FY2024.Q3 Results briefing materials

November 13, 2024

SpiderPlus & Co.

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

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

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FY2024.Q3 Outline

Market Environment

Regulation of overtime caps has started in April 2024.
DX needs of Enterprise are expanding ahead of others, and expansion of SMEs is expected from Q4 onwards.

Business Progress

We focus on promoting the penetration of DX-advanced companies, especially among enterprises customers.
ARR 4.2 billion yen (+28% year-on-year), operating loss significantly reduced.

FY2024 Forecast

Due to the effects of key measures and finishing a cycle of advanced investment,
we expect year-end ARR to be 4.6 to 4.7 billion yen (over 30% increase year-on-year), and operating losses to further decrease. (EBITDA to achieve monthly profitability in October 2024*1).

*1: Figures based on preliminary monthly financial results for October 2024 (unaudited and unreviewed); EBITDA = operating income + depreciation.

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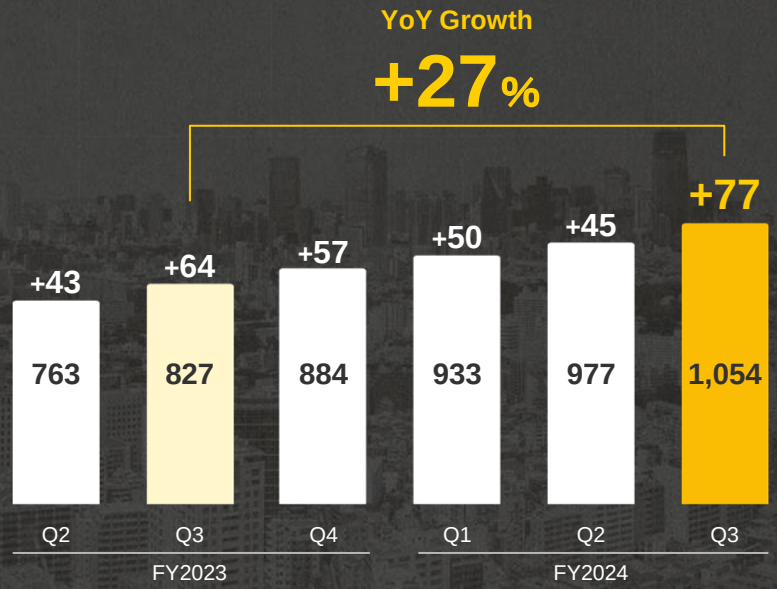
Business Progress

As we have entered a phase of increased profitability, our operating losses have been greatly reduced.

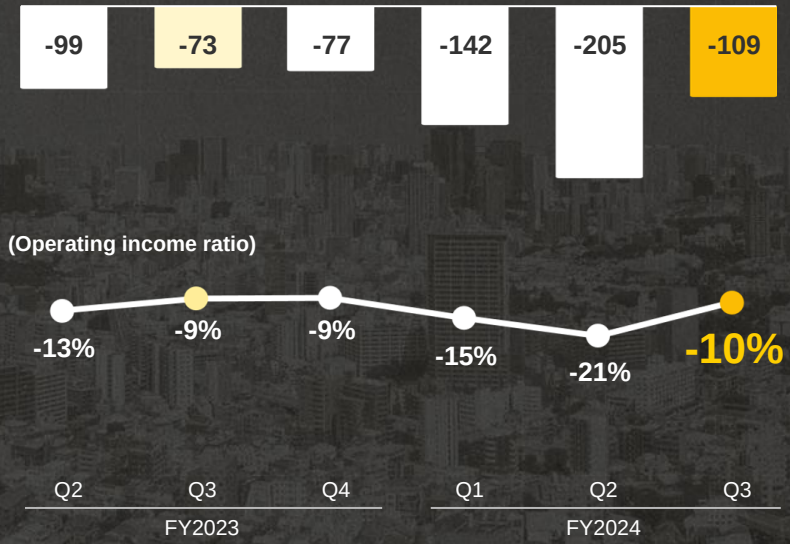
Net sales (quarterly)

unit : Millions of yen



Operating income (quarterly)

unit : Millions of yen



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KPI Progress *1

ARR

4,202 millions of yen

YoY Growth **+28%**

ID

73,885 ID

YoY Growth **+12%**

ARPU

4,740 yen

YoY Growth **+14%**

Company

2,056

YoY Growth **+17%**

ARPA

170 thousands of yen

YoY Growth **+10%**

Churn rate

0.8%

ARR	ID	ARPU	Company	ARPA	Churn rate
Neutral	Neutral	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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Key Strategies and Progress in FY2024

Towards the end of the term, we expect to see an acceleration in the conclusion of business negotiations with major enterprises and the exploration of new customers.

1 Penetration
into enterprise customer

Accumulate introduction results at sites, and create large-scale business negotiations such as company-wide introductions

- **Strengthening investment to accelerate company-wide introduction of BPaaS, customer success, etc.**
- **Prioritize measures to improve productivity for existing users for efficient expansion**
- **Option sales are increasing, driving ARPU growth, and we expect this to accelerate from Q4 onwards.**

2 Expansion
to new customer

Utilizing our strengthened sales organization and sales network, we will capture the DX needs that are becoming apparent.

- **Expanding recruitment in preparation for the period of demand expansion triggered by the 2024 problem, and strengthening collaboration with sales partners**
- **We expect to develop new customers as a result of this investment from Q4 onwards**

3 Co-creation
with DX-advanced companies

Working with companies that are proactive in using technology to reform the construction process

- **Development that meets the needs of DX-advanced companies, such as the launch of BIM and AI functions and custom development support, etc.**
- **The introduction of optional functions company-wide is progressing, and this is driving ARPU growth**

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Key Strategy “Co-Creation with DX Advanced Companies

SPIDERPLUS will create new opportunities for growth even after the introduction of the system company-wide.

Example of construction management DX for a major construction company

STEP1 Digitization of the site

Company-wide introduction of SPIDERPLUS and accumulation of construction data

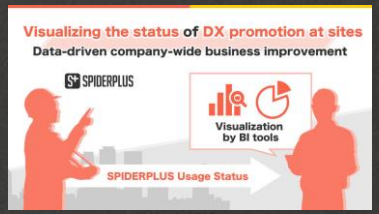
STEP2 Utilization of construction data

Analysis and forecasting with construction data on SPIDERPLUS

STEP3 Automation and optimization of construction processes

Data-driven transformation to standardize and streamline operations

FY2024.Q3 Topics



Data Utilization

A major construction company, which is implementing SPIDERPLUS company-wide, linked SPIDERPLUS with its data analysis infrastructure (developed by the Company).



Expansion of BIM-related functions

Released the ability to overlay 2D drawings on 3D models. Increased efficiency and accuracy of site checks.

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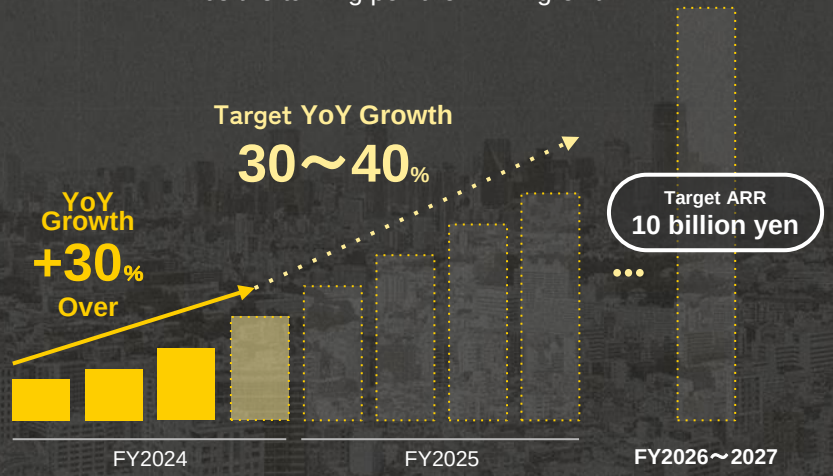
Mid-term KGI Forecast*1

The ARR of 5 billion yen is expected to be achieved in FY2025.Q1 due to the delay in the expansion of DX demand.
There is no change to the medium-term scenario of achieving 10 billion yen in ARR, and we will achieve full-year profitability as scheduled next term.

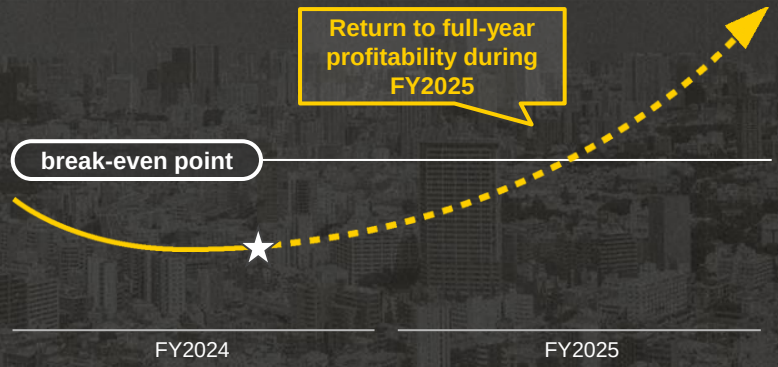
ARR

Due to the expansion of the construction DX market and the realization of the effects of advanced investment, FY2024.Q4 will be the turning point for ARR growth.



