Second Quarter of the Fiscal Year Ending September 30, 2025 Financial Results Briefing Materials

Plus Alpha Consulting Co., Ltd.
(Tokyo Stock Exchange Prime: 4071)

May 15, 2025

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01 Financial results for the six months ended March 31, 2025

Financial results highlights

- Net sales increased by 26.5% and operating profit increased by 28.9% in the six months ended March 31, 2025 (2Q)

<2Q>

Net sales	**8,178**	million yen	YoY change	**26.5**	% up
Operating profit	**2,792**	million yen	YoY change	**28.9**	% up
Operating profit margin	**34.1**	%	YoY change	**0.6**	points up
Ordinary profit	**2,735**	million yen	YoY change	**26.1**	% up
Profit	**1,851**	million yen	YoY change	**25.8**	% up

Financial Highlights (HR Solutions including Talent Palette & Yorisoar)

- HR Solution continued to perform well, showing a 31.3% increase in net sales and a 30.2% increase in operating profit
- ARPU grew 6.7%, MRR[2] grew 30.9%, and the operating profit margin remained high at 49.0%

	FY2024 2Q		FY2025 2Q		YoY change	
Net sales[1]	4,153	million yen	5,451	million yen	**31.3**	% up
Operating profit[2]	2,053	million yen	2,674	million yen	**30.2**	% up
Operating profit margin	49.4	%	49.0	%	**0.4**	points Down
MRR[3]	628	million yen	822	million yen	**30.9**	% Up
Number of customers[4]	1,594	cases	1,922	cases	**321**	cases Up
Revenue churn rate[5]	0.28	%	0.37	%	**0.09**	points Up
ARPU[6]	402	thousand yen	429	thousand yen	**6.7**	% Up

Note 1: Combined figures for Talent Palette (TP), Yorisoar(YS), Attack and D4DR. Note 2-5 are combined figures for TP and YS.

Note 2: Monthly Recurring Revenue. Total of the monthly fee of contracted subscription users in March 2024 and in March 2025

Note 3: Number of monthly billed contracts as of March 31, 2024 and March 31, 2025

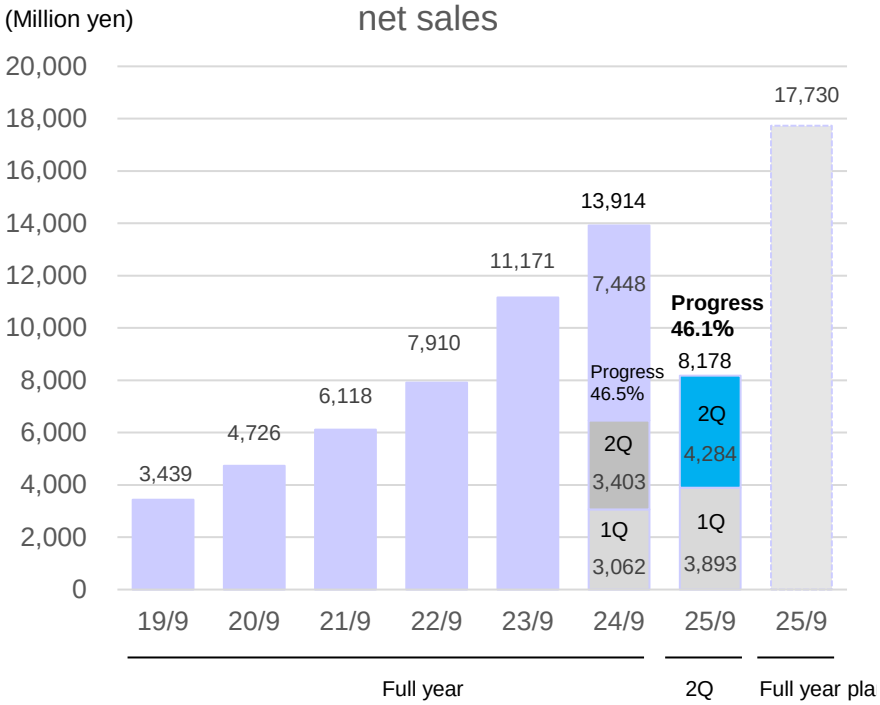
Note 4: Ratio of reductions as a result of cancellations to total monthly billed amounts as of March 2024 and March 2025 (average for the past 12 months).

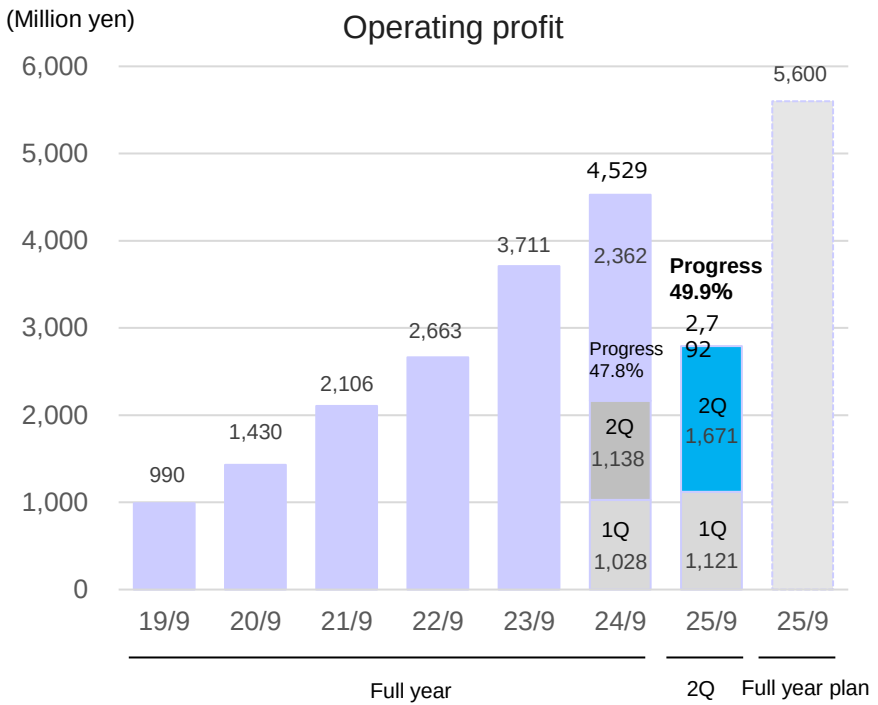
This ratio is calculated as the reduced subscription fee due to cancellations divided by the sum of the monthly fee revenue of the former month.

Note 5: Average Revenue Per User. Calculated by dividing the average MRR for 2Q of FY 2024 and 2Q of FY 2025 by the average number of paid billing enterprise users of each month for the same period

Performance trends

- 2Q progress against the annual plan was almost the same level as the previous year at 46.1% for net sales and 49.9% for operating profit





In the First quarter of the consolidated fiscal year ended September 30, 2025, the Company finalized provisional accounting for business combinations, and the figures for the fiscal year ended September 30, 2025 reflect the content of the finalized provisional accounting.

