FY2024.Q1 Results briefing materials

May 13, 2024

SpiderPlus & Co.

Note : This document has been translated from the original Japanese version（May 13,2024）
*1 for reference purposes only.In the event of any discrepancy between this translated document and the Japanese original,the original shall prevail.

*1 : Click here for the original Japanese version. : https://spiderplus.co.jp/ir/results/

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DX in construction industry

Construction

Technology

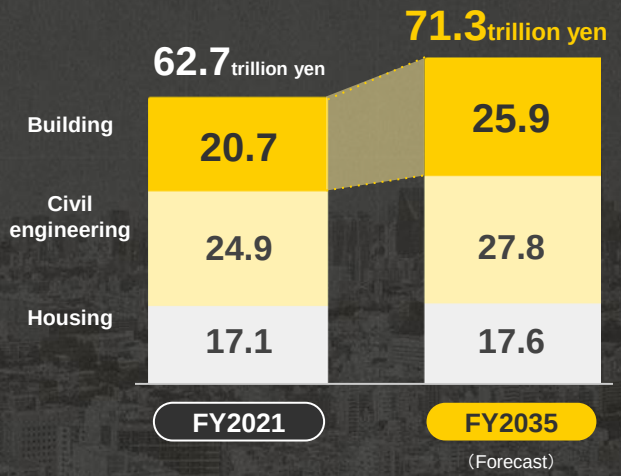


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Construction DX market opportunities we recognize

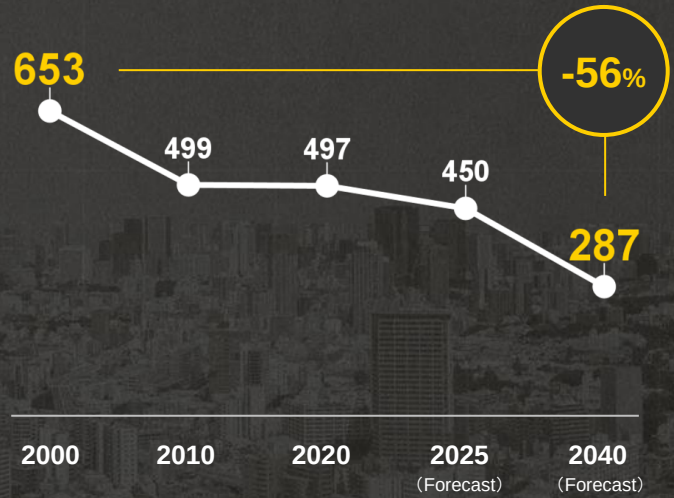
Expanding demand*1

Outlook for Construction Investment



Decreasing workforce*2

Outlook for Number of Construction industry workforce



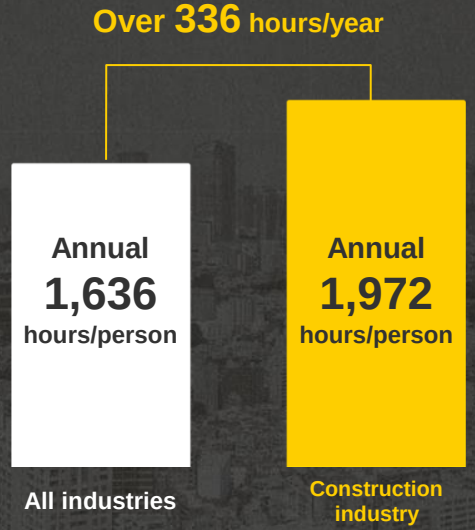
*1 : Prepared by us from "Medium-to Long-Term Forecasts for Construction Investment (Forecast to FY2035)" by the Research Institute of Construction and Economy, Inc. (Announced on Mar. 26, 2021) and "Forecast for Construction Investment for FY2021" by the Ministry of Land, Infrastructure, Transport and Tourism. 2035 The forecast for the fiscal year is based on the estimated value of an early economic recovery from the new Coronavirus by the Research Institute of Construction and Economy.

*2 : Based on the Nikkei BP "Construction Tech Future Strategy" published on Mar. 16, 2020, the Ministry of Internal Affairs and Communications 2015 "Basic Summary of Working Conditions, etc." and the Ministry of Land, Infrastructure, Transport and Tourism "Construction Investment Prospects for FY2020 (FY2020)," we independently estimate that there will be a shortage of construction workers if domestic construction investment of 63 trillion (Prospects) for FY2020 will remain at the same level until 2040.

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The "2024 Problem" facing the construction industry

Normalized long working hours*1



Commencement of overtime caps*2

Maximum working hour limits (in principle)

Overtime up to 45 hours per month

Penalties for violating companies

Up to 6 months imprisonment or a fine of up to 300,000 yen

*1 : Our calculations are based on the results for each month in 2023 from the "Monthly Labor Survey" by the Ministry of Health, Labour and Welfare.
*2 : Refers to the "Act on the Establishment of Relevant Laws to Promote Workplace Reform," which will become effective in April 2024.

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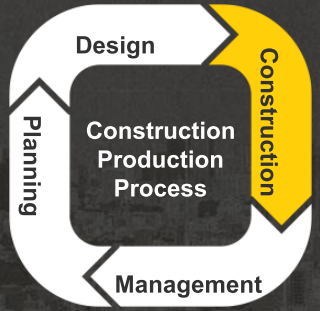
Provides products that improve the efficiency of construction management on construction sites.

SPIDERPLUS



Construction Management SaaS “SPIDERPLUS”

Used by site supervisors at large construction sites such as buildings, condominiums, factories and commercial premises.



Construction Work
General Contractor

Electrical, Air-conditioning and Sanitation Work
Subcontractors

Speciality Contractors
Partner Companies

（5 Major tasks of site management）*1

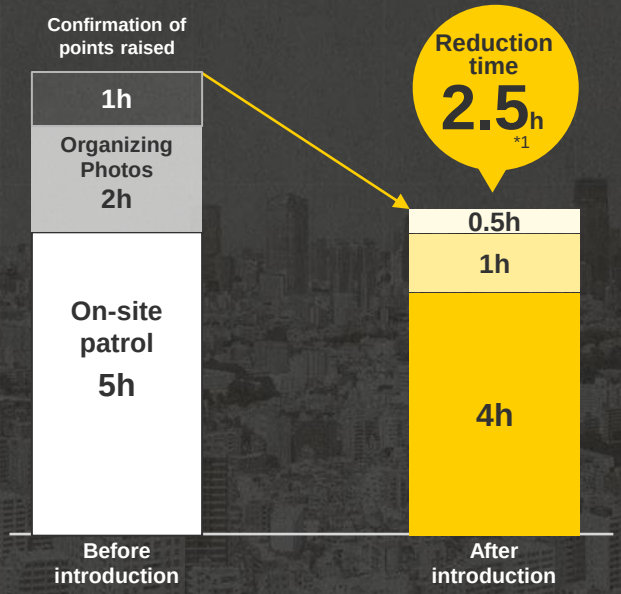
Quality Management	Cost Management	Engineering Management	Safety Management	Enviroment Management

*1 : Indicate the operations that SPIDERPLUS handles and their degree by coloring and shading

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Benefits of Introducing SPIDERPLUS

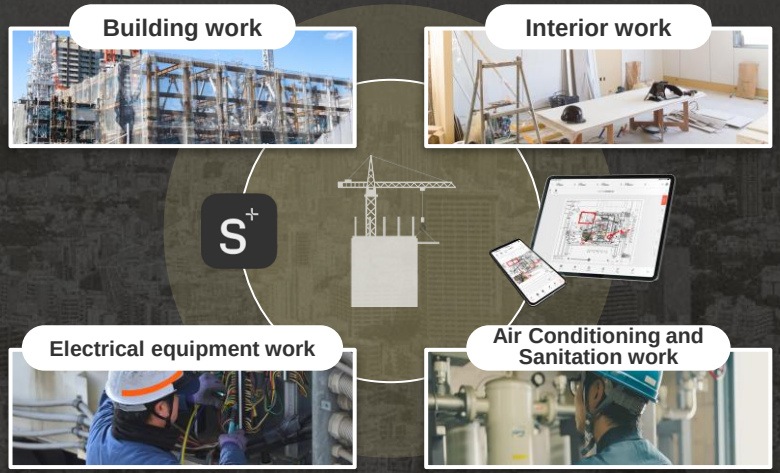
Efficiency in daily operations*1



Efficiency across the whole site

Improved operational efficiency through collaboration among businesses in the field

The more users, the greater the convenience.



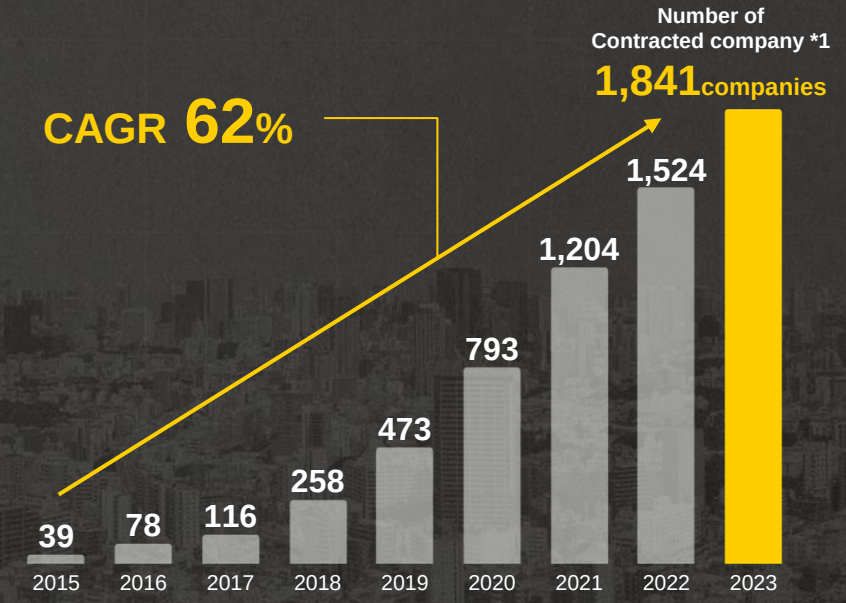
*1 : The work hours that can be reduced are based on data from an internal survey of companies that have introduced tablets + SPIDERPLUS.

