

tripla

tripla Co., Ltd.
2024/12

# Business Plan and Growth Potential Topics

## Includes Long Range Plan of 2025/10-2027/10

# Agenda

**Company Profile**

**Review 2024/10**

**Growth Potential Topics**

**Long Range Plan**

**Risk Information**

**Appendix**


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# Agenda

- **Company Profile**
- Review 2024/10
- Growth Potential Topics
- Long Range Plan
- Risk Information
- Appendix


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# Company Profile

| | |
|---|---|
| Name | tripla Co., Ltd. |
| Rep.Directors | Kazuhisa Takahashi・Kaku Toriu |
| Business | Internet Services & Travel Agency |
| Capitals | ¥859.15M |
| Homepage | https://tripla.io |
| Established | April 15th, 2015 |
| Employees | Solo: 92<br>Consolidated: 158　*as of 2024/10 |
| Head Office | 4-15-3 Nishi-Shinjuku, Shinjuku-ku, Tokyo |
| Location | Japan, Taiwan, Korea, Singapore, Indonesia, Thailand |
| Travel Agency | Governor of Tokyo #2-7240 |


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# Look tripla with Numbers

## tripla Business※1

**Established**
2015

**Locations**
6 Countries

**Property Count ※2**
8,037

**Service Count**
11 Services

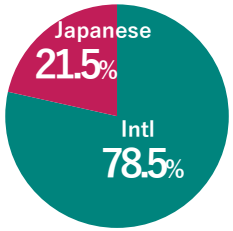
## tripla Human Resources

**Employees**
158 ※1

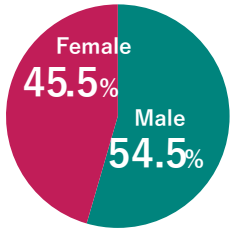
**Nationalities**
15 ※1

**Average Age**
35.2

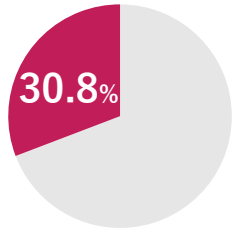
**Diversity Ratio※1**



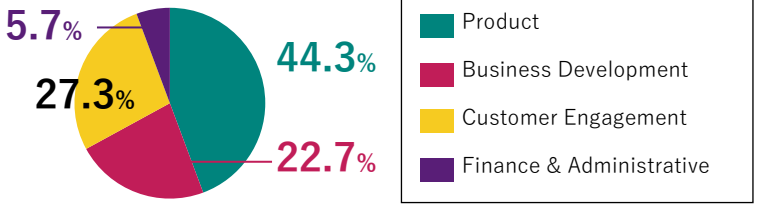

**Gender Ratio**



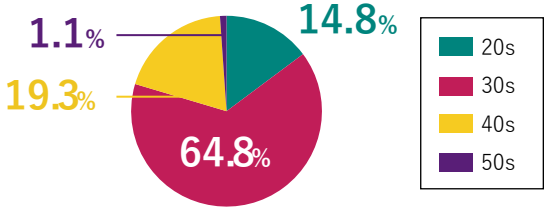

**% of Female Managers**



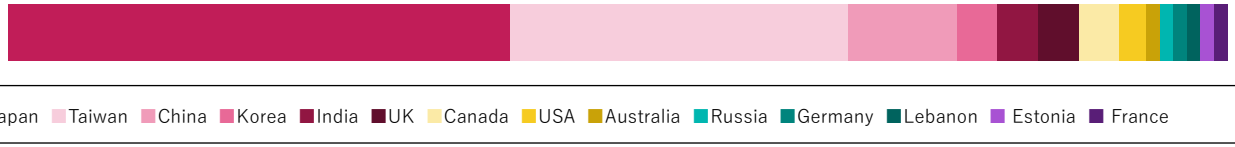

**% by Team**




**% by Age Group**



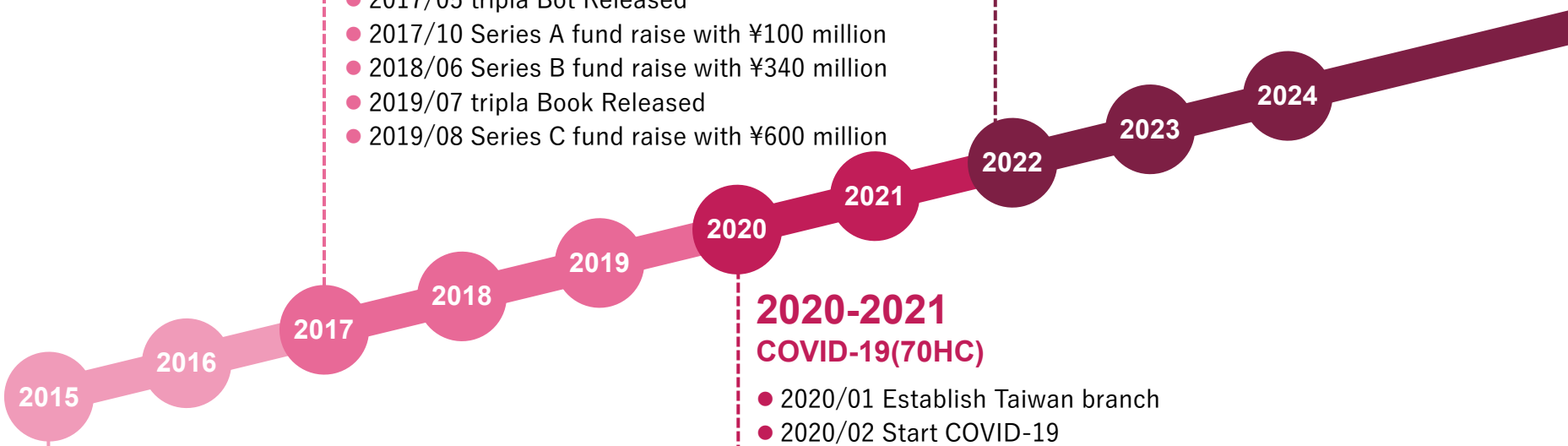

**Employees by Nationality**




※1: Includes subsidiaries

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# History of tripla




## 2015-2016
### Seed Phase(8HC)

- 2015/04 Founded
- 2015/09 umami APP released
- 2016/05 Seed round fund raise with ¥70 million
- 2016/12 tripla APP released

## 2017-2019
### Product Market Fit Phase(70HC)

- 2017/02 Pre-A fund raise with ¥74 million
- 2017/05 tripla Bot Released
- 2017/10 Series A fund raise with ¥100 million
- 2018/06 Series B fund raise with ¥340 million
- 2019/07 tripla Book Released
- 2019/08 Series C fund raise with ¥600 million

## 2020-2021
### COVID-19(70HC)

- 2020/01 Establish Taiwan branch
- 2020/02 Start COVID-19
- 2020/12 Temporary recovery with Goto Travel
- 2021/10 Achieved single month profitability

## 2022-2024
### IPO & Oversea Expansion (150HC)

- 2022/11 IPO in Growth Market
- 2023/03 Establish Korean branch
- 2023/11 Enter Indonesia with BnL M&A
- 2024/01 Expand Taiwan with Surehigh M&A
- 2024/02 Enter Thailand with Endurance M&A


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# Introduction of Management Team



Rep. Director, CEO

## Kazuhisa Takahashi

Career: A.T. Kearney, Philip Morris, amazon, Coca-Cola

Education: Hokkaido University

Wake Forest University MBA



Director, CFO

## Yoshito Oka

Career: Deloitte., SoftBank

Education: Keio University

Qualifications: CPA



Operating Officer Customer Engagement

## Koutatsu Kawamoto

Career: EY, Deloitte., RECRUIT, amazon

Education: Keio University



Full-time Auditor

## Chikami Yamazoe

Career: pwc

Education: Rikkyo University

Qualifications: CPA



Rep. Director, CTO

## Kaku Toriu

Career: ORACLE, Coca-Cola, amazon

Education: New York University

Business Breakthrough University MBA



Operating Officer Business Development

## Masahiro Okubayashi

Career: ITOCHU, LINE

Education: Kobe University



Operating Officer Overseas Partnership

## Philippe Raunet

Career: Mandriva

Education:

Université de Versailles Saint-Quentin-en-Yvelines



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# Purpose of tripla

Purpose

## 最高の旅行ソリューションを通じて、
## 宿泊施設の持続可能な成長と、
## 世界中の地域社会の発展を支援する。

Drive the sustainable growth of accommodations and the development of communities around the world with the best travel solutions.

- **Promote sustainable development of the local tourism industry by maximizing the profits of accommodations and supporting investments in facility improvements, environmental initiatives, and hospitality enhancement.**
- **Promote initiatives to strengthen collaboration between accommodations and local communities, supporting regional revitalization.**
- **Support accommodations in meeting diverse needs and providing inclusive, sustainable tourism experiences.**


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# Vision & Core Value of tripla

## Vision

**顧客体験の向上と省人化を実現する**
**デジタルソリューションを提供し、旅行業界を革新する。**

To revolutionize the hospitality industry by providing digital solutions that drive excellence in customer experience and operational efficiency.

## Core Values

- **顧客満足実現へのマーケットイン**
- **オーナーシップ**
- **結果に拘るアクション**
- **イノベーションへの挑戦**
- **チームと自身の成長**
- **生産性の追求**
- **謙虚、尊敬、信頼**

- Market-In for Customer Satisfaction
- Ownership
- Action with Results
- Challenge for Innovation
- Stretch the Team & Yourself
- More with Less
- Humility, Respect & Trust


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# Finance Highlights

## Net Income
(Attributable to Owner's of Parent)

+¥200M

vs. Target +26.5%

Op. Revenue +1.4%, Op. Income +13.1%

**Both Achieved Targets**

(% means vs. target)

## Active Customer as Group

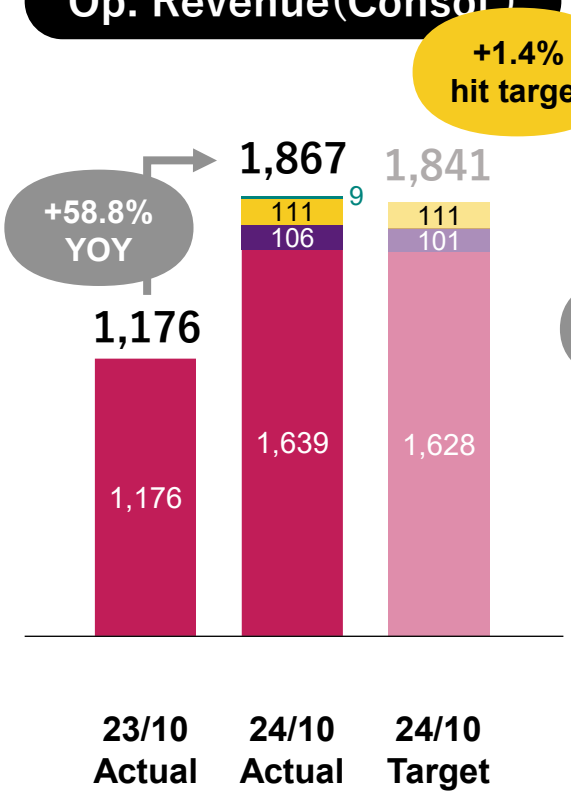
8,037 Props


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# 2024/10 Business Results (Consol.)

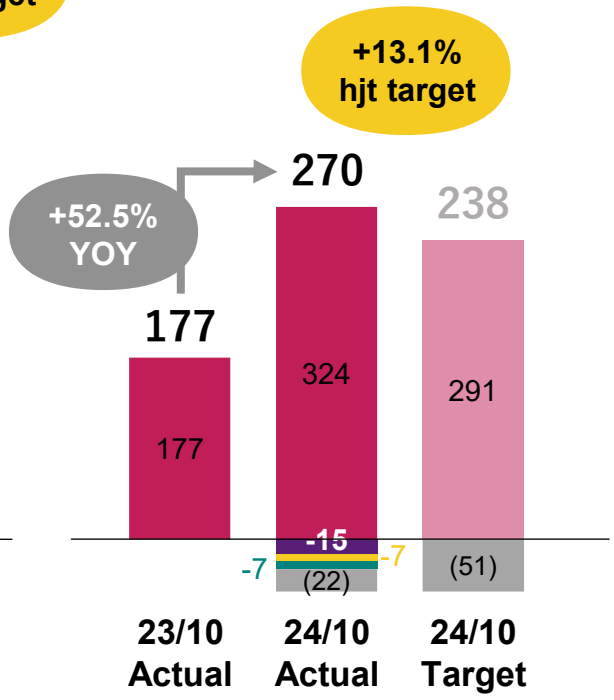
- Op. Revenue：¥1,864M (YoY+58.5%) (+1.3% vs. target)
- Op. Income：¥272M (YoY+54.1%) (+14.3% vs. target)

## Op. Revenue(Consol.)




## Op. Income(Consol.)

(million JPY)







(million JPY)

| Op. Revenue | Actual 24/10 | YoY | vs. Target |
|---|---|---|---|
| tripla Indiv. | 1,639 | +39.4% | +0.7% |
| BookandLink※2 | 106 | - | +5.5% |
| Surehigh | 111 | - | ▲0.4% |
| Endurance | 9 | - | -※3 |
| Total | 1,867 | +58.8% | +1.4% |

| Op. Income | Actual 24/10 | YoY | vs. Target |
|---|---|---|---|
| tripla Indiv. | 324 | +83.2% | +11.3% |
| BookandLink※2 | ▲15 | - | -※4 |
| Surehigh | ▲7 | - | -※4 |
| Endurance | ▲7 | - | -※3 |
| M&A Exp. | ▲22 | - | -※5 |
| Total | 270 | +52.5% | +13.1% |

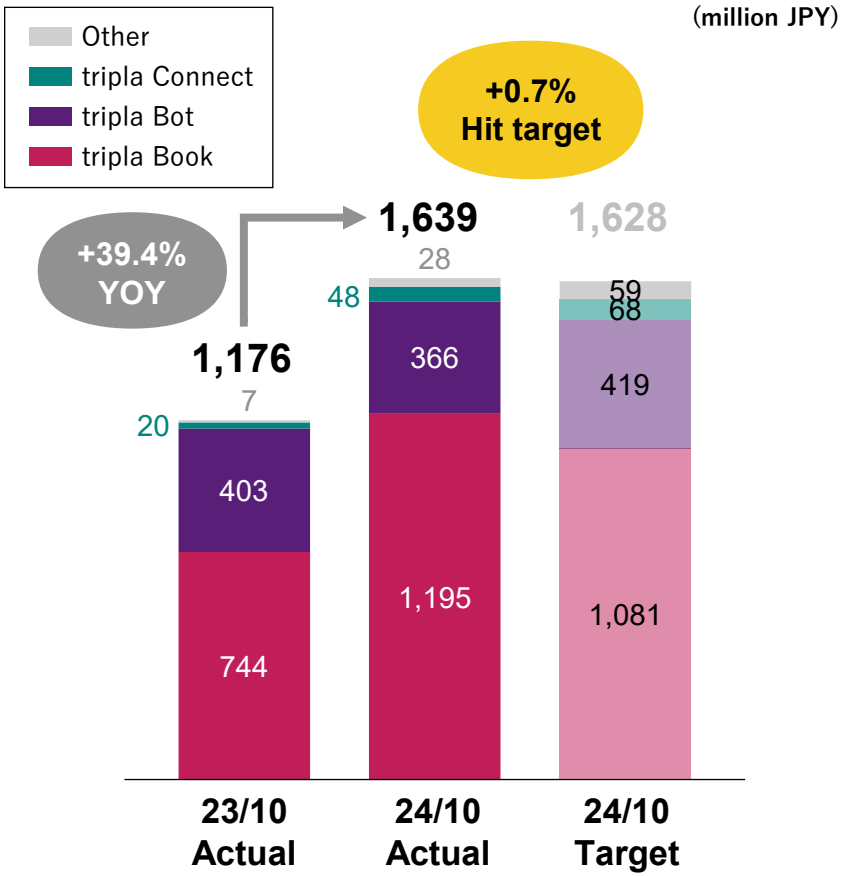
1.M&A costs (DD, valuation reports) recorded as B/S assets and expensed in consolidated P/L.
2.Performance of BOOKANDLINK PTE. LTD. and Indonesian subsidiary SURYA JAGAT MANDIRI.
3.Endurance excluded from full-year plan as FY2024 budget was set before M&A.
4.Achievement rate: Operating profit forecast -51M yen; actual -22M yen.
5.Full-year plan: -0M yen..。


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# 2024/10 Business Results (Indiv. ・ Operating Revenue)

- **Op. Revenue：1,639M JPY (YoY+39.4%)  (+0.7% vs. target)**
- **tripla Book P4P revenue exceed a lot**

## Operating Revenue (Consol)




(million JPY)

| Op. Revenue | Actual 24/10 | YoY | vs. Target |
|---|---|---|---|
| tripla Book | 1,195 | +60.6% | +10.6% |
| tripla Bot | 366 | ▲9.1% | ▲12.5% |
| tripla Connect | 48 | +132.8% | ▲29.0% |
| Others | 28 | +284.5% | ▲51.4% |
| Total | 1,639 | +39.4% | +0.7% |

## tripla Book Additional Comments

Vs. full year target: +114M JPY　+10.6%
Fixed revenue as planned but P4P revenue exceed vs. target

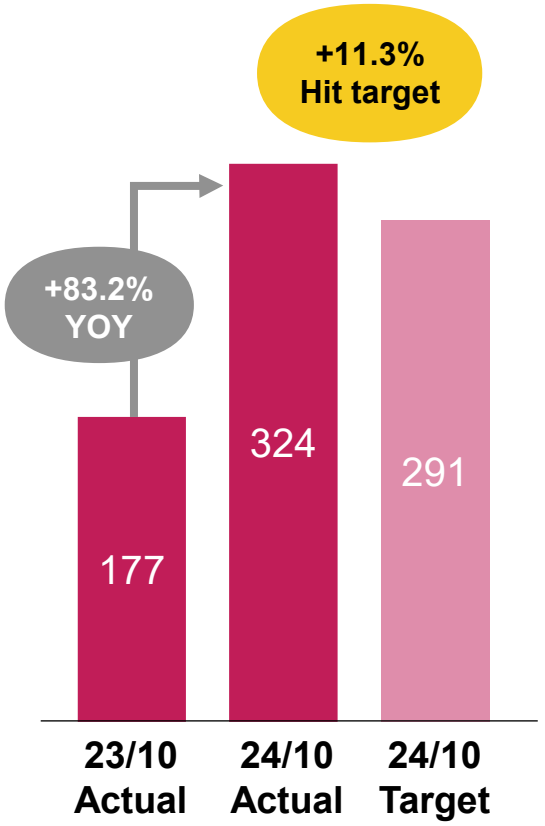
・Fixed Revenue ▲17M JPY　▲4.5%
(Target 375M JPY→Actual 358M JPY)
・P4P +131M JPY　+18.6%
(Target 706M JPY→Actual 837M JPY)

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# 2024/10 Business Results (Indiv. · Op. Income)

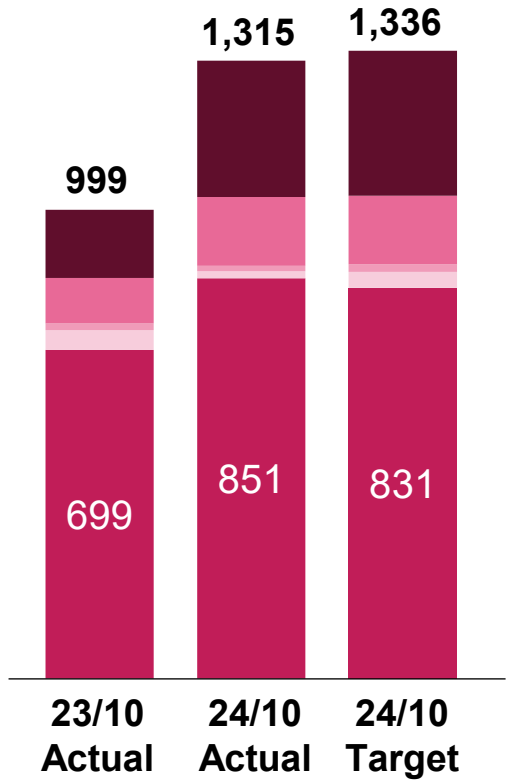
- **Op. Income：324M JPY (YoY+83.2%) (+11.3% vs. target)**

## Op. Income (Indiv.)




## Op. Expense (Indiv.)

(million JPY)




(million JPY)

| Op. Expense Breakdown | Actual 24/10 | Target 24/10 | Vs. Target |
|---|---|---|---|
| Salaries ※1 | 851 | 831 | +20 |
| Recruit | 15 | 34 | ▲19 |
| Marketing Ad | 12 | 16 | ▲4 |
| Communication | 146 | 146 | ▲0 |
| Others | 290 | 308 | ▲18 |
| Total | 1,315 | 1,336 | ▲21 |

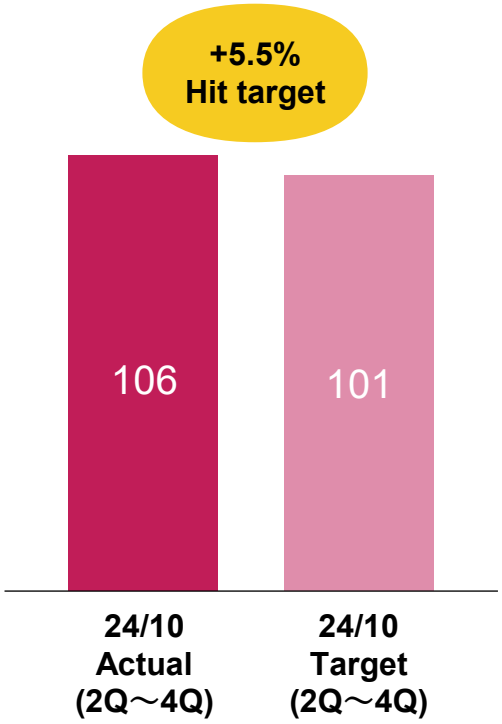
※1: Personnel expenses include salaries, welfare costs, outsourcing fees, and stock compensation.


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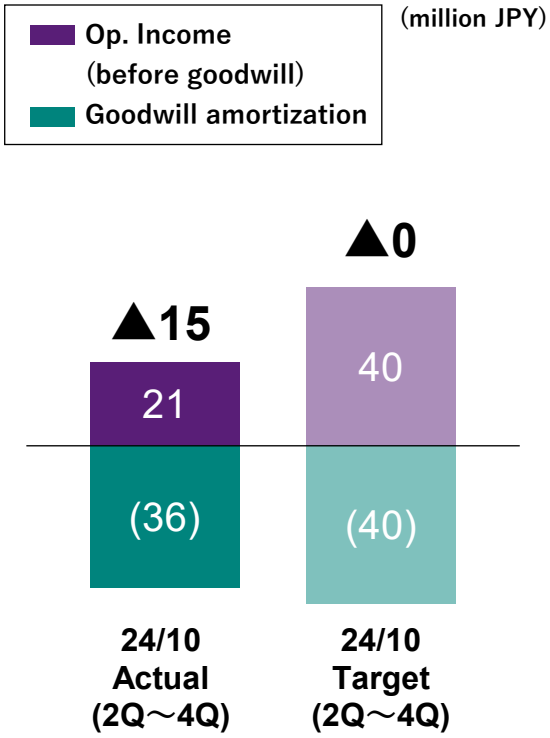
# 2024/10 Business Results (BookandLink)

## Op. Revenue：Achieved +5.5% vs. target

### Op. Revenue(BookandLink※1)




### Op. Income(BookandLink※1)




### Op. Income

vs. full year target +5M JPY (+5.5%)

Prop. count: 3,306
(2023/10: 2,598 Prop +708)

### Op. Income(-Goodwill)

▲15M JPY
To optimize cost as a group, engineers are mainly hired in Indonesia now.

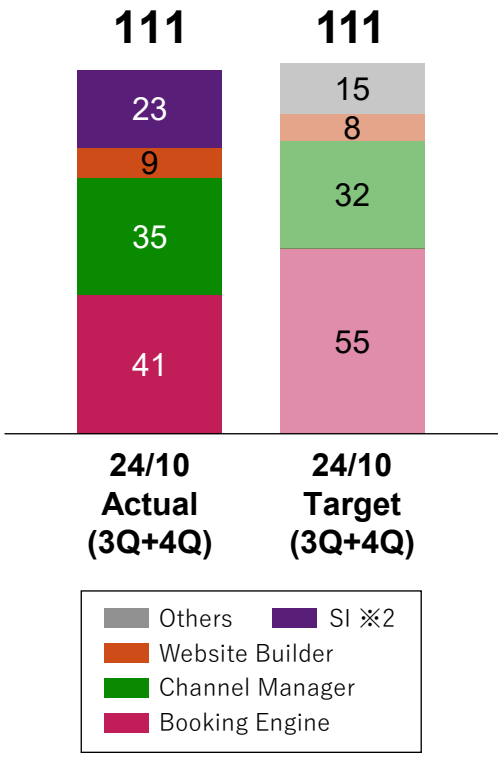
※1: BOOKANDLINK PTE. LTD. & SURYA JAGAT MANDIRI's business results


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# 2024/10 Business Results (Surehigh)

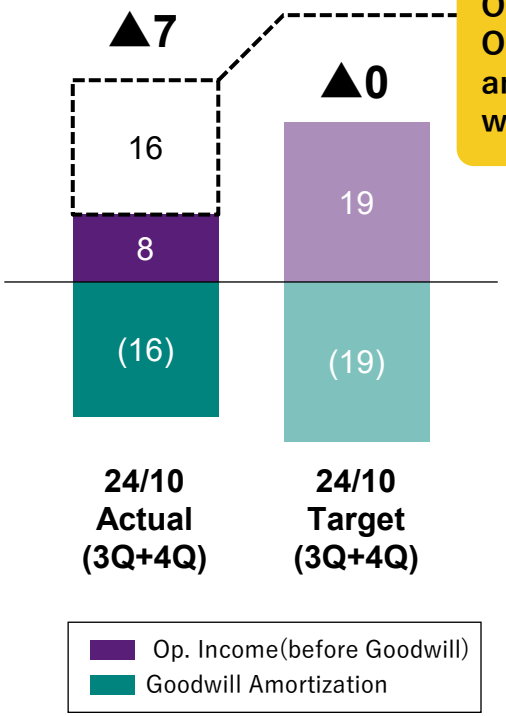
- **Operating Revenue is almost as planned**
- **Ordinary Profit hit the target and contributed to group profit**

## Op. Revenue (Surehigh※1)




## Op. Income(Surehigh※1)

(million JPY)




**Ordinary profit hit the target**
**Ordinary profit was 8M JPY (after goodwill amortization) with non operating revenue with 16M JPY (Government fund)**

## Op. Revenue

4Q end prop count: 1,421 ※3
(2023/10: 1,228 prop +193)

Booking engine will flip from ez hotel (original Surehigh service) to tripla Book by forwarding the PMI.