Operating income/loss

After achieving full-year profitability in FY2025, we will increase profitability year by year.



*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.

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FY2024.Q3　Performance Highlights



1. FY2024.Q3　Performance Highlights
1. FY2024.Q3　Financial Highlights
1. Business Topics
1. Reference Materials

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ARR

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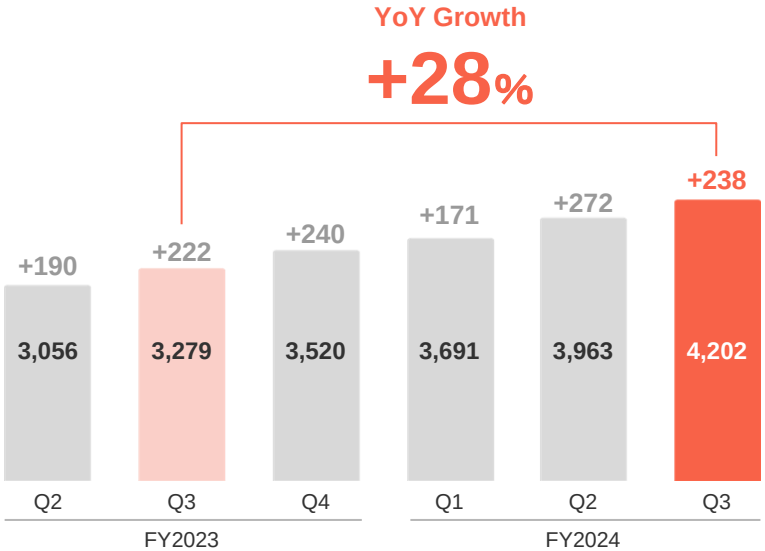
Turning point of ARR growth rate is expected to reach in Q4 FY2024.
Due to the delay in the expansion of demand for DX, the target of 5 billion yen in ARR at the end of the term was not achieved, and the ARR at the end of the term is expected to be 4.6 to 4.7 billion yen.

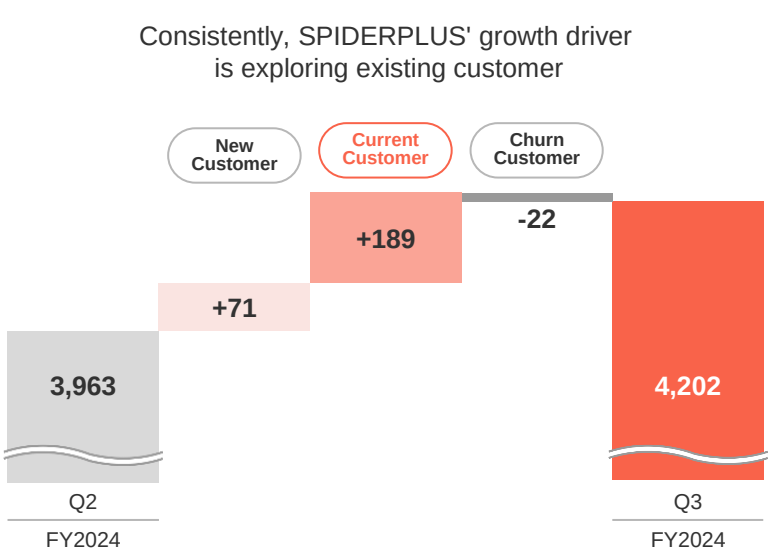
ARR＊1

Unit : Millions of yen



Analysis of ARR changes＊2

Unit : Millions of yen



*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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DX Demand Trends

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Number of new contracts fell short of expectations due to operational issues during the quarter.
By strengthening our organization, we will be able to capture the DX demand that will become apparent with the “2024 problem”.

About "2024 problem” for construction industory

Act on the Establishment of Relevant Laws to Promote Workplace Reform

Set limits on working hours

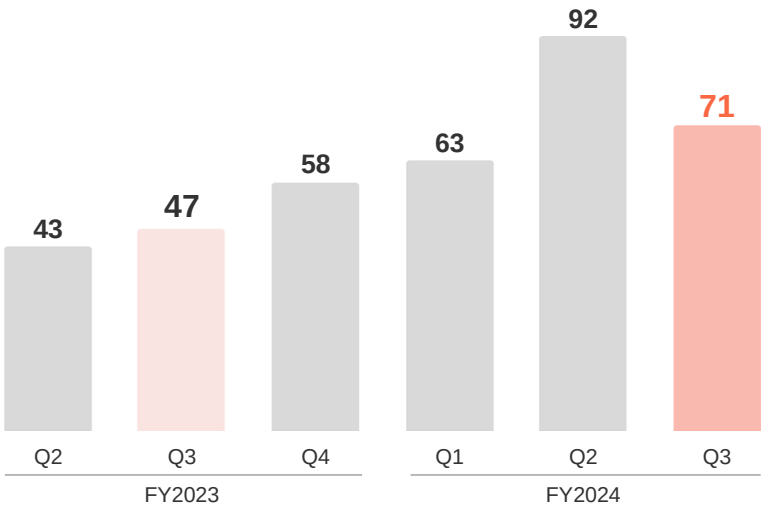
Overtime up to 45 hours per month (in principle)

Violating businesses are subject to penalties

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

ARR Trends for New Contractors＊1

Unit : Millions of yen



＊1： ARR at contract for new customers signed in each quarter

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Trend in annual net increase in ARR

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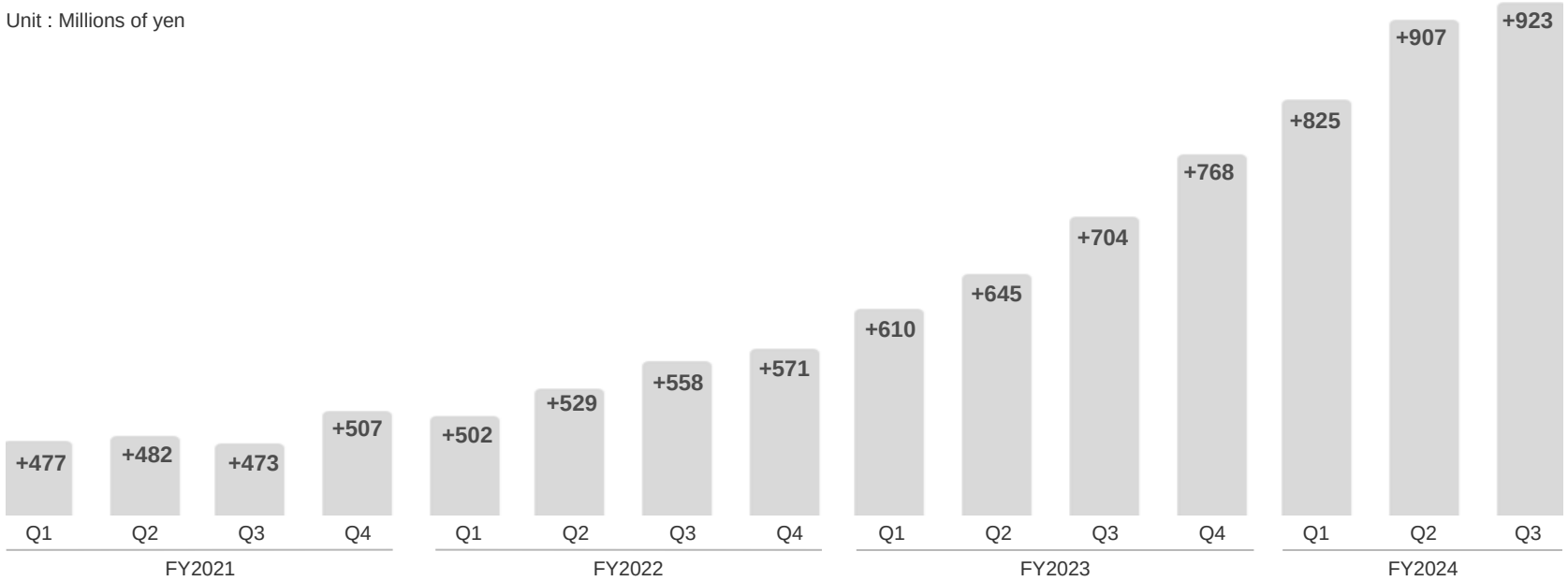
Increase annual net ARR*1 while improving productivity
Expect to accelerate the pace of growth by capturing the expansion of DX demand in the future



＊：Represents the net increase in ARR over one year, calculated as 'Annual net increase in ARR = ARR at the end of the quarter - ARR one year prior to the end of the relevant period' (e.g. Annual net increase in ARR in FY2024Q2 = ARR at the end of FY2024.Q2 - ARR at the end of FY2023.Q2).