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Introduced by a top runner in the construction industry SPIDERPLUS network continues to expand

Introduced by a leader in the construction industry.

大林組 / 鹿島 / Make Next. 九電工
きんでん / 清水建設 / 大気社
大成建設 For a Lively World / 高砂熱学 / 想いをかたちに 未来へつなぐ TAKENAKA



*1: The number of companies that have introduced SPIDERPLUS is the actual number of companies that have introduced SPIDERPLUS as at the end of December in each year.

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FY2024.Q1　Performance Highlights



1. FY2024.Q1　Performance Highlights
1. FY2024.Q1　Financial Highlights
1. Growth Strategies & Progress
1. Reference Materials

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FY2024.Q1 Outline

Business

Increase in demand associated with the overtime cap is expected in the second half of 2024, and promote customer penetration and human resource investment.

Performance

ARPU growth is strong, tapping into expanding DX needs
Net Sales growth rate YoY +30%, operating loss -140 million yen, no change in FY2024 performance forecast.

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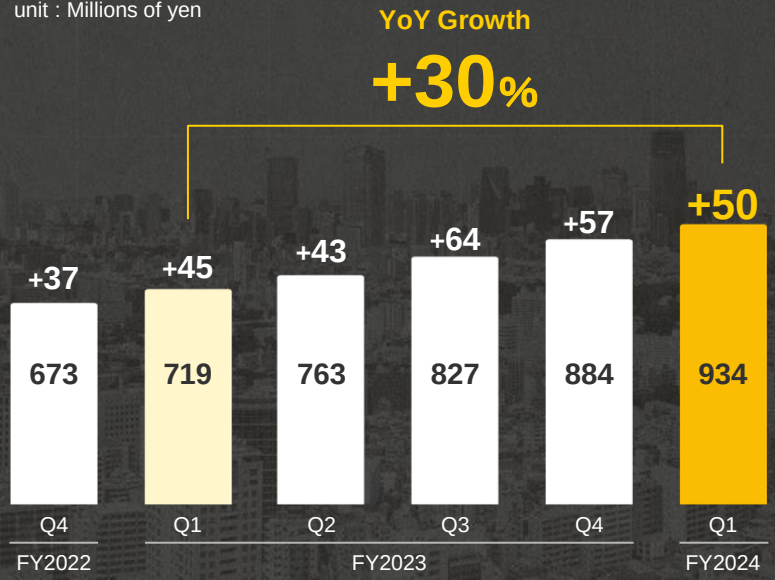
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Business Progress

Expand human resources investment in the final year of the advanced investment period,
Business performance (growth and profitability) as well as business progressed as planned.

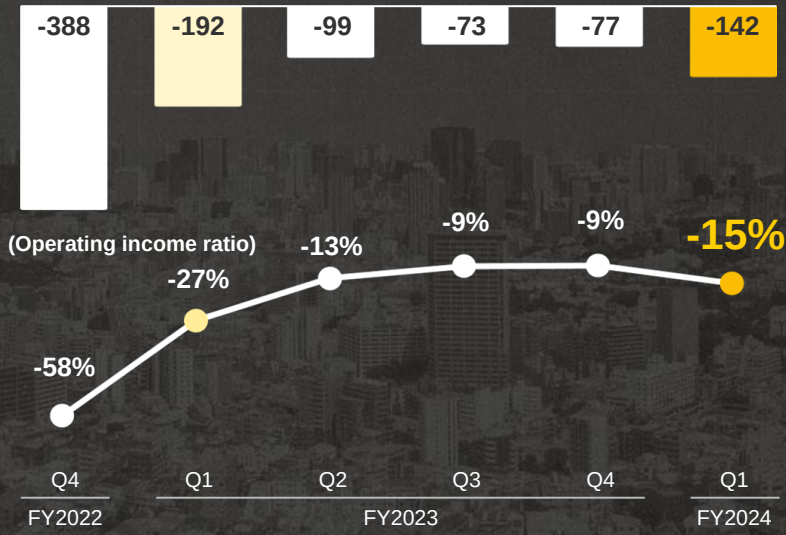
Net sales (quarterly)

unit : Millions of yen



Operating income (quarterly)

unit : Millions of yen

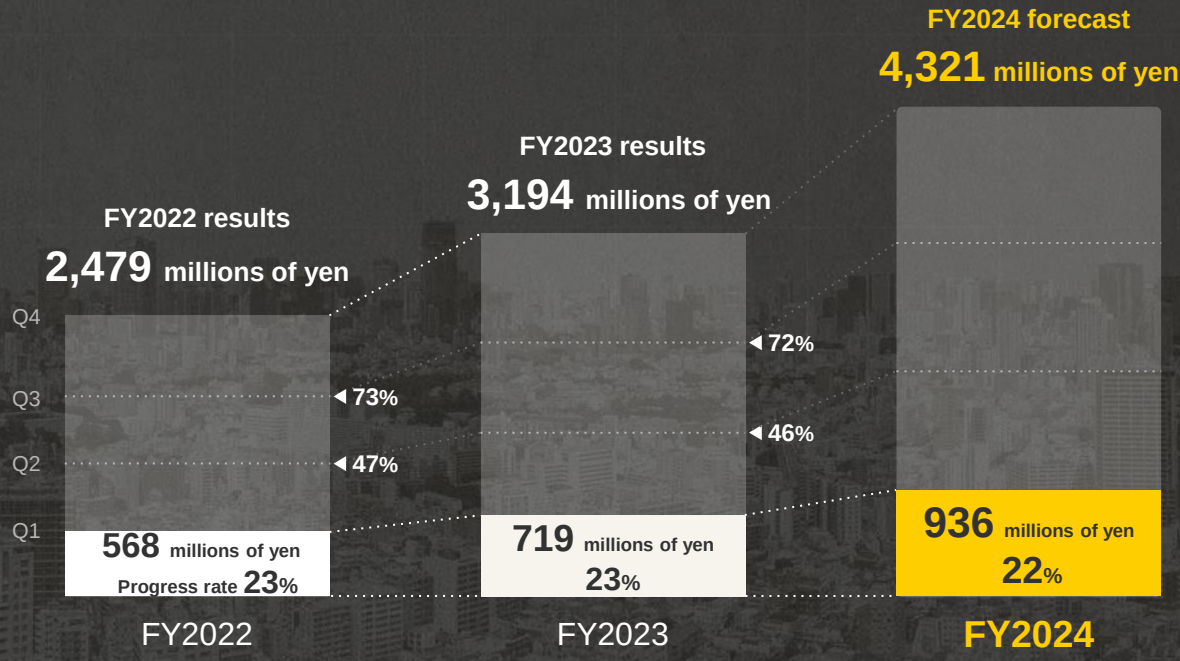


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Progress of sales forecast

Net Sales steadily increased, despite the seasonal effects of the construction industry



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KPI*1

ARR

3,691 millions of yen

YoY Growth **+29%**

ID

69,321 ID

YoY Growth **+15%**

ARPU

4,437 yen

YoY Growth **+12%**

Company

1,901

YoY Growth **+19%**

ARPA

161 thousands of yen

YoY Growth **+8%**

Churn rate

0.7 %

ARR	ID	ARPU	Company	ARPA	Churn rate
Good	Neutral	Very Good	Good	Good	Good

*1: “Very Good” , “Good” and ”Neutral” represent our view of performance. Each words denotes the results compared to the forecast and the growth rate as follows. “Very Good”:A word for representing greater-than-expected results. “Good”:A word for an item that has been improved or not anticipated. “Neutral”:A word for lower-than-expected results. “Bad”:A word for representing a significant decline in value or a net decrease in value

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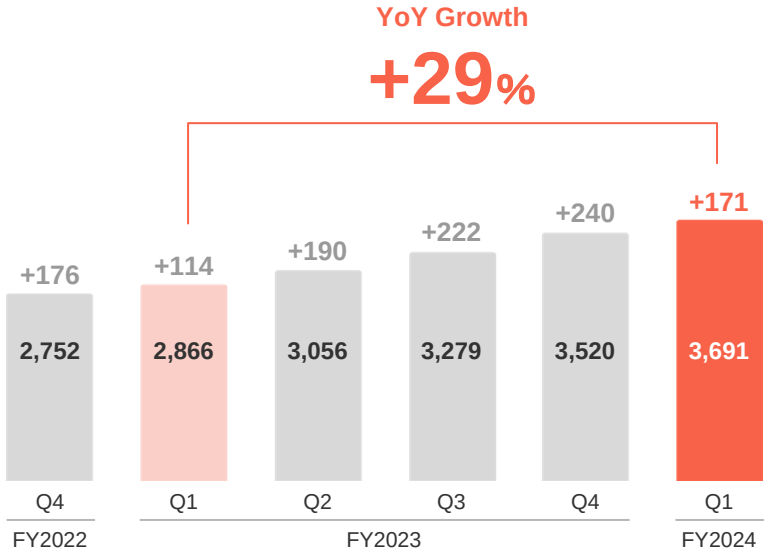
ARR