## Op. Profit (Goodwill Amortization)

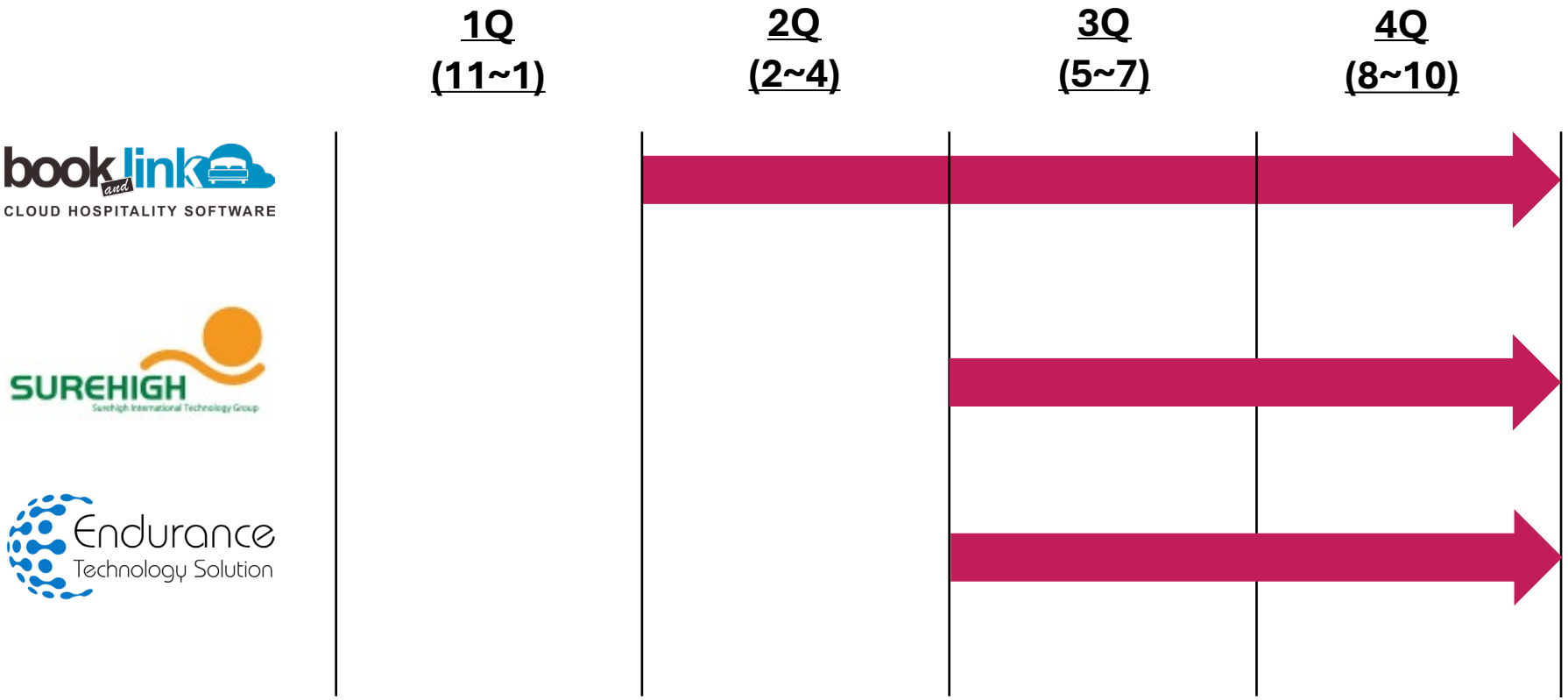
▲7M JPY
Due to temporary PMI cost after M&A

※1: Performance of Surehigh International Technology Inc. and JASON FAMILY TRAVEL SERVICE CO., LTD.
※2: Temporary operating revenue from System Integration
※3: Number of facilities where some service has been implemented"


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# P/L Consolidation Timing

## Start P/L Consolidation from 2Q 2024/10.




- BookandLink B/S consolidated at the end of 1Q, and P/L from 2Q.
- Surehigh B/S consolidated at the end of 2Q and P/L from 3Q.
- Endurance (Singapore) B/S consolidated at the end of 2Q and P/L from 3Q.


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# 2024/10 Business Results Summary (Consol. · Breakdown)

- **Op. Revenue：YoY+58.8%・vs. Target +1.4%**
- **Op. Income ：YoY+52.5%・vs. Target +13.1%**

(thousand JPY)

| | 2024/10 Actual【Indiv.】 | BookandLink ※1 | Surehigh ※2 | Endurance ※3 | Others related to consol., etc. | 2024/10 Actual【Consol.】 | 2024/10 Target【Consol.】 | 2024/10 vs. Target【Consol.】 |
|---|---|---|---|---|---|---|---|---|
| **Op. Revenue** | **1,639,787** | **106,645** | **111,511** | **9,415** | **-** | **1,867,358** | **1,841,122** | **+26,235 (+1.4%)** |
| ***- Growth rate*** | ***+39.4%*** | **-** | **-** | **-** | **-** | ***+58.8%*** | ***+56.5%*** | **-** |
| Op. Expense (exc goodwill amortization※4) | **1,315,360** | **85,470** | **102,892** | **12,616** | **22,895※6** | **1,539,234** | **1,541,941** | **▲2,707** |
| Goodwill amortization※4 | **-** | **36,639** | **16,559** | **4,797** | **-** | **57,996** | **60,254** | **▲2,258** |
| **Op. Income (After goodwill amortization※4)** | **324,426** | **▲15,464** | **▲7,940** | **▲7,998** | **▲22,895** | **270,127** | **238,926** | **+31,201 (+13.1%)** |
| ***Op. Income Ratio*** | ***19.8%*** | ***◢14.5%*** | ***◢7.1%*** | ***◢85.0%*** | **-** | ***14.5%*** | ***13.0%*** | **-** |
| **Ordinary Profit** | **284,453** | **▲17,350** | **8,973** | **▲7,083** | **▲22,772** | **246,220** | **227,147** | **+19,072 (+8.4%)** |
| **Net Income** | **264,228** | **▲24,763** | **8,973** | **▲7,063** | **▲23,843** | **217,532** | **181,944** | **+35,587 (+19.6%)** |
| **Net Income Attributable to Owner's of Parent ※5** | **-** | **-** | **-** | **-** | **-** | **209,347** | **165,498** | **+43,849 (+26.5%)** |

*1: The performance of BOOKANDLINK PTE. LTD. and its subsidiary, SURYA JAGAT MANDIRI, which handles the Indonesia business.
*2: The performance of Surehigh International Technology Inc. and JASON FAMILY TRAVEL SERVICE CO., LTD.
*3: The performance of ENDURANCE TECHNOLOGY SOLUTION PTE. LTD. (Singapore entity).
*4: The total amount of goodwill amortization and amortization expenses related to intangible assets acquired through acquisitions.
*5: The difference bet "Net income for the period" and "Net income attributable to owners of the parent" is the profit or loss attributable to the non-controlling shareholders of BookandLink (DBJ) and Surehigh's non-controlling shareholders.
*6: Costs related to the acquisition of shares in Surehigh, Endurance, etc., including due diligence, valuation, and contract preparation, totaling 24,110 thousand yen, etc. The main costs of BookandLink are adjusted through retained earnings at the beginning of the period.


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# 2024/10 Business Results Summary (Indiv.)

- Op. Revenue：YoY+39.4%・vs. Target +0.7%. tripla Book contributed a lot.
- Op. Income：YoY+83.2%・vs. Target +11.3%. Improve profit ratio +20%.

(Thousand JPY)

| | 2023/10 Full Year Actual | 2024/10 Full Year Target | 2024/10 Full Year Actual | 2024/10 vs. Last Year YoY | 2024/10 Full Year Target vs. Target |
|---|---|---|---|---|---|
| **Op. Revenue** | **1,176,209** | **1,628,081** | **1,639,787** | **+39.4%** | **+0.7%** |
| tripla Book | 744,706 | 1,081,523 | 1,195,996 | +60.6% | +10.6% |
| tripla Bot | 403,175 | 419,065 | 366,505 | ▲9.1% | ▲12.5% |
| tripla Connect | 20,854 | 68,355 | 48,551 | +132.8% | ▲29.0% |
| Others | 7,472 | 59,138 | 28,734 | +284.5% | ▲51.4% |
| *Op. Revenue Growth %* | *+43.8%* | *+38.4%* | *+39.4%* | – | – |
| *Churn%_tripla Book ※1* | *0.4%* | – | *0.4%* | – | – |
| *Churn%_tripla Bot ※1* | *0.5%* | – | *0.7%* | – | – |
| **Op. Income** | **177,115** | **291,566** | **324,426** | **+83.2%** | **+11.3%** |
| *Op. Income Ratio* | *15.1%* | *17.9%* | *19.8%* | – | – |
| **Ordinary Profit** | **166,692** | **279,787** | **284,453** | **+70.6%** | **+1.7%** |
| **Net Income** | **165,987** | **242,574** | **264,228** | **+59.2%** | **+8.9%** |

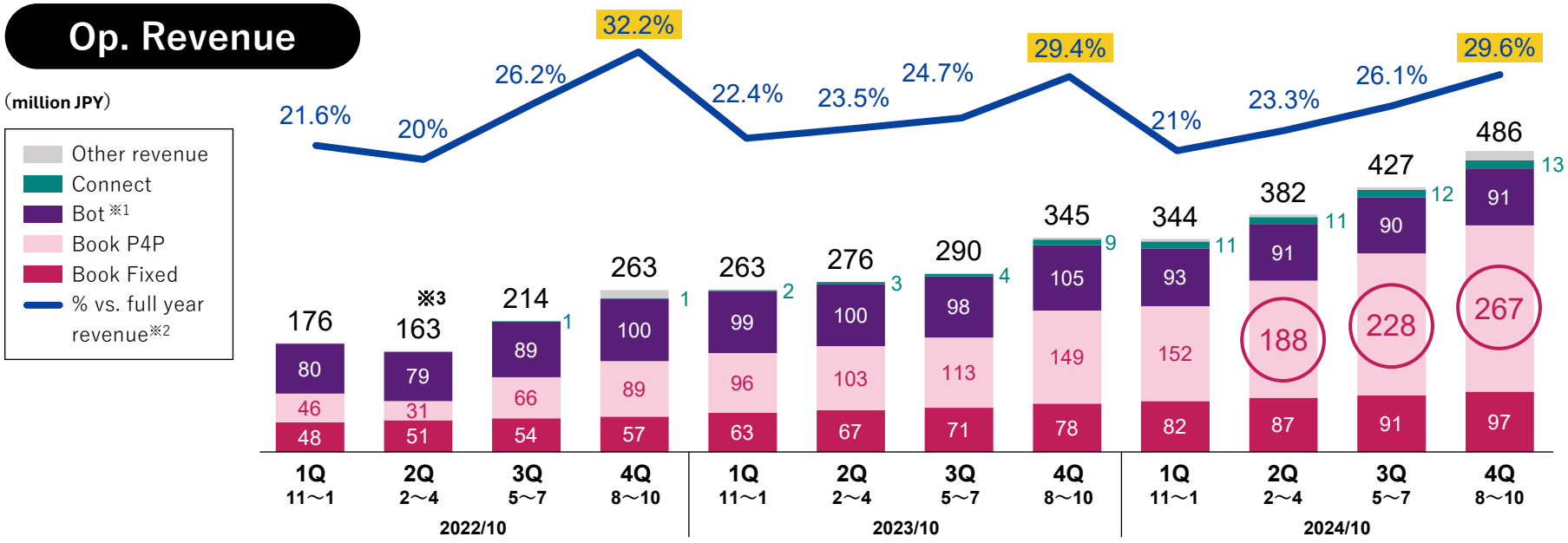
※1: Monthly average churn rate


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# Quarterly Revenue Concentration (Indiv.)

- Q4 remains the focus in the October 2024 period
- Shift towards higher P4P revenues from Q2 onward

## Op. Revenue




- Book fixed revenue increases with the growth in the number of Tripla Book facilities.
- Book P4P revenue is seasonal, with Q4, including August, typically showing stronger results.
- Bot generates both fixed & variable revenue, influenced by the number of properties and seasonality. ※1

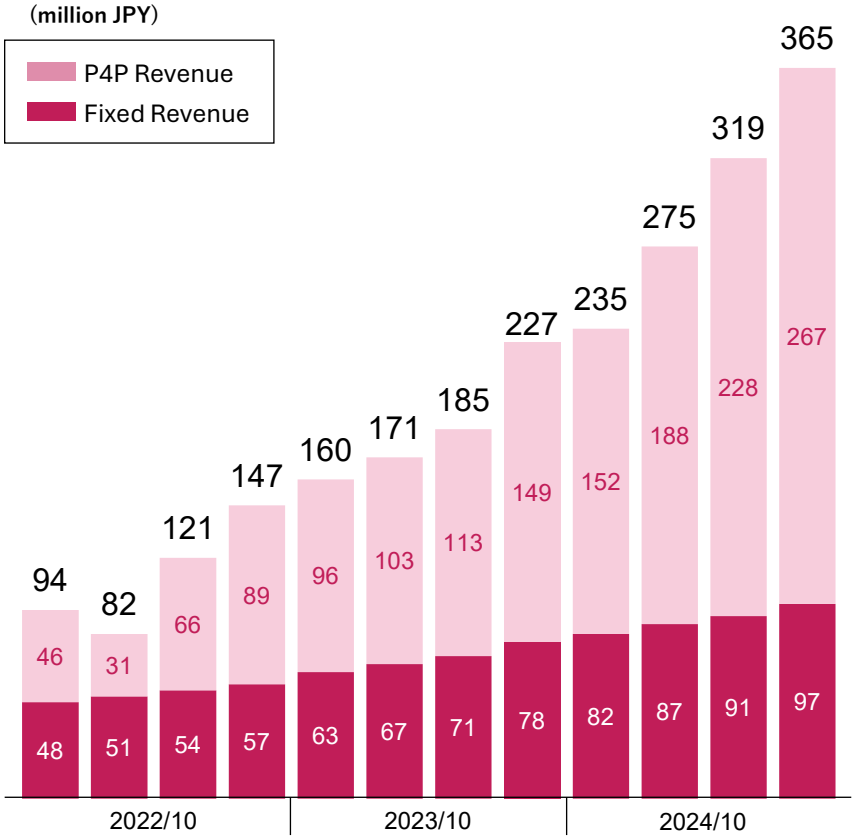
*1: tripla Bot has two plans, one with fixed revenue and the other with both fixed & variable revenue. Company shifts to a fixed plan. In order to avoid misleading figures, the two separate categories of "fixed revenue" and "variable revenue" will be presented together starting in FY2024.
*2: Ratio of quarterly operating revenue to full-year operating revenue of ¥817M for the fiscal year ending Oct 31, 2022, ratio of quarterly operating revenue to full-year operating revenue of ¥1,176M for the fiscal year ending Oct 31, 2023, and ratio of quarterly operating revenue to projected full-year operating revenue (parent only P/L) of ¥1,628M for the fiscal year ending Oct 31, 2024. Ratio of quarterly operating revenues to projected full-year operating revenues (parent only P/L) of ¥1,628M.
*3: Operating revenues deteriorated in 2Q FY2022 as travel demand declined due to the spread of the omicron strain of the COVID-19 disaster.


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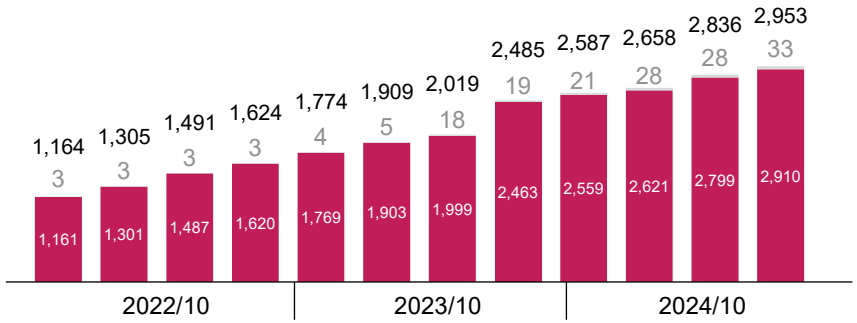
# Op. Revenue – by Segment (Indiv. ・ tripla Book)

**Facilities increased by 468 to 2,953, and transaction revenue grew significantly, with Q1 < Q2 < Q3 < Q4**

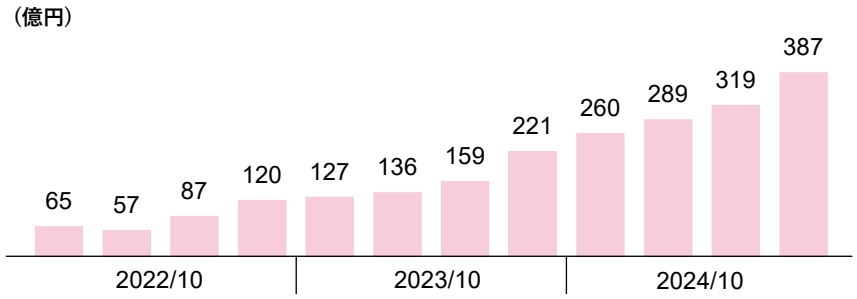
## Book Op. Revenue ※1




## Property Count ※2




## Gross Merchandising Value (GMV)




*1: Revenue is mainly from Japan, with Taiwan and Korea branches included in the total.
*2: As of October 2024, there are 2,910 facilities in Japan, 33 in Taiwan, and 10 in Korea.

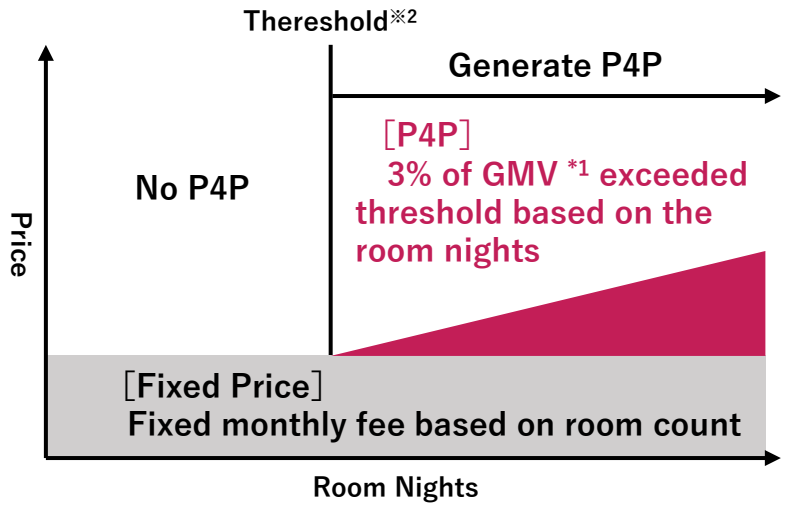
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# Book P4P Revenue Structure & Take Rate

- **4Q take rate was 1.17% which exceeded 2Q & 3Q.**
- **Both Room Nights & Payment P4P perform very well.**

## tripla Book Revenue Structure

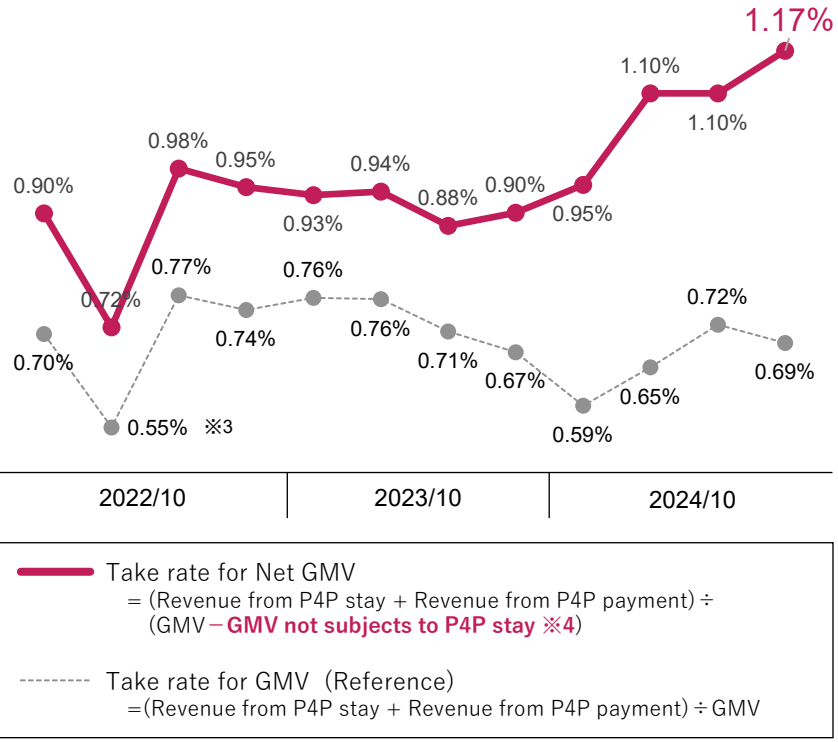
### P4P Room Night




### P4P Payment

**Charge based on the defined commission**

## P4P Take Rate Trend




*1: GMV stands for Gross Merchandise Value.
*2: Accommodation data from other booking engines before Tripla Book is used, excluding COVID periods.
*3: The Q2 drop in October 2022 was due to the Omicron variant.
*4: Some large clients have contracts where no "accommodation revenue" is generated, but "transaction revenue" still occurs.


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# 【Ref.】 Revenue Biased to 2nd Half of the Year

**Why biased toward the second half of the year?**

1. **Fixed revenues are subscription model,**
   **Increase revenue due to accumulation of properties**

   Trend 1Q < 2Q < 3Q < 4Q

2. **P4P revenues are affected by seasonality,**
   **Increase in the fourth quarter, including August**

   Refer "Seasonality of P4P revenue" in the next page.

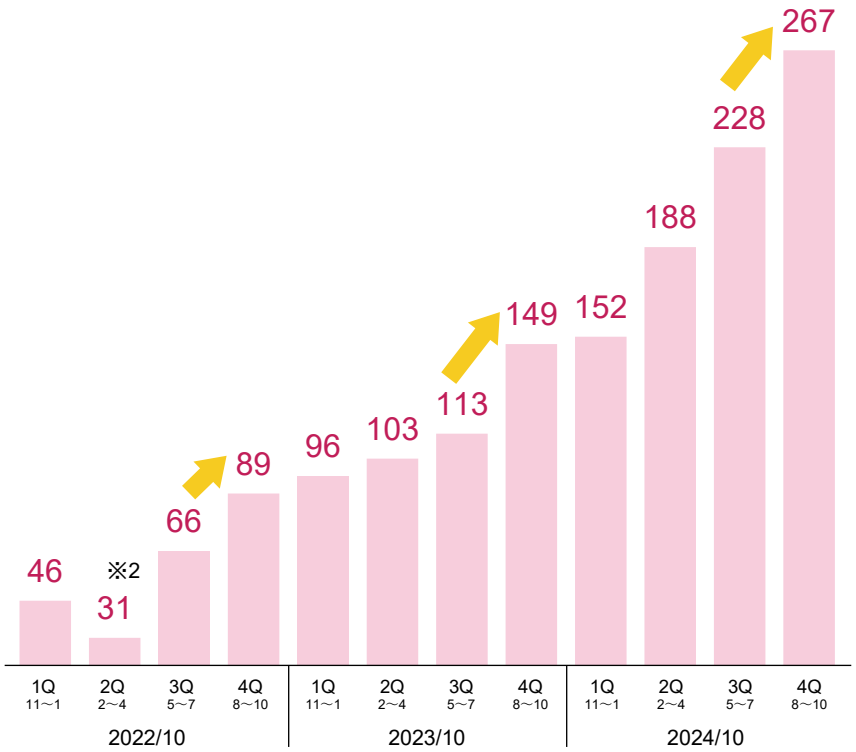

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# Seasonality of Book P4P Revenue

- In Q4, P4P revenue grew significantly due to guest count growth.
- P4P revenue is seasonal, with strong Q4 (including August).