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IDs・ARPU

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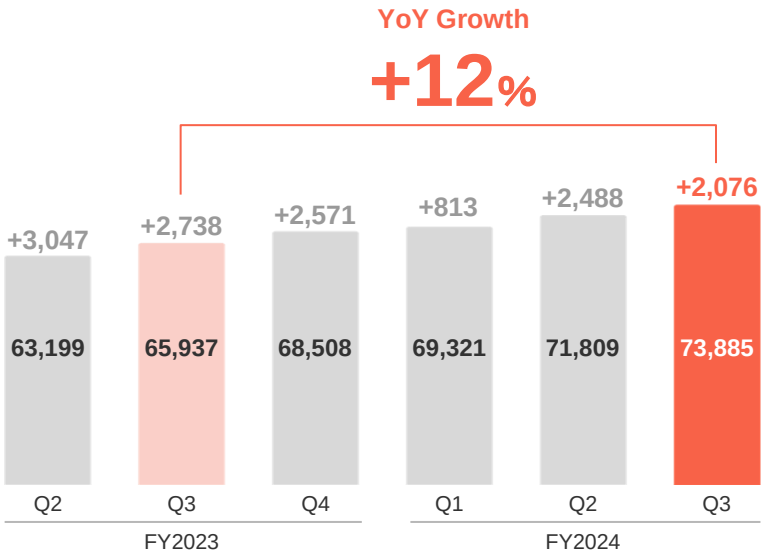
Focusing on improving the added value for existing user.
Towards the end of theFY2024, large-scale negotiations with enterprise customers are expected to progress further, and we are targeting accelerated ARPU growth.

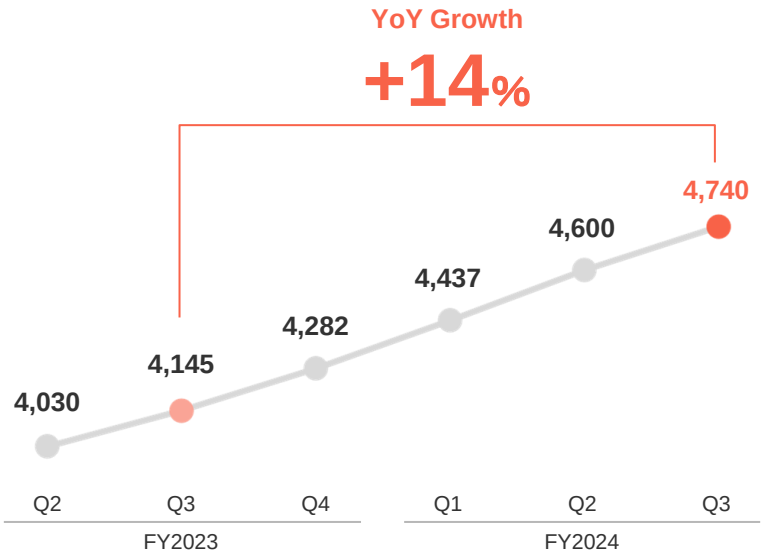
IDs

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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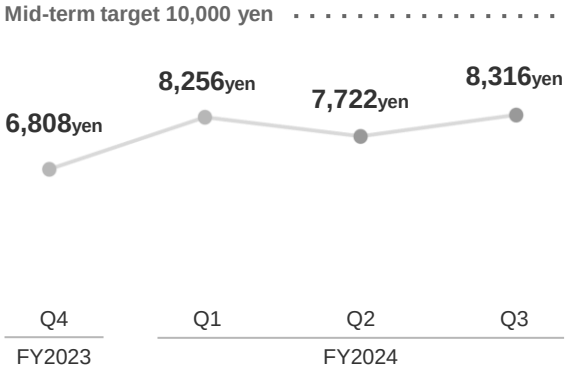
Steady sales expansion of new plans and optional functions that address customer issues

New customers

Start proposing new plans to new clients from the second half of FY2023.

(Unit price is expected to remain around 8,000 yen in FY2024.)

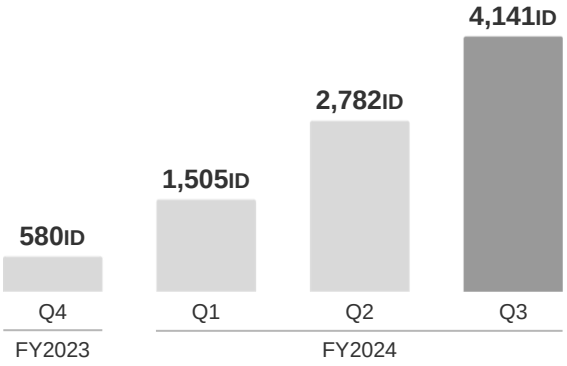
Trends in ARPU at Contract for Newly Installed Customers ∗2



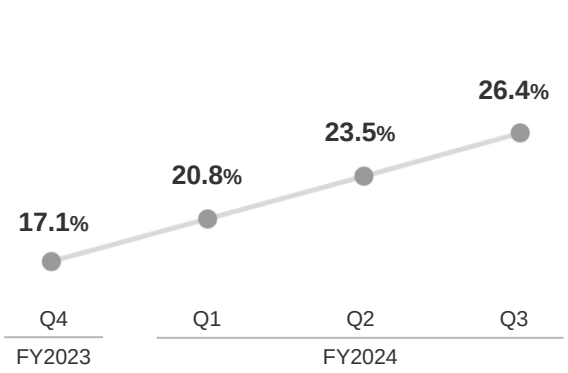
Existing customers

Depending on customer usage, Promotion of switching to a new plan or introduction of additional Punch List management options.

Number of IDs installed in new plan



Adoption Rate of Punch List Management Functions ∗1



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

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About New Plan

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Offer a new plan that combines the necessary functions for each type of business.
(to be offered from FY2023.Q3)

Previous Plan

Option

- Functions for building construction
- Functions for electrical installation work
- Functions for air conditioning and sanitary equipment installation

point management function

Basic functionality

- Drawing Management
- Construction Photographs
- Electronic Blackboard
- Browsing Materials
- Formwork



New Plan

Packages for specialized industries

- For building construction
- For electrical equipment construction
- For air conditioning and sanitary equipment installation

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Company・ARPA

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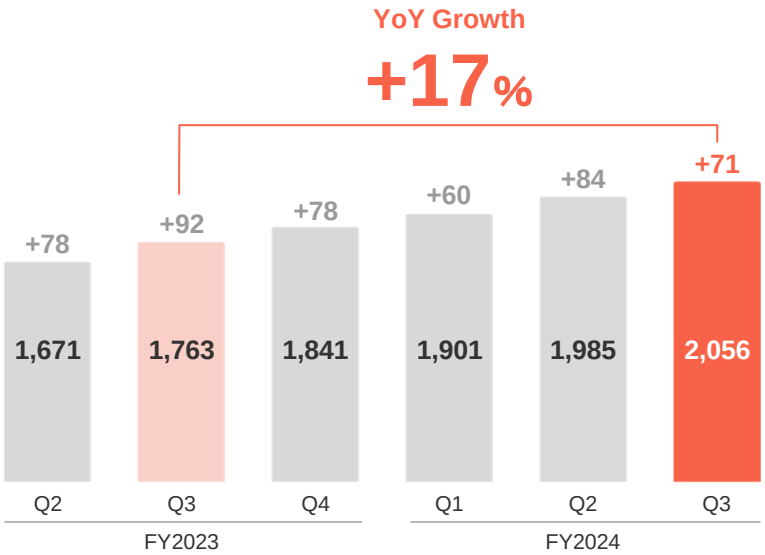
Despite a temporary slowdown in new client acquisitions,
net growth in the number of companies contracted remained steady.
ARPA growth was mainly due to higher contract unit prices for major companies.