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ARR expanded mainly due to penetration measures among existing customers
Steady start toward 5 billion yen ARR at the end of FY2024

ARR*1

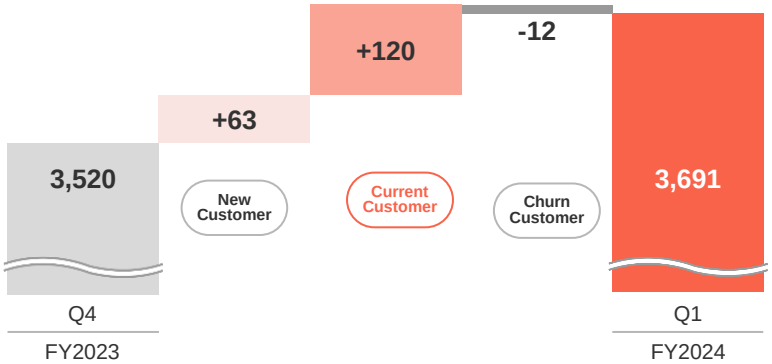
Unit：Millions of yen



Analysis of ARR changes*2

Unit：Millions of yen

Consistently, SPIDERPLUS' growth driver is exploring existing customer



*1: ARR is calculated by multiplying the monthly MRR of the end of each quarter (the total amount of monthly usage fees that do not include temporary revenue at the end of the month of the target month) by 12 (annualized).
*2:New customers refer to customers who newly introduced SPIDERPLUS during this disclosed quarter, existing customers refer to customers who continued from the end of the previous quarter to the end of this disclosed quarter, and cancelled customers refer to customers who made full churns during this disclosed quarter

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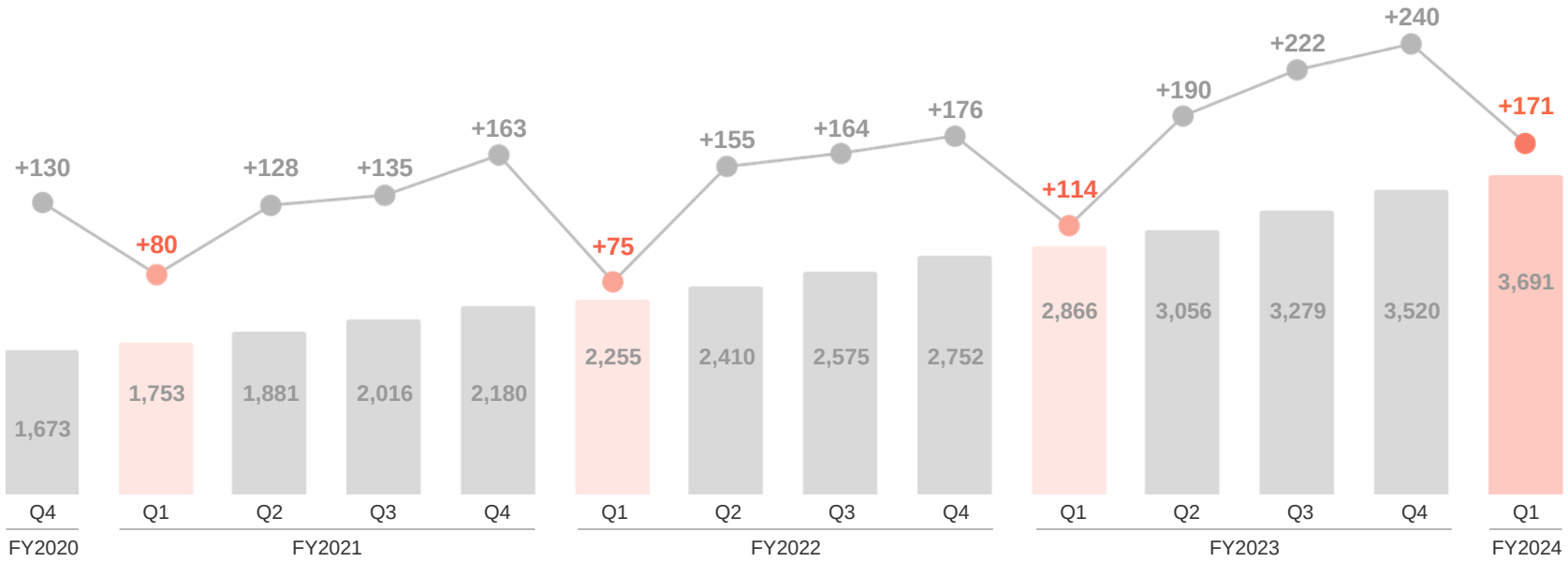
Long-term trend of ARR

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ARR accumulated as planned despite seasonal factors

(Seasonal factors: Q1 coincides with the construction industry's onsite completion season, making Q1 the weakest ARR net increase of the year)

Unit：Millions of yen



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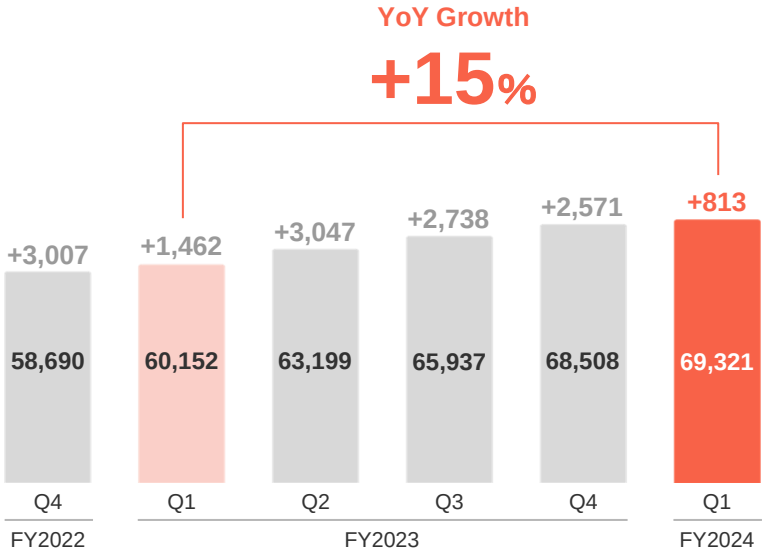
IDs・ARPU

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Focus on penetration of priority customers to reach 5 billion yen ARR by the end of FY2024
Q1 FY2024: Value-added proposals (ARPU growth) are taking the lead

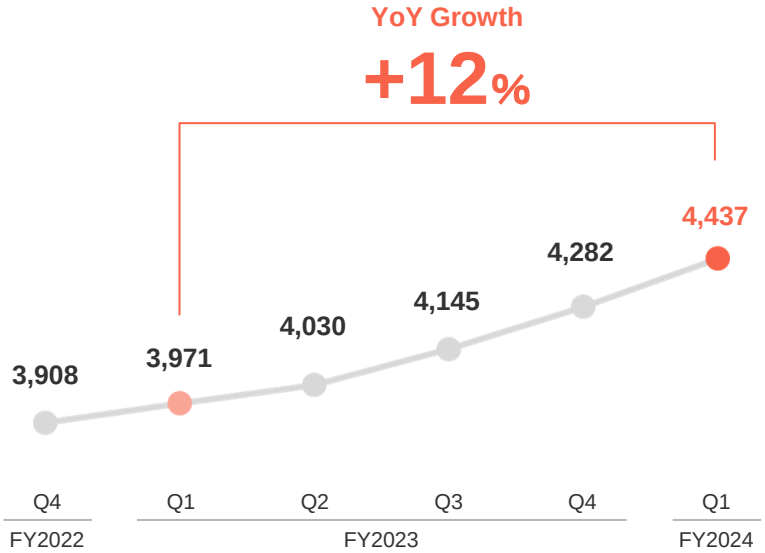
IDs

Unit：ID



ARPU*1

Unit：yen



*1: Represents the contract unit price for ID units and is calculated based on "MRR ÷ ID numbers" at the end of each quarter.

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Background of ARPU Growth

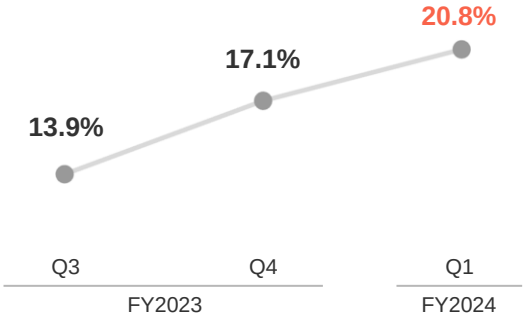
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Increase ARPU growth rate through measures to penetrate "optional functions" that meet customer issues.

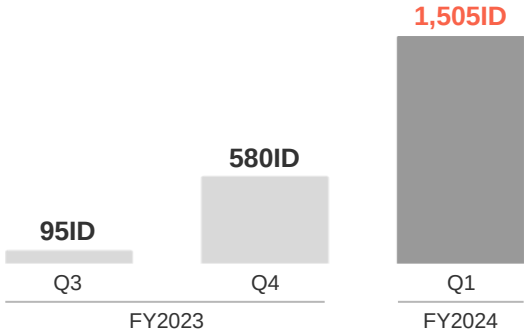
Existing customers

Focusing on sales of "Pointing out management function," which is important for "quality control," and promoting proposals for switching to a new plan with optional functions as standard.