Financial results summary

- Performance was steady in 2Q, with a 25.9% increase in net sales, a 46.8% increase in operating profit and an operating profit margin of 39.0%

Million yen	FY2025 (Jan.-Mar.)			FY2025 (Oct.-Mar.)			FY2025 (Oct.-Sep.)	
	2Q (Jan.-Mar.)			Cumulative 2Q (Oct.-Mar.)			Full year (Oct.-Sep.)	
	FY2024 2Q results	Results	YoY	FY2024 2Q results	Results	YoY	plan	Progress
Net sales	3,403	**4,284**	25.9%	6,465	**8,178**	26.5%	17,730	46.1%
Cost of sales	878	**1,162**	32.3%	1,708	**2,247**	31.6%	-	-
Gross profit	2,524	**3,122**	23.7%	4,757	**5,930**	24.7%	-	-
Selling, general and administrative expenses	1,386	**1,451**	4.7%	2,590	**3,138**	21.2%	-	-
Operating profit	1138	**1,671**	46.8%	2,166	**2,792**	28.9%	5,600	49.9%
Operating profit margin	*33.4%*	***39.0%***	-	*33.5%*	***34.1%***	-	*31.6%*	-
Ordinary profit	1138	**1,616**	42.0%	2,168	**2,735**	26.1%	5,600	48.8%
Profit	768	**1,096**	42.8%	1,471	**1,851**	25.9%	3,900	47.5%

Highlights for the three months ended December 31, 2024

■ **Overview**

- In FY2025 2Q, net sales increased by 26.5% and operating profit increased by 28.9% (34.1% margin).
- With regard to progress against the full-year plan, net sales were 46.1% and operating profit was 49.9%, with both progressing well against the plan.
- With continued net sales growth and a shift toward acquiring enterprises, marketing expenses were curtailed, resulting in a significant improvement in the profit growth rate and profit margin for the second quarter.

■ **Business Overview**

- In HR Solutions, net sales continued to grow steadily, and marketing expenses were curtailed, resulting in significant improvements in both the profit growth rate and profit margin.
- In addition to the increase in the number of Talent Palette customers, price revisions and the introduction of paid options are progressing smoothly, and recurring sales are increasing significantly due to the rise in ARPU.
- Yorisoar is in a period of upfront investment, but continues to make a smooth start. Although orders for Grow Up remain weak, cost reductions are progressing and losses have narrowed significantly.
- OMN's shift management system, R-Shift, has been introduced mainly by enterprises, and net sales and profits are both strong, exceeding plans.
- At Marketing Solutions (MS), although cancellations of Visualization Engine remained high, customer unit prices remained high due to price revisions and upselling, contributing to growth in net sales and profit.

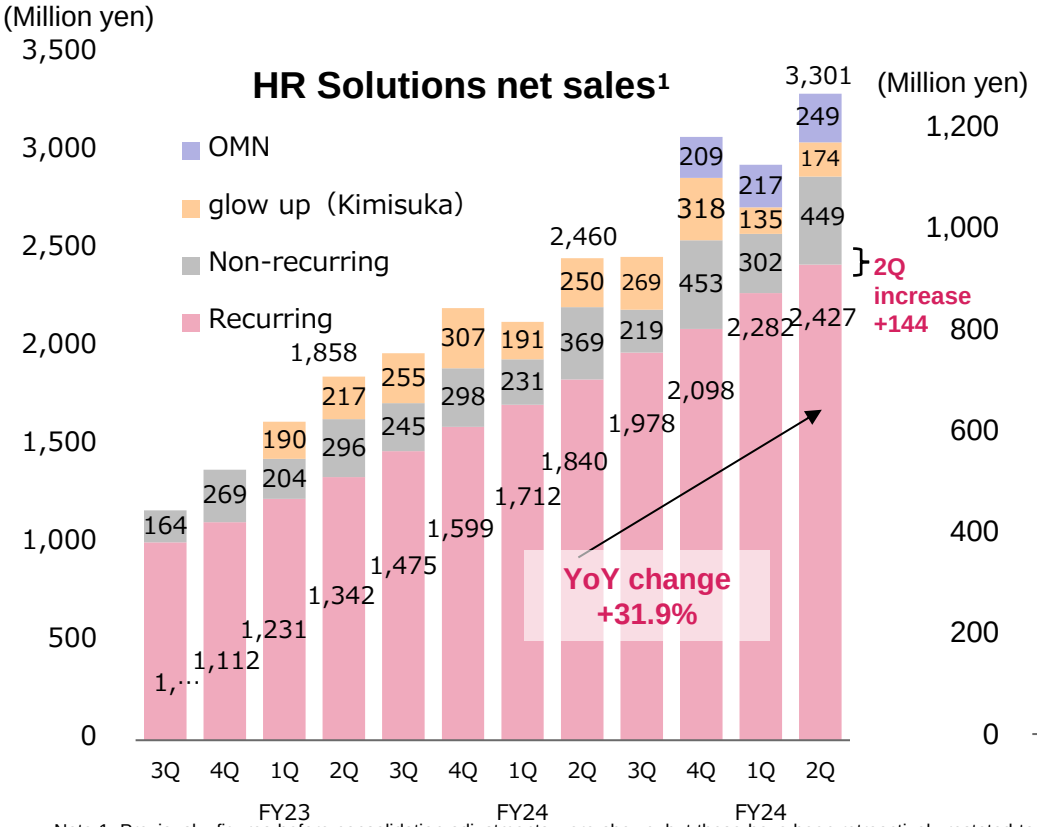
■ **Earnings forecasts for the fiscal year ending September 30, 2025（No change）**

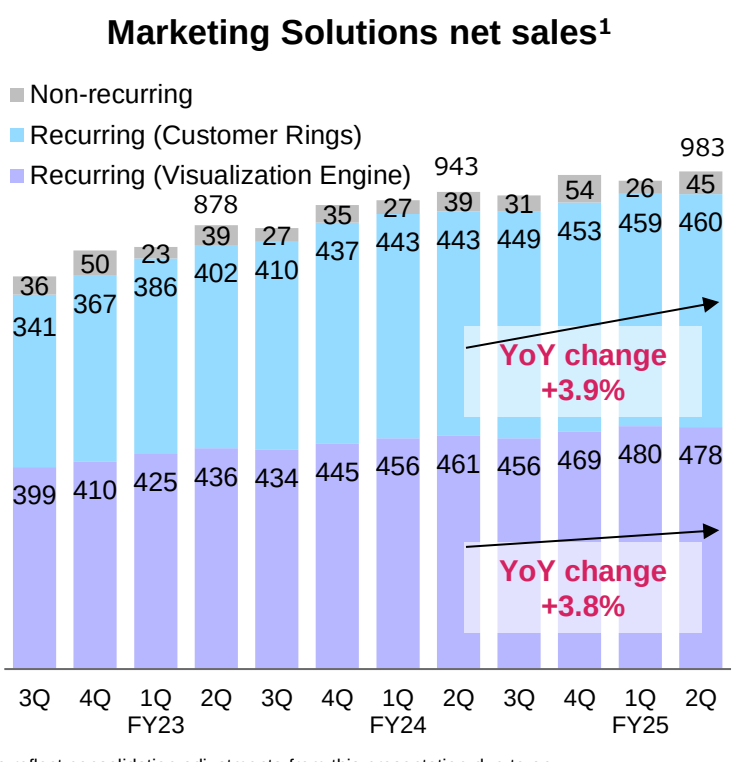
■ We forecast net sales of **17,730** million yen (up **27.4%** year on year) and operating profit of **5,600** million yen (operating profit margin of **31.6%**)