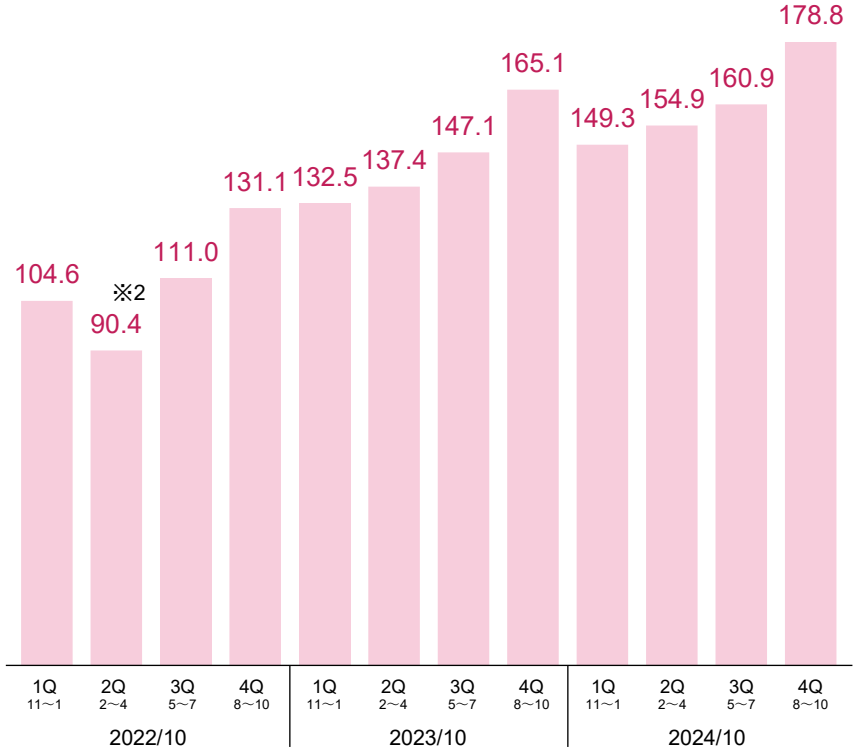
## tripla P4P Revenue

(million JPY)




## Guest Count (Japan Tourism Agency Stats ※1)

(million people)



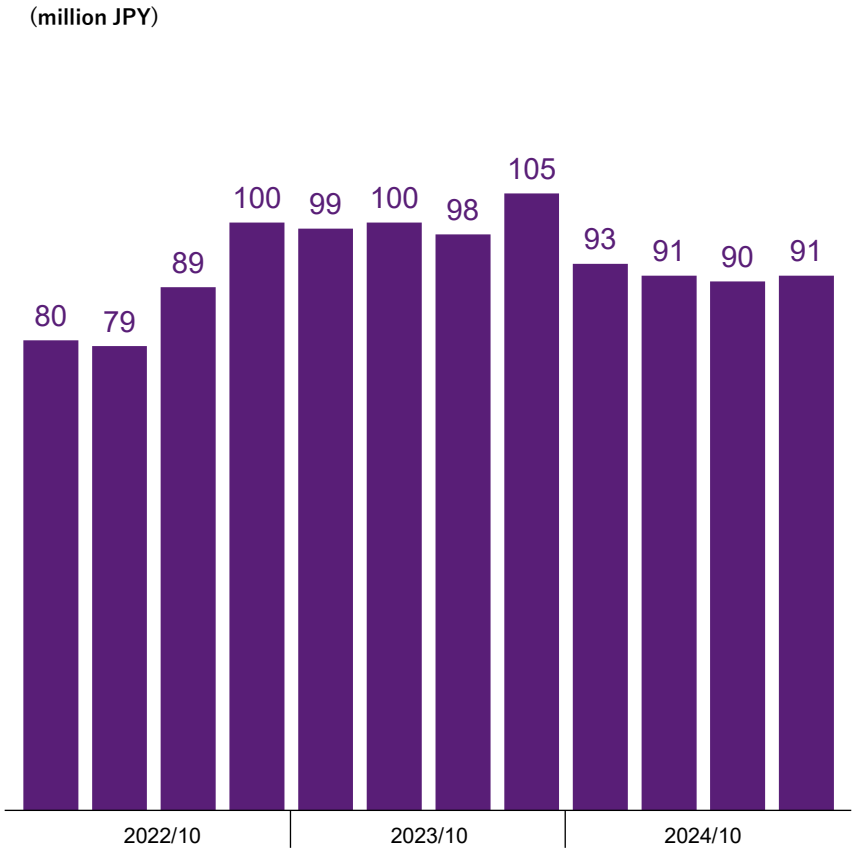

*1: The latest JNTO data is based on preliminary figures, which may be revised, leading to changes from previous reports.
*2: In Q2 FY2022, travel demand fell due to the Omicron variant, resulting in lower revenue.


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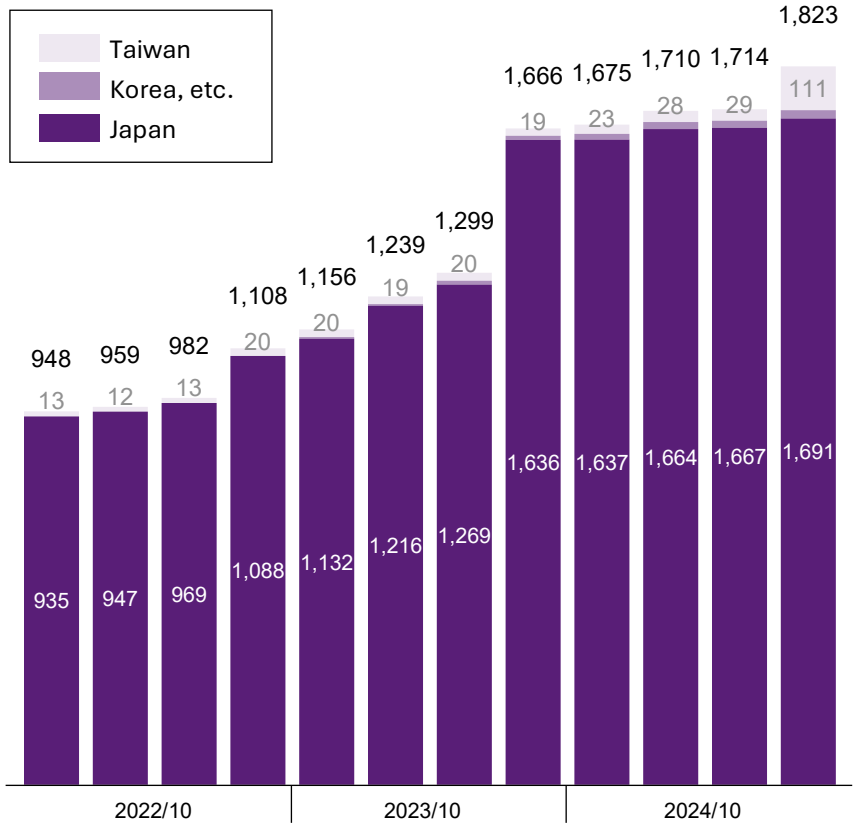
# Op. Revenue – by Segment (Indiv. ・ tripla Bot)

**Net increase of 157 facilities (*1: 295 added, 138 canceled) via service and feature enhancements.**

## Bot Op. Revenue ※2




## Property Count ※1



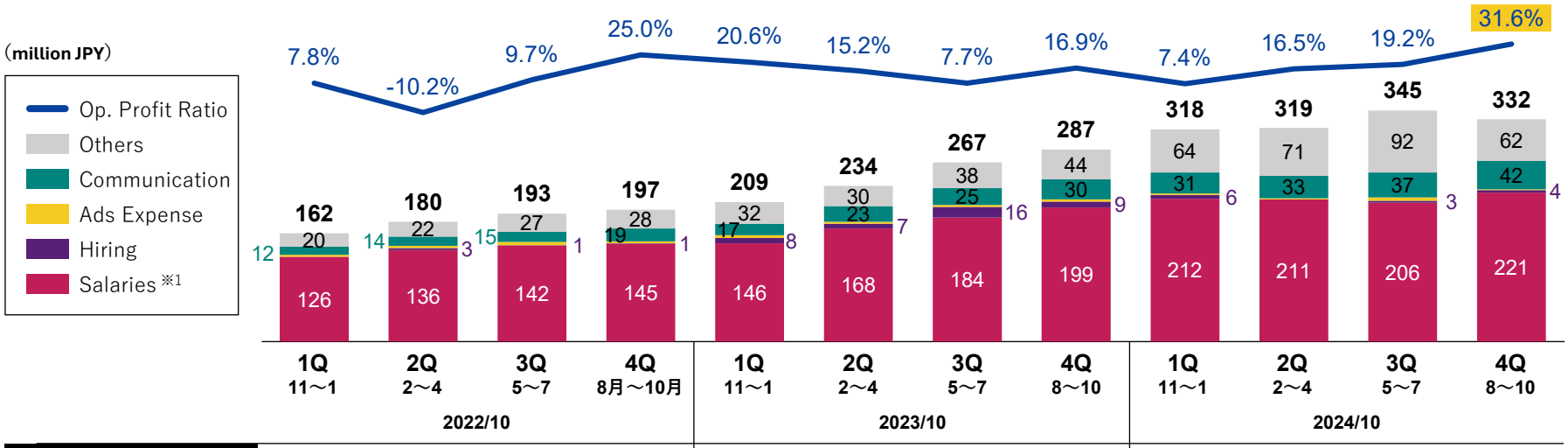

*1: As of October 2024, there are 1,691 facilities in Japan, 111 in Taiwan, and 21 in Korea. The net increase of 157 includes 82 facilities from Taiwan, which is no longer reflected in the standalone P/L after the transfer to Surehigh.

*2: Revenue is mainly from Japan, with Taiwan and Korea branches included in the total.


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# Quarterly Operating Expense Trends (Indiv.)

## Operating Profit Ratio rose to 30% by controlling expenses.




| | 1Q 11～1 | 2Q 2～4 | 3Q 5～7 | 4Q 8月～10月 | 1Q 11～1 | 2Q 2～4 | 3Q 5～7 | 4Q 8～10 | 1Q 11～1 | 2Q 2～4 | 3Q 5～7 | 4Q 8～10 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2022/10 | | | | 2023/10 | | | | 2024/10 | | | |
| **Employees ※2** (Engineers ※3) | 67 (23) | 68 (23) | 70 (26) | 70 (26) | 74 (28) | 83 (34) | 89 (38) | 90 (38) | 93 (44) ※2 | 89 (42) ※2 | 91 (43) ※2 | 92 (43) ※2 |

- **HR (*1) increased by ¥13M from 4Q FY2023 to 1Q FY2024 due to outsourcing of operator operations (+¥6M) and stock option expenses (+¥4M). Decrease from 1Q to 2Q FY2024 is due to a decrease in the number of employees.**
- **Hiring was a net increase of 20 employees from Jan to Sep 2023, but only 6 increase in FY2024.**
- **Advertising expenses were in line with plans.**
- **Communication include server costs, etc., and increase as the number of customers increases.**
- **Others increased due to IPO, M&A, office relocation expenses, etc. 2Q → 3Q Chargeback +¥11M but diminished in Q4**
- **Unlike operating revenues, operating expenses are not subject to the Company's specific seasonality factors.**

*1: HR expenses include salaries and wages, legal welfare expenses, welfare expenses, outsourcing expenses, and stock compensation expenses.
*2: Number of employees excludes temporary employees.
*3: Number of engineers includes product managers, designers, QA testers, and other product-related members.


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# 2024/10 Key Results – Launched tripla.ai

## Online Travel Agent Service called “tripla.ai”.

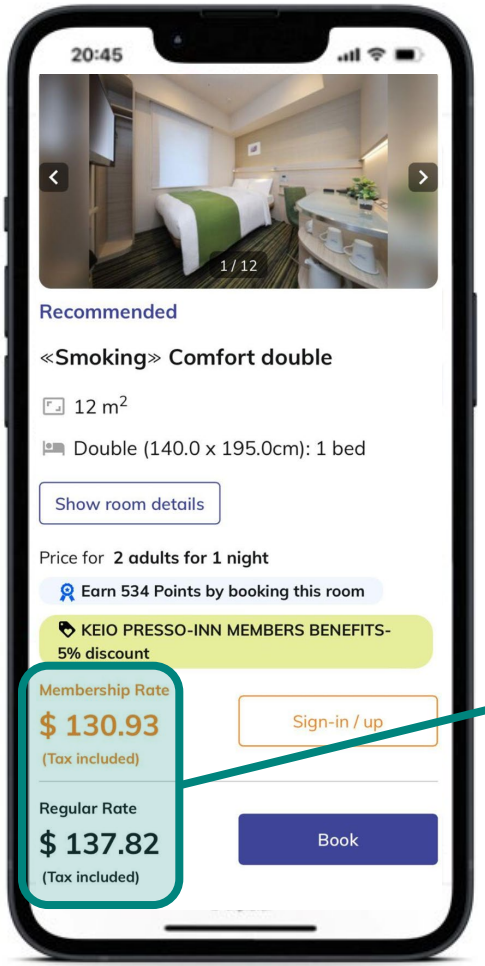



### Key Features

- Expand sales channel and enable listing on “tripla.ai” w/o commission
- Guests can find accommodations easily by having AI embedded search feature

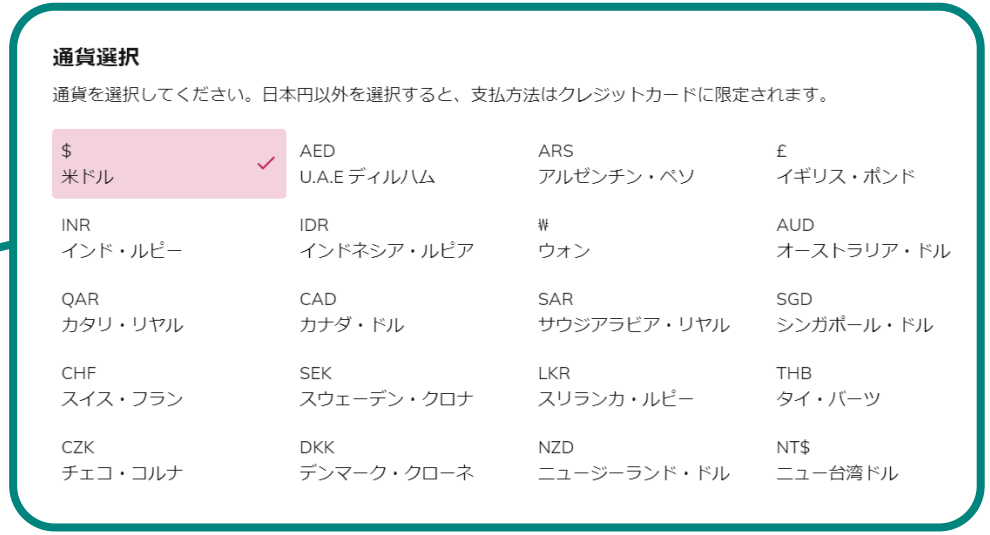

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# Protect from Unexpected No-Show and Cancellation
# Doubled Inbound CVRs after Introduction of Multi Currency Payments




## Multi-Language

- 7 languages supported (ENG/KOR/CHS/CHT/THA/IND/ARA)
- Multi currency payment (Support 140 currencies)
- Auto currency switch based on user IP
- Change payment condition by language
- Pro translation of room type and plan names
- Show plan by language (JPN/Foreign Language)

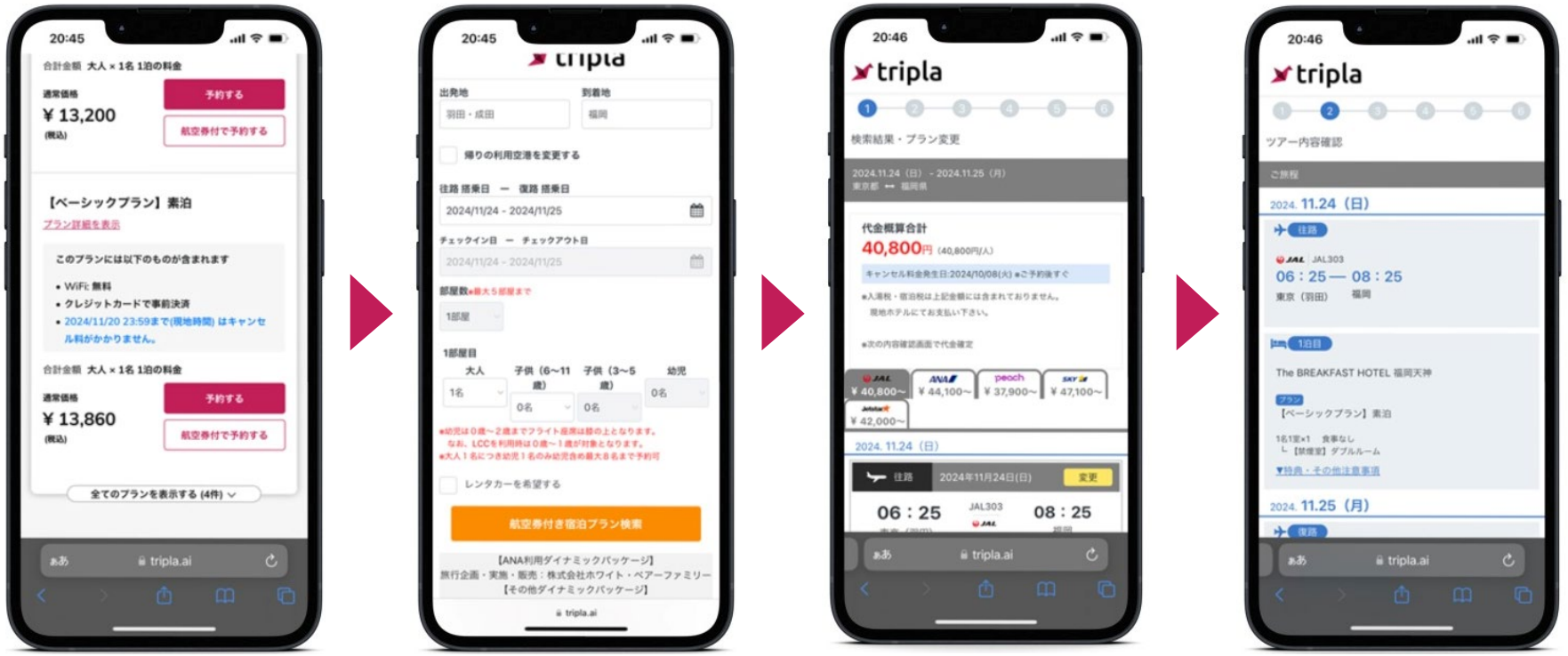




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## Dynamic Package Feature – Sell Rooms with Airline Ticket

### Start selling dynamic package within tripla.ai OTA site





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## “tripla Bot” Integrated with “WhatsApp” Messaging APP

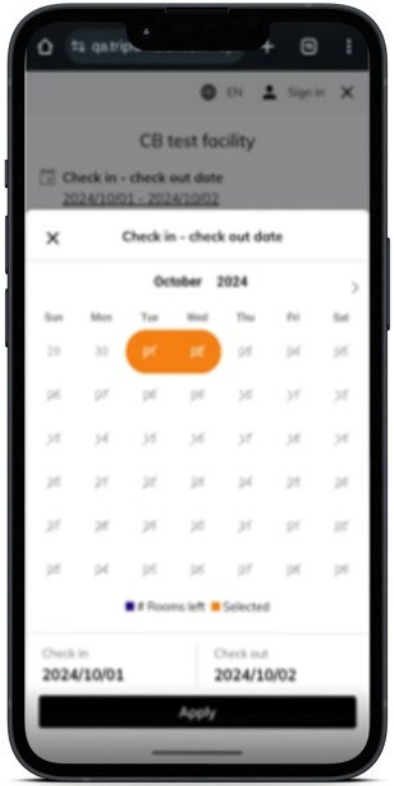
**In addition to LINE and FB Messager, WhatsApp (2 billion users) are newly integrated**



WhatsApp

×

triplaBot




Note:
https://tripla.io/2024/10/17/triplabot-whatsapp/
https://about.meta.com/brand/resources/whatsapp/whatsapp-brand/


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# Send LINE and Facebook Messenger to Segmented Customers

## Can reach wide range of customers by targeting unread LINE users





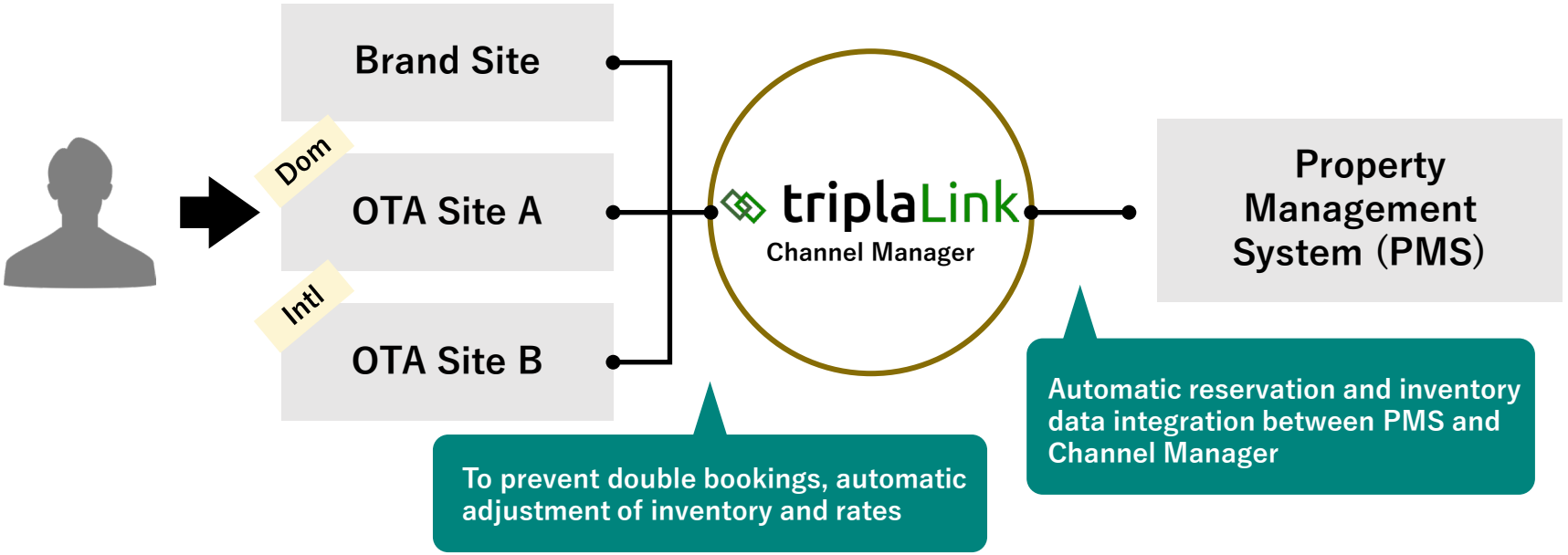



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# 2024/10 Key Results

New Service Start

## Launched Service in the Japan market since May 2024




### Service Features

- Seamless integration with **tripla book**
- Integrations with Local **East Asia and South East Asia OTAs** plus Intl OTAs
- **Lowest** Price in the Industry

### Next Steps

- **Expanding integrations with OTAs and PMSs** including Korea
- Refine **UI/UX** for the Japan market
- Introduction of **virtual credit card payment**


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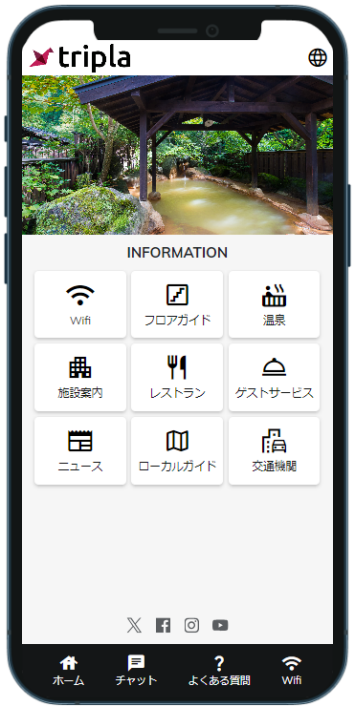
New Service Start

# Service for Travelers to Centralize Necessary Information during Stay

**Create Flyers for Rooms**




**All Necessary Info Portal Page**




## Service Features

- Reduce resource for inquiries
- Efficient with paperless
- Upsell and cross-sell
- Membership program expansion
- Multilingual support

(Google Translate support in over 100 languages)


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New Service Start

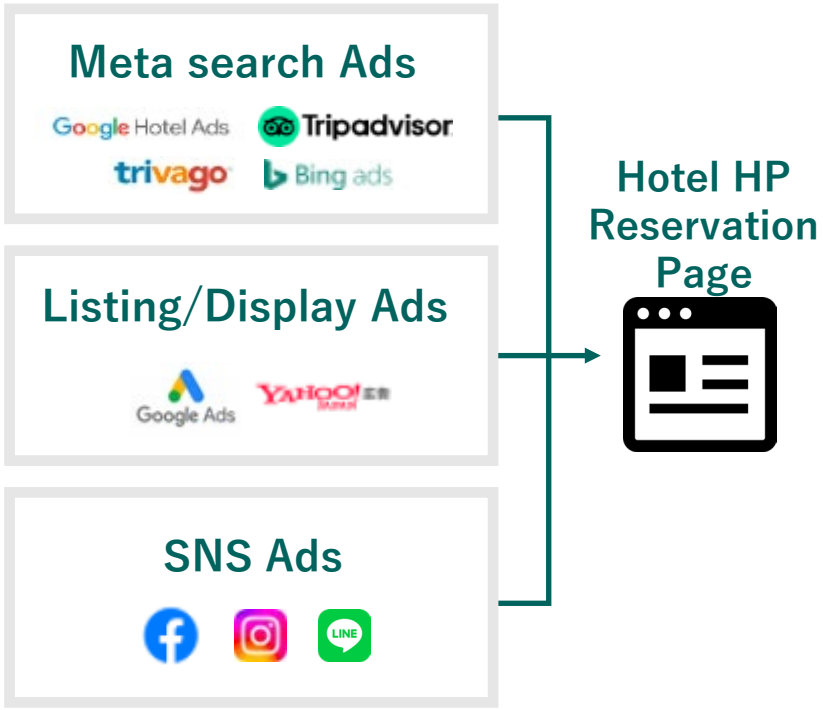
## tripla Boost started by rebranding of tripla Agent since November 2023.