Adoption rate of point management function*2



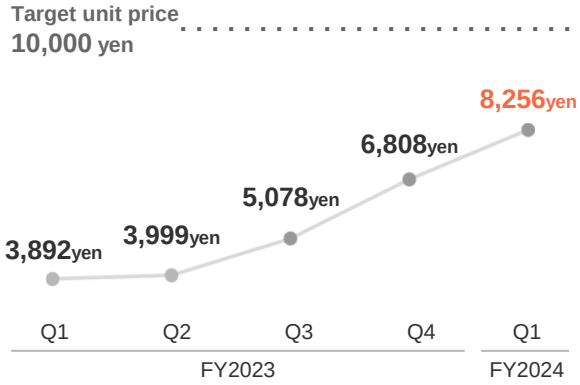
Number of IDs installed in new plan



New customers

Started proposing new plans to new customers in the second half of 2023
Steadily expand contracts under the new plan
(Unit price in FY2024 is expected to remain at the same level as in Q1)

Trends in ARPU at the time of contract for new customer introduction *2



*1：ARPU at contract for newly introduced customers is the average of the unit price per ID (excluding server usage fees) for new customers in each quarter.Calculated by dividing the monthly usage fee for new subscriptions (excluding server usage fees) by the number of newly subscribed IDs.
*2：The adoption rate of the pointing management function is calculated as "the number of IDs with the pointing management option installed as of the end of each quarter divided by the number of IDs as of the end of the same quarter.

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About New Plan

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Package-type offering plan combining necessary functions for each type of business.
To be offered from FY2023.Q3

Previous Plan

Optional function

- For Construction work
- For Electrical Equipment work
- For HVAC and Sanitary Equipment Work

Punch List management function

Basic function

- Drawing management
- Construction photo
- Electronic blackboard
- Report generation
- Browsing Materials



New Plan

For each specialized industry Packages

- For Construction work
- For Electrical Equipment work
- For HVAC and Sanitary Equipment Work

*1 : In addition to packages for specialized industries, optional functions such as BIM integration are also provided.

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Company・ARPA

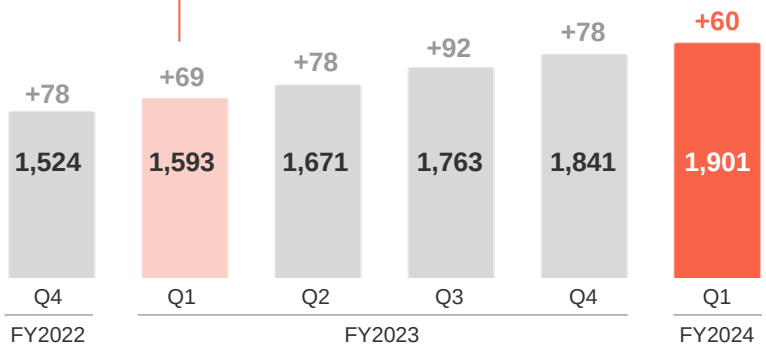
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Net increase in contracted companies progressed as expected.
ARPA growth mainly driven by higher contract unit prices for major companies.

Company

Unit : Company

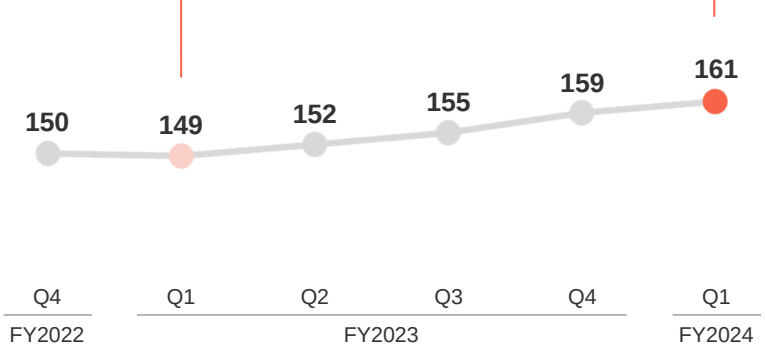
YoY Growth
+19%



ARPA*1

Unit : thousands of yen

YoY Growth
+8%



*1 : ARPA is calculated by divide the ARR at the end of each quarter by the number of contracted companies at the end of the same quarter.

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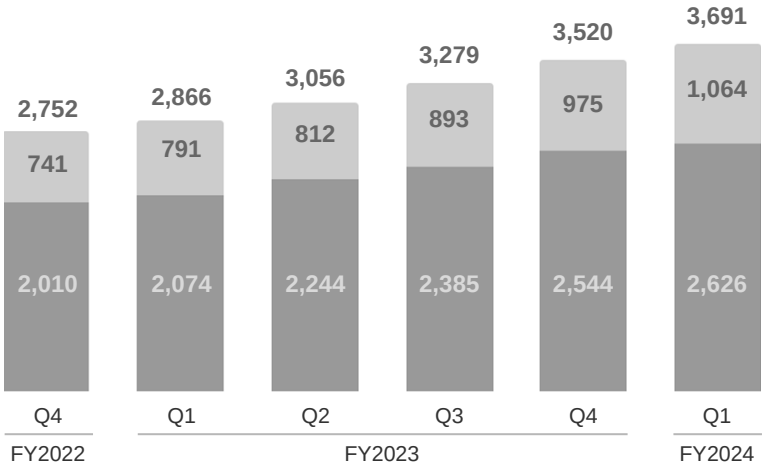
ARR・ARPA

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Cultivate major customers, who account for the majority of ARR.

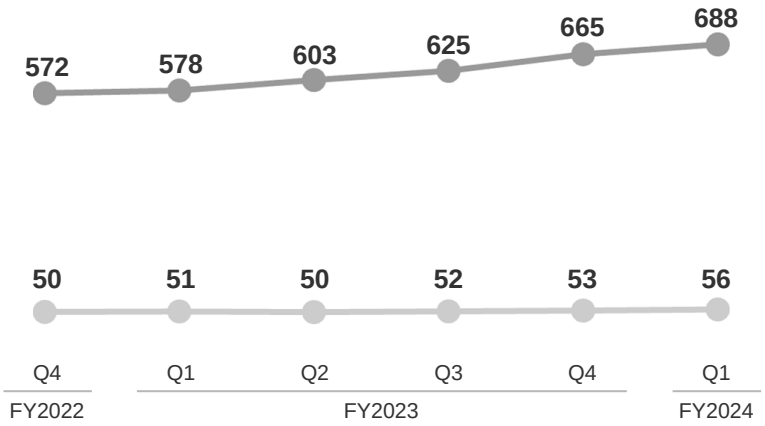
ARR by customer size

Unit: thousand yen
■ : Large construction clients (over 300 employees)
■ : Small and medium-sized construction and other clients



ARPA by customer size

Unit: thousand yen
● : Large construction clients (over 300 employees)
● : Small and medium-sized construction and other clients



*1 : Enterprise and small and medium categories are classified based primarily on the number of 300 employees.

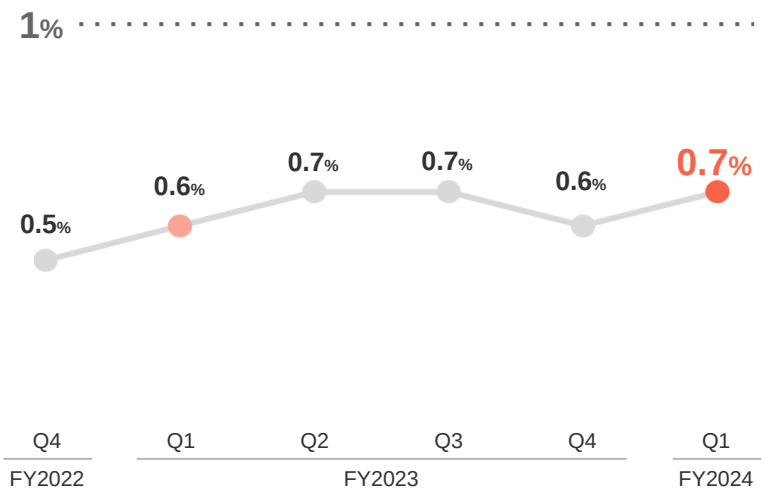
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Churn rate

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No change in the churn trend, and the churn rate is expected to remain low in the future.

Churn Rate Trends by Company Unit*1



Efforts to maintain low churn rates

Study meeting

From how to use it to case studies of other companies



Support centre

Instant problem-solving



Portal site

Anytime, anywhere Can Find out how to use



*1：The churn rate for each month is calculated by dividing the number of churns during the month by the number of subscribers at the end of the previous month.

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FY2024.Q1　Financial Highlights



1. FY2024.Q1　Performance Highlights

1. FY2024.Q1　Financial Highlights

1. Growth Strategies & Progress

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Financial Highlight

Vietnam sales company established at the end of March 2024 to become a consolidated subsidiary.
Continued upfront investment with a stable financial base.

Unit : Millions of yen	FY2024.Q1 Consolidated accounting period	YoY	FY2024 Forecast *2
Net sales	993	*+29.7%*	4,321
Operating loss	-142	—	-429
Ordinary loss	-139	—	-446
Net loss	-142	—	-456
Cash balance	2,666	—	—
（Reference）Number of employees	284persons	*+28persons*1*	Approx. 300 persons

*1 : The increase in the number of employees is the number of employees increased from 256 at the end of FY2023.
*2 : We have established SPIDERPLUS VIETNAM CO., LTD. as a consolidated subsidiary in March 2024 and have transitioned to consolidated financial statements from FY 2024. Forecast of consolidated financial results includes the performance of this consolidated subsidiary. Furthermore, forecast of consolidated financial results for this period remains unchanged from the performance forecast disclosed on February 14, 2024, as it includes the figures from this consolidated subsidiary.