■ In addition to the increase in the number of customers of HRS and MS, we expect the full-year contribution from the subsidiary acquired through M&A in the previous fiscal year

Net sales trends (By segment)

- HR Solutions recurring revenue steadily increased and expanded to 2,427 million yen (+31.9% year on year) in 2Q
- Marketing Solutions has maintained stable sales growth for both Visualization Engine and Customer Rings





Note 1: Previously, figures before consolidation adjustments were shown, but these have been retroactively restated to reflect consolidation adjustments from this presentation due to an increase in intra-Group transactions.
Note 2: Sales of Attack and D4DR are included in non-recurring sales (from FY24 3Q onwards).

Factors Contributing to Changes

- Net sales are steadily increasing in both MS and HRS
- Profit growth was somewhat restrained due to sluggish sales of glow up and increased marketing expenses

(Million yen)	2024/9			2025/9		YoY	YoY
	2Q	3Q	4Q	1Q	2Q	change	change (%)
net sales							
Marketing Solutions	943	936	976	966	**983**	+ 40	+ 4.2%
HR Solutions	2,459	2,466	3,068	2,927	**3,301**	+ 842	+ 34.2%
（Talent Palette）*1	2,181	2,167	2,476	2,488	**2,783**	+ 602	+ 27.6%
（Yorisoar）	27	29	65	86	**93**	+ 66	+ 235.1%
（glow up）	250	269	318	134	**174**	△ 76	△ 30.2%
（OMN）	-	-	208	217	**249**	+ 249	-
Total	3,403	3,403	4,044	3,893	**4,284**	+ 881	+ 25.9%
Operating profit							
Marketing Solutions	394	376	441	432	**449**	+ 55	+ 13.8%
HR Solutions	1,101	912	1,493	1,105	**1,622**	+ 521	+ 47.3%
（Talent Palette）*1	1,147	916	1,283	1,152	**1,562**	+ 415	+ 36.1%
（Yorisoar）	△ 50	△ 57	△ 13	△ 21	**△ 18**	+ 32	Loss decreased
（glow up）	4	53	145	△ 99	**△ 11**	△ 15	Loss increased
（OMN）	-	-	76	74	**90**	+ 90	-
Companywide	△ 285	△ 295	△ 321	△ 323	**△ 307**	△ 22	Expenses increased
Consolidated adjustment, etc.	△ 72	△ 54	△ 190	△ 93	**△ 93**	△ 21	Expenses increased
Total	1,138	939	1,423	1,121	**1,671**	+ 533	+ 46.8%

◆ Marketing Solutions
- Both net sales and profits continued to grow steadily.
- Although the number of customers has decreased slightly, ARPU has increased, and both sales and profits have increased year on year.

◆ HR Solutions

・Talent Palette

Monthly recurring revenue increased due to an increase in the number of customers and an increase in unit price
In FY25 Q2, marketing expenses were contained, resulting in high profit growth rates and profit margins.

・Yorisoar

The number of customers is steadily increasing and net sales are expanding. Growth investment continued, but losses decreased somewhat due to the effect of increased revenue.

・glow up

Although orders remain weak, we are pushing ahead with cost reductions and have significantly reduced losses.

・OMN

Net sales and profits were both generally as planned.

* Includes Attack and D4DR as services related to Talent Palette.