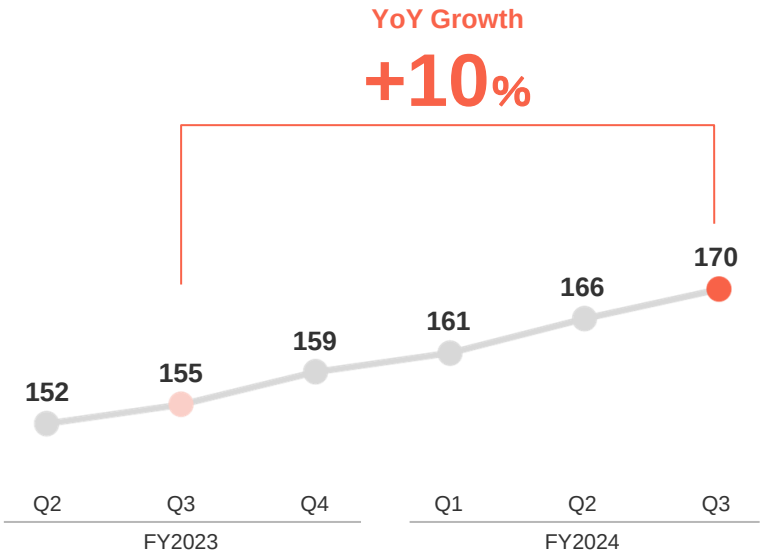
Company

Unit : Company



ARPA＊1

Unit : thousands of yen



*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 and ARPA by customer size

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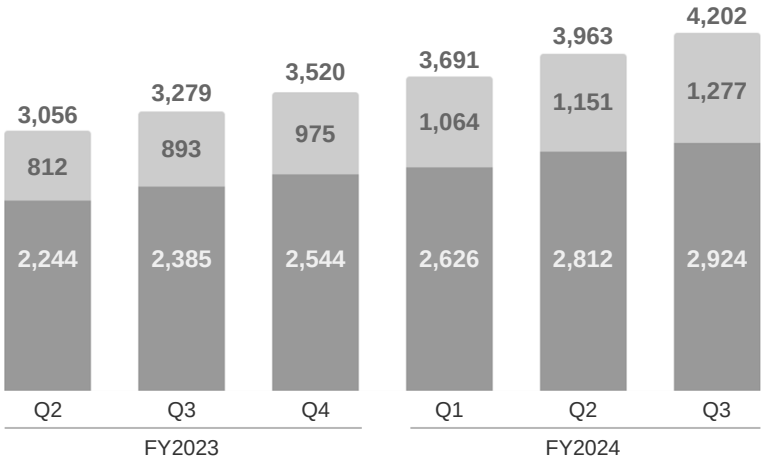
Bulk introduction of optional functions for existing enterprise customers and the switch to new plans are progressing.

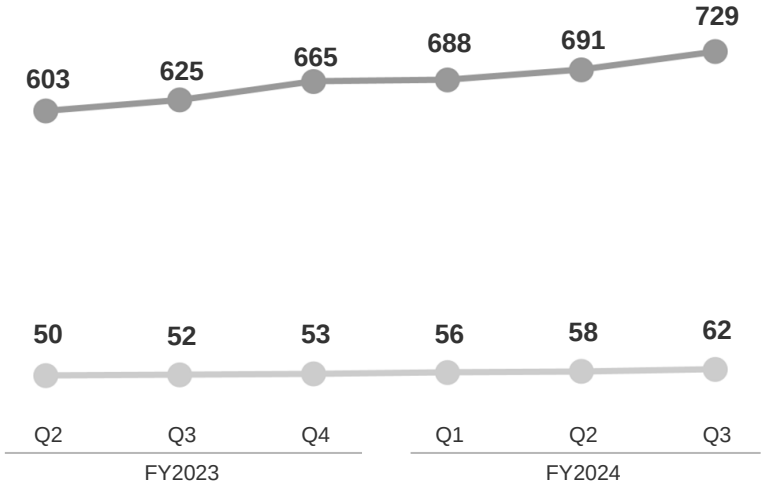
ARR by customer size*1

Unit : Millions of yen
■ : Large construction clients
■ : Small and medium-sized construction and other clients



ARPA by customer size

Unit: thousand yen
● : Large construction clients
● : Small and medium-sized construction and other clients



*1 : Classification of large and small is based on the company's internal customer management criteria, which are mainly based on the number of employees (e.g. 300 employees)

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Churn rate

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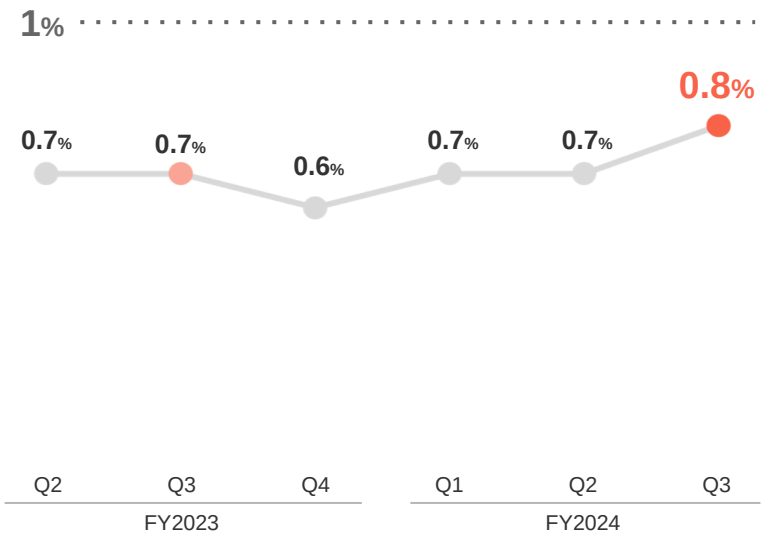
Churn rate is expected to remain stable within expectations, with no change in the churn trend
Churn rate is expected to remain below 1% in the future

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.Q3 Financial Highlights



1. FY2024.Q3 Performance Highlights
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Financial Highlight

Advanced investment in anticipation of the expansion phase of the construction DX market has generally finished a cycle.
Profitability is expected to improve significantly toward the end of the fiscal year.

Unit : Millions of yen	FY2024.Q3 Consolidated accounting period	YoY	FY2024 Forecast *2
Net sales	2,965	+28.4%	4,321
Operating loss	-457	—	-429
Ordinary loss	-460	—	-446
Net loss	-468	—	-456
Cash balance	2,719	—	—
（Reference）Number of employees	302persons	+46persons *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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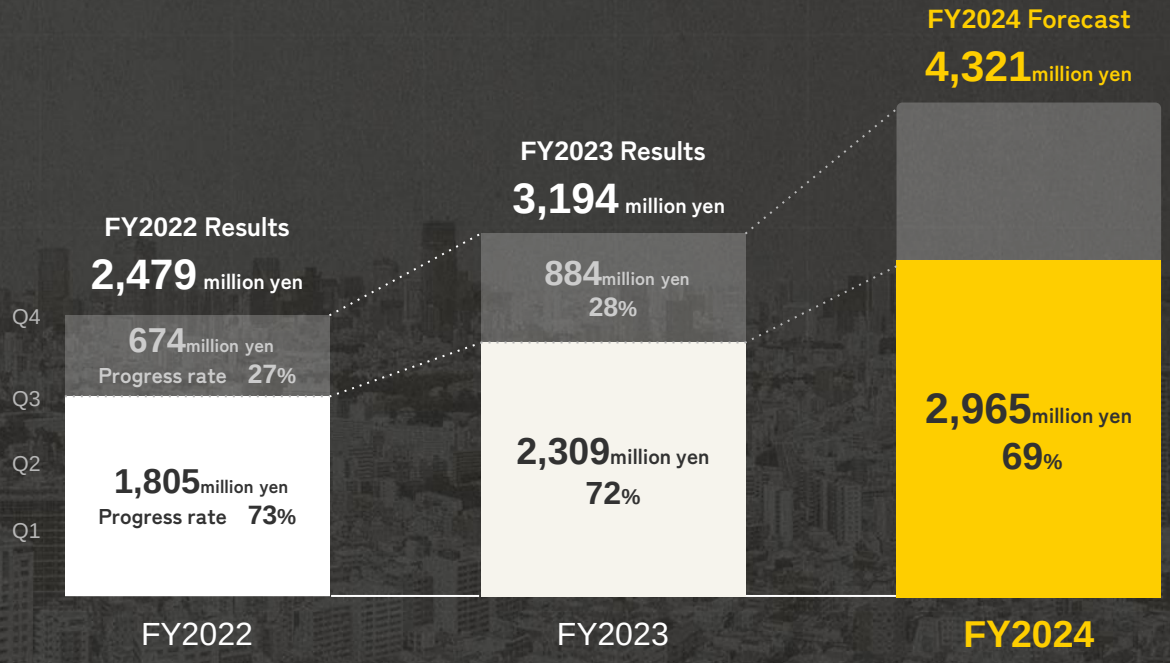
Net Sales Performance Forecast Progress

Outlook for accelerated growth in net sales toward the fourth quarter of fiscal year 2024



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Consolidated Statements of profit and loss*1

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Unit : Millions of yen（rounding down to the nearest unit））	FY2024.Q2 Accounting period (consolidation)	FY2024.Q3 Accounting period (consolidation)	From the previous quarter	FY2023.Q3 Cumulative period (non-consolidated period)	FY2024.Q3 Cumulative period (consolidation)	Year on year
Net sales	**977**	**1,054**	**+7.8%**	**2,309**	**2,965**	**+28.4%**
Of which, stock income	**960**	**1,029**	**+7.2%**	**2,242**	**2,892**	**+29.0%**
Stock income ratio	*98.1%*	*97.6%*	*-0.5pt*	*97.1%*	*97.5%*	*+0.4pt*
Gross profit	**643**	**724**	**+12.6%**	**1,483**	**1,981**	**+33.5%**
Gross profit margin	*65.8%*	*68.7%*	*+2.9pt*	*64.2%*	*66.8%*	*+2.6pt*
SGA cost	848	834	-1.7%	1,848	2,438	+31.9%
SGA cost ratio	*86.7%*	*79.1%*	*-7.6pt*	*80.0%*	*82.2%*	*+2.2pt*
Operating loss	**-205**	**-109**	**—**	**-365**	**-457**	**—**
Operating profit margin	*-20.9%*	*-10.3%*	*-10.5pt*	*-15.8%*	*-15.4%*	*+0.4pt*
Ordinary loss	**-207**	**-112**	**—**	**-375**	**-460**	**—**
Loss before income taxes	**-207**	**-112**	**—**	**-375**	**-460**	**—**
Net sales	**-210**	**-115**	**—**	**-382**	**-468**	**—**

*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.