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Income Statement*1

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Unit : Millions of yen（rounding down to the nearest unit））	FY2023.Q4 Accounting period	FY2024.Q1 Consolidated accounting period	From the previous quarter	FY2023.Q1 Accounting period	FY2024.Q1 Consolidated accounting period	Year on year
Net sales	**884**	**933**	**+5.4%**	**719**	**933**	**+29.7%**
Of which, stock income	**855**	**902**	**+5.5%**	**704**	**902**	**+28.1%**
Stock income ratio	*96.7%*	*96.9%*	*+0.2pt*	*97.9%*	*96.9%*	*-1.0pt*
Gross profit	**588**	**613**	**+4.3%**	**458**	**613**	**+33.6%**
Gross profit margin	*66.5%*	*65.7%*	*- 0.8pt*	*63.8%*	*65.7%*	*+1.9pt*
SGA cost	665	755	+13.5%	651	755	+16.0%
SGA cost ratio	*75.2%*	*81.0%*	*+5.8pt*	*90.5%*	*81.0%*	*-9.5pt*
Operating loss	**-77**	**-142**	**—**	**-192**	**-142**	**—**
Operating profit margin	*-8.7%*	*-15.3%*	*-6.5pt*	*−26.7%*	*-15.3%*	*+11.5pt*
Ordinary loss	**-76**	**-139**	**—**	**-194**	**-139**	**—**
Loss before income taxes	**-76**	**-139**	**—**	**-194**	**-139**	**—**
Net sales	**-80**	**-142**	**—**	**-197**	**-142**	**—**

Overview

- Net Sales and Gross Profit increased both YoY and in the immediately preceding quarter (Gross Profit Margin: +33.6% YoY)
- SG&A expenses increased approx. 100 million yen both vs. same period of the previous year and immediately preceding quarter due to increased advanced investment.

Net sales

- Steady growth in stock income (+28.1% YoY)
- Customized Development and BPO Net Sales are on the rise, and the stock revenue ratio declined YoY.

Gross Profit Margin

- +1.9pt up from same period of previous year, △0.8pt down in the first four halves of the straight period

SGA cost

- SG&A expenses increased from the previous quarter due to an increase in recruiting-related expenses resulting from accelerated personnel hiring

＊1：We have established SPIDERPLUS VIETNAM CO., LTD. as a consolidated subsidiary in March 2024 and have transitioned to consolidated financial statements from the fiscal year ending December 2024.

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Balance Sheet*1

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Unit : Millions of yen (rounding down to the nearest unit)	FY2021	FY2022	FY2023	FY2024.Q1
Cash and deposits	4,196	3,044	2,846	2,666
Other current assets	512	497	575	596
Current assets	**4,708**	**3,542**	**3,421**	**3,263**
Software	2	558	463	431
Software in progress	381	183	220	236
Other fixed assets	334	510	490	482
Fixed assets	**717**	**1,252**	**1,174**	**1,150**
Total assets	**5,426**	**4,794**	**4,596**	**4,414**
Borrowings	178	443	499	483
Other liabilities	626	666	711	679
Total liabilities	**804**	**1,109**	**1,211**	**1,163**
Total net assets	**4,622**	**3,684**	**3,385**	**3,251**
Equity ratio	*85.2%*	*76.8%*	*73.6%*	*73.7%*

Overview

- Continue to make upfront investments based on a stable financial base.
- Equity ratio is 73.7%, maintaining a safe level.

Cash and deposits

- Cash and cash equivalents totaled 2,666 million yen despite negative operating cash flow due to prior investments.

Software / Software in progress

- Investments mainly related to the renewal and development of SPIDERPLUS.

Debt

- 1,450 million yen in overdraft and other lines of credit available (as of May 2024)

＊1：We have established SPIDERPLUS VIETNAM CO., LTD. as a consolidated subsidiary in March 2024 and have transitioned to consolidated financial statements from the fiscal year ending December 2024.

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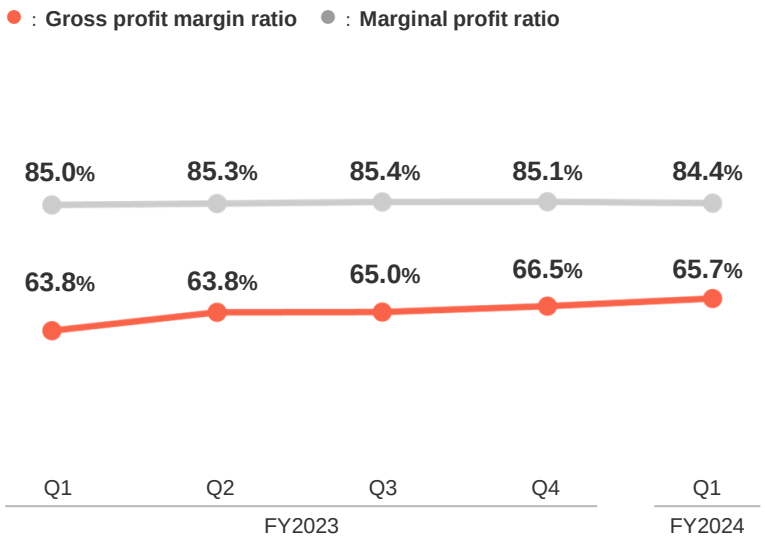
Cost of Sales

SpiderPlus & Co.

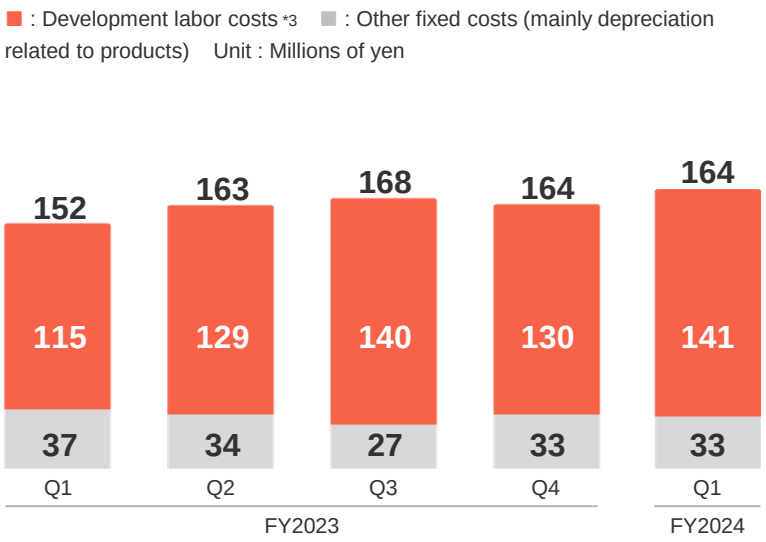
Gross profit margin increased by 63.8% yen year-on-year to 65.7%.

Expected to remain stable at 65%, although this will increase or decrease due to an increase in the percentage of non-SaaS revenues.

Marginal profit ratio*1 and Gross profit margin



Breakdown of Fixed Costs*2



*1 : Marginal profit is calculated by "net sales - communication costs (cost of sales) - commissions paid (cost of sales).、Marginal profit margin is calculated as "marginal profit divided by net sales".
*2 : Only fixed costs in cost of sales, not fixed costs in SG&A expenses.
:3 : Includes expenses related to outsourcing (including SES) and temporary staffing, in addition to regular employee personnel expenses.Other fixed costs are based on the Company's management accounting aggregate classification.

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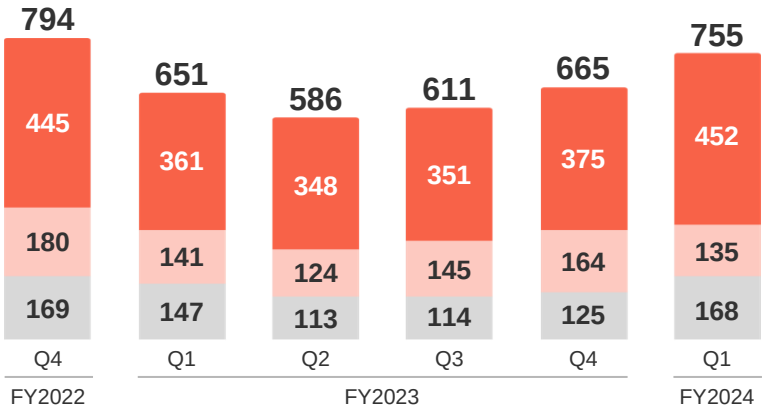
SG&A expenses

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SG&A expenses increased due to hiring in the Sales & Marketing department, etc.
Investing an average of 800 million yen each quarter.