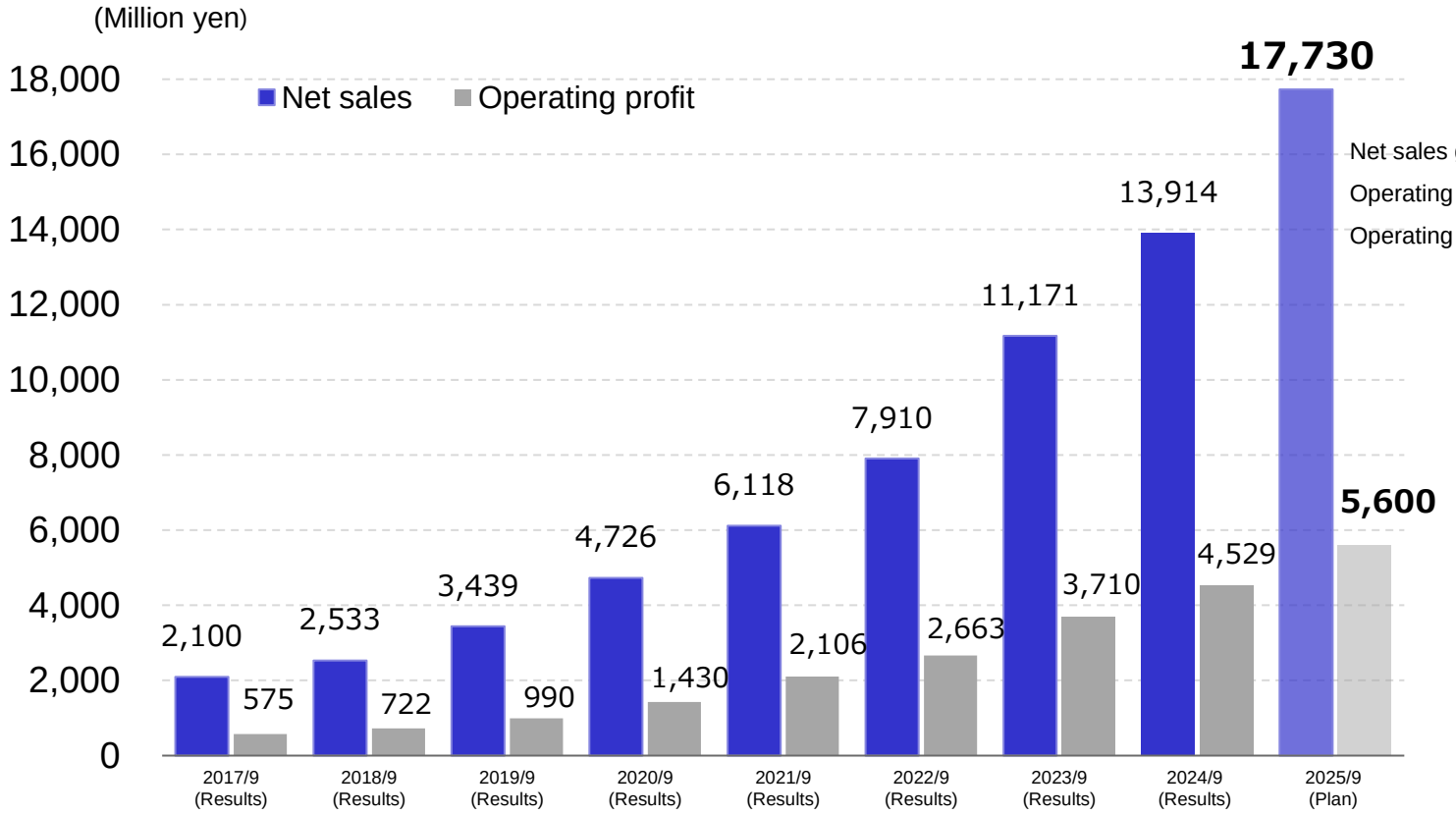
Status of Balance Sheets

- Net assets decreased by 1,817 million yen from the end of the previous fiscal year due to dividends and share buybacks
- The slim financial structure was maintained, and the equity ratio was maintained at the high level of 75.7%

(Million yen)	Sep. 30, 2024	Dec. 31, 2024	Changes from Sep. 30, 2024
Current assets	12,077	**10,468**	down 1,608
(Cash and deposits)	10,189	**8,334**	down 1,854
(Accounts receivable-trade)	1,599	**1,774**	up 172
Non-current assets	3,336	**3,088**	down 244
Total assets	15,413	**13,557**	down 1,853
Current liabilities	2,968	**3,030**	up 61
Non-current liabilities	342	**244**	down 97
Net assets	12,102	**10,282**	down 1,817
Equity ratio	78.4%	**75.7%**	

02 Earnings forecasts for the fiscal year ending September 30, 2025

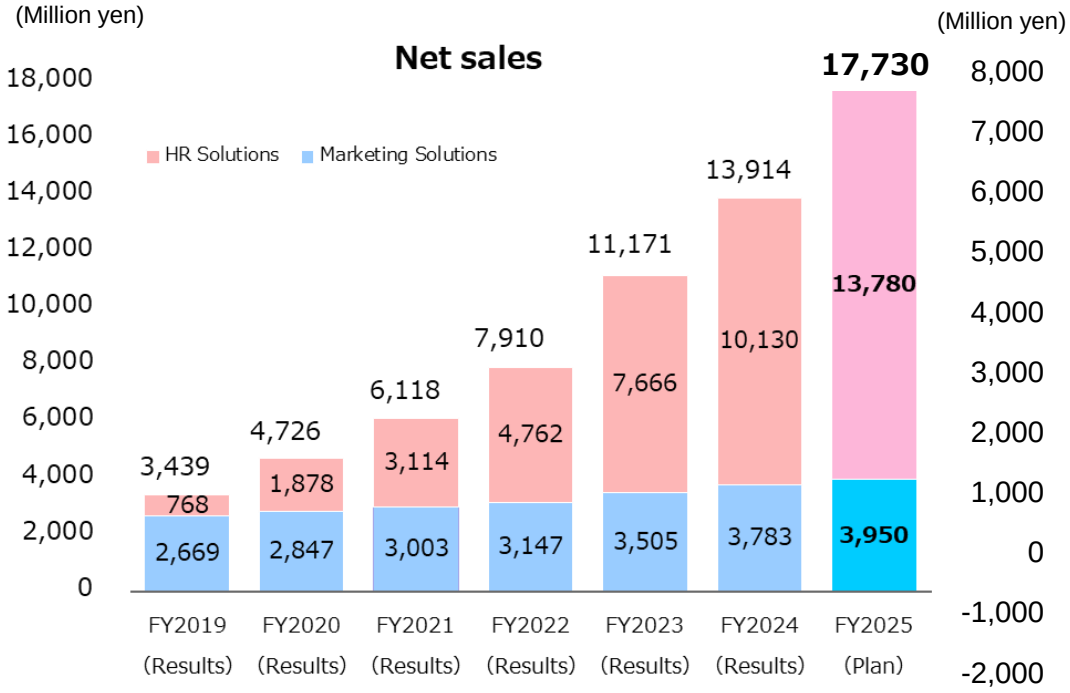
Earnings forecasts for the fiscal year ending September 30, 2025

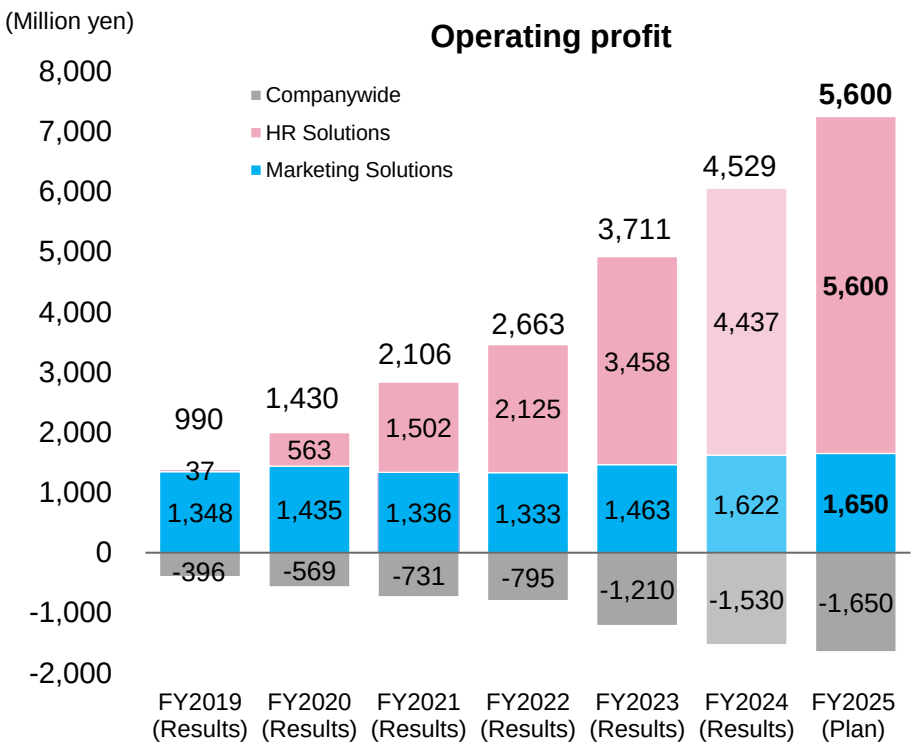


Net sales growth rate	**27.4**%
Operating profit growth rate	**23.6**%
Operating profit margin	**31.6**%

Earnings forecasts for the fiscal year ending September 30, 2024 (By segment)

- Companywide growth in revenues and profits is expected to be driven by sales and profit growth in HR Solutions