Net Sales

- Stock income is steadily increasing (YoY+29.0%). The ratio of stock income for the cumulative period increased year-on-year.

Gross Profit Margin

- The gross profit margin rose to 68.7% due to revisions to development projects, etc.
- Due to growth in net sales and an increase in profit margins, gross profit for the cumulative period increased by +33.5% YoY.

SGA cost

- SG&A expenses remained generally at the same level as the previous quarter, as the company finished a cycle of advanced investment in areas such as recruitment.

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Consolidated Balance Sheet *1

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Unit : Millions of yen (rounding down to the nearest unit)	FY2022 (non-consolidated period)	FY2023 (non-consolidated period)	FY2024.Q3 (consolidation)
Cash and deposits	3,044	2,846	2,719
Other current assets	497	575	639
Current assets	**3,542**	**3,421**	**3,358**
Software	558	463	367
Software in progress	183	220	252
Other fixed assets	510	490	469
Fixed assets	**1,252**	**1,174**	**1,090**
Total assets	**4,794**	**4,596**	**4,448**
Borrowings	443	499	815
Other liabilities	666	711	681
Total liabilities	**1,109**	**1,211**	**1,497**
Total net assets	**3,684**	**3,385**	**2,951**
Equity ratio	*76.8%*	*73.6%*	*66.3%*

Overview

- The equity ratio has fallen to 66.3% as a result of borrowing to expand cash reserves, but the company continues to make forward investment based on a stable financial base.

Cash and deposits

- Although operating cash flow was negative due to advanced investments, cash and deposits totaled 2,719 million yen as a result of debt financing.

Software / Software in progress

- Investments mainly related to the renewal and development of SPIDERPLUS

Debt

- Borrowed 350 million yen in Q2 FY2024 to expand working capital (4-year repayment period, fixed interest rate)
- 1,200 million yen in overdraft and other lines of credit available (as of September 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

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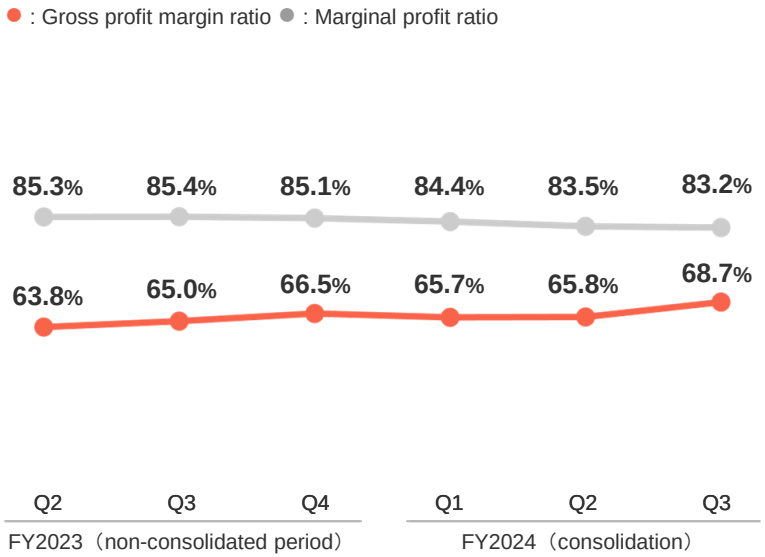
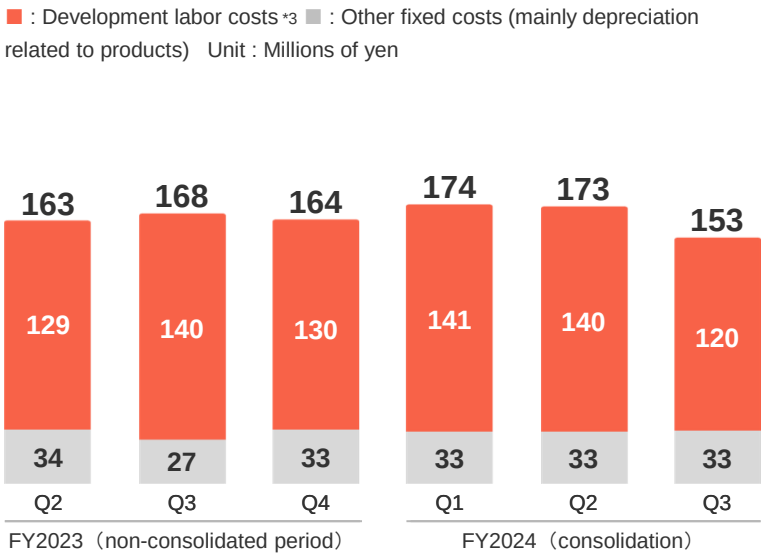
The gross profit margin increased to approx. 69%
Aiming for an efficient service maintenance system,
we are reviewing our development system and personnel allocation.

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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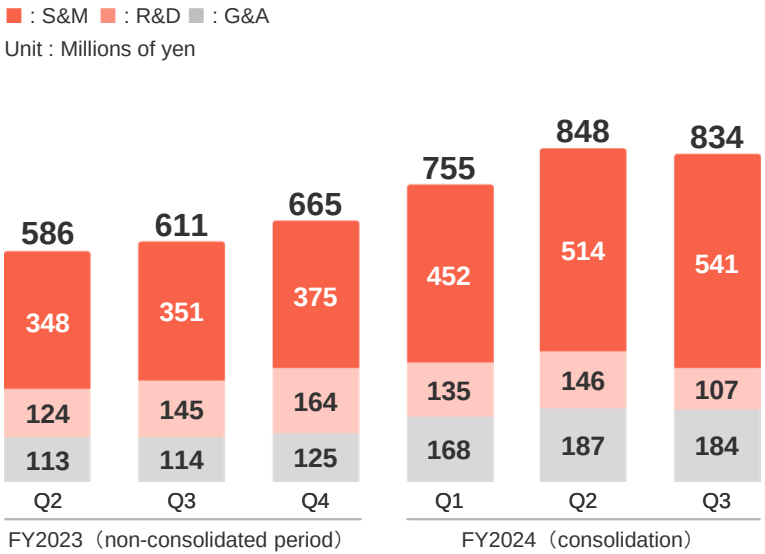
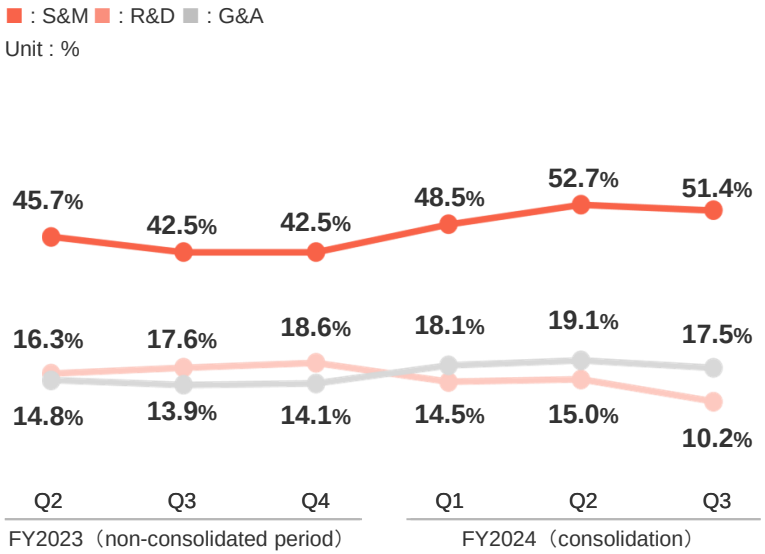
SG&A expenses were in line with the plan, at around 800 million yen.
We expect to invest at the same level in FY2024.Q4.

