseminates IR information on its website.

Healthy relationships with business partners

In order to build sound partnerships with our business partners, we will continue to comply with relevant laws and regulations.

Initiatives to improve safety and reliability

We are working to obtain ISMS, Privacy Mark, and ASP/SaaS information disclosure certification.

Topics

Financial results briefings

Each quarter, the President and CEO takes the initiative in holding financial results briefings to engage in dialogue with investors. For those who were unable to attend the briefings in real time, we distribute videos and disclose English versions of financial results presentation materials.



Initiatives for the next fiscal year

E 

Promoting paperless systems

By reducing printed materials by 30% from the previous year and promoting paperless offices, we will work to curb deforestation and contribute to the prevention of global warming and air and water pollution.

S 

Increasing the ratio of female employees

By increasing the ratio of female employees to 30%, we will ensure women's participation and equal leadership opportunities, thereby contributing to the achievement of the SDGs. We will continue to provide opportunities for our female employees to play an active role in the company, while creating an environment in which they can work with peace of mind for a long time. This includes providing enhanced support for returning to work after maternity or childcare leave and for child rearing, and this will strengthen our organization and lead to further development of our company.

G 

Dialogue with stakeholders

We aim to continuously improve our corporate value and achieve appropriate market valuations through timely and appropriate information disclosure, maintaining management transparency and accountability, and two-way communication with shareholders and investors.

7. appendix

Company Overview

Company name	YMIRLINK Inc. (Tokyo Stock Exchange Growth Market: 4372)
Company name	July 1999
establishment Address	Tokyo (Head Office) : 2-2-1, Yoyogi, Shibuya-ku, Tokyo Osaka Branch Office : 2-6-20, Umeda, Kita-ku, Osaka-shi, Osaka Hokkaido Office : 1-1-12, Minami Gojo Nishi, Chuo-ku, Sapporo, Hokkaido Fukuoka Office : 2-2-13, Hakata Higashi, Hakata-ku, Fukuoka, Fukuoka Prefecture Okinawa Office : 1-17-8, Kitamae, Chatan-cho, Nakagami-gun, Okinawa Prefecture
Capital	273 million yen
Number of employees	112As of December 2022
Business	Messaging solution business
Qualifications/ certifications	Telecommunications carrier / A-13-4991 ISMS(JIS Q 27001(ISO/IEC 27001)) ／ MSA-IS-102 P Mark (JIS Q 15001) / 10820642(09) Information disclosure certification system for safety/reliability of ASP/SaaS
Corporate Philosophy	We aim to be a company that contributes to society through the creation and provision of high-value information services, and a company from which great things are anticipated.
Company Policy	We will create services to provide enjoyment and satisfaction to customers through technology and passion. We shall respect the individuality of each employee, and support the growth of our employees.
Goal	A Leading Japanese SaaS





About products

Email delivery system

Cuenote® FC



SaaS　Software

This is an email delivery system that is equipped with large-scale, high-speed delivery performance and extensive marketing functions thanks to a unique delivery engine (MTA) developed by us.

This system aims to improve the arrival rate by analyzing more than 7.0 billion communications per month, thanks to which it can fast and reliable delivery even for large-scale email delivery in which the number of recipients is in excess of tens or hundreds of millions.

Email delivery system

Cuenote® SR-S



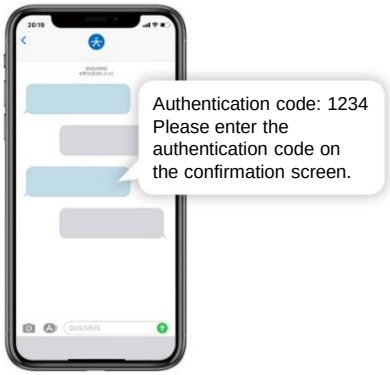
SaaS　Software

It is an email relay server that relays SMTP through DNS settings to eliminate email delivery delay and non-delivery.
It includes a delivery error reason analysis function and supports API-based document creation and delivery.

About products

SMS delivery service

Cuenote® SMS



SaaS

This is a direct carrier access-type SMS delivery service.
It supports IVR and two-way communication for sending from API and screen.
It can be used for purposes such as identity verification, important notifications and guidance, demands, promotions, the optimization of call business, etc.

Authentication service

Cuenote® Auth



SaaS

A secure authentication service utilizing SMS and IVR through phone numbers.
The authentication process can be easily implemented just by making a request to the API, after which an authentication code will be createdand sent.
It can be used for purposes such as identity verification, measures against resale for EC websites, unauthorized access prevention, etc.

About products

Online survey and form system

Cuenote® Survey

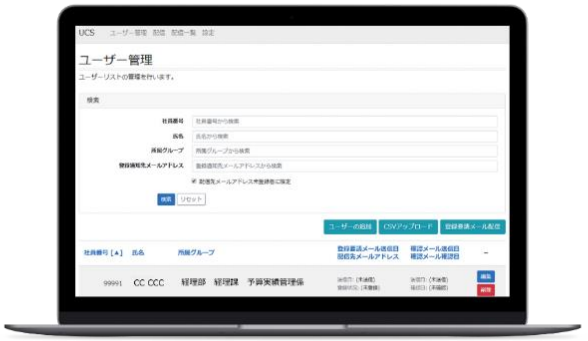


SaaS

This is a web survey form system provided in SaaS that enables the creation of advanced surveys and secure forms using a web browser (without code).
It supports responsive design, multiple languages, and integrated landing page (LP) forms for use in various situations.

Safety confirmation service

安否確認サービス
Cuenote®



SaaS

This is a safety confirmation service that is linked with weather information, and in the event of disaster, it can automatically confirm the safety status of the employees in the affected area.
The Cuenote safety confirmation service provides disaster and emergency support through excellent operability that enables quick notification creation with fast and reliable delivery performance even in times of emergency, allowing you to quickly confirm the safety of members and summon an emergency meeting.

About this document

This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Except where otherwise noted, monetary amounts in this document are rounded down where the amount is less than one of the indicated units, and rates (percentages and multiples) are rounded off to the nearest whole number. Differences and rates (percentages and multiples) are calculated based on actual figures and may differ from figures calculated based on the stated figures in this document.

This document includes forward-looking statements. These forward-looking statements are prepared based on the information as of the date hereof. These statements provide no guarantee regarding future results and performance. Such forward-looking statements necessarily include known and unknown risks and uncertainties, and as a result, actual performance and financial status in the future may differ significantly from the future performance and results expressed or implied in the forward-looking statements.
Factors that could cause results to diverge from those described in these statements include but are not limited to changes in domestic and international economic conditions and trends in the industry in which we operate.

Additionally, information regarding matters and organizations other than YMIRLINK is based on publicly available information, and we have not verified and do not guarantee the accuracy and appropriateness of such publicly available information.

This document has been prepared for an informational purpose only. The purpose of this document is not solicitation of sales or purchase of securities in Japan, the U.S. or other regions.

Going forward, we plan to disclose this Business Plan & Matters Concerning Growth Potential after the disclosure of our financial results.
The next update is planned for March 2024.

YMIRLINK