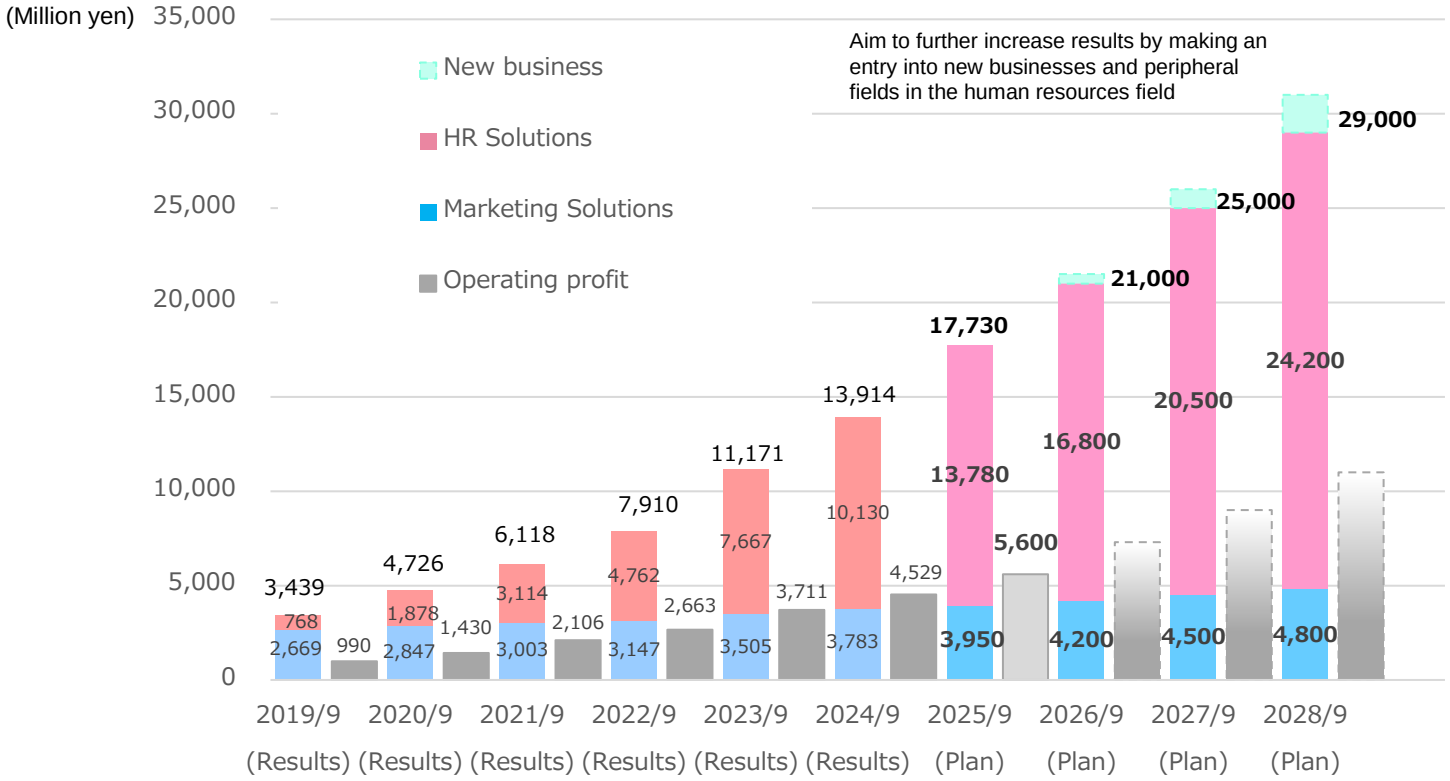


* Figures for FY2023 and earlier are retroactively restated according to the new segment classifications.

* Companywide includes amortization of goodwill, etc.

Medium-term growth image

- In addition to continued expansion of HR Solutions, expected to develop HR-related areas and new businesses
- In the medium term, aim for sales of 30 billion yen and operating profit of 10 billion yen or more.

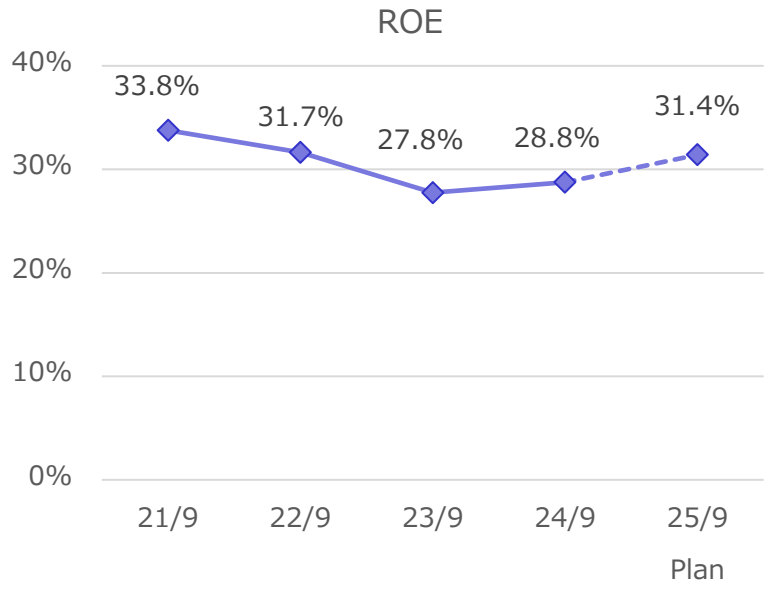


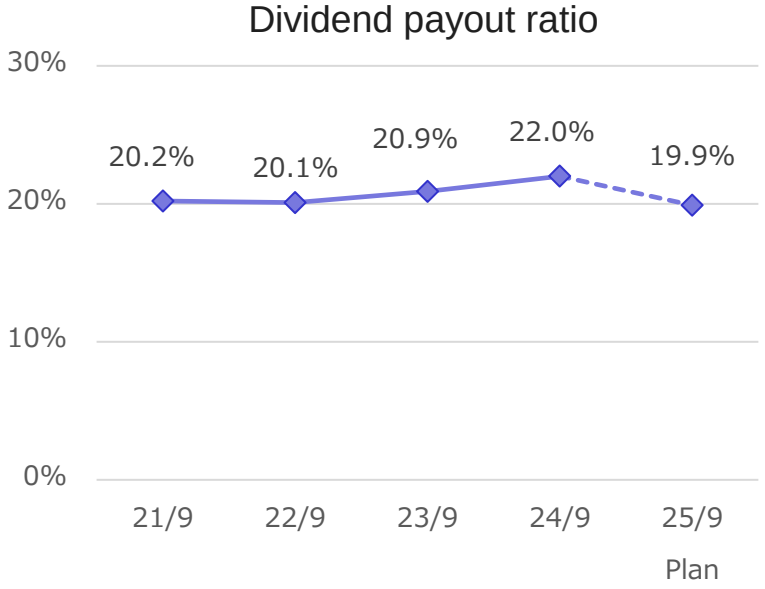
- Figures for FY2023 and earlier are retroactively restated according to the new segment classifications.
- *Operating profit takes into account expenses incurred for M&A, etc.