SG&A Expenses *1,2



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



*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)

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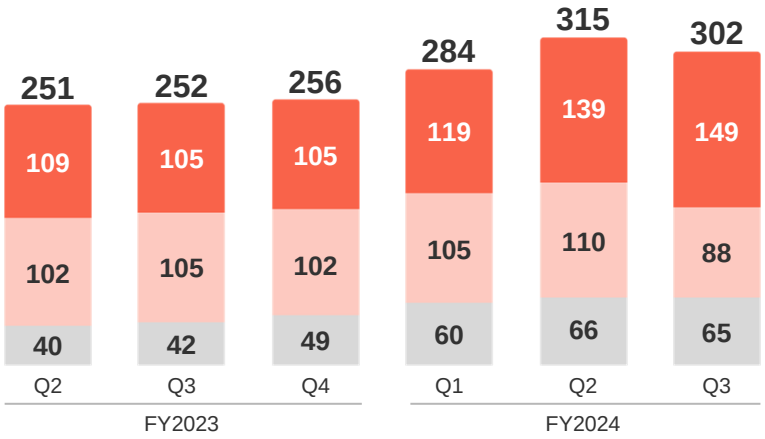
In order to strengthen the expanded business base, we will strategically review the number of non-regular employees in the product division, etc.
Full-time employment is progressing smoothly,
and we are strengthening our structure, centered on the sales department.

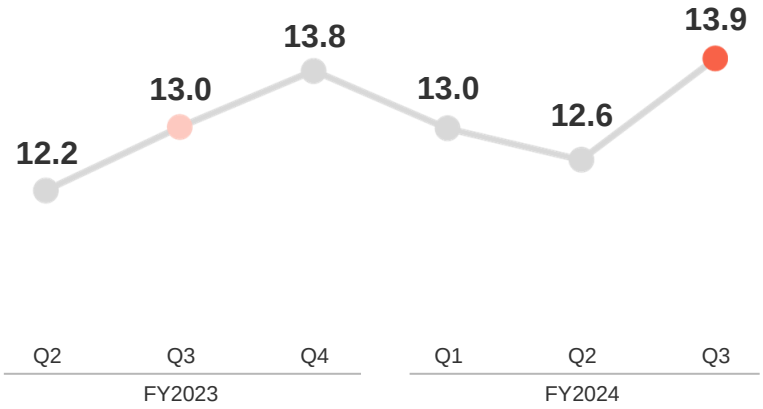
Number of Employees

■ : S&M ■ : Product (Product Development & R&D) ■ : G&A*1(Unit : persons)



ARR per employee

Unit : Millions of yen



*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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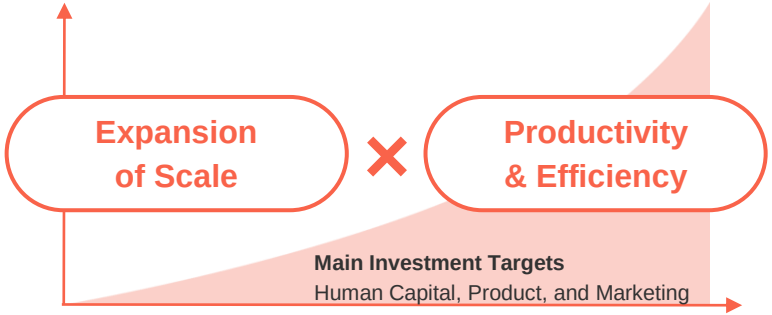
supp.

The concept of advanced investment

SpiderPlus & Co.

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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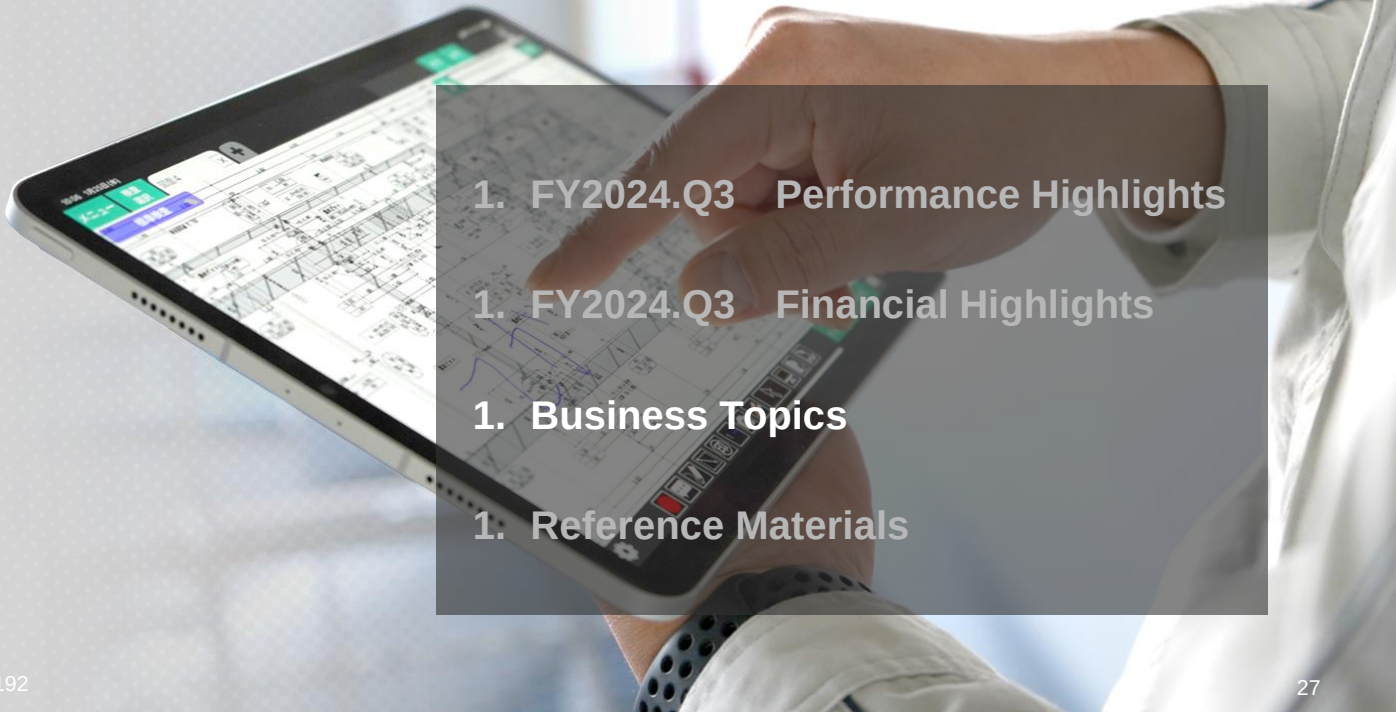
Business Topics



1. FY2024.Q3 Performance Highlights
1. FY2024.Q3 Financial Highlights
1. Business Topics
1. Reference Materials

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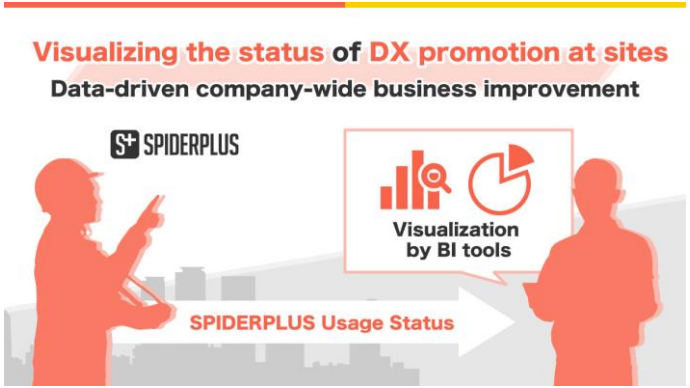
Linkage with SHINRYO CORPORATION's data analysis platform

SpiderPlus & Co.

Received an order for data linkage development that meets the needs of DX-advanced companies.
Even after the introduction of the system company-wide, new opportunities for growth continue to arise.

Contents of this collaboration



- Linkage with Shinryo Reinetsu Kogyo's Data Analysis Platform for More Active Use of SPIDERPLUS to be Introduced Companywide
- Aiming to improve operational efficiency through data-driven "construction process innovation

Strategic positioning of individual company development

Continued to solve customer issues after company-wide implementation and co-create construction process reforms undertaken by major companies.

Construction process transformation flow undertaken by a major company

STEP1	STEP2	STEP3
Digitization of the site	**Utilization of construction data**	**Transformation of the construction process**
● visualization (data, results, etc.) ● situational awareness	● Forecasting ● Analysis	● Automation ● Optimization

Transforming the construction process with SPIDERPLUS

Company-wide introduction of SPIDERPLUS	**Utilization of SPIDERPLUS construction data**	**Data-driven transformation to improve operational efficiency within the company**

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S+BIM New Features Released

SpiderPlus & Co.

New functions that meet the needs of DX-advanced companies.
Looking ahead to the future of site management, where BIM is widely used.

S+BIM new function “2D Drawing Linkage”



- Function to overlay the 2D drawings corresponding to the 3D model being viewed
- Simultaneous viewing of the 3D model and 2D drawings enhances the efficiency and accuracy of site inspections

Strategic Positioning of S+BIM Enhancements

Capture the needs of enterprise customers who are committed to data utilization and construction process transformation starting with BIM

Construction Management and the Potential of BIM

Centralized management of all building-related data	Utilization of BIM and construction data, collaboration among contractors	Optimization and quality improvement of construction process

Why the Future of Construction Companies is BIM-Centric

In order to improve the productivity of the entire construction industry, the Ministry of Land, Infrastructure, Transport and Tourism and the Japan Federation of Construction Contractors are promoting the widespread use of BIM data in the design, examination, construction, and maintenance processes, and we are continuing to develop to meet the needs of enterprise customers who are working to reform the data utilization construction process, starting with BIM.