Aim to Improve the Direct Reservations with Ads

### Service Features

| Hotel Issue | Solution |
|---|---|
| Depends on OTA & low profitability | Improve official rate with ads |
| Expand awareness | Improve OCC with both domestic and inbound tourists |
| Lack of professional and know-how | Optimize ads operation based on requirement |

### Service Overview

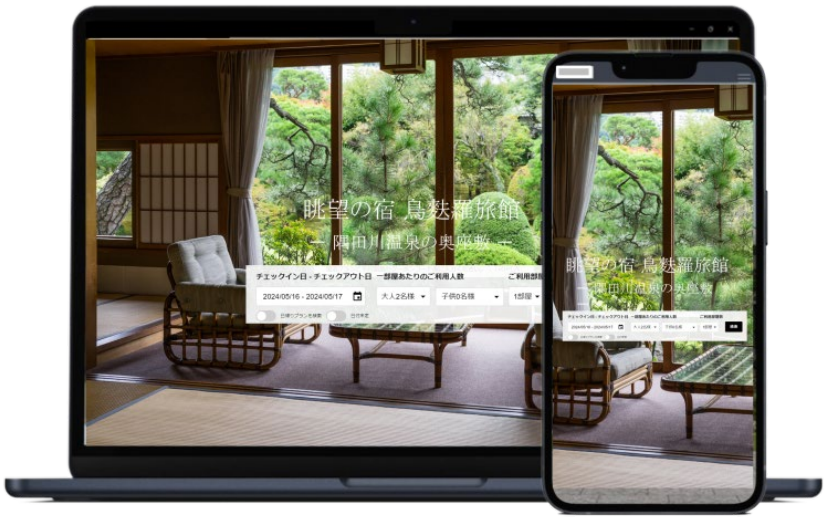




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New Service Start

# Easy to Create & Instantly Update.
# Improve Book CVR with Smooth UI/UX from tripla Book Integration




## Main Features

**Responsive**
Just create a PC page for all device

**Multilingual**
Translate to JPY, ENG, CHS, CHT & KOR

**tripla Book**
Search bar expression with tripla Book
*Need to apply separately.

**Own Domain**
Can set under the current domain

**SEO**
Display in the high rank with SEO

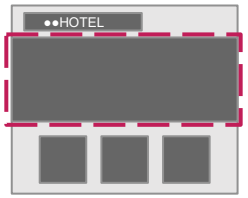
**tripla Bot**
Automatically answer inquiry with tripla Bot

**Notification**
Easy to set and reflect the notifications

**SNS Links**
instagram/Youtube Facebook/tripadvisor

**GoogleMap**
Display location and route guide

## Easy Operation




Just upload images and type texts from the edit location where hotels want to edit.

Tip: tripla Page is currently offered in Taiwan by Surehigh under the name "Website Builder.


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# 2024/10 Key Results (1/2)

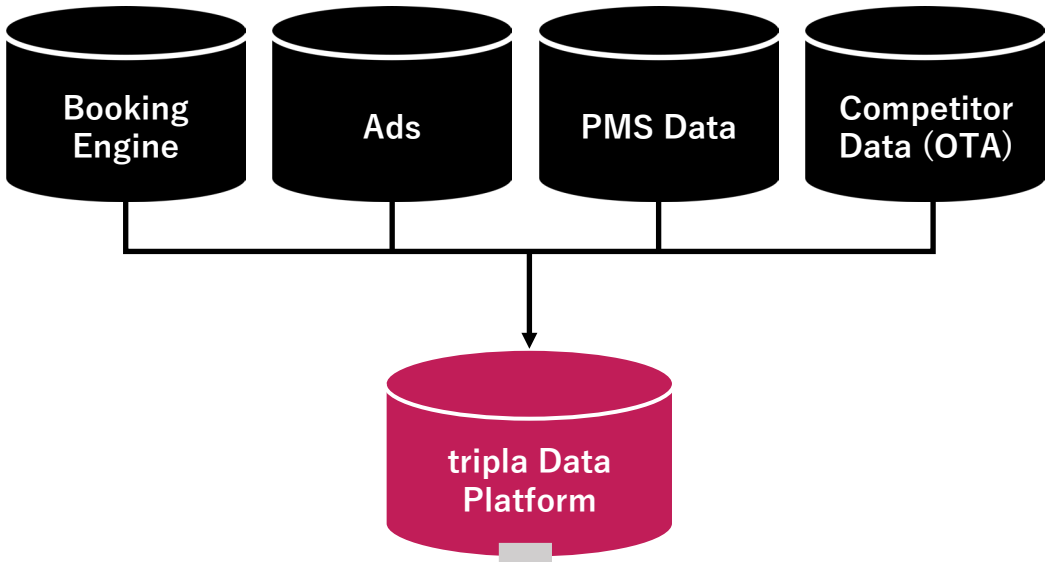
New Service Start

## Provides a Dashboard to Support Data-Driven Business

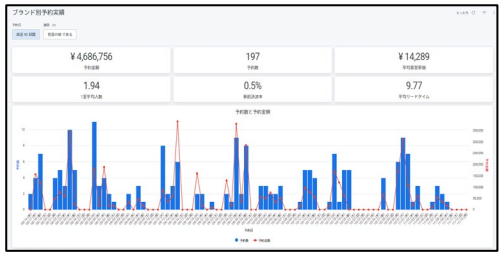
### Hotel's Concern

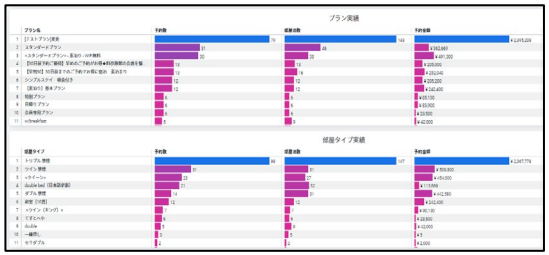
- Can't fully utilize the data for management
- Use a lot of resource to summarize internal data
- Spend a lot of resource to use external services

### Solutions tripla Offers (tripla Analytics)




Generate various dashboards based on analysis infrastructure



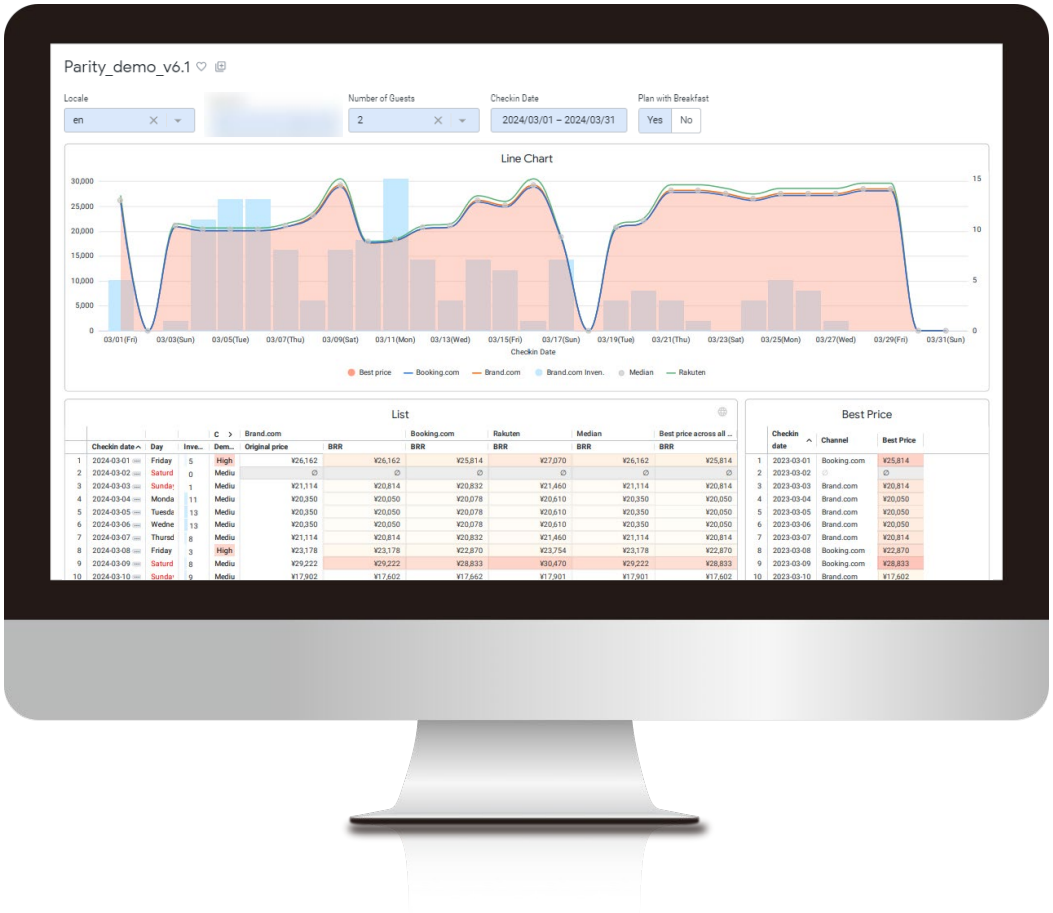




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# 2024/10 Key Results (2/2)

New Service Start

## Provides a Dashboard to Compare Direct & OTA Prices




*The actual screen may differ from the above image.

## Data to See

- Prices on the Brand.com and OTA sites
  - Jalan/Rakuten Travel
  - Booking.com/Agoda
- Demand data for reservations based on number of searches, etc.

## How to Use

- Promote best rate setting by comparing selling prices on official website and OTA sites
- Based on demand and Brand.com website inventory, execute price promotions and other marketing activities


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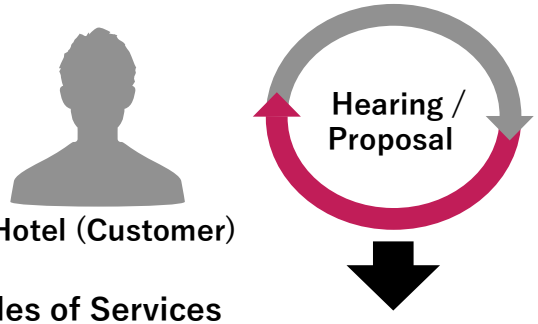
New Service Start

## triplaSuccess is a high touch sales solution to use tripla services.

### Hotel's Concerns

- Spend a lot of time to edit & update stay plans...
- Can't fully utilize features tripla provides...
- Need supports to maximize the Brand.com reservations...

### Solutions tripla offers triplaSuccess




● Examples of Services

| Category | Details |
|---|---|
| Initial setting of tripla Book | Creation of plans and room types |
| | Image upload, child, cancellation settings, etc. |
| | Channel manager integrations |
| Channel Manager | Rate and inventory |
| OTA Setting | Plans, rates, and inventory |
| tripla Book feature setting | Membership program settings |
| | Point program settings |
| | Best rate setting |
| Analysis Report | Provide analysis reports |
| Marketing | Creation and distribution of email magazine |


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# Contribution to Maximize Sales & Profits from Properties

| Service | Service Overview | Contribution to Sales and Profit | Market |
|---|---|---|---|
| triplaPage | A service that allows you to create an official multilingual website specialized for accommodations with no code. | Contribution to **profit** mainly because it eliminates the need for expensive website construction costs. | **Japan, Taiwan** |
| triplaBoost | Advertisement management services for lodging facilities in multiple languages. | Mainly contributes to **sales** as it uses advertising to attract new customers. | **Japan** |
| triplaBook | Reservation engine for Brand.com site. Membership, point, and promotion functions are provided. | Contribute to **sales** to maximize Brand.com reservations and contribute to **profit** with competitive settlement rates. | **Japan, Taiwan, Korea, SEA, etc.** |
| triplaBot | AI answers questions from customers. Can answer on brand.com & major social networking sites. | Contributed to **profits** by reducing manpower and to **sales by** increasing customers attracted via the Message APP. | **Japan, Taiwan, Korea, SEA, etc.** |
| triplaGuide | Enables hotels to guide props and to reserve & pay when guests want to have additional services. | Contributed to **profit** by reducing customer service and papers, and also contributed to **sales** with add-ons. | **Japan** |
| triplaReview | Management tools for review submissions from major OTAs. | Efficiently respond to customer posts and contribute to **profits**. | **SEA** |
| triplaConnect | Integrate various data, segment customers, & implement actions such as e-mail newsletters for each segment. | **Sales** contribution by segmented distribution of email newsletters and messages. | **Japan, Taiwan** |
| triplaPay | A service that allows accommodation and cancellation fees to be collected through mail-linked payment. | Contribution to **sales** and **profit** by collecting cancellation fees that could not be collected in the past | **Japan, SEA** |
| triplaLink | Centrally manages rates and available room inventory on OTA and official websites and links reservations to PMS. | Contributed to **sales** by collaborating with overseas LOTAs and to **profits** with lower price. | **Japan, Taiwan, SEA, etc.** |
| triplaAnalytics | BI service that can analyze various accommodation forms utilizing PMS data as well as tripla. | Opportunity losses can be identified and optimization can be achieved, contributing to **sales** and **profits**. | **Japan** |
| triplaSuccess | A service that handles all of the work required for hotels to handle website and IT solutions. | **Profits** by optimizing OTA listing and inventory rate. Also contributed to **sales** by reducing opportunity losses. | **Japan** |


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# 5/29: 1st tripla conference held in Hilton Daiba

## Over 100 customers attended to update tripla's service contents














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# Oct. 23-25: Attended ITB Asia in Singapore as tripla Group

**Meetings were held with more than 100 industry professionals.**














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# Agenda

Company Profile

Review 2024/10

**Growth Potential Topics**

Long Range Plan

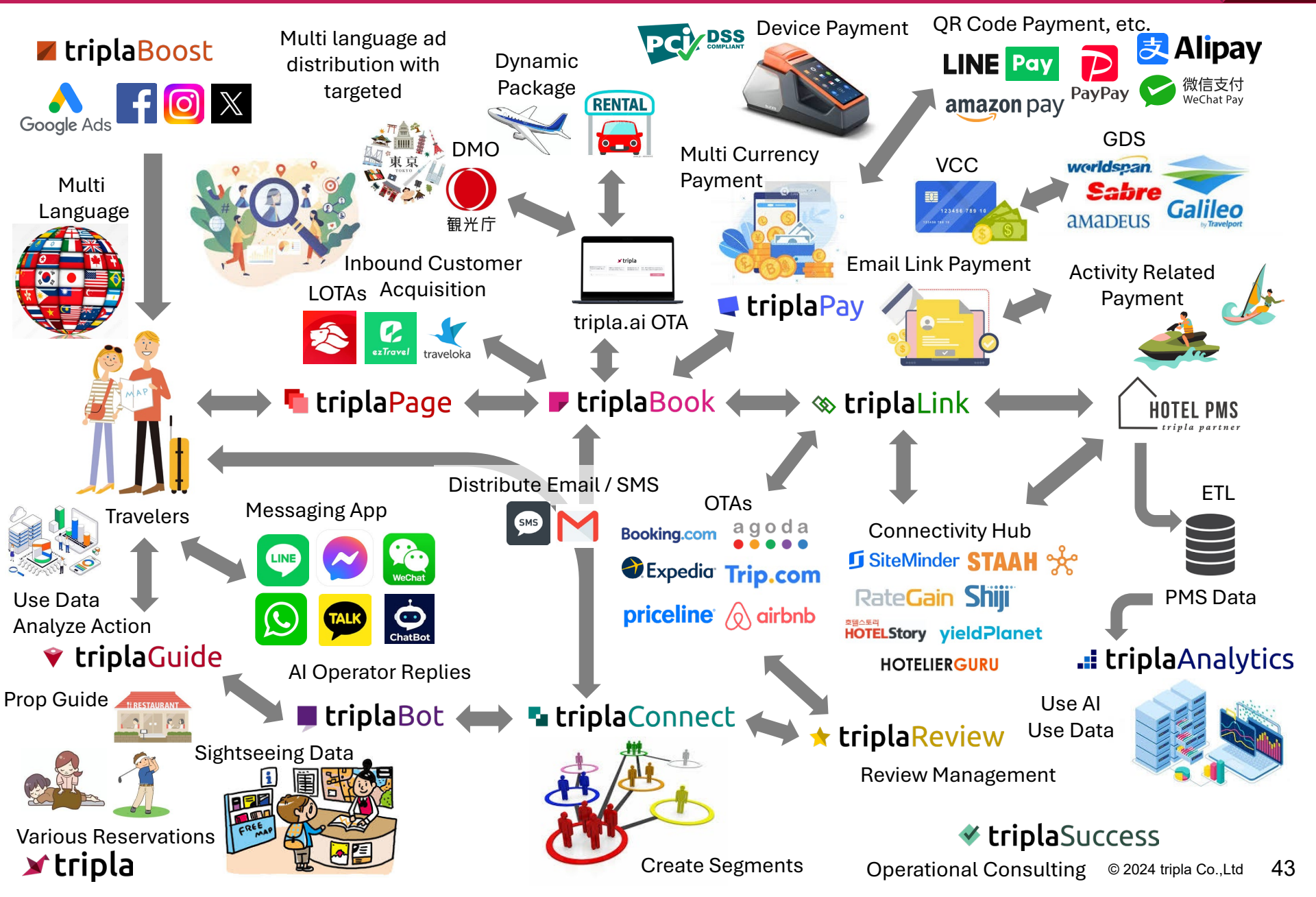
Risk Information

Appendix



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# Future of tripla – Service Image




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## Provide Solutions with All Traveler Touch Points

Action 01–03




### Multi Featured Services to Fit Market Demands

- Keep upgrading services required by customers
- Achieve high customer satisfaction by increasing the multifunctionality of existing services
- Ensure flexibility of services in line with trends

Action 04–06




### Accelerate Overseas Market Development

- Develop PMI mechanism with M&A case study
- Provide service as standard by understanding & adding the localized requirements
- Continuous expansion in APAC countries

Action 07




### Supporting Local Community Development

- Provide cost effective solutions to create opportunities for tourists to visit local areas
- Provide services to reduce manpower for IT service utilization
- Promote initiatives related to the SDGs

Action 08




### Glocalization of Human Resources

- Organize global management team
- Implement service provision with optimal human resource allocation by country by country
- Cost optimization by expanding engineers in Southeast Asia


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# Action Plans to Implement the Strategies

## Multifunctional services to market needs

- 01.Enhance & diversify payment solutions
- 02. Improve conversion & acquire customers
- 03. Innovative DX solutions using AI

## Accelerate overseas market development

- 04. Expand business in APAC countries
- 05. Integrate services for globalization
- 06. New customer acquisition for inbound

## Support Local Community Development

- 07. 2 SDG targets of the tourism industry



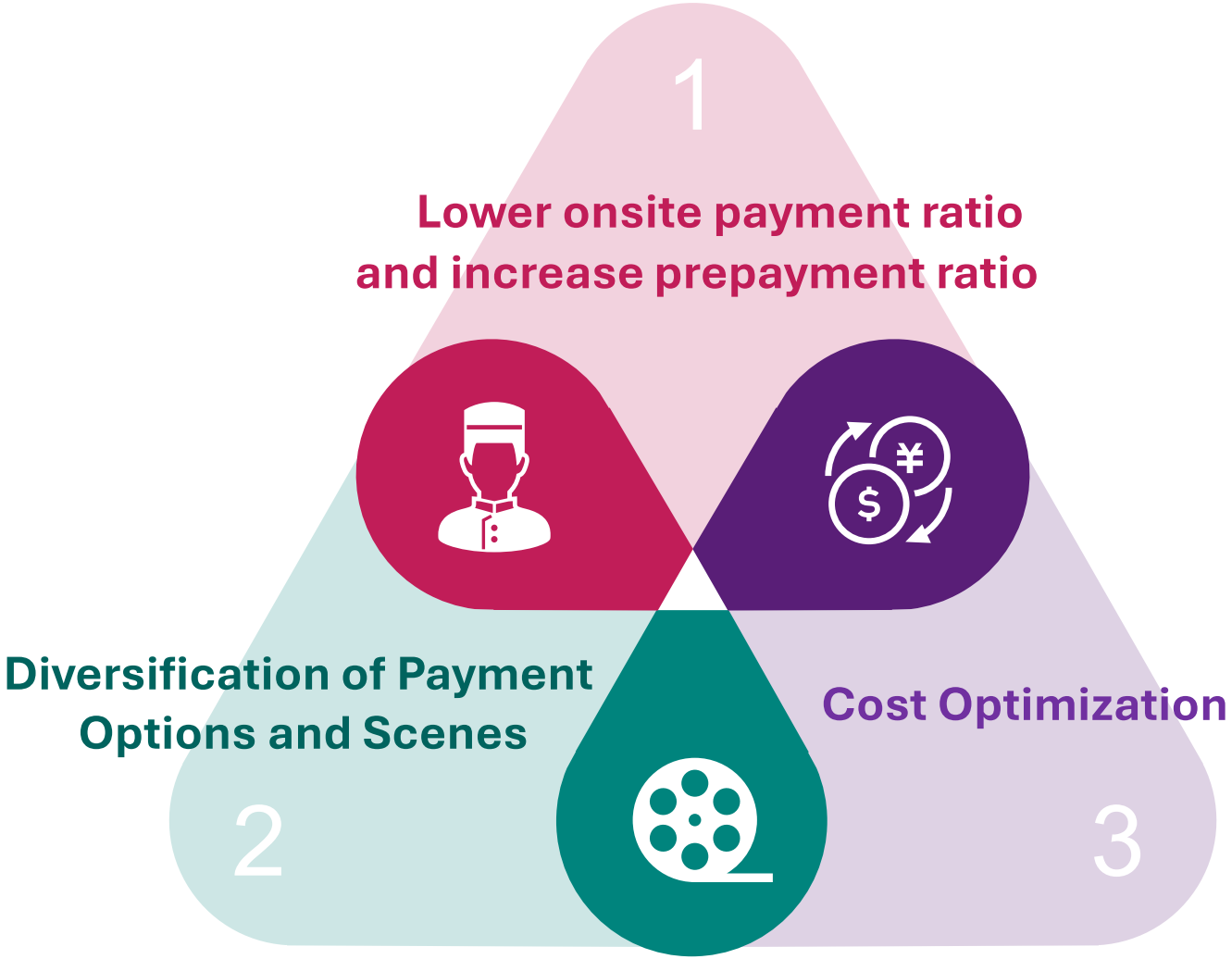

## Glocalization of human resources

- 08. Globalization with local resources




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# 01. Strengthen and Diversify Payment Solutions

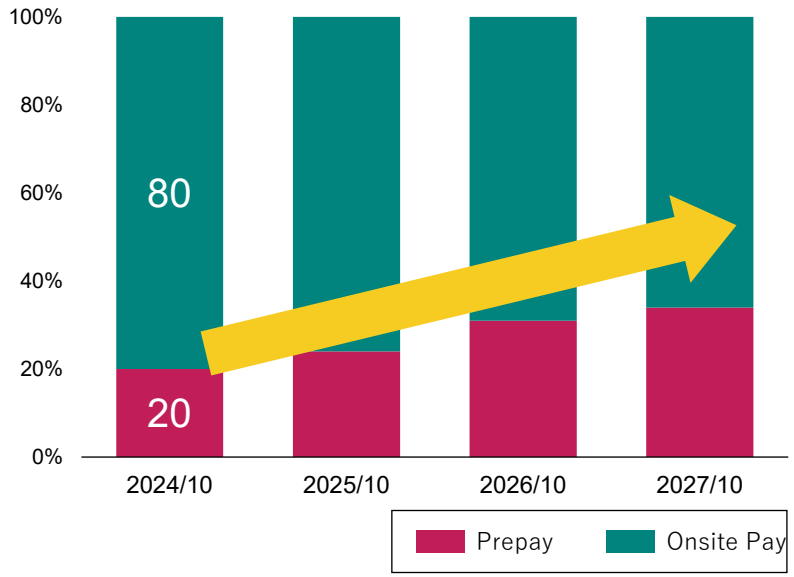




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# 01. Promote the Switch from Onsite to Prepayment

## Raise the prepayment ratio from about 20% to 35%




### Advantages

- Hotels will no longer miss cancellation fees and improve cash flow
- **tripla gains P4P revenue from prepayment**

### Action Plans

#### Prepayment Promotion

**Discounts are applied by selecting prepayment**

#### Prepayment usage of inbound customers

**Inbound tourists will be required to use prepayment option**

#### Notification of Payment Method Change

**Send an e-mail requesting prepayment on the day before the stay. Send SMS to customers who do not respond to an e-mail**

#### Diversification of Payment Methods

**Improved prepayment usage by diversifying payment methods**


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# 01. Diversify of Payment Methods & Payment Scenes

## Diversification of Payment Methods

Cash Substitution — Diversification

銀行振込

No credit card holders can also pre-pay

CVS Payment

QR Payment in Japan

Taiwan

China Inbound Focus

## Diversification of Payment Scenes

Reservation Timing — Check-Out

### From Reservation to Check-In

**Brand Site**

Request payment completion via email or SMS before check-in for customers made reservations with onsite payment.