Shareholder return policy

We have set ROE as an indicator for efficient use of capital and intend to maintain a high level over the medium term through measures to improve profitability and provide shareholder returns

- Return on capital: Recognize ROE as an important indicator and aim to maintain a level of 20% or more
- Shareholder return policy: Continue to pay stable dividends while securing necessary internal reserves (the target dividend payout ratio is 20%)





*ROE for the fiscal year ending September 2025 takes into account the planned amount of treasury stock acquisition (3 billion yen) announced on November 29, 2024.

03 Business Overview

Major KPIs for 2Q of FY2025

Non-consolidated basis

MRR[1]

Companywide

1,136million yen

- Marketing Solutions 314 million yen
- HR Solutions 822million yen

MRR growth rate[2]

Companywide

22.0%

- Marketing Solutions 3.6%
- HR solutions 30.9%

Average monthly revenue churn rate[3]

Companywide

0.61%

- Marketing Solutions 1.16%
- HR Solutions 0.37%

Number of users[4]

Companywide

2,751 companies

- Marketing Solutions 829 companies
- HR Solutions 1,922 companies

Recurring ratio[5]

Companywide

88.5%

- Marketing Solutions 95.4%
- HR Solutions 86.1%

ARPU[6]

Companywide

413 thousand yen

- Marketing Solutions 377 thousand yen
- HR Solutions 429 thousand yen

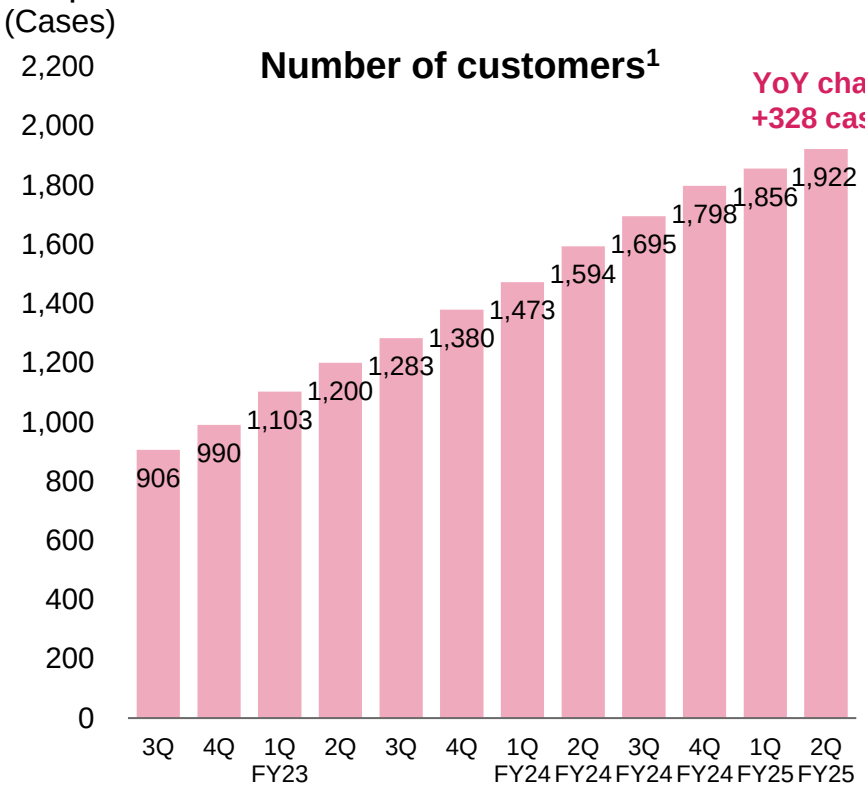
Note 1: Monthly Recurring Revenue. Total of the monthly fee of contracted subscription users in December 2023 (excluding temporary sales)
Note 2: MRR growth rate from March 2024 to March 2025
Note 3: Ratio of reductions as a result of cancellations to total amounts of the existing monthly billed contracts as of March 2025 (average for the past 12 months).
This ratio is calculated as the reduced subscription fee due to cancellations divided by the sum of the monthly fee revenue of the former month.
Note 4: Number of monthly billed contracts as of March 31, 2025
Note 5: Calculated as dividing total monthly billed amounts for the second quarter of the fiscal year ending September 30, 2025 by net sales for the same period.
Note 6: Average Revenue Per User. Calculated as dividing the average MRR for the second quarter of the fiscal year ending September 30, 2025 by the average number of paid billing enterprise users of each month for the same period.
Companywide result is calculated by dividing total amounts of the average MRRs of all businesses for the same period by the average number of total enterprise users for all businesses of each month for the same period.

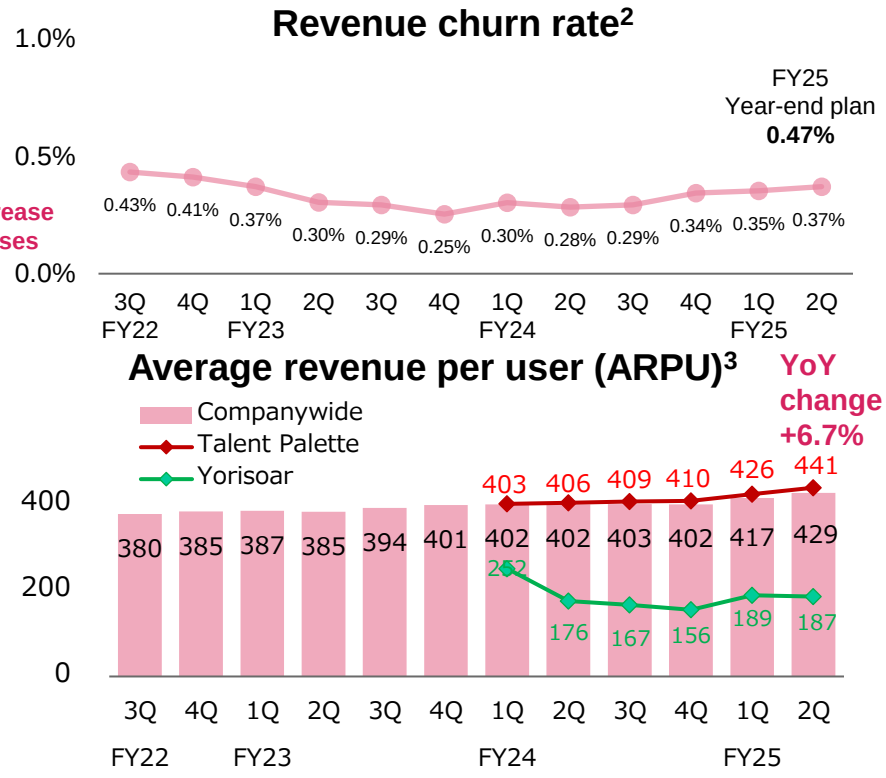
Number of customers, revenue churn rate, ARPU (HR Solutions)