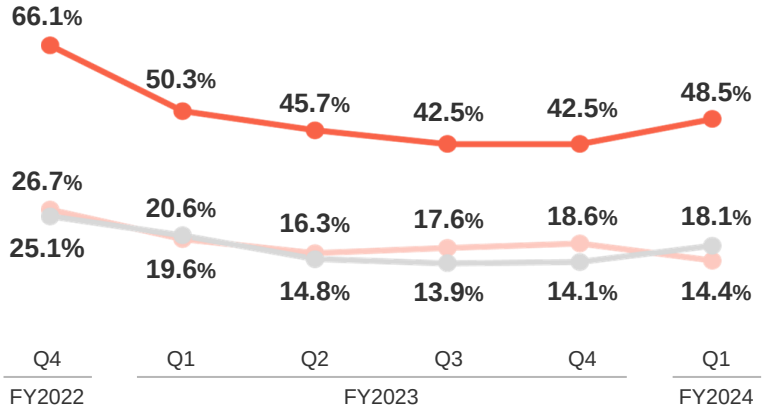
S.G.&A. Expenses*1,2

■ : S&M ■ : R&D ■ : G&A
Unit : Millions of yen



Ratio of SG&A expenses to net sales*1,2

■ : S&M ■ : R&D ■ : G&A
Unit : %



*1 : Each composition is a management accounting composition.S&M, R&D and G&A are abbreviations, and details are provided in the "Other References" section of this document.
*2 : A partial revision of the allocation basis was made in FY2023.Q2, taking into account the impact of departmental transfers and reorganization.

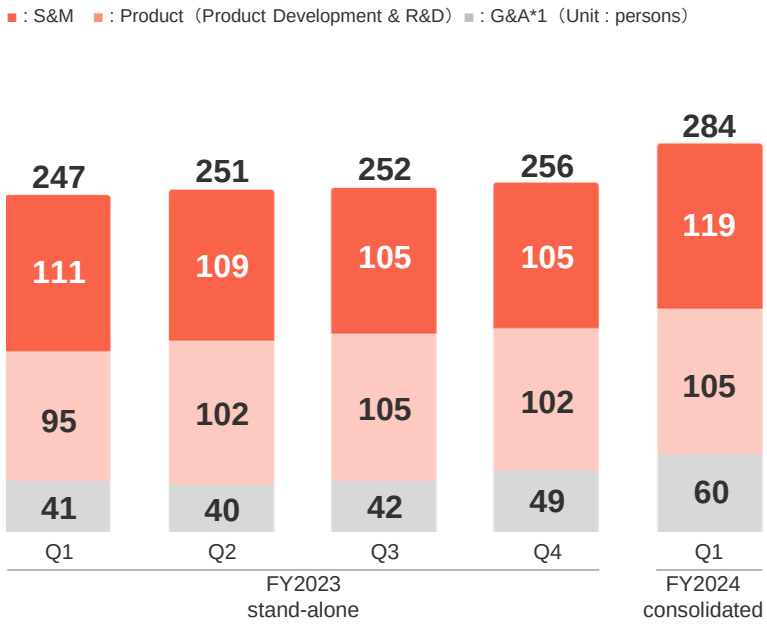
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Status of upfront investment (human capital)

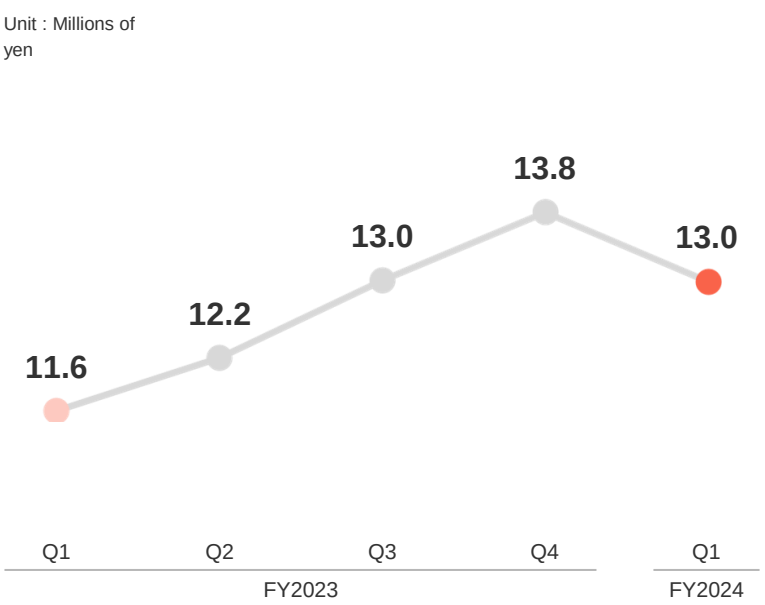
SpiderPlus & Co.

Improved organizational productivity through flexible implementation of personnel transfers and departmental reorganization.
FY2024 is weighted toward hiring in the first half of the year, so productivity trends are within expectations.

Number of Employees



ARR per employee



*1 : Includes employees on maternity leave and other leaves of absence and executives.Count middle office division as G&A from FY2024.Q1

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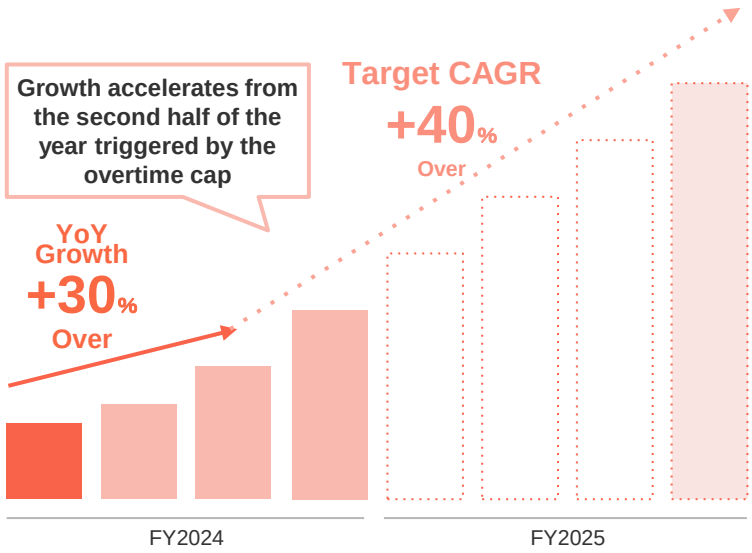
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Scenario of performance progress*1

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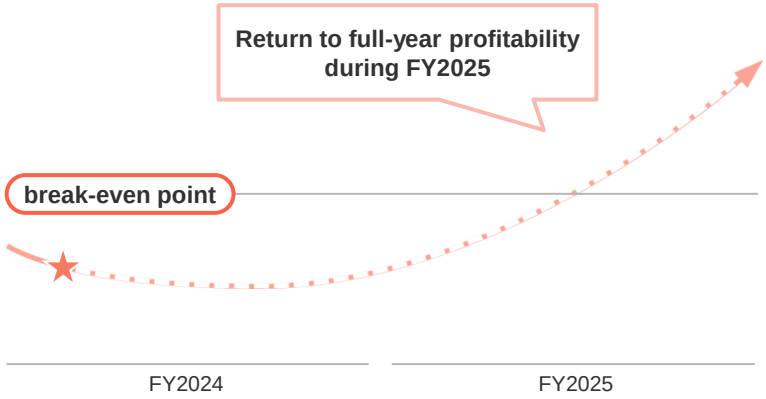
Demand increase due to the "overtime cap regulation" is expected in the second half of 2024.
Plans to accelerate growth and gradually improve profitability toward full-year profitability starting from second half of FY2024.

ARR Progress Outlook



Operating Income/Loss Progress Forecast

Prioritize investment in growth rather than profitability until FY2025, seeing 2024 as a phase of investment to expand scale in line with market expansion.



*1 : The above chart is prepared for the purpose of explaining the Company's approach to profit and investment, and does not disclose the Company's forecast of sales and profit after FY2024.Q1.

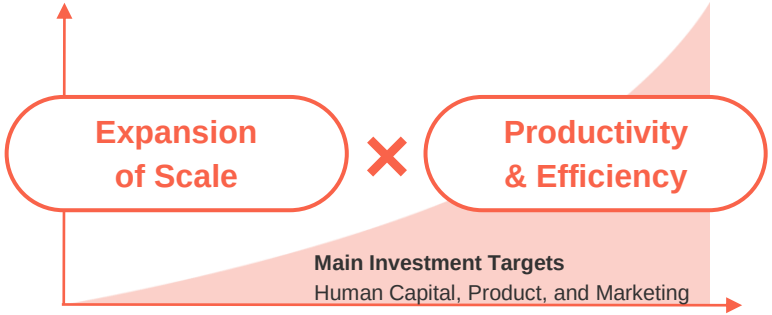
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The concept of upfront investment

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DX market in the construction industry in a huge and transformative period.
Become a market leader in construction DX by achieving both scale and investment efficiency.



Scale expansion phase

Focus on **investments to enhance our unique network effectiveness and competitive advantage**, with discipline on costs.

Scale expansion > productivity

Productivity Improvement Phase

Emphasis on **productivity-enhancing investments** to maximize the results of scale-up investments

Scale expansion < productivity

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Growth Strategies & Progress



1. FY2024.Q1 Performance Highlights

1. FY2024.Q1 Financial Highlights

1. Growth Strategies & Progress

1. Reference Materials

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A Turning Point Coming for the Construction Industry

Policies to increase productivity in the construction industry are forthcoming even after the 2024 overtime cap is applied.