**OTA**

Request prepayment via tripla Pay using an email link or SMS for customers who selected onsite payment via an OTA

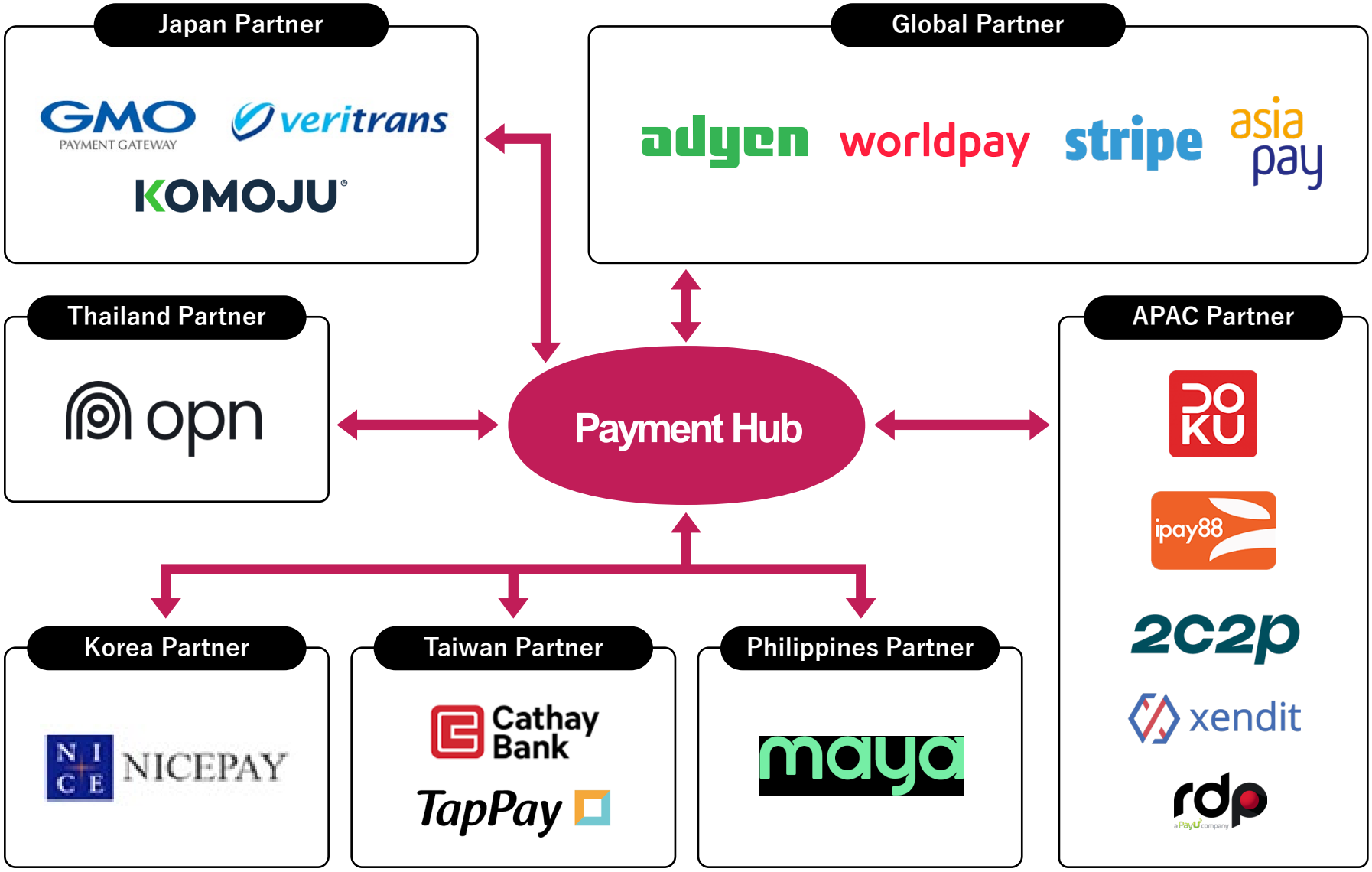
### From Check-In to Check-Out

Complete payment for services used after check-in, such as spa or room service, through tripla Guide

Integrate data with the PMS, send the payment amount via email or SMS, and allow payment completion through tripla Guide tripla Pay contributing to express checkout.


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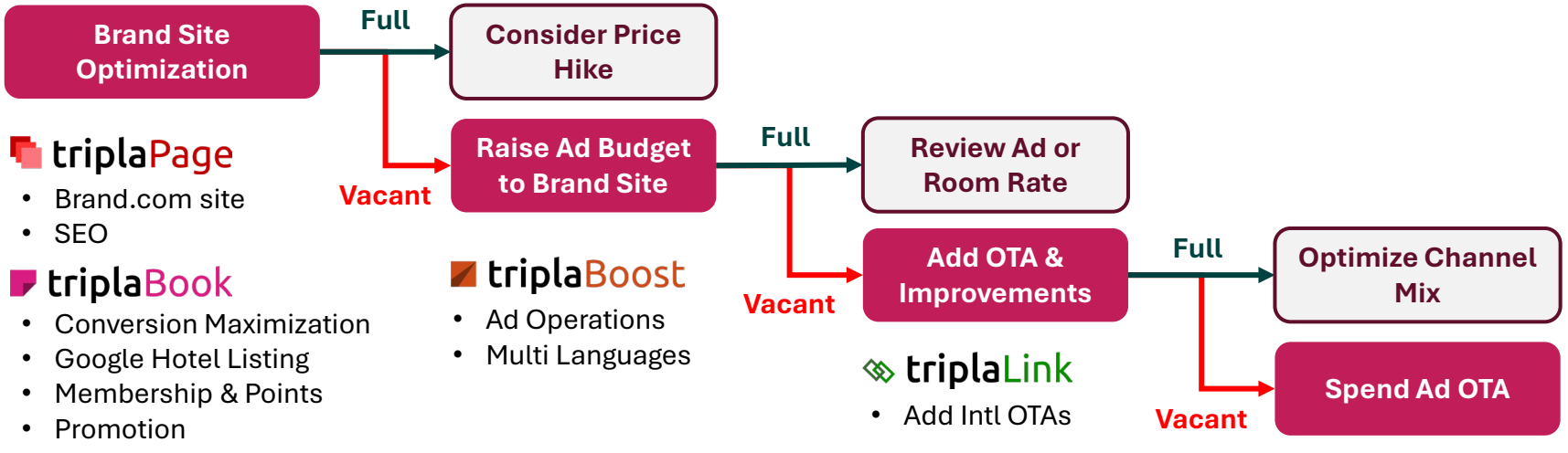
# 01. Always Execute Cost Optimization





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# Propose an Optimal Channel Mix to Maximizw Brand Site Revenue




**triplaPage**
- Brand.com site
- SEO

**triplaBook**
- Conversion Maximization
- Google Hotel Listing
- Membership & Points
- Promotion
- Multi-language and multi currency payment

**triplaBoost**
- Ad Operations
- Multi Languages

**triplaLink**
- Add Intl OTAs

**triplaReview**
- Word of mouth analysis

**triplaConnect**
- Promoting repeat customers
- Action by Segment
- Action by Scenario

→ Scenario development on next page as an example

**triplaBot** **triplaGuide**
- Improve customer satisfaction
- Messaging APP Linkage & Attracting Customers
- Connect Action Execution

**Identify Features that Need Improvement and Formulate Scenarios**


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## Case studies of marketing automation implementation by adding new features to the tripla Connect

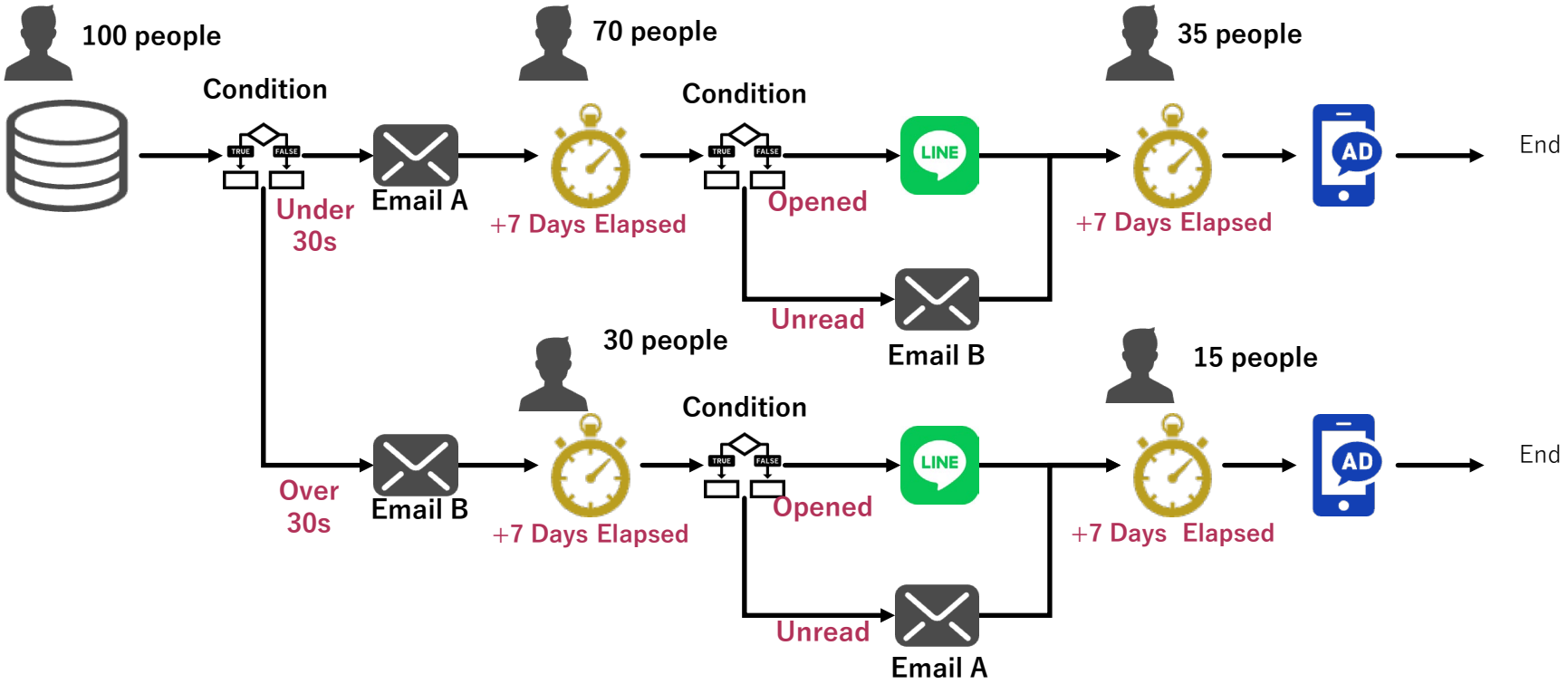
Example

### Issues Accommodations Hold

**Send targeted e-mail magazine and LINE**

### Approach to Solve Problems

- ☐ Create email and LINE unread segments
- ☐ Set the condition to send date by segment





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Innovation with AI

X

Hospitality Big Data

# Providing Innovative DX Solutions Through AI


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## Acquire Hospitality Big Data
From Various Products



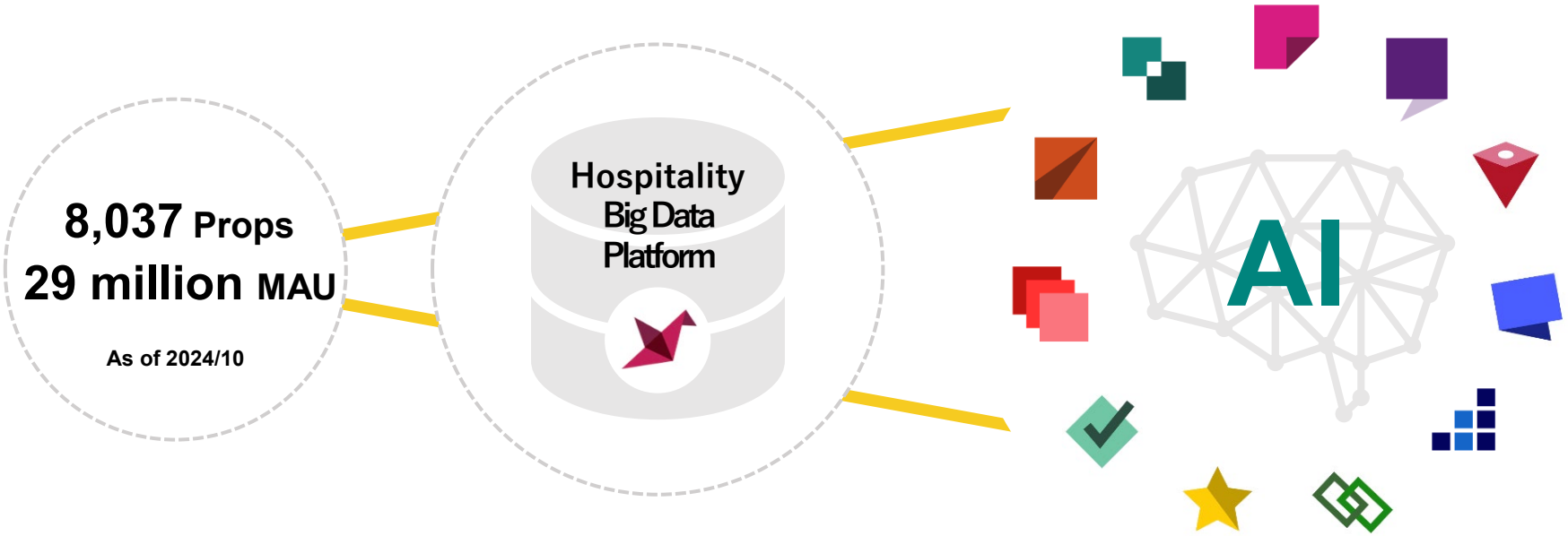

## Boost Engineering
with Engineer Hiring
and AI Utilization





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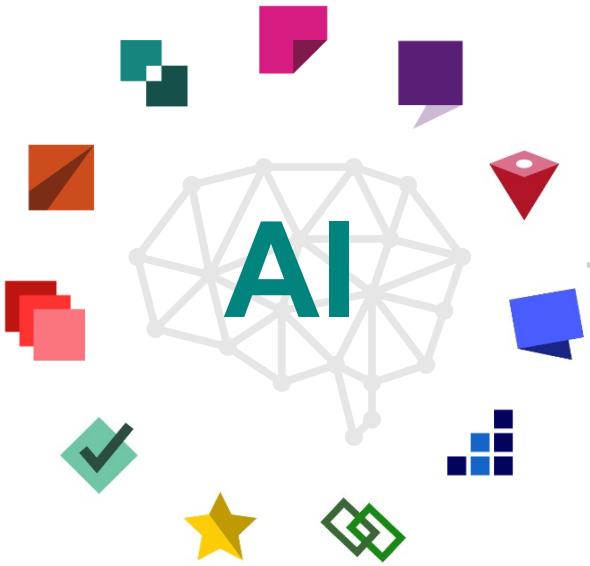
# 03. Refine the Accuracy of tripla Group Customer Data




**As Properties Expand, Data Acquisition Speeds Up, Creating a Top-Tier AI Platform**


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# 03. Leverage AI to Contribute to Sales and Labor Efficiency




## Driving Profit Maximization for Hotels

Recommendation, Segmentation, Pricing, etc.

## Automation of Hotel Operations

Plan Creation, Marketing Scenarios, Review Responses, etc.

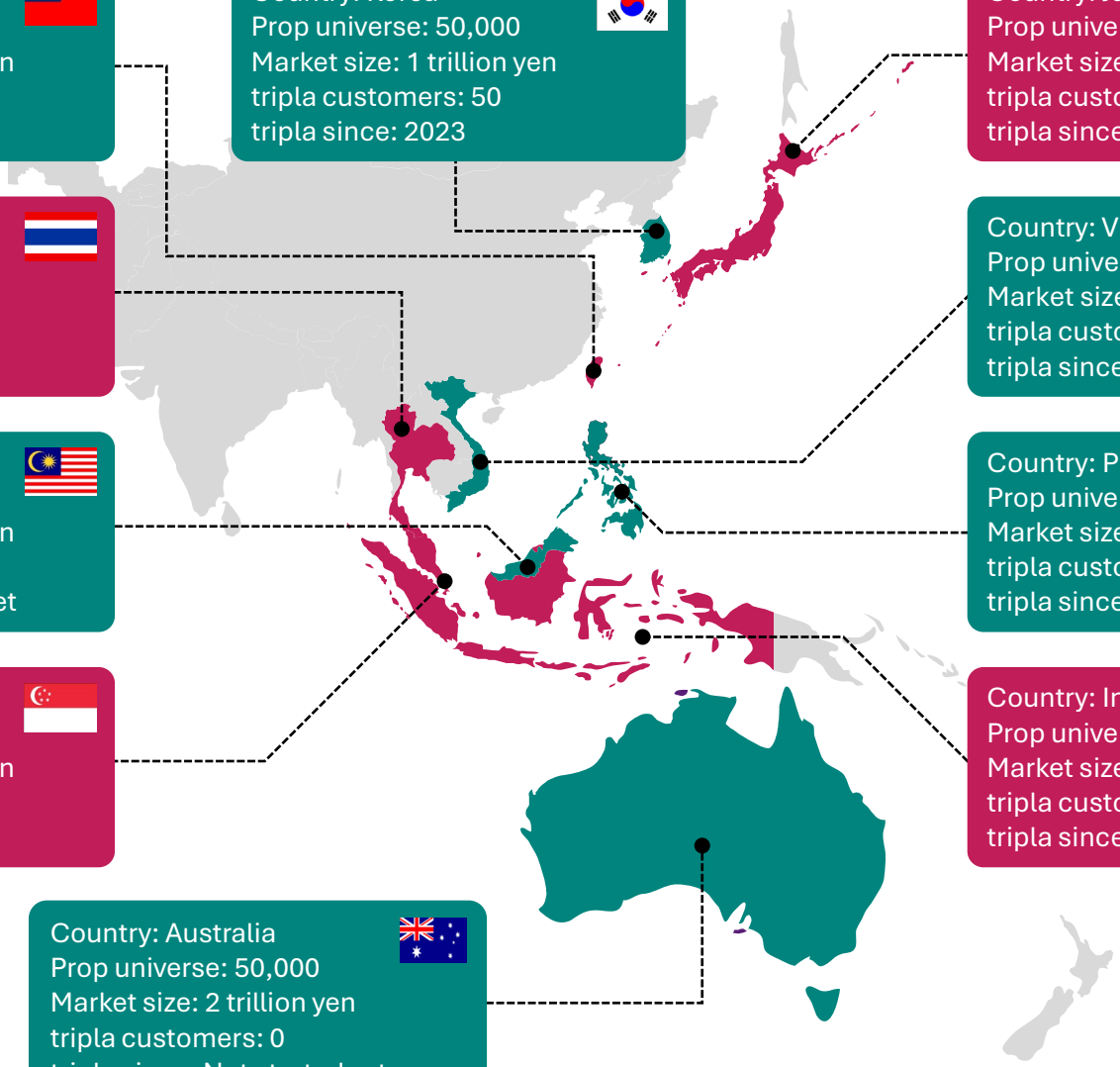
## Improved User Experience

Personalize UX according to traveler preferences and attributes

**Empower Hotels Worldwide with Cutting-Edge Technology and Industry Expertise**


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# 04. Optimizing Business Expansion in the Asia-Pacific



Country: Taiwan
Prop universe: 30,000
Market size: 800 billion yen
tripla customers: 1,200
tripla since: 2020

Country: Korea
Prop universe: 50,000
Market size: 1 trillion yen
tripla customers: 50
tripla since: 2023

Country: Japan
Prop universe: 60,000
Market size: 5 trillion yen
tripla customers: 3,200
tripla since: 2017

Country: Thailand
Prop universe: 50,000
Market size: 2 trillion yen
tripla customers: 100
tripla since: 2024 as M&A

Country: Vietnam
Prop universe: 50,000
Market size: 1.6 trillion yen
tripla customers: 0
tripla since: Not started yet

Country: Malaysia
Prop universe: 40,000
Market size: 800 billion yen
tripla customers: 0
tripla since: Not started yet

Country: Philippines
Prop universe: 40,000
Market size: 300 billion yen
tripla customers: 10
tripla since: 2025 TBD

Country: Singapore
Prop universe: 600
Market size: 450 billion yen
tripla customers: 10
tripla since: 2023 as M&A

Country: Indonesia
Prop universe: 40,000
Market size: 1 trillion yen
tripla customers: 9,000
tripla since: 2023 M&A

Country: Australia
Prop universe: 50,000
Market size: 2 trillion yen
tripla customers: 0
tripla since: Not started yet

※1: P86 Refer source and notes


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# 04. Overview of Overseas Expansion Forms

## 1. Through establishment of a company : Taiwan, Korea, Philippines

| Pros | Cons |
|---|---|
| • Able to responsibly lead the business<br>• Build an organization reflects tripla corporate culture<br>• No goodwill expense or M&A fees required<br>• Can develop the business from a small scale.<br>• Establish accounts with banks and payment companies | • High barrier to hiring responsible talent for overseas bases<br>• Takes time to acquire customers<br>• Withdrawal risks arise due to setting up branches or entities |

## 2. Enter & expand sales through Reseller: Egypt

| Pros | Cons |
|---|---|
| • Expand business immediately<br>• No need to pay for establishing a branch office or corporation<br>• Business can be developed from a small scale<br>• Lower need to hire personnel for overseas locations | • Training is required for each service or feature update<br>• Impact on gross profit due to distributor commissions<br>• No direct contact with accommodation facilities, so customer requests are indirectly captured.<br>• Cannot open an account with a bank or payment company |

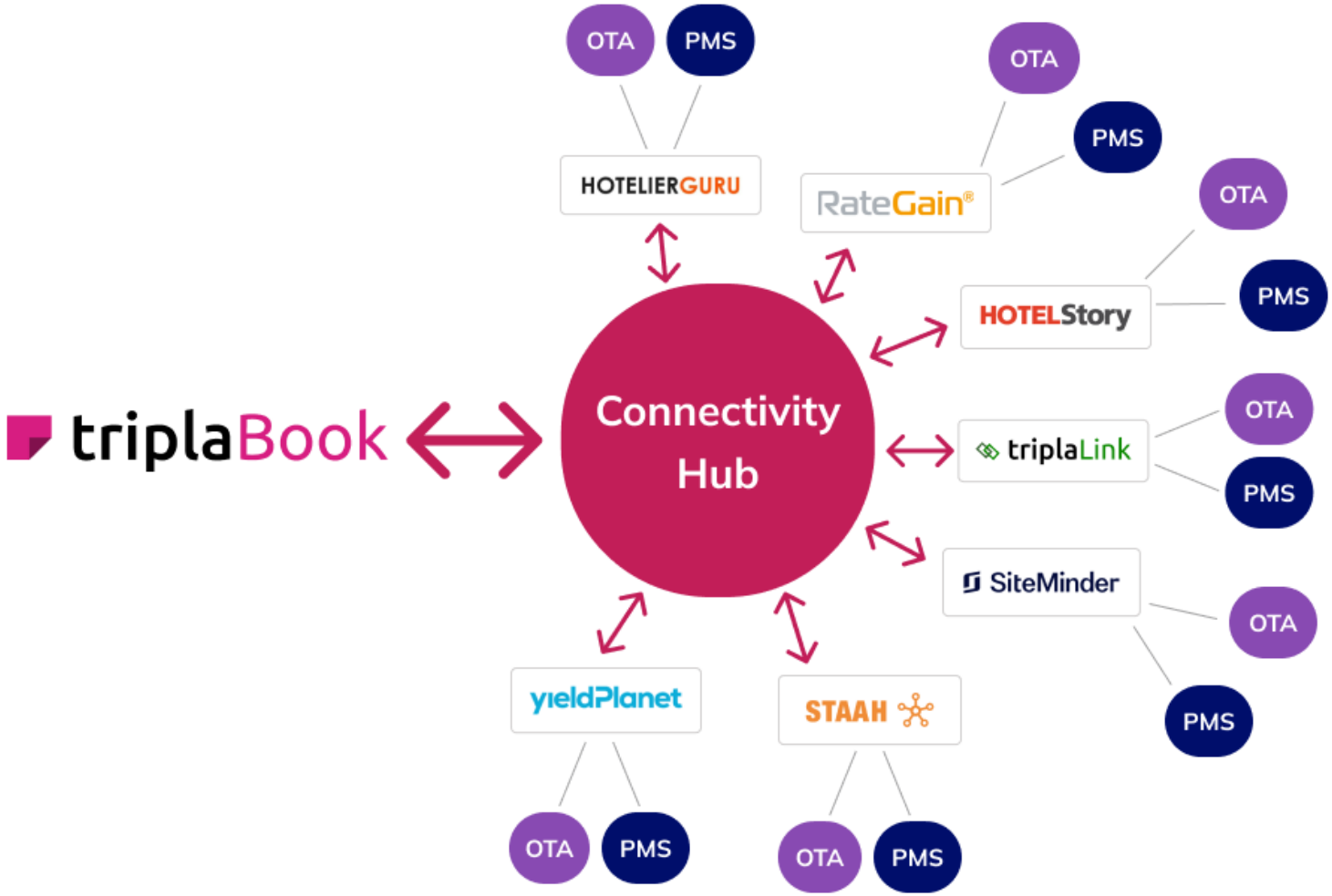
## 3. Execute M&A to enter the market: Indonesia, Thailand, Singapore, Taiwan

| Pros | Cons |
|---|---|
| • Expand business rapidly<br>• Start business with proven leaders at overseas locations<br>• Benefit from acquired assets of the target company<br>• Set up accounts with banks and payment companies as tripla's base | • Amortization of goodwill required<br>• Impairment risk if business doesn't go as planned<br>• Certain level of PMI is essential for system integration<br>• Integration with companies having different corporate cultures |