プラスアルファ コンサルティング

Non-consolidated basis

- Talent Palette acquired new customers, mainly from enterprises
- Talent Palette ARPU rose due to the effect of price increases and the penetration of cross-selling of paid options





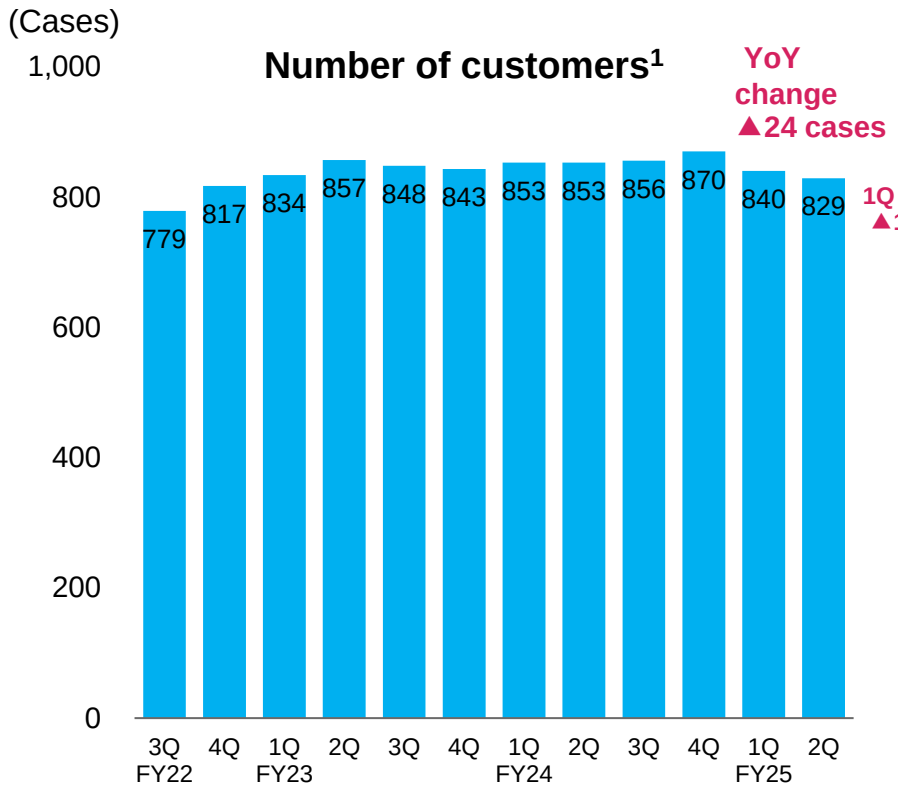
Note 1: Number of monthly billed contracts
Note 2: Ratio of reductions as a result of cancellations to total monthly billed amounts (average of the past 12 months at the end of each quarter)

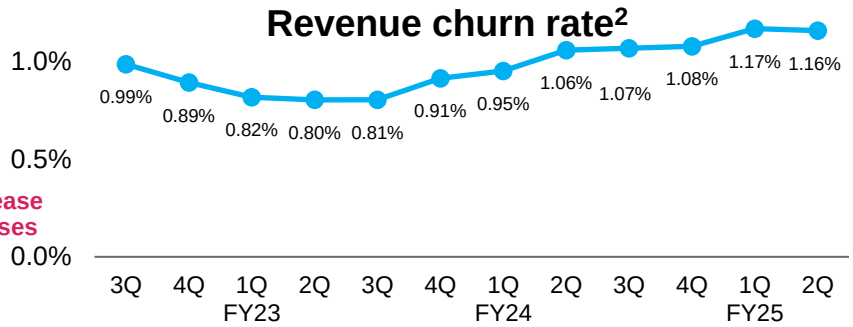
Note 3: Average Revenue Per User. Average monthly revenue per paid billing enterprise user. Calculated as dividing the average MRR for each quarter by the average number of paid billing enterprise users of each month for the same period.

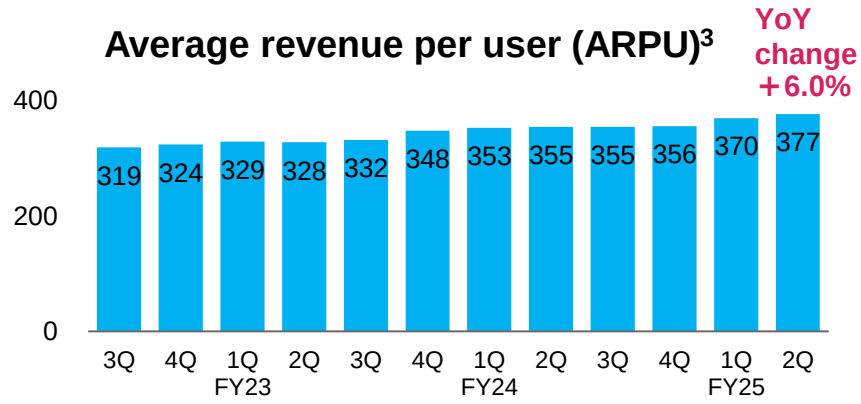
Number of customers, revenue churn rate, ARPU (Marketing Solutions)

Non-consolidated basis

- The number of cancellations of Visualization Engine is rising, and the number of customers has decreased by 11
- ARPU[3] is gradually rising due to factors such as up selling to existing customers







Note 1: Number of monthly billed contracts
Note 2: Ratio of reductions as a result of cancellations to total monthly billed amounts (average of the past 12 months at the end of each quarter)