*1: S+BIM is an optional feature that enables viewing of 3D models on SPIDERPLUS. https://spider-plus.com/functions/s-bim/

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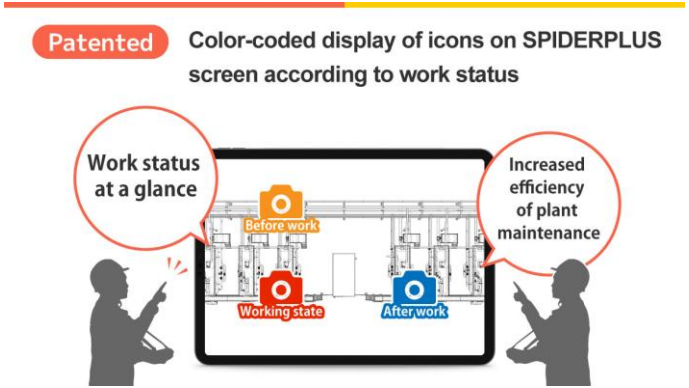
Other Topics of FY2024.Q3

SpiderPlus & Co.

Steadily expand business areas and develop new business areas as part of the mid-term growth strategy

Obtained patents related to deployment in plants



- Function to change icons placed on the drawing according to the progress of the work
- Streamlines plant maintenance work with a large number of inspection items on a vast site

SPIDERPLUS released in Vietnamese



- Localized development for developing local subsidiaries in focus countries
- User support has also been gradually strengthened, with support centers now provided in five languages other than Japanese.

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Vision 2030

Create with customers
“Construction site of the future”

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Reference Materials



1. FY2024.Q3 Performance Highlights
1. FY2024.Q3 Financial Highlights
1. Business Topics
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+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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SPIDERPLUS solves problems related to site management

SpiderPlus & Co.

Drawing

Construction was based on old drawings.



Latest drawings at a glance.



Photo

Forgetting where the picture was taken.



Photographs are tied to drawings.



Inspection

Lots of manpower needed during inspections.



Inspection completed by one person using inspection equipment.



Corrective instructions

Time-consuming to produce corrective instructions for each contractor.



Easy output of a list of corrective action items and instructions for each contractor.



SPIDERPLUS Introduction Results

SpiderPlus & Co.

SPIDERPLUS is category leaders in construction DX market.

Customer base mainly with major companies in the industry

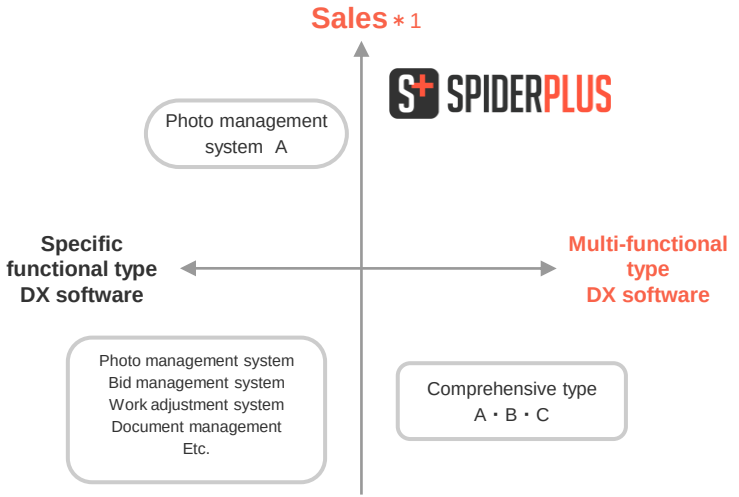
General contractor・Developer

大林組 / 鹿島 / 清水建設 / SEIWA CORPORATION / 大成建設 For a Lively World / TAKENAKA / 長谷工コーポレーション / 三菱地所レジデンス

Sub contractor

九電工 / きんでん / 三機工業 / SANKEN / SHINRYO / 住友電設 / トーエネック / 日本電設工業 / 大気社 / 高砂熱学 / HEXEL Works Inc. / Yurtec / 四電工 / 西原衛生工業所 / 日比谷総合設備 / 株式会社ヤマト

Positioning in the Construction DX Industry



＊1:Sales figures for each service are compiled by referring to "Market Trends of Construction Management Solutions," "Market Trends of Photography and Drawing Management Solutions" in the "Market Outlook for Con-Tech (Construction Tech) Solutions 2022 Edition (published in Jan. 2023)" by Deloitte Tohmatsu Economic Research Institute, and a research company report on individual competitors.

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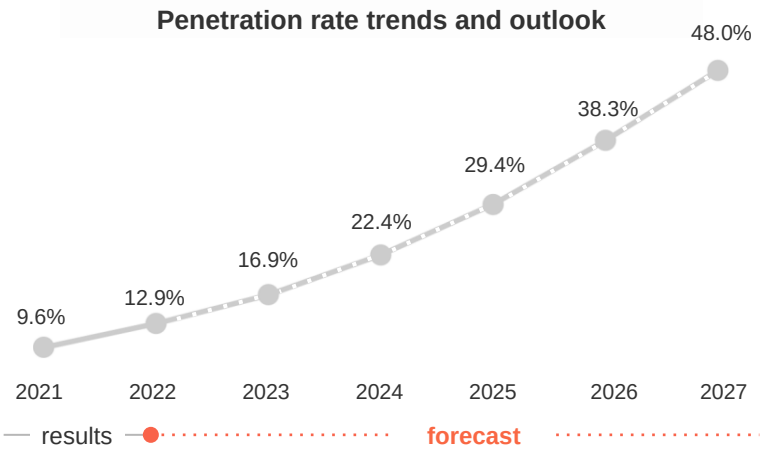
SPIDERPLUS solves problems related to site management

SpiderPlus & Co.

DX needs are expected to grow and diversify in the wake of the 2024 problem

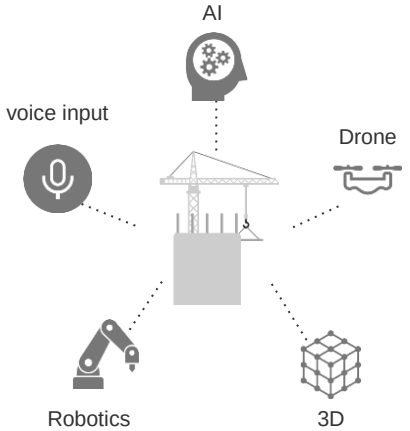
Construction DX penetration will accelerate this year＊1

Construction management cloud services are expected to spread rapidly in the future.



DX needs will develop highly & diversely

Not only in site management, but also in all aspects of operations. Rapid technological innovation and the use of various technologies.



＊1：Adapted from Deloitte Tohmatsu MIC Economic Research Institute Ltd, MIC IT Report, October 2023, 'Trends and vendor shares in the construction industry management cloud services market'.

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Growth strategies__Share expansion

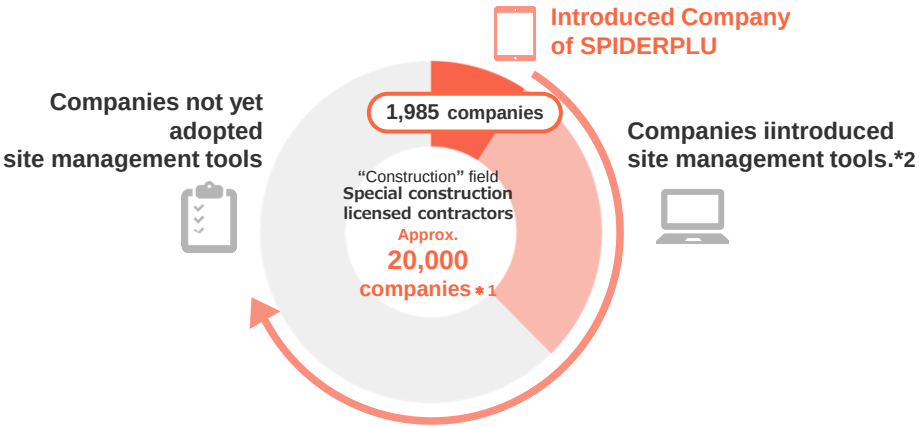
SpiderPlus & Co.

Capture the DX needs manifested by the overtime cap

Capturing DX Needs

Full utilization of strengthened sales organization and nationwide sales network.