*1 : Ministry of Land, Infrastructure, Transport and Tourism "How to proceed toward the application of BIM/CIM principles in FY2023" and Digital Agency "Progress and acceleration of efforts for the comprehensive review of regulations in light of the Digital Principles".
*2 : Refers to the "Act on the Establishment of Relevant Laws to Promote Workplace Reform," which will become effective in April 2024.
*3 : March 8, 2024, Ministry of Land, Infrastructure, Transport and Tourism announcement from the Cabinet decision on a draft law to partially revise the Construction Industry Law and the Law Concerning the Promotion of Proper Tendering and Contracting for Public Works - Rules for contract transactions to secure the bearers of the construction industry.https://www.mlit.go.jp/report/press/tochi_fudousan_kensetsugyo13_hh_000001_00221.html

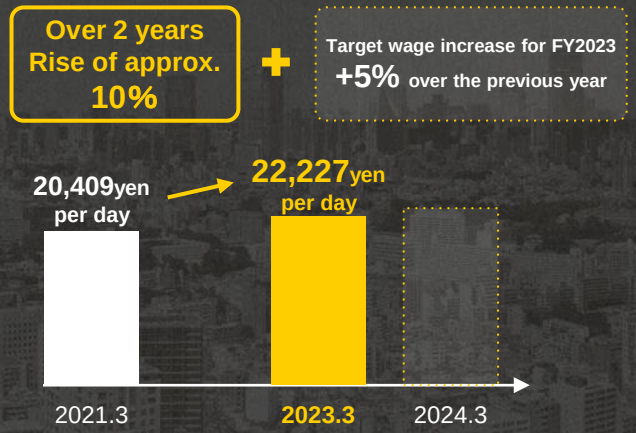
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High costs putting pressure on profitability in the construction industry

Productivity improvement is becoming increasingly important.

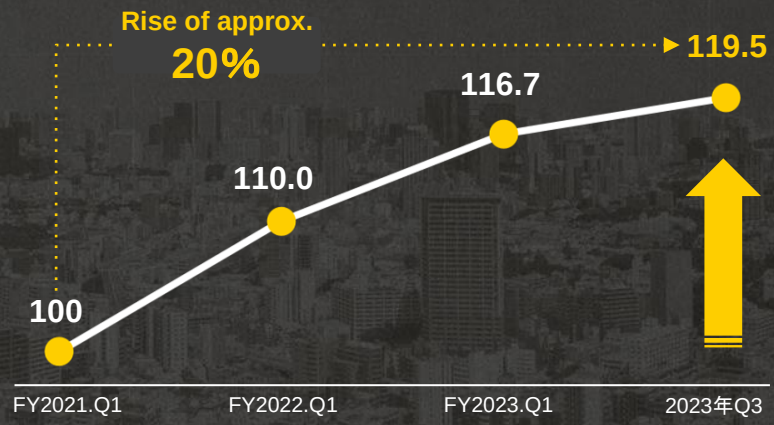
Rise in labor costs*1

Labor Cost Trends at Construction Sites



Soaring prices of materials*2

Quarterly Construction Material Price Indexes



*1 : Labor costs for March 2021 and March 2023 are extracted from the Ministry of Land, Infrastructure, Transport and Tourism's "Design Unit Prices for Public Works to be Applied from March 2023 (February 14, 2023).2The FY 023 wage increase target is taken from the "Request to Private Businesses and Clients Who Place Construction Work Orders (January 2024 edition)" by the Japan Federation of Construction Contractors' Association (JCCA).

*2 : （Prepared by the Company based on data from the "Construction Industry Digital Handbook: Construction Material Prices (Corporate Goods Price Index)," Japan Federation of Construction Contractors' Association.

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Building assets through advanced investment to capture demand from turning points in the construction industry

Assets for a Turning Point in the Construction Industry		FY2021	End of FY2023
The Power to "Deliver" Construction DX	Sales offices	2 offices	6 offices
	Sales Force	53 persons	100 persons
	Sales Partners	13 companies	over 30 companies
The Power to "Solve" Customers problems	Contracting Company	793 companies	over 1,800 companies
	Development Staff	32 persons	100 persons
	Alliances	1 companies	8 companies

*1: Figures are as of March 31, 2020 and March 31, 2021 to December 31, 2023, respectively.

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FY2024 Priority Policy : Share expansion

"Power to Deliver"
Construction DX

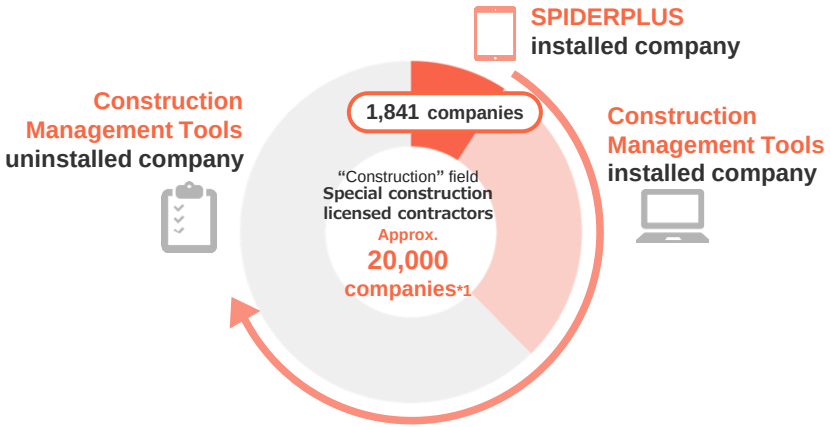
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Capture the DX needs manifested by the overtime cap

Capturing DX Needs

Full utilization of strengthened sales organization and nationwide sales network.

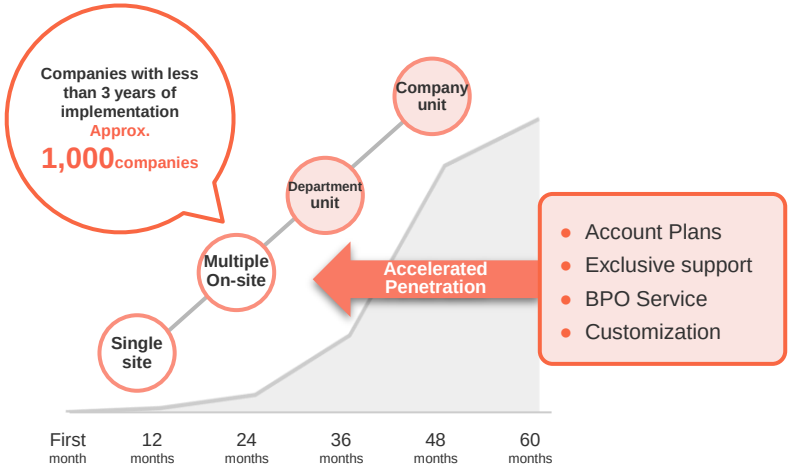
Construction DX Market Development Margins



Further penetration of cultivated priority customers

Linking the results of on-site introductions accumulated in the previous fiscal year to company-wide introductions.

Penetration margins of existing customers



(Number of IDs of major equipment construction companies)

*1 : The number of licensed construction companies is the result of a search using the Ministry of Land, Infrastructure, Transport and Tourism's Corporate Information Retrieval System for Construction Companies and Building Contractors. The number of companies using construction management tools is calculated by multiplying the number of such companies by the percentage of companies using construction management tools in our own survey. (For our own survey, see right: https://jobs.spiderplus.co.jp/spider-class/1587)

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FY2024 Priority Policy : Functional Expansion

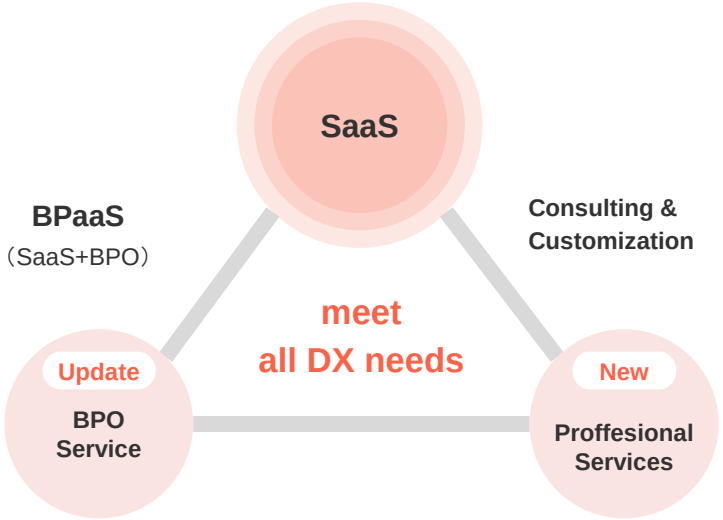
"The Power to Solve" Customer Issues

SpiderPlus & Co.

Products and services that address customer issues will drive business growth

SpiderPlus view of the construction DX

Developing services for deeper use of SaaS



SaaS enhancements

Functional development through the use of customer feedback and accumulated data.



Improvements & Additional functions

- UI/UX・Speed Improvement
- intersystems cooperation
- AI & Data Application
- ⋮



New Features & Products

- S+Report — Digital form function
- S+BIM — BIMViewer／Sharing of information
- S+Partner — On-site information sharing with subcontractors

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Progress of Growth Strategies__FY2024.Q1

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Further strengthen business foundation to ensure capture of increased demand after the application of overtime caps.

The Power to "Deliver" Construction DX



- Net increase in ARR per sales person **increased 1.4x*1 YoY**
- Strengthen collaboration with sales partners for the demand expansion period expected in the second half of 2024

The Power to "Solve" Customers problems



- **Full-scale proposals for BPaaS (subscription use of BPO services)** to DX business processes
- Started providing consulting services to support business processes from their establishment

*1：FY2024.Q1末及びFY2023.Q1末の純増ARRを、同時点のS&M人員数で除した値により算出。

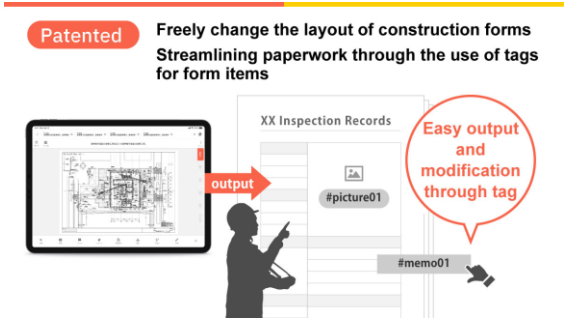
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Progress of Growth Strategies__FY2024.Q1__Other Topics

SpiderPlus & Co.