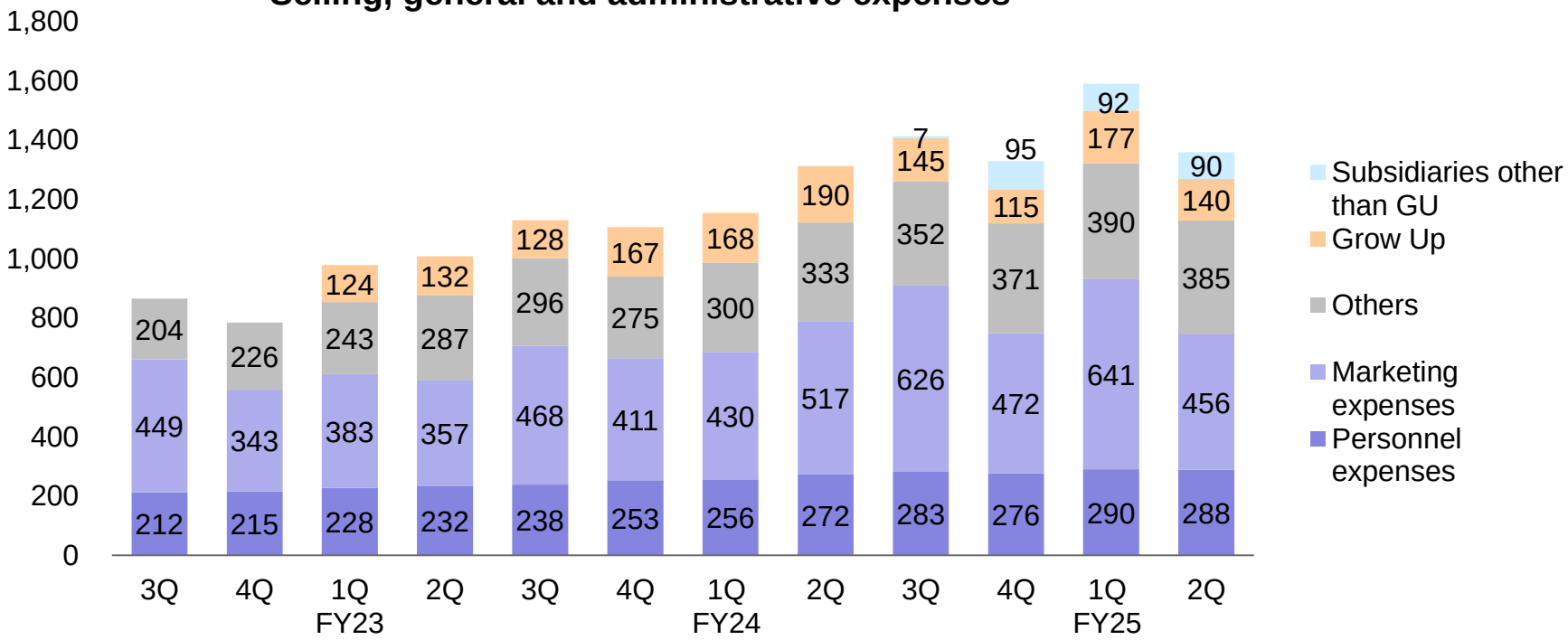
Note 3: Average Revenue Per User. Average monthly revenue per paid billing enterprise user. Calculated as dividing the average MRR for each quarter by the average number of paid billing enterprise users of each month for the same period.

Trends in selling, general and administrative expenses

- Costs were reduced by reviewing marketing expenses associated with the enterprise shift in HR Solutions

(Million yen)

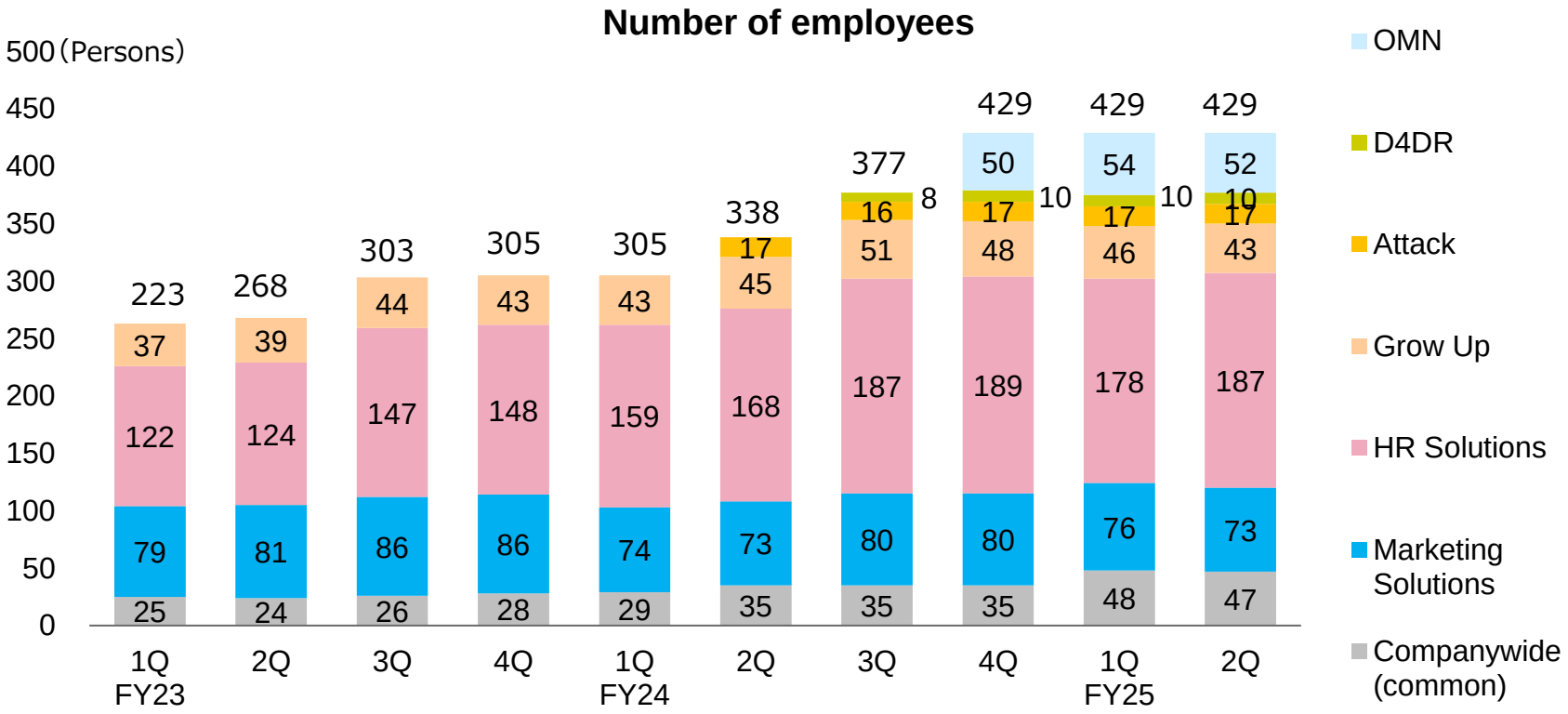
Selling, general and administrative expenses[1]



Note 1: **Amortization of goodwill, etc. is not included in the above figures.**

Trends in the number of employees

- Recruitment of both engineers and consultants is progressing smoothly according to plan
- The number of staff in business divisions has decreased slightly due to the transfer of quality control engineers to common divisions



Note 1: The number of permanent employees as of the end of each quarter
Note 2: Non-consolidated figures are shown for HR Solutions

04 Latest topics

Latest topics

(1) Commencement of comprehensive business alliance with Mynavi Corporation aimed at full-scale expansion into recruitment

(2) Smooth implementation of Talent Palette in enterprises

(3) High-added-value services for enterprises (generative AI, upstream consulting)

(4) Accelerating the introduction of optional services to expand the scope of applications in the HR field

(5) Equipped with a generative AI-powered “response training” feature (Visualization Engine)