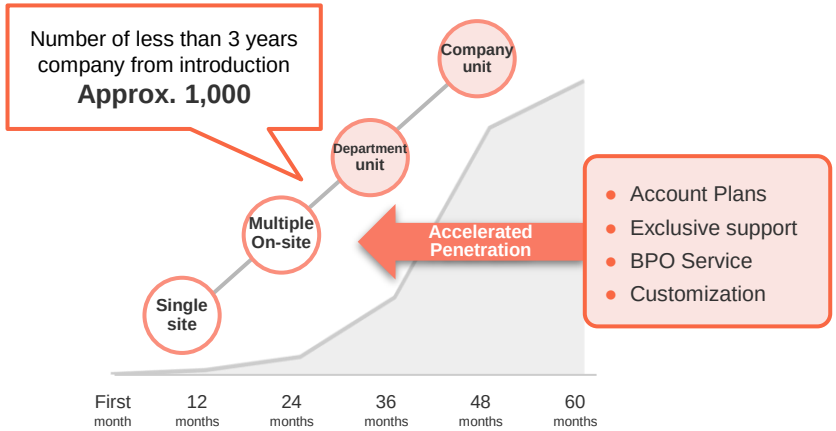
Construction DX Market Development Margins



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 companies that have obtained a specific construction license for "Construction" is based on the search results of the Ministry of Land, Infrastructure, Transport and Tourism's Construction Contractors and Building Contractors Corporate Information Search System.

*2 : The number of companies that have adopted construction management tools is calculated by multiplying the number of companies in *1 above by the percentage of companies that have adopted construction management tools in our original survey "Results of Questionnaire Survey on DX Promotion Status in the Construction Industry".（See right for our survey report. : https://jobs.spiderplus.co.jp/spider-class/1587）

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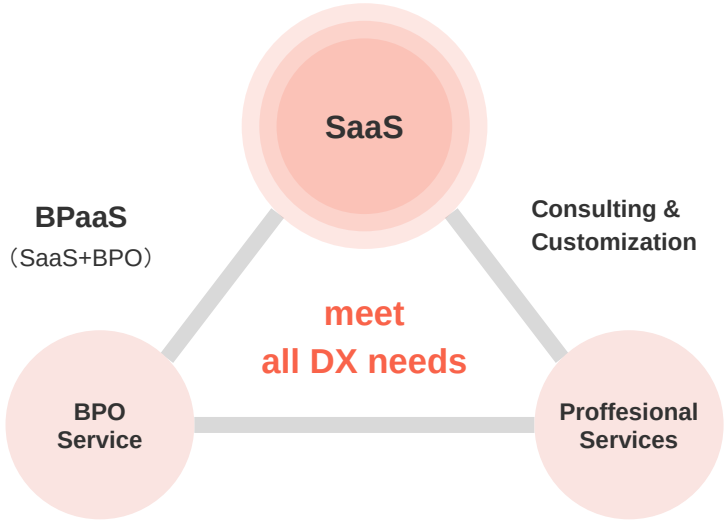
Growth strategies__Expanding the value

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.
IP is also used to strengthen competitive advantage.



Improvements & Additional functions

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



New Features & Products

S+BIM
BIMViewer／Sharing of information

S+Partner
On-site information sharing with subcontractors

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Growth strategies__Expansion of developed markets

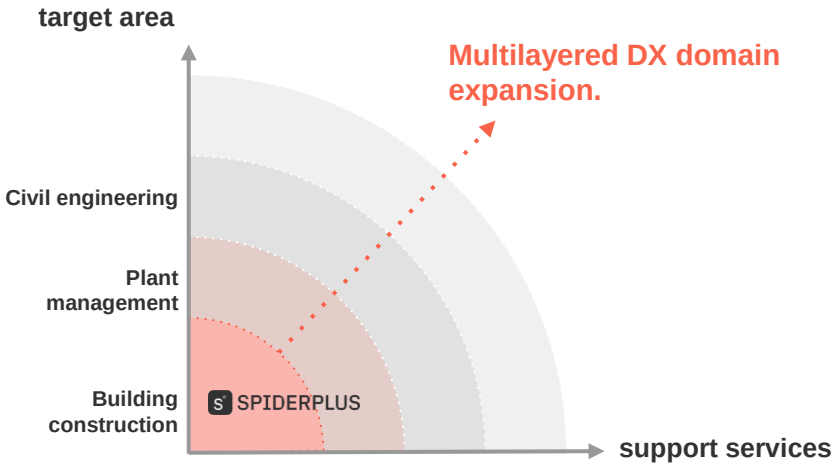
SpiderPlus & Co.

New expansion into the plant market from FY2023.

A sales subsidiary is established in Vietnam at the end of Mar 2024.

expansion into other industries

Gradually expand into areas adjacent to the construction industry, such as 'facility management' using 'drawings'.



Global Expansion strategy

Expanding mainly in Southeast Asia, where Japanese construction companies are already expanding.

Expand business with a focus on Vietnam and Thailand.



Areas under development	
Vietnam	Taiwan
Thailand	China
Indonesia	Philippines
Cambodia	Malaysia
Singapore	Myanmar
India	UAE

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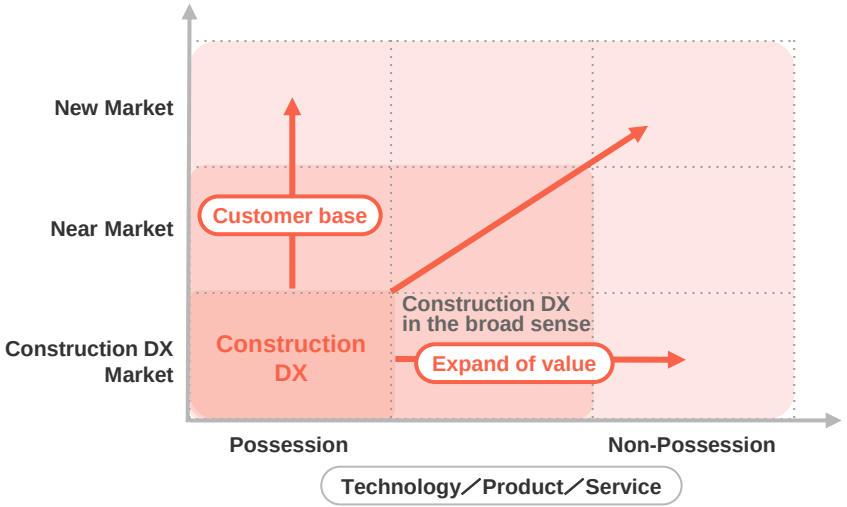
Growth strategies__Expansion of developed markets

SpiderPlus & Co.

Continue to actively utilize alliances and M&A with a focus on areas around the construction industry.

About Alliance Strategy & M&A Strategy

Conducted alliances in DX in areas surrounding construction,.
Execute M&A for projects where synergy effects are stronger.



Examples of Alliances (as of the end of November 2024)

direct ダイレクト	OSAKI	RICOH
Linkage with and joint development of chat functions for site.	Joint development of building maintenance DX	Linking with functions using 360° images.
CHANGE PEOPLE BUSINESS JAPAN	OPTiM®	copro Engineerd
Local development through Construction DX x Municipal DX	Service collaboration on remote management of sites.	Creation of DX human resources through 'DX x engineer dispatch'.
MODE	Datt Japan	SIGMA ENGINEERING
Joint development of Plant DX.	Construction management SaaS x Contract development	Strengthen localized development and expand sales in Vietnam

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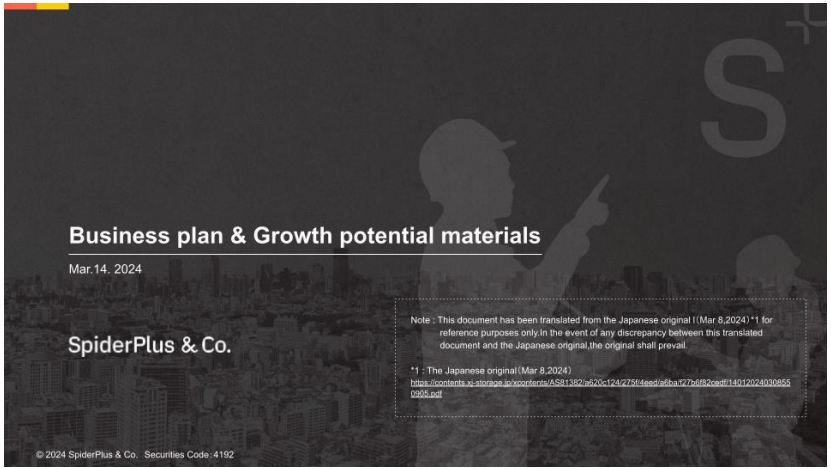
Other reference materials

SpiderPlus & Co.

For a detailed explanation of Business Overview and growth strategy, please see below

About Business,Market enviroment & Growth strategies

https://contents.xj-storage.jp/xcontents/AS81382/a620c124/275f/4eed/a6ba/f27b6f82cedf/140120240308550905.pdf



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3. Business Topics……P24
4. Growth Strategies……P31
5. Company & Business……P40
6. Human Capital Strategy……P50

Handling of this material

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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.

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