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# 05. System Integration to Achieve Global Service Expansion

## Integration with various channel managers through a connectivity hub





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# 06. List of OTAs and Wholesalers Integrated with tripla Link

## Increase # of partners to strengthen sales of channel managers in Japan.

### OTA List

※1 Crawling Integration

Booking.com
agoda
Trip.com
Expedia
priceline
airbnb
traveloka
Ctrip
goibibo.com
HOSTELWORLD
Hoterip.com
PT. DARMAWISATA INDONESIA DI
mister aladin
tiket.com
travelsquare
xplorin
villafinder
Rakuten
emerging TRAVEL GROUP
四方通行 EASYTRAVEL ART
ezTravel 易遊網
LION TRAVEL 雄獅旅遊
klook
kkday
AsiaYo
AirAsiaGo
make my trip
じゃらん ※1
Rakuten Travel ※1
Vacation STAY Rakuten ※2
旅宿網 https://taiwanstay.net.tw/
ORBITZ
Hotels.com

### Wholesale List

Bakuun
be bookeasy tourism solutions
didatravel
gta powering global travel
hotelbeds
kliknbook
MG Southeast Asia's Bedbank
TRAVFLEX
WebBeds
WORLD DESTINATIONS OF THE WORLD
tbo.com TRAVEL SIMPLIFIED
汇智 CONVERGENT


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# 05. Build PMI Mechanism with Global Perspectives

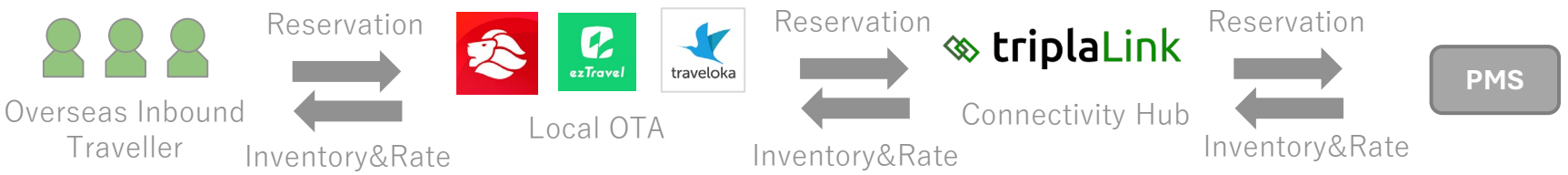
| | Booking Engine | Channel Manager |
|---|---|---|
| Step 1<br>M&A Execution | M&A of Pelican Solution<br>M&A of Surehigh - EZHotel PMI<br>M&A of BookandLink - Bookingku PMI | M&A of BookandLink – Improve Channelku<br>M&A of Surehigh – Integration of Hotel Nabe |
| Step 2<br>PMI Execution | Development of basic global features<br>• Time Zone / language / credit card / currency / channel manager<br>Development of Local Functions<br>• Taiwan Shinkansen / Map search, etc. | Add features to sell in the Japan market<br>• Integrate PMS / integrate Japan OTA / HC Charge / VCN<br>Global support<br>• Improve UX/UI |
| Step 3<br>Build PMI Mechanism | Understand and prepare necessary features when expanding overseas<br>Basic functions are ready<br>Only local requirements are supported | Integrate with partners required by the market<br>• PMS and OTA integrations<br>• Currency support |
| Step 4<br>Future M&A<br>Immediate PMI Execution | PMI can be implemented immediately by implementing few local feature support | PMI can be implemented immediately by implementing local integration support. |


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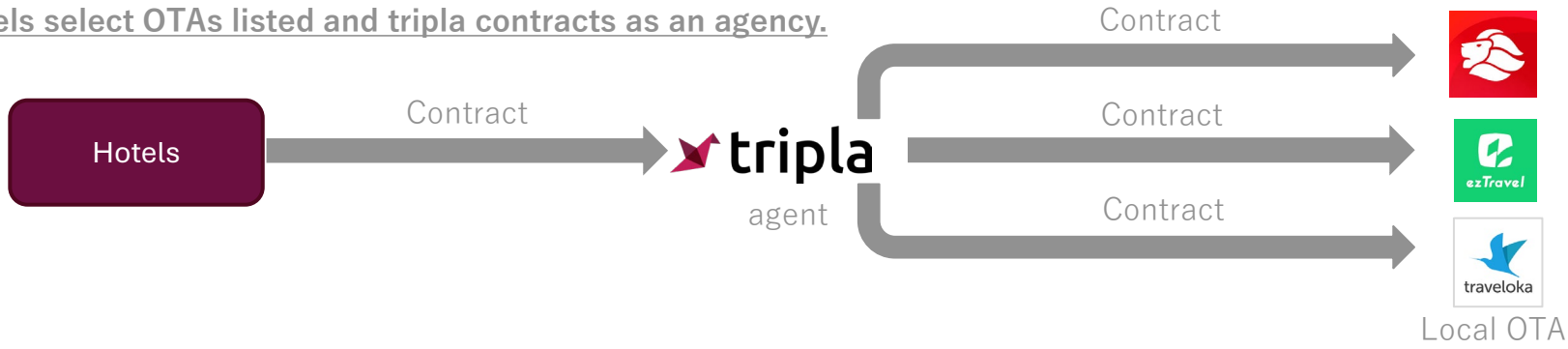
# 06. Enhance New Customer Acquisition for Inbound Tourism

## Leveraging partnerships with local OTAs to drive inbound tourism to Japan

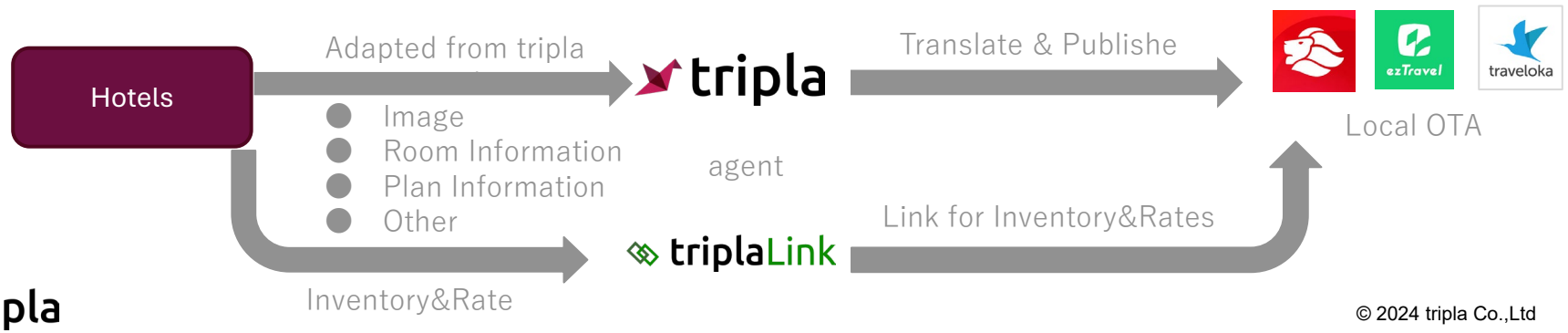
### Reservation and inventory&rate update process




### Hotels select OTAs listed and tripla contracts as an agency.




### tripla preparesn for publication with historical knowledge

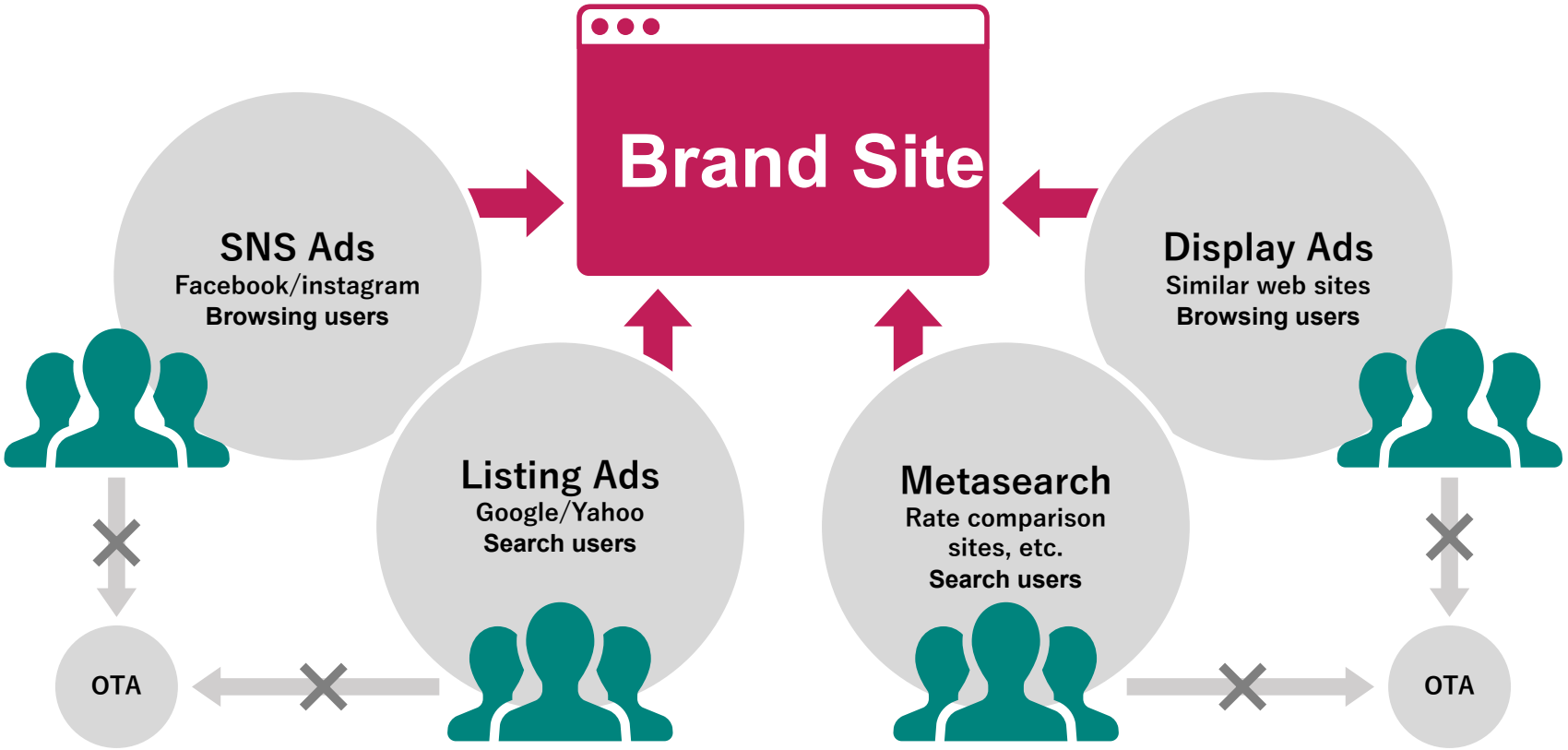




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# 06. Enhance New Customer Acquisition for Inbound Tourism

## triplaBoost provides ad solutions with various languages & locations




| Location | | | | | | |
|---|---|---|---|---|---|---|
| Language | Japanese | English | Taiwanese | Korean | Thai | Bahasa |


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Example

12 つくる責任 つかう責任

**Develop and implement methods to measure the impact of sustainable development on tourism that creates jobs in local communities and promotes regional culture and products.**

[12-b]

## Solution Example: Provide Regional OTA Sites



Various Reservations




Tourist Information




For Region Tourist Site

triplaBot
triplaPay

Multilingual Chat
Various Reservations

Commission



Ryokan Listed

triplaBook
for Regional OTA Site

triplaConnect
To acquire repeat customers
CDP, MA, CRM provision



tripla.ai OTA Upgrade Version

### DMO General Issues

- Building a tourism site does not lead to a hotel booking site.
- Difficult to integrate room availability into the tourism site.
- Unable to implement repeat customer strategies, build a membership base, or manage newsletters and social media.

### tripla Contribution Points

- Local OTAs can be built for each region, leveraging unique regional features for customer acquisition.
- Tourism site consists of cost-effective booking engine.
- Ryokan use both tourism and official sites for bookings.
- Easy implementation of MA strategies to acquire repeat customers.

tripla

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8 働きがいも経済成長も

By 2030, we will create and implement policies to promote sustainable tourism that spreads local culture and products while generating employment opportunities.

Example

[8-9]

## Web Solution Outsourcing Service

### Issue for online solution in local ryokans

**Case❶ Owners manage by themselves**

- Takes ~20 hrs to update without professionals
- Challenge to update the latest news

**Case❷ Hire IT person in ryokan**

- Inefficient cost structure by hiring 1HC
- Necessary to operate multi properties
- Leave a ryokan after enough training

**Case❸ Ryokan specialized consultant**

- Expansive to pay +100K JPY per month
- CDP and MA are not supported because specialized in OTA and brand site

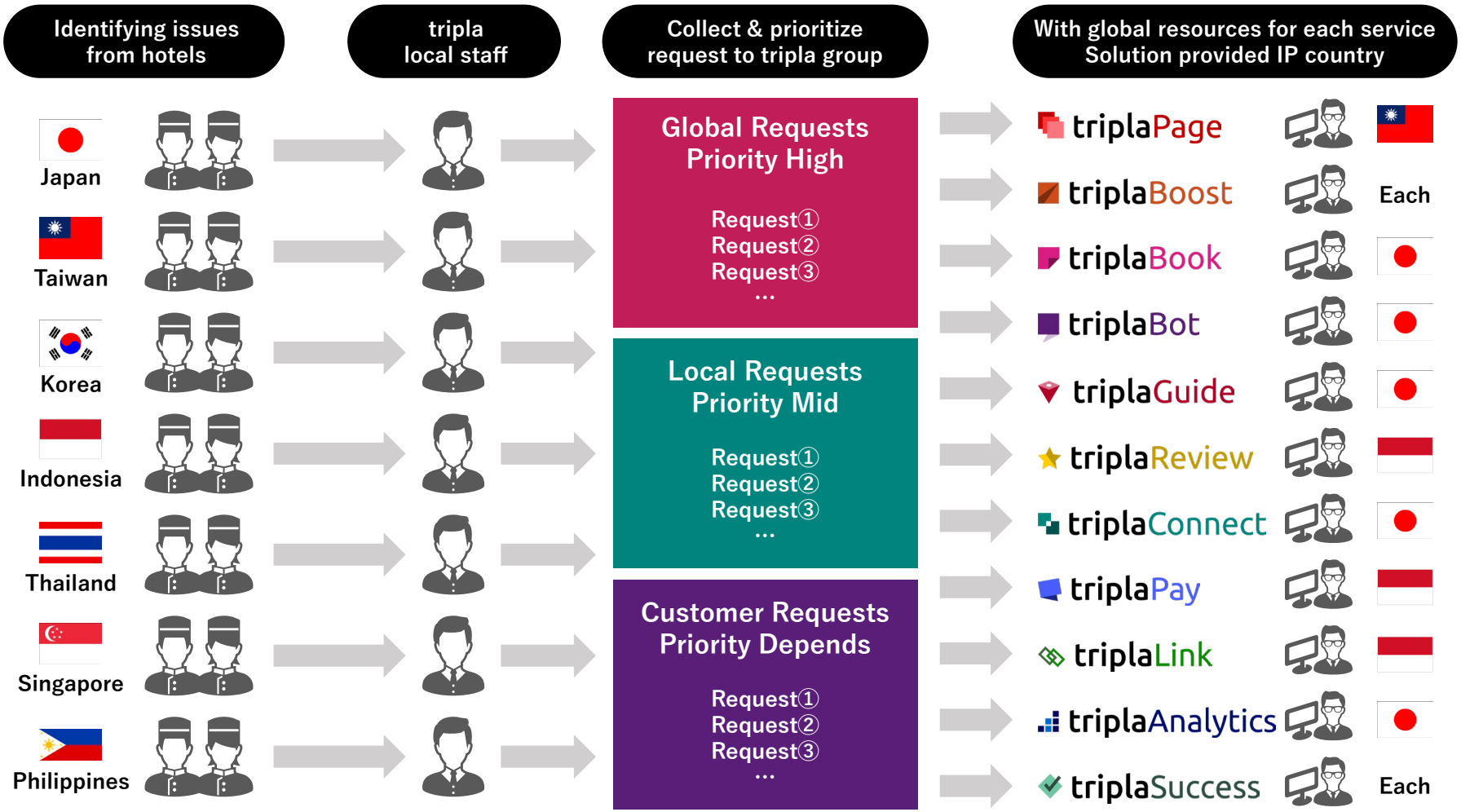
### Solve problems with tripla Success

- Use tripla's knowledge to boost sales on the brand site.
- Offer fixed-fee services, from operations to data-driven action plans.
- Optimize web customer acquisition through the brand site to improve efficiency and address resource gaps.
- Expand sales channels to include both domestic and international OTAs, maximizing revenue and preventing missed opportunities.


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# 08. Accelerate Glocalization of Human Resources

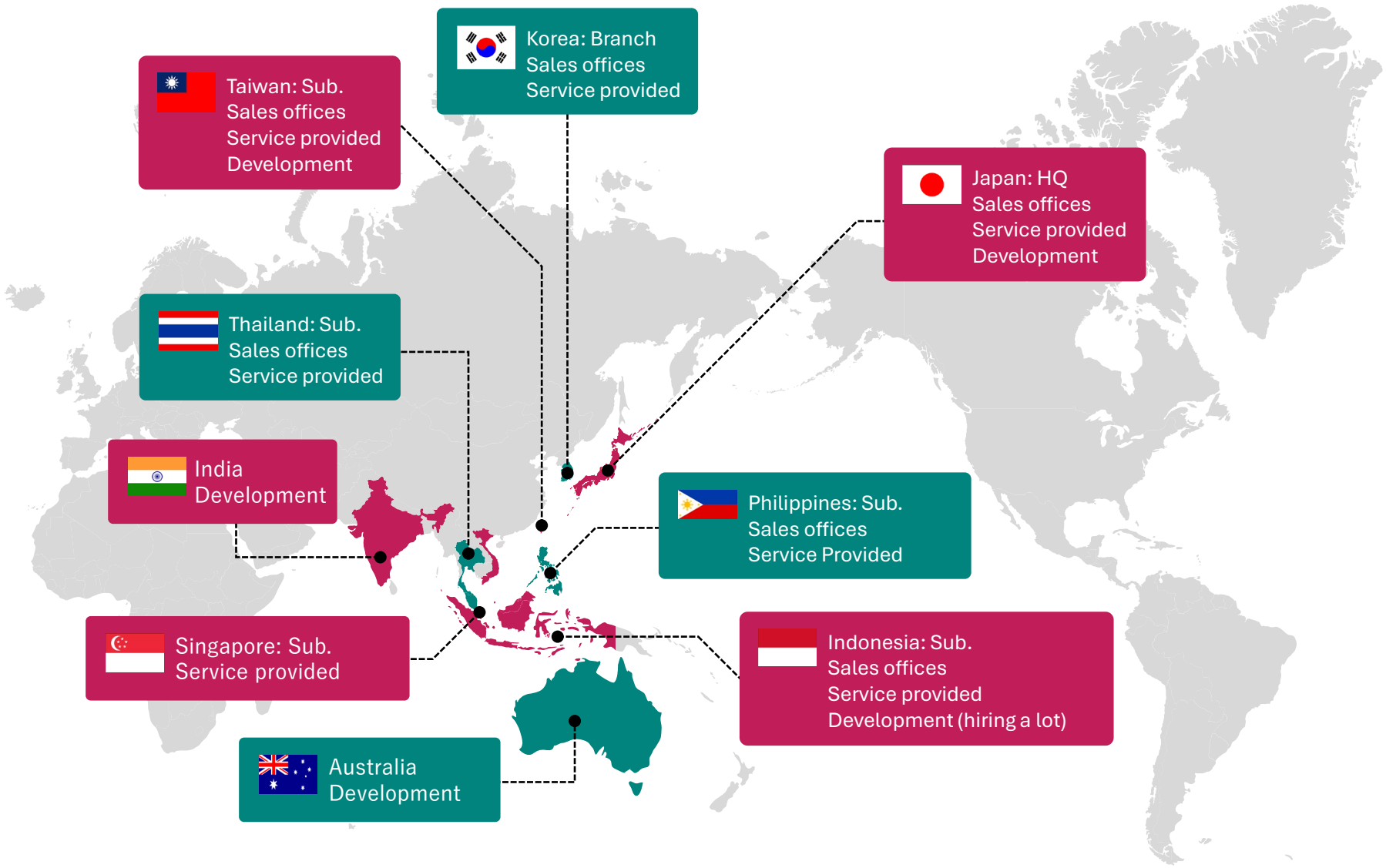
**Local sales teams collect requests as market in and organize issues globally. Feature development will be driven by priorities in each country**





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# 08. Actively Hire Global Talent in Local Country

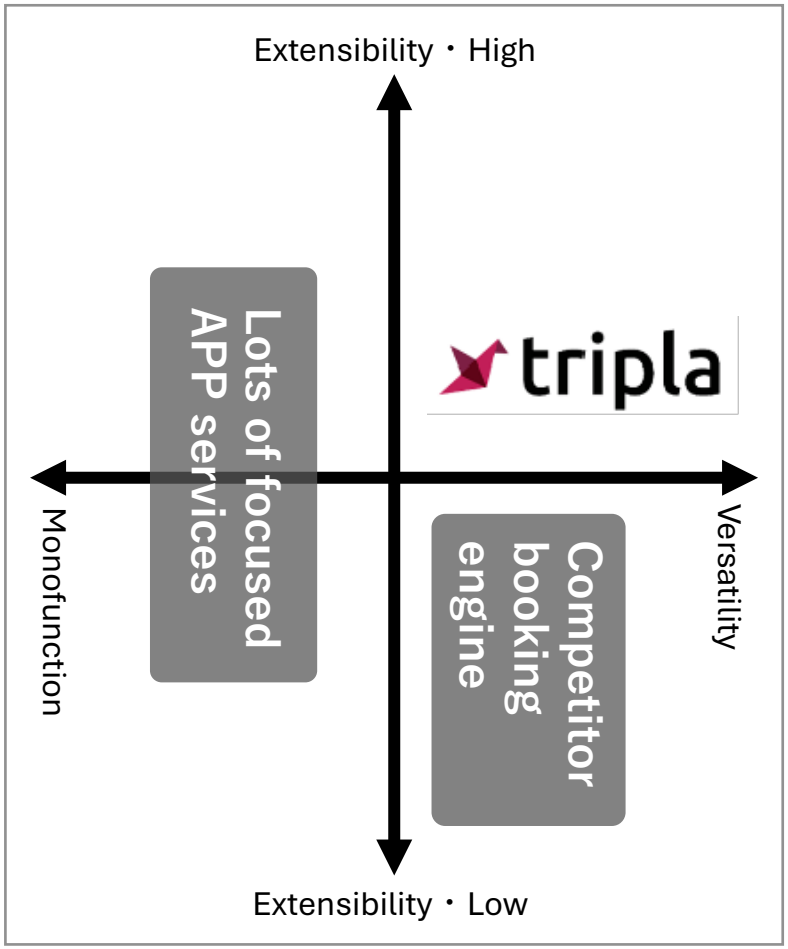




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# [Ref.] Comparison of Similar Services within the Industry

## Due to versatility & extensibility, active property count has been increased.




### Extensibility

- Developed in-house and offered as a cloud-based service, with features quickly developed and launched.
- With **tripla Book**, **tripla Bot**, **tripla Connect**, & **tripla Pay** are provided, not only for hotel reservations but also for a wide

triplaBook triplaBot
triplaConnect triplaLink

### Versatility

Not just limited to reservations, but providing various functions:

**[Social Login]**
When registering as a member, login via SNS platforms such as LINE, Facebook, etc.

**[Point Exchange]**
Exchange points for Amazon, App Store, and other platforms.

**[Best Rate]**
Price comparison with travel booking sites and automatic discounts.

**[Meta-search Integration]**
Listings on platforms like Google Hotel Ads, For Travel, TripAdvisor, etc.

and more.