Developing new markets while increasing competitiveness

New patents granted



Basic patent granted to freely change the layout of construction site forms

Establishment of Vietnam subsidiary completed



- Establishment of Vietnam subsidiary completed in March 2024.
- In the medium term, approximately 5% of ARR will be generated from overseas operations.

Demonstration experiment completed in Toyama Prefecture



- Demonstration Experiment Completed in Toyama Prefecture.
- Proved the effectiveness of SPIDERPLUS in public infrastructure facility management operations.
- Based on this case study, promote DX for municipalities.

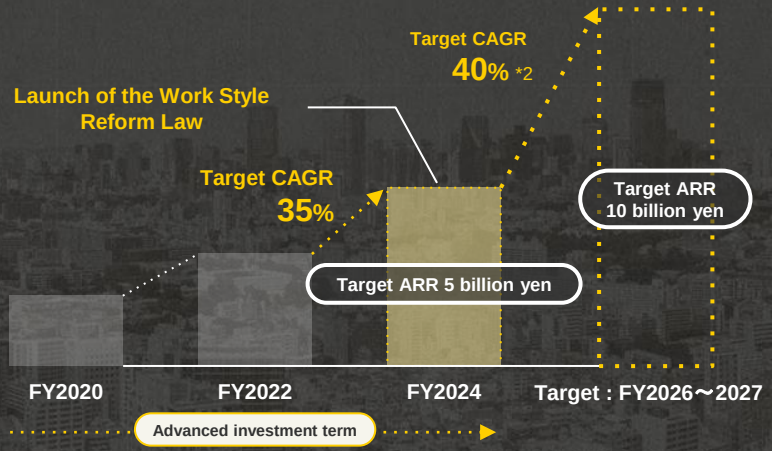
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Medium-Term Performance Targets*1

Early achievement of 10 billion yen ARR

Effectiveness of advanced investment and Accelerate growth by capturing growth in DX demand through application of the law



Build a profitable financial structure

Control human investment based on sales growth.
Increase profitability year by year after achieving full-year profitability in FY2025

	FY2022 Actual	FY2023 Actual	FY2024 Forecast	Medium term Financial model
Gross profit margin	61%	65%	over 65%	65~70%
SGA cost ratio	107%	79%	Approx. 75%	35~40%
Operating income margin	-46%	-14%	-9.9%	20~30%
Reference; Number of employees (YoY)	237employees (+50)	256employees (+19)	over 300employees (+Approx. 50)	

*1 : Forward-looking statements in the ARR Targets and Financial Model are medium- to long-term projections and are not guarantees of future results or performance.These forward-looking statements involve known and unknown risks and uncertainties that could cause actual results and outcomes to differ materially from those projected.
*2 : Target growth rate if ARR of 10 billion yen is achieved in FY2026

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Vision 2030

Create with customers
“Construction site of the future”

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Reference Materials



1. FY2024.Q1 Performance Highlights
1. FY2024.Q1 Financial Highlights
1. Growth Strategies & Progress
1. Reference Materials

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SPIDERPLUS's Business Models

SpiderPlus & Co.

Subscription-based stock income（FY2023：97% of total sales）

SPIDERPLUS



SPIDERPLUS usage Fee
per1 ID(site supervisor)

＋

Server usage fee
per a Company / branch / site

Spot Sales

＋

Spot services usage fee
on-the-spot estimate

Industry-specific packages



For Construction work

Basic Function

＋

4 inspection functions for construction.



For Electrical Equipment work

Basic Function

＋

5 inspection functions for electrical



For HVAC and Sanitary Equipment Work

Basic Function

＋

6 inspection functions for air conditioning and sanitation.

Additional Functions

S+Report
Digital form function

S+BIM
BIM Viewer／sharing of information

S+Partner
On-site information sharing with subcontractors

Spot services

SPIDERPLUS BPO
On-site "set-up" work on behalf of the company

Customized development
Contract development tailored to individual company needs

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Introduction of new Corporate officers

SpiderPlus & Co.

Increased the number of outside directors and strengthened corporate governance

（Resolution of the General Meeting of Shareholders on March 26, 2024）

President and CEO
Kenji Ito

Director and Executive Officer
General Manager, Corporate Design Office
Masato Suzuki

Director and Executive Officer and CFO
General Manager, Business Administration Group
Yutaka Fujiwara

Director and Executive Officer and CTO
Head of Product Group
Tomoyuki Fujita

Outside Director
Junya Yoshida

Outside Director New
Daichi Hiroki

Outside Director New
Ryutaro Mori

Full-time Outside Auditor New
Hiroyuki Koga

Outside Auditor New
Isaka Takeda

Outside Auditor
Yoshitaka Sasaki

Introduction of New Directors and Corporate Auditors



Outside Director Daichi Hiroki

After serving as the General Manager of Development Department and the Executive Director of Service Division at mixi, Inc. Founded Rector, Inc. Technology Management Advisory. Author of "Invitation to Engineering Organization Theory" won the Bukurog Business Book Award and the Shoeisha Technical Book Award. Director, Japan CTO Association.



Outside Director Ryutaro Mori

Executive Officer and General Manager of Innovation Promotion Office at Konica Minolta, Inc.. After graduating from the University of California, Los Angeles (UCLA), Launched a know-how media on growth hacking, was involved in the founding phase of Uber Japan, and founded Anon Inc. in 2019. Work with various companies as an innovation partner in new business development.



Full-time Outside Auditor Hiroyuki Koga

After promoting many business investment projects at Mitsui & Co., Appointed as Executive Vice President at MicroBiopharm Japan and Director at Riraia Communications Inc. Also served as CFO and CCO (Chief Compliance Officer), responsible for strengthening internal controls, sustainability and overseas business, including strengthening corporate infrastructure.



Outside Auditor Isaka Takeda

As an attorney, specializes mainly in handling corporate scandals, compliance maintenance, and dispute resolution. Served as an outside auditor for TAKUMINO Holdings Corporation, a construction company, and as an outside auditor for Media House Holdings, Inc.

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Management Skills Matrix

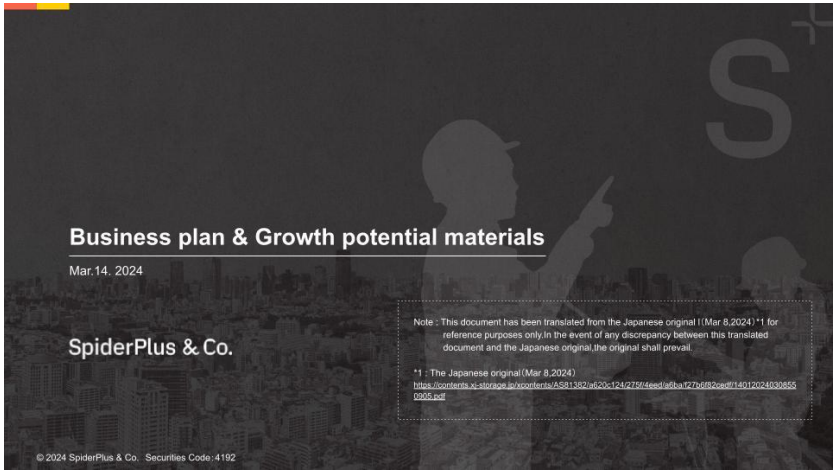
Full-time / Outside	Director				Outside Director			Auditor		
Name	Ito	Suzuki	Fujiwara	Fujita	Yoshida	Hiroki	Mori	Koga	Takeda	Sasaki
Corporate Management	○							○		
Industry Insight / Understanding Vertical Saas	○	○	○	○	○					○
Innovation / Technology	○			○		○	○			
Finance / Accountant			○		○			○		○
Judicial Affairs / Compliance / Risk Management		○	○					○	○	○
Recruitment / Human Resource Development						○				
Investment / M&A			○		○			○		○
Global Business								○		
Sustainability		○					○	○	○	

Other reference materials

SpiderPlus & Co.

About Business,Market enviroment & Growth strategies

https://contents.xj-storage.jp/xcontents/AS81382/4fabcdab/20e6/4f7a/a475/446bb5b5be37/140120240314553971.pdf



1. Business Overview ・・・・・・・・・・・・・P8
2. Market Environment ・・・・・・・・・・・・・P18
3. Business Plans ・・・・・・・・・・・・・P24
4. Growth Strategies ・・・・・・・・・・・・・P31
5. Company & Business ・・・・・・・・・・・・・P40
6. Human Capital Strategy ・・・・・・・・・・・・・P50

Handling of this material

This material contains forward-looking statements. These forward-looking statements are based on information as of the date hereof. These statements are not guarantees of future results or performance. Such forward-looking statements involve known and unknown risks and uncertainties that may cause actual future results and financial condition to differ materially from any future results and results expressed or implied by the forward-looking statements.

Factors that could cause results to differ materially from those discussed in these statements include, but are not limited to, changes in domestic and international economic conditions and trends in the industries in which we operate.

In addition, information regarding matters and organizations other than ours is based on publicly available information, and we have not verified the accuracy or appropriateness of such publicly available information and there can be no assurance.

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