※1: Note: **Meta-search** refers to search engines that aggregate results from various other search platforms


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# Agenda

Company Profile

Review 2024/10

Growth Potential Topics

**Long Range Plan**

Risk Information

Appendix

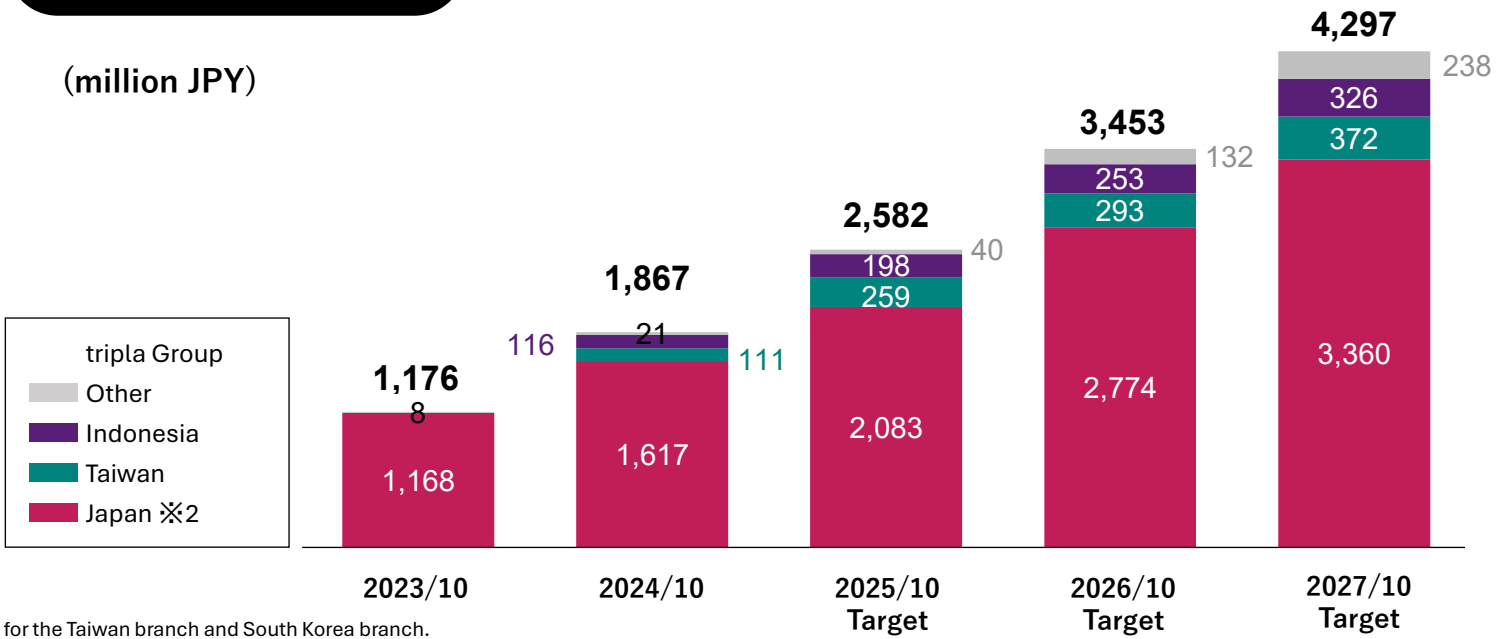


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# Aiming for operating revenue of +4 billion yen in FY2026

- **In Japan, tripla Book growth will be accelerated through in-house development and M&A, with medium-term growth driven by cross-selling new products.**
- **Overseas expansion will be led by BookandLink in Indonesia, Surehigh in Taiwan, and broader market adoption of tripla Book and tripla Bot.**

**Operating Revenue**




※1: Sales figures for the Taiwan branch and South Korea branch.
※2: The total of BOOKANDLINK PTE. LTD., the subsidiary responsible for operations in Indonesia, SURYA JAGAT MANDIRI, and ENDURANCE TECHNOLOGY SOLUTION PTE. LTD. (the Singapore entity).
※3: The total operating revenue from the individual P/L, excluding the sales figures of the Taiwan and South Korea branches.

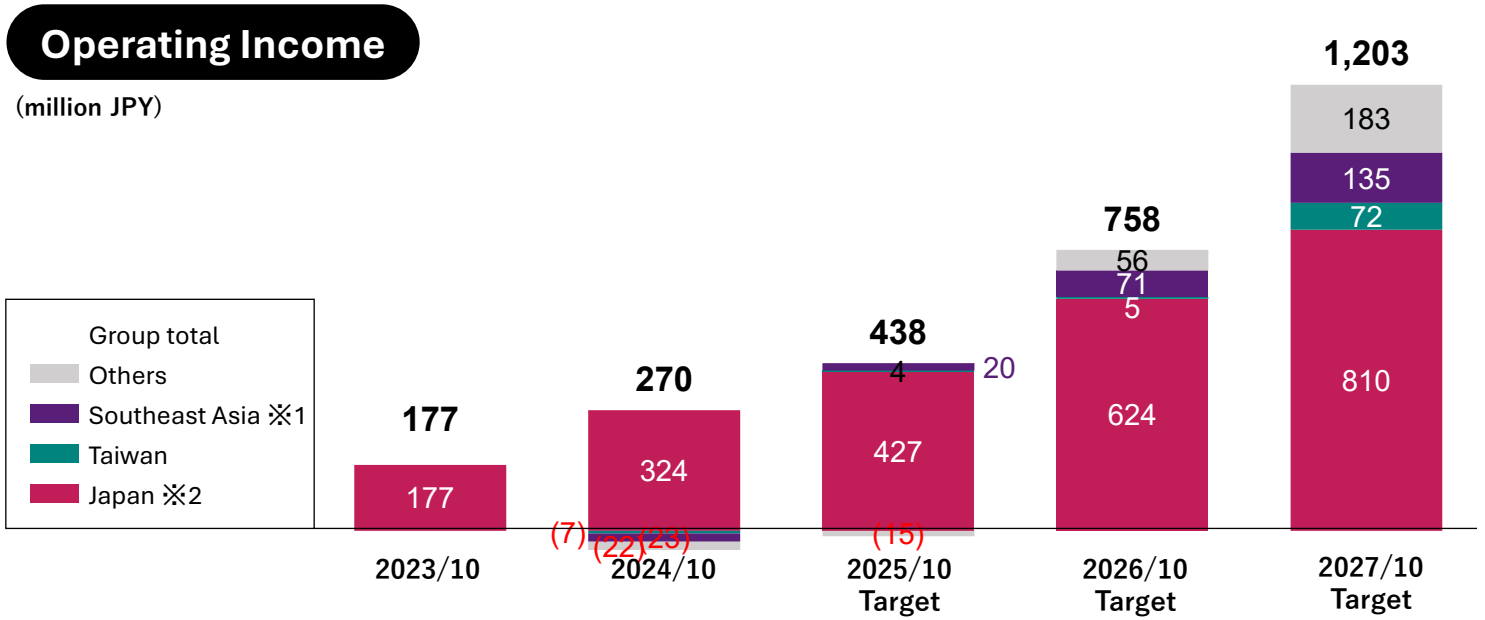

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# Operating Income of tripla Group

## Aiming for operating income of +1.2 billion yen in FY2026

- **tripla shifts to profit growth as past investments are recouped since FY2024**
- **tripla Book will drive the Japan market, while investments will focus on expanding global market profits and monetizing other products after FY2025**

【Assumption】 ・Net of goodwill amortization amount in Taiwan & Southeast Asia
・ Other items include the Korea branch and consolidated costs.



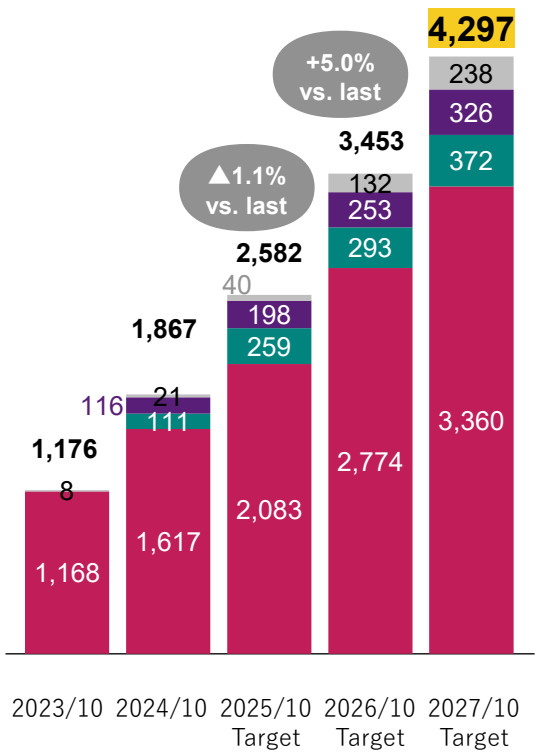

※1: BOOKANDLINK PTE. LTD., its subsidiary SURYA JAGAT MANDIRI responsible for the Indonesian business, and ENDURANCE TECHNOLOGY SOLUTION PTE. LTD. (a Singapore entity) in total.
※2 : The business figures for the Taiwan and Korea branches for the fiscal years ending October 2023 and October 2024 are relatively small, so they are displayed under Japan.


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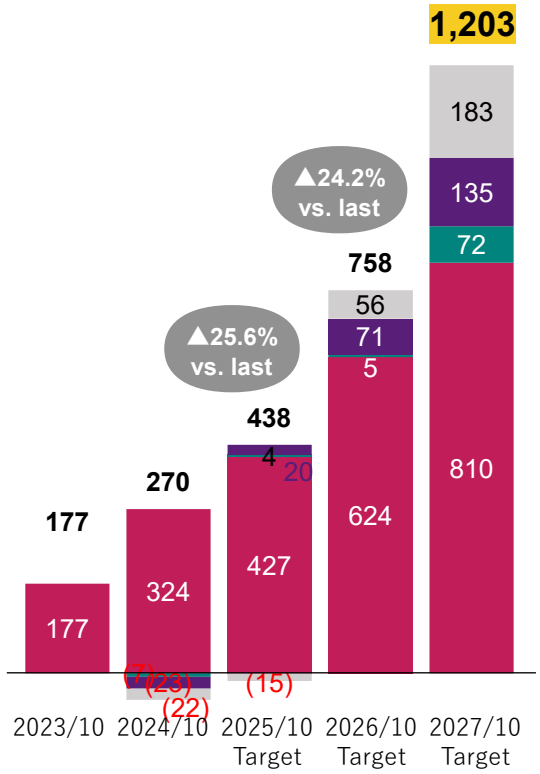
# Rolling from the Previous Long Range Plan

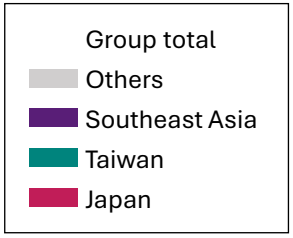
- Update the long range plan which announced in December 2023
- Operating Revenue: ¥4 billion (New Target). Revised upward of 26/10 plan
- Operating Income: ¥1.2 billion (New Target). Continued investment in overseas & new products.

## Operating Revenue (Consolidated)




## Operating Income (Consolidated)




(Gap vs. previous plan) (million JPY)

| Revenue | 24/10 | 25/10 | 26/10 |
|---|---|---|---|
| Japan | +12 (+0.7%) | +11 (+0.5%) | +312 (+12.7%) |
| Others | +14 (+6.8%) | ▲38 (▲7.1%) | ▲149 (▲18.0%) |
| Total | +26 (+1.4%) | ▲27 (▲1.1%) | +163 (+5.0%) |

| Income | 24/10 | 25/10 | 26/10 |
|---|---|---|---|
| Japan | +33 (+11.3%) | ▲140 (▲24.6%) | ▲127 (▲17.0%) |
| Others | ▲2 (-) | ▲10 (▲50.8%) | ▲115 (▲46.2%) |
| Total | +31 (+13.1%) | ▲150 (▲25.6%) | ▲242 (▲24.2%) |


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# Mid- and Long-Term Profit Plan

## Expand operating income as the tripla group

| | 2023/10 Actual | 2024/10 Actual | 2025/10月 Target | 2026/10 Target | 2027/10 Target |
|---|---|---|---|---|---|
| **Operating Revenues (Consol)** | **1,176,209** | **1,867,358** | **2,582,458** | **3,453,393** | **4,297,145** |
| Japan *1 | 1,168,139 | 1,617,919 | 2,083,175 | 2,774,237 | 3,360,426 |
| Taiwan *2 | - | 111,511 | 259,926 | 293,802 | 372,085 |
| Indonesia *3 | - | 116,060 | 198,713 | 253,287 | 326,379 |
| Other | 8,070 | 21,867 | 40,642 | 132,065 | 238,253 |
| ***Operating Revenue Growth Rate*** | ***+43.8%*** | ***+58.8%*** | ***+38.3%*** | ***+33.7%*** | ***+24.4%*** |
| **Operating Income (Consol)** | **177,115** | **270,127** | **438,023** | **758,330** | **1,203,491** |
| Japan | 177,115 | 324,426 | 427,887 | 624,547 | 810,935 |
| Taiwan *2, 4 | - | ▲7,940 | 4,674 | 5,761 | 72,752 |
| Indonesia *3 | - | ▲23,463 | 20,694 | 71,833 | 135,892 |
| Other *5 | - | ▲22,895 | ▲15,233 | 56,189 | 183,941 |
| ***Operating Income Ratio (Consol)*** | ***15.1%*** | ***14.5%*** | ***17.0%*** | ***22.0%*** | ***28.0%*** |
| ***Operating Income Ratio (Japan)*** | ***15.2%*** | ***20.1%*** | ***20.5%*** | ***22.5%*** | ***24.1%*** |
| **Ordinary Income (Consol)** | **166,692** | **246,220** | **428,230** | **718,383** | **1,165,358** |
| **Net Income (Consol)** *6 | **165,987** | **217,532** | **308,746** | **527,705** | **894,576** |
| **Net Income Attributable to Owner's of Parent (Consol)** | **-** | **209,347** | **304,850** | **522,645** | **883,903** |

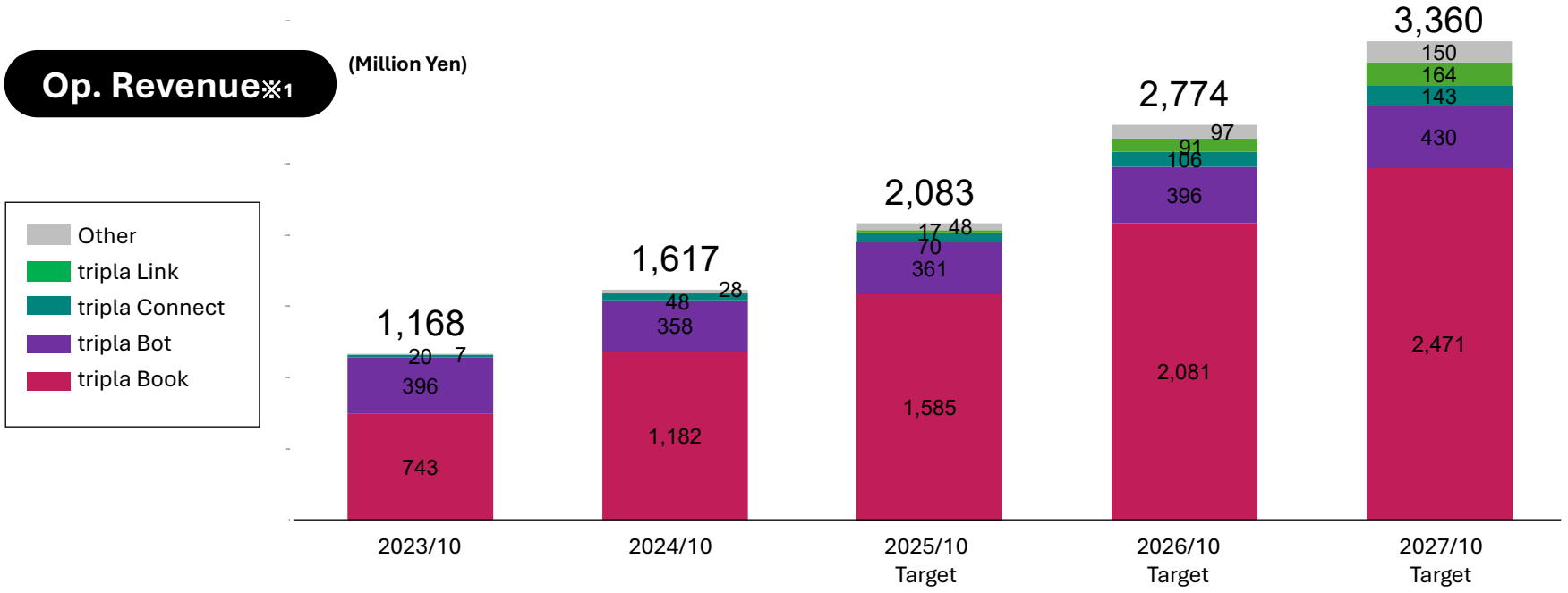
**Note 1**: Taiwan and Korea branch figures for FY2023 and FY2024 are small and included under Japan.
**Note 2**: Surehigh figures; P/L consolidation starts in Q3 FY2024. Operating profit is after goodwill amortization. Taiwan branch business transferred to Surehigh in Sept 2024.
**Note 3**: Total for BookandLink and Endurance; P/L consolidation starts in Q2 (BookandLink) and Q3 (Endurance) FY2024. Operating profit is after goodwill amortization.
**Note 4**: Earn-out payments for Surehigh acquisition, if performance targets are met, will be ¥32,911k in FY2026 and ¥43,882k in FY2027. Operating profit is after these costs.
**Note 5**: Taiwan and Korea branch revenue and certain consolidated expenses.


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# Operating Revenue - Japan

## After 2024/10, tripla Book will drive growth, with mid-to-long-term expansion through cross-selling services like Connect and Link.

**Op. Revenue※1** (Million Yen)




(Thousand yen)

| | 2023/10 | 2024/10 | 2025/10 Target | 2026/10 Target | 2027/10 Target |
|---|---|---|---|---|---|
| tripla Book | 743,424 | 1,182,596 | 1,585,017 | 2,081,830 | 2,471,407 |
| tripla Bot | 396,387 | 358,037 | 361,820 | 396,977 | 430,368 |
| tripla Connect | 20,854 | 48,551 | 70,527 | 106,908 | 143,475 |
| tripla Link | - | - | 17,365 | 91,012 | 164,383 |
| Others | 7,472 | 28,734 | 48,443 | 97,508 | 150,791 |
| **Total** | **1,168,139** | **1,617,919** | **2,083,175** | **2,774,237** | **3,360,426** |

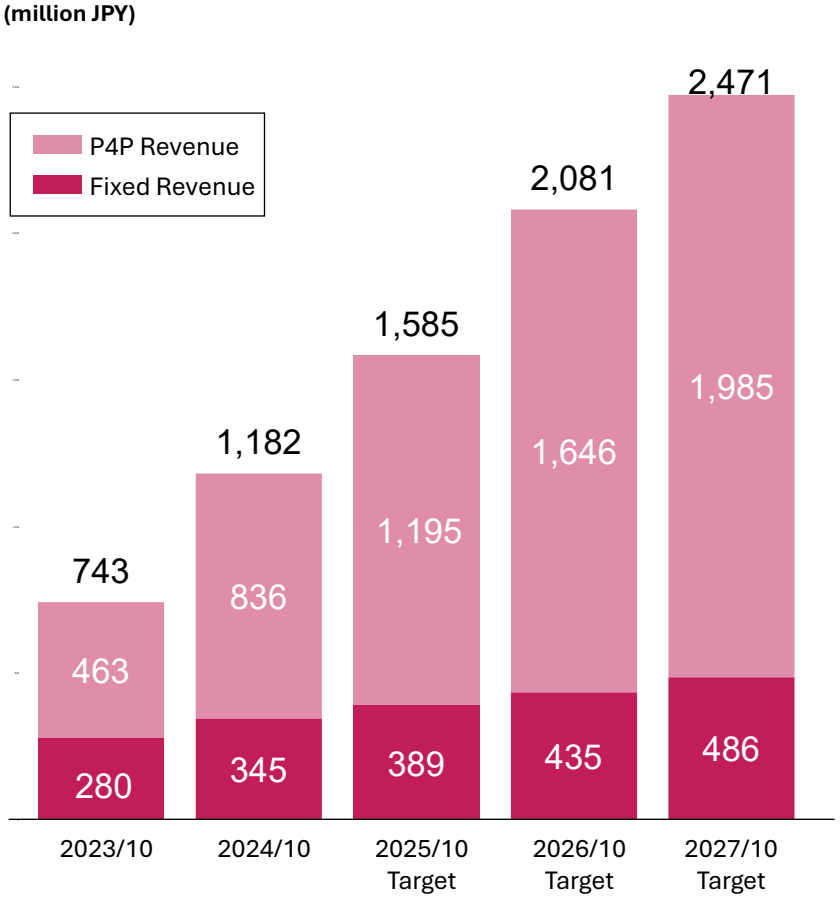
※1: Exclude Taiwan and Korea branches

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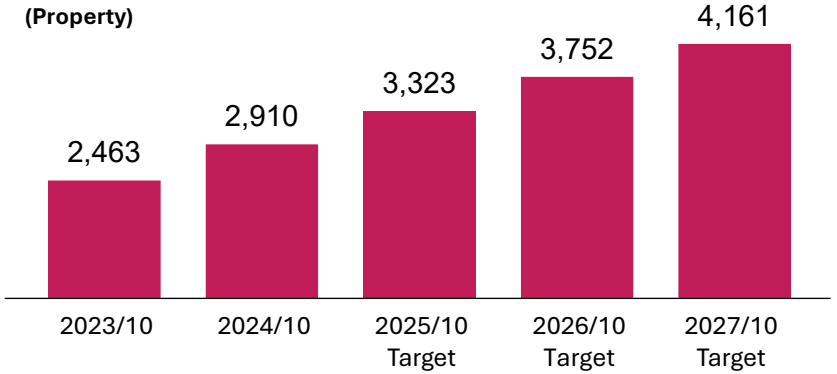
# Operating Revenue – by Segment (Japan・tripla Book)

**Property count is set to steadily grow, regardless of size or type. P4P revenue is expected to rise with increased payment transactions.**

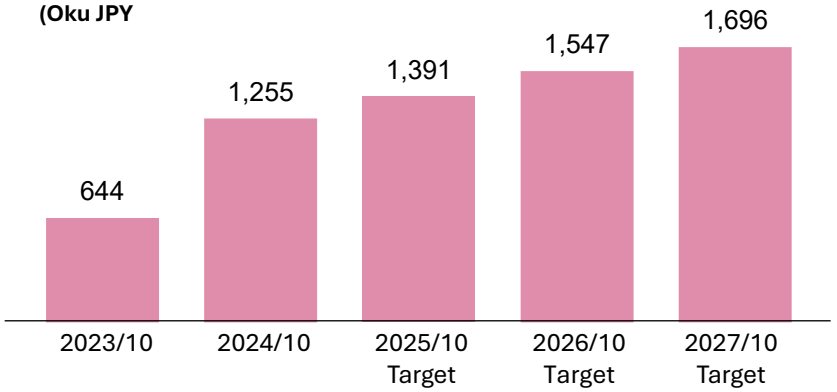
## Book Revenue※1




## Property Count※1




## Gross Merchandising Value (GMV)




※1: Exclude Taiwan and Korea branch numbers

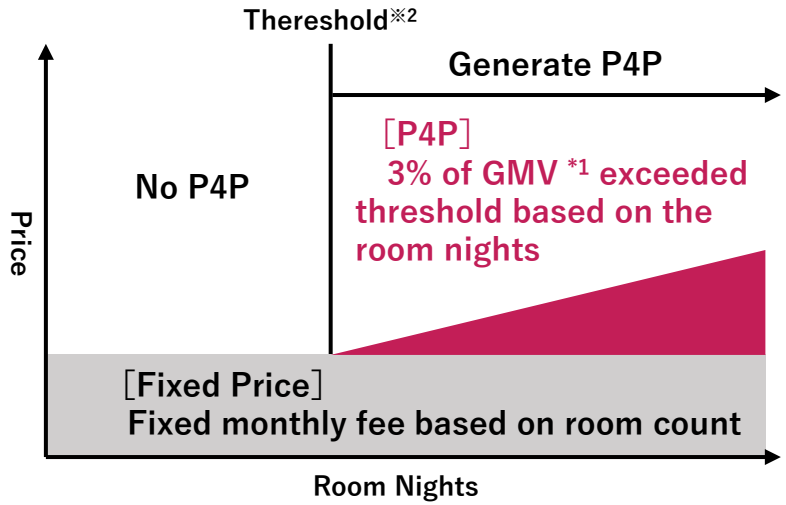
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# Book P4P Revenue Structure & Take Rate

**In 2024/10, multi-currency payments will boost P4P and take rate.**
**In 2025/10, payment solutions will drive for further growth.**

## tripla Book Revenue Structure

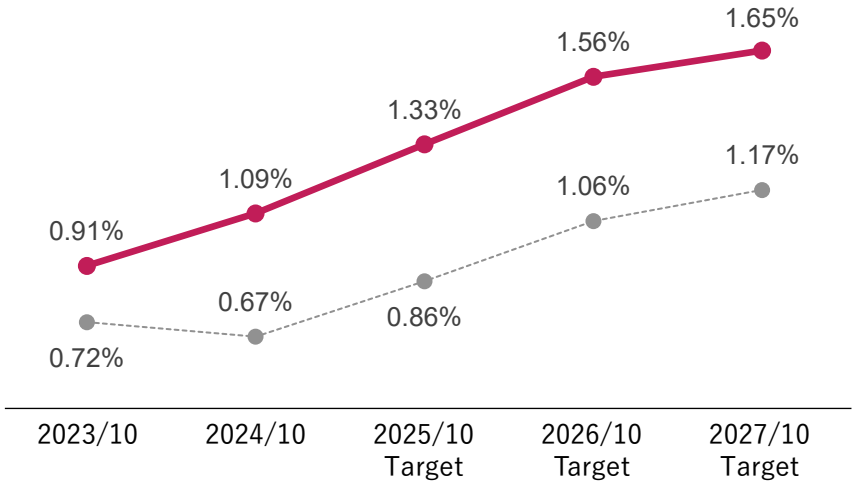
### P4P Room Night




### P4P Payment

Charge based on the defined commission

## P4P Take Rate Trend




Take rate for Net GMV
= (Revenue from P4P stay + Revenue from P4P payment) ÷ (GMV − **GMV not subjects to P4P stay ※3**)

Take rate for GMV (Reference)
=(Revenue from P4P stay + Revenue from P4P payment) ÷ GMV

*1: GMV stands for Gross Merchandise Value.
*2: Accommodation data is based on the past year's performance from other booking engines before the Tripla Book contract, with no changes after signing.
*3: Special contracts with large customers may result in GMV without accommodation revenue, but payment-based revenue still occurs.

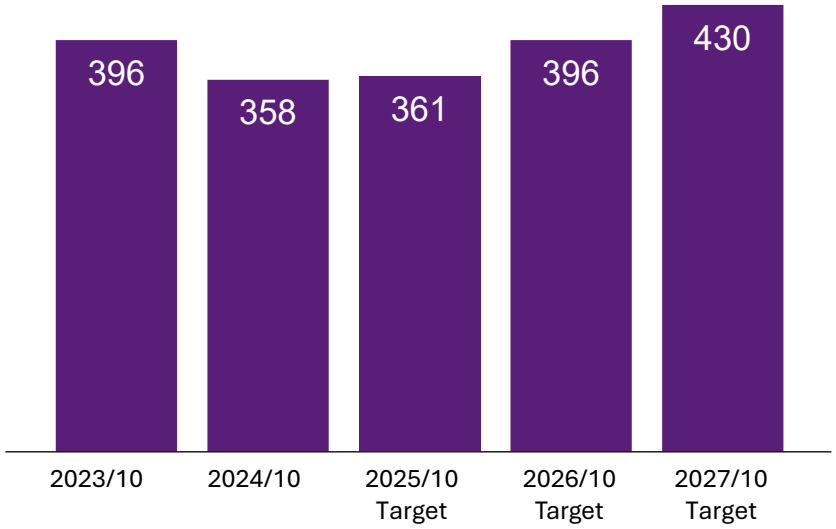

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# Operating Revenue – by Segment (Japan・tripla Bot)

**To improve AI accuracy and optimize operator costs, we are gradually transitioning from a full-service plan with operators (fixed + variable revenue) to an AI-only plan (fixed)**

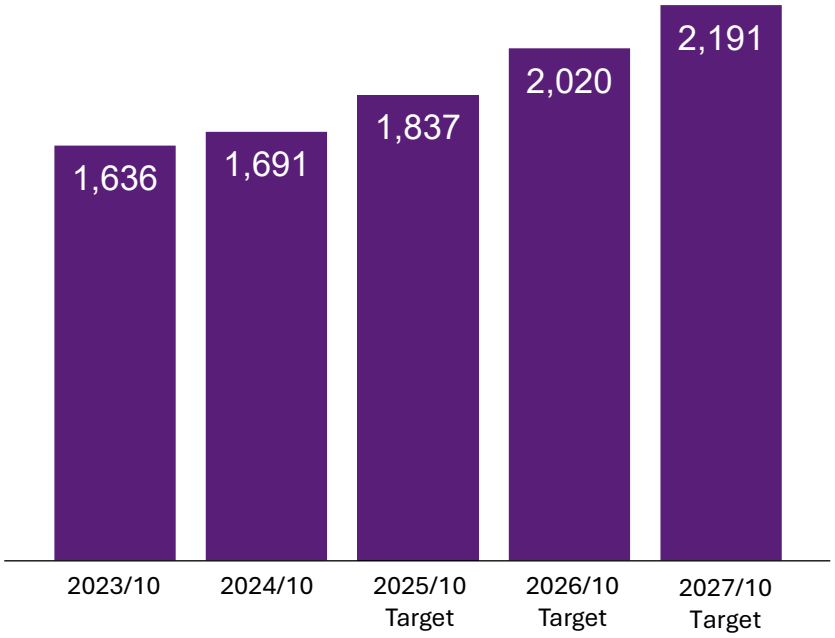
**Operating Revenue※1**

(million JPY)




**Property Count※1**

(Property)




※1: Excluding the Taiwan and South Korea branches.

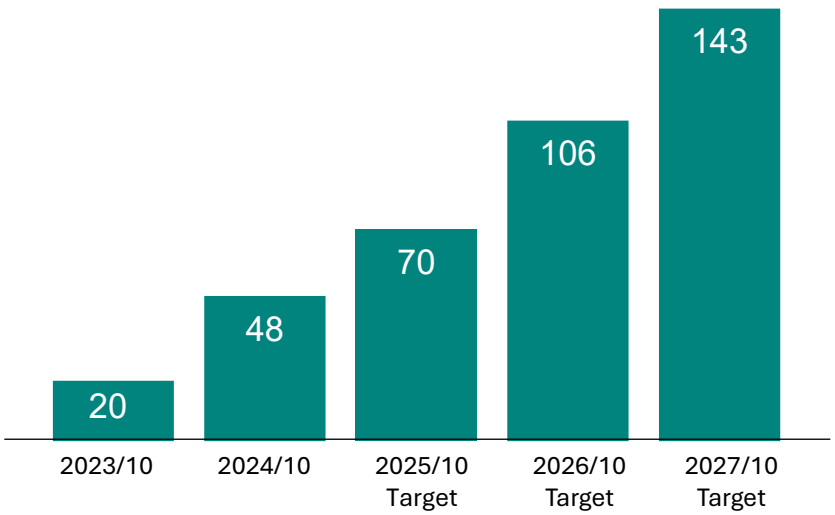
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# Operating Revenue – by Segment (Japan・tripla Connect)

- Large client acquisition is increasing, expanding the number of properties
- 3rd pillar, followed by tripla Book and Bot, is expected to drive growth.

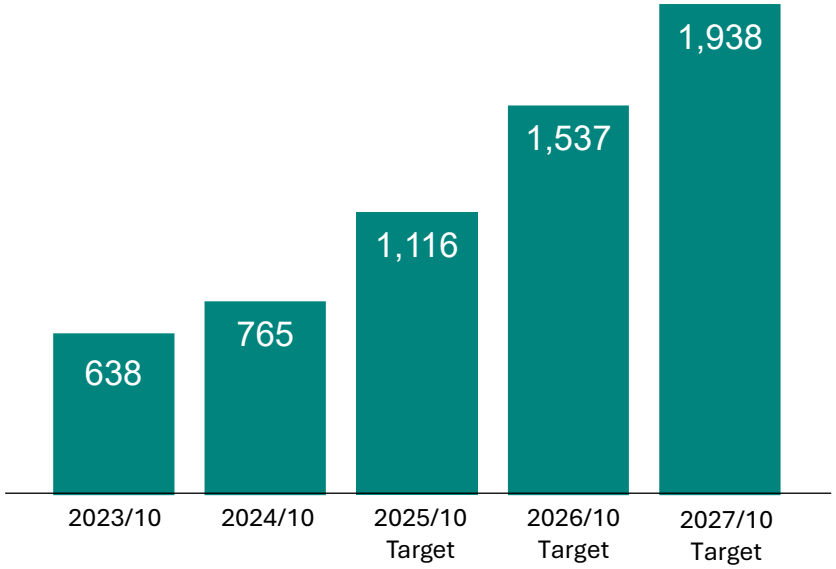
## Operating Revenue

(million JPY)




## Property Count

(Property)





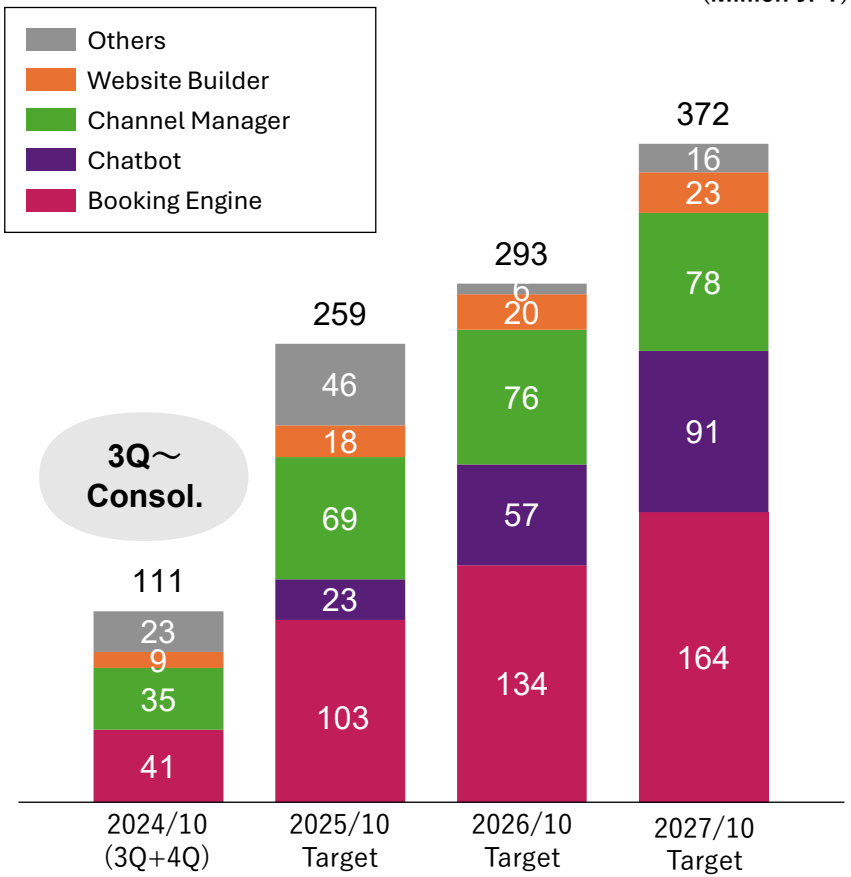
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# Operating Revenues - by Segment (Taiwan / Surehigh)

**Focus on channel manager and booking engine, driving new customer acquisition for tripla Book & Bot and replacing existing services with tripla.**

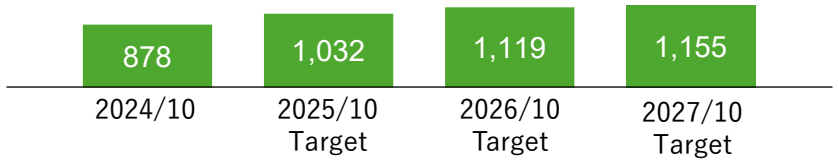
## Operating Revenue

(Million JPY)



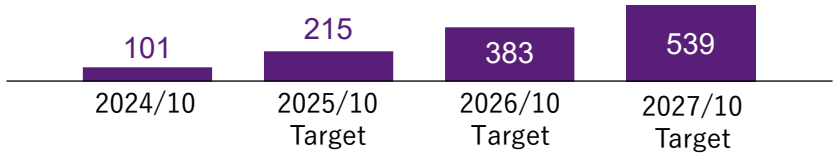

## Property Count(Link)

(Property)



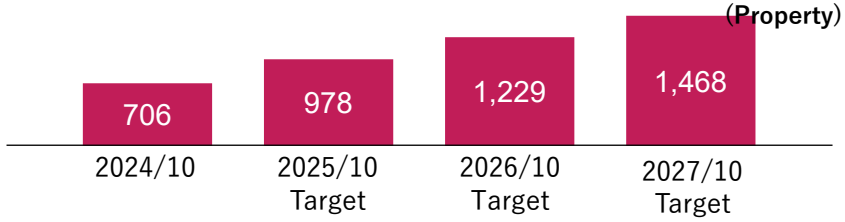

## Property Count(Bot)

(Property)




## Property Count(Book)

(Property)





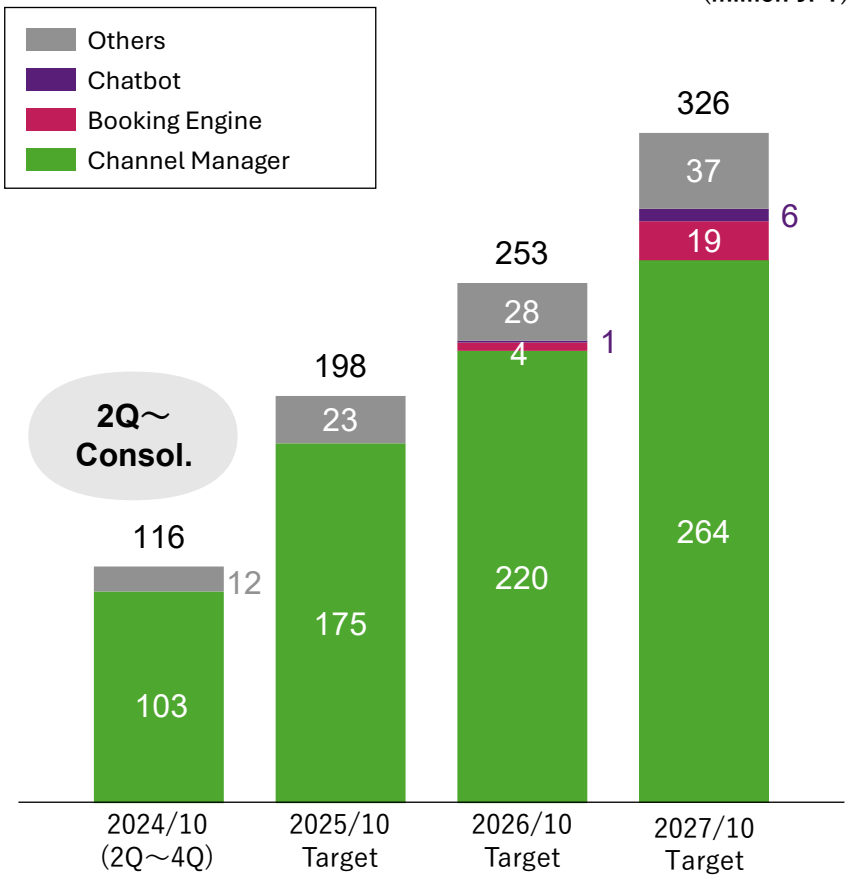
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# Operating Revenues - by Segment (Indonesia / BookandLink)

**Focusing on the channel manager, we plan to introduce tripla Book and tripla Bot through the same sales channels in Indonesia.**

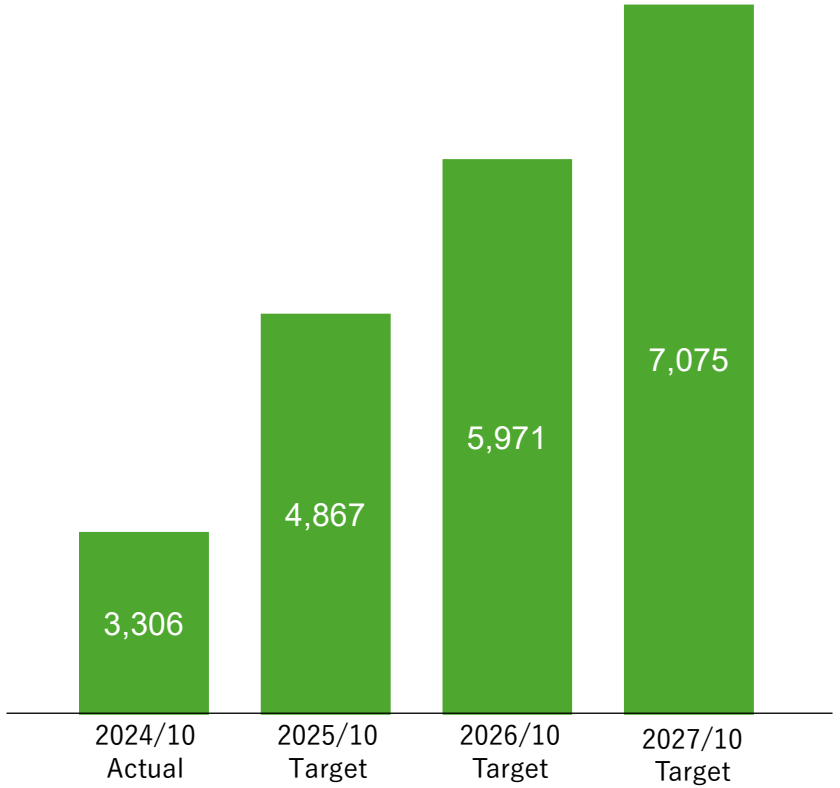
## Operating Revenue

(million JPY)




## Property Count(Channel Manager)

(Property)

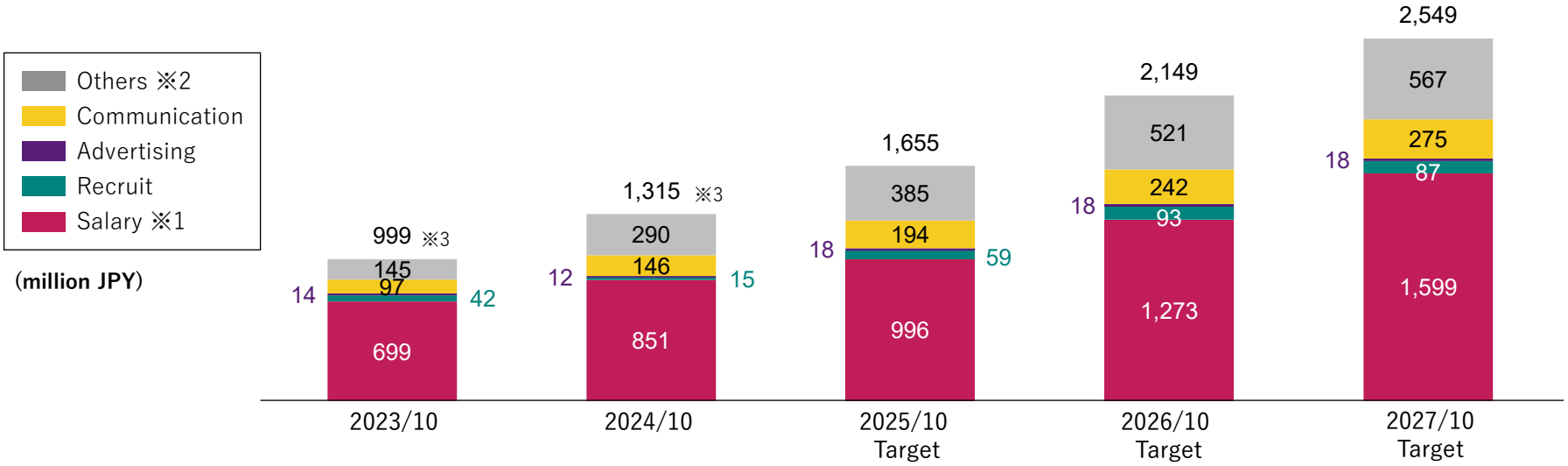




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# Operating Expenses - Japan

- From FY 2025 onwards, hiring will focus on profit expansion through product enhancements, development investments, and globalization.
- Customer acquisition will not rely heavily on advertising, with most costs being fixed and minimal variable costs like communication.



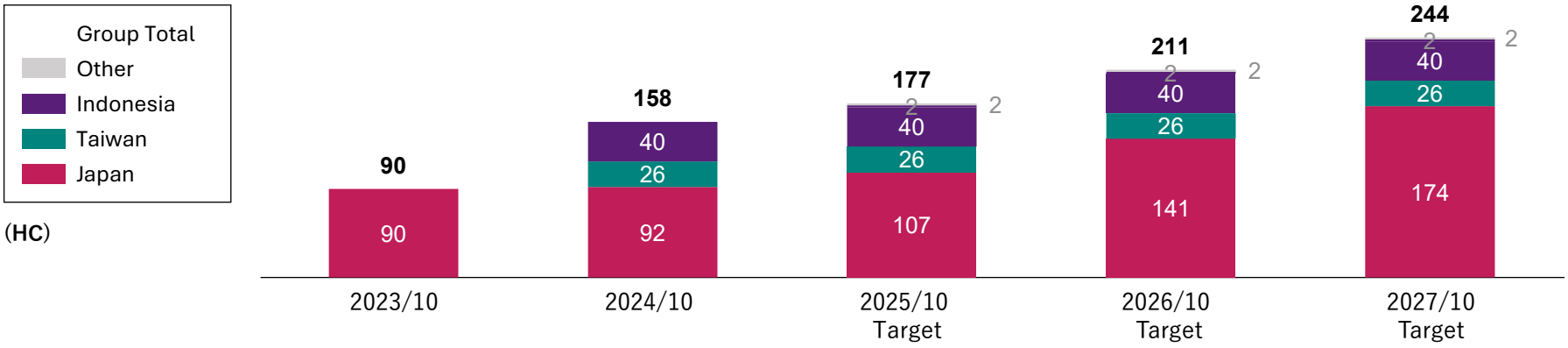

| | | | | | |
|---|---|---|---|---|---|
| Employees ※4 | 90 | 92 | 107 | 141 | 174 |
| Op. Revenue (M JPY) | 1,168 | 1,617 | 2,083 | 2,774 | 3,360 |
| Op. Income (M JPY) | 177 | 324 | 427 | 624 | 810 |
| Op. Income Ratio | 15.2% | 20.1% | 20.5% | 22.5% | 24.1% |

*1: Personnel expenses include salaries, allowances, welfare, outsourcing, and stock-based compensation.
*2: "Other" includes payment fees, rewards, and depreciation.
*3: Includes Taiwan and South Korea branches.
*4: Employee count excludes temporary workers, includes seconded employees.

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# tripla Group Employee Count

- Engineers are recruited globally (Indonesia, Taiwan, Japan), with a focus on cost-effective talent in Indonesia.
- Products will be unified to one brand for staffing and cost optimization. *1




| | 2023/10 | 2024/10 | 2025/10 Target | 2026/10 Target | 2027/10 Target |
|---|---|---|---|---|---|
| **tripla Indiv. ※2** | 90 (38) | 92 (43) | 107 (54) | 141 (77) | 174 (99) |
| **tripla Taiwan ※3** | 18 (17) | 19 (18) | 19 (18) | 19 (18) | 19 (18) |
| **tripla Indonesia ※4** | – | 4 (4) | 11 (11) | 25(25) | 39 (39) |
| **BookandLink ※5** | – | 40 (10) | 40 (10) | 40 (10) | 40 (10) |
| **Surehigh** | – | 26 (7) | 26 (7) | 26 (7) | 26 (7) |
| **Philippines** | – | – | 2 (0) | 2(0) | 2(0) |
| **Others** | – | – | 2 (0) | 2 (0) | 2 (0) |
| **Group Total** | **90 (38)** | **158 (60)** | **177 (71)** | **211 (94)** | **244 (116)** |

1: For example, in the case of reservation engines, there are currently multiple products of the same type: "tripla Book" in Japan, "EZ hotel" by Surehigh, "Booking Ku" by BookandLink, and "Pelican Hotel Solution" by Endurance. These products will be integrated into tripla Book, and cost optimization will be achieved by eliminating duplicate development for each product. 2: Including the number of employees accepted from seconded staff. 3: Belongs to the Taiwan branch of tripla Inc. 4: Seconded from BookandLink. 5: The number of employees excludes temporary employees and outsourced workers. 6: Figures in parentheses indicate the number of engineers, etc. Including product managers, designers, QA testers, and other product-related members.


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**Risk Information**

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# Perceived Risks and Risk Response Measures (1/2)

**The major risks recognized by management are listed below. For other risks, please refer to "Business and Other Risks" in the Annual Report.**

| Major Risks | Chance | Term | Risks and Counter Measures |
|---|---|---|---|
| The risk of instability in equipment and network systems due to system failures or other issues. | Low | Short | Since many of our services are cloud-based systems, communication occurs at all times. In addition, our services use external cloud servers such as Amazon Web Service (hereinafter referred to as "AWS"). In addition, our services use external cloud servers such as Amazon Web Service ("AWS"). Therefore, our business is dependent on the telecommunication network and AWS, and in the event of a system failure, our services may be suspended.<br>In order to respond promptly to failures, the Company continuously monitors system operation status, and when a failure occurs or signs of a failure are detected, the Company promptly contacts the customer and establishes and operates a system to promptly restore the system. In addition, we have strengthened our management system for detecting failures, thereby preventing failures from occurring and minimizing the impact of failures when they do occur. |
| The risk of delays in launching new businesses or services, or not achieving expected revenue targets | Mid | Short | We have developed new services and products such as tripla Link and tripla Analytics, or localized and launched products of our subsidiaries, but it is expected to take some time until they generate stable revenue, which may result in a decline in our operating revenue margin. As a result, there is a possibility of a decline in our operating revenue margin. In addition, there is a possibility that we may not be able to generate the anticipated revenues due to uncertainties in profitability. In such cases, our business performance may be affected.<br>The Company endeavors to implement business restructuring and structural reforms at appropriate times, keeping a close eye on the general situation of new matters and market trends. |


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# Perceived Risks and Risk Response Measures (2/2)

**The major risks recognized by management are listed below. For other risks, please refer to "Business and Other Risks" in the Annual Report.**

| Major Risks | Chance | Term | Risks and Counter Measures |
|---|---|---|---|
| Risks in overseas operations. | Mid | Mid to Long | During the fiscal year ended October 31, 2024, the Company completed three M&A transactions with BookandLink, Surehigh, and Endurance. The Company has increased the number of overseas customers, particularly in Indonesia, Taiwan, and Thailand, and the ratio of overseas subsidiaries to operating revenues has also increased. In our DD at the time of acquisition of the shares, we have identified risks through DD and formulated a business plan for the future.<br>However, unexpected events may occur and cause delays in the original business plan.<br>The Company recognizes that such risks may materialize in the medium to long term.<br>The Company will strive to achieve its business plan by promoting various types of cooperation with each subsidiary. |


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# Sources and Notes

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Market Size of Accommodation and Number of Accommodation Facilities
https://www.statista.com :Japan, Singapore, Australia, Taiwan
https://www.mots.go.th :Thailand
https://www.cbre.com :Malaysia
https://www.ihra.or.id :Indonesia
https://phoa.ph :Philippines
https://www.ibisworld.com

*: The market size mentioned here refers to the accommodation market itself and differs from the IT services targeted by our company


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# Handling of This Documents

**This document contains statements regarding future prospects. These statements are based on information available at the time of preparation and include our business plans, market size, competitive landscape, industry information, and growth potential. As such, they do not guarantee future results and are subject to risks and uncertainties. Actual outcomes may differ significantly from the future outlook due to changes in the environment and other factors.**

**Factors that could affect actual results include domestic and international economic conditions, industry trends relevant to our business, among others, but are not limited to these.**

**Information regarding entities other than our company in this document is cited from publicly available sources. We have not verified the accuracy or appropriateness of this information and do not provide any guarantees regarding it.**
**In the future, "Business Plans and Growth Potential" will be disclosed during our fiscal year-end financial announcement. The next update is scheduled for December 2025.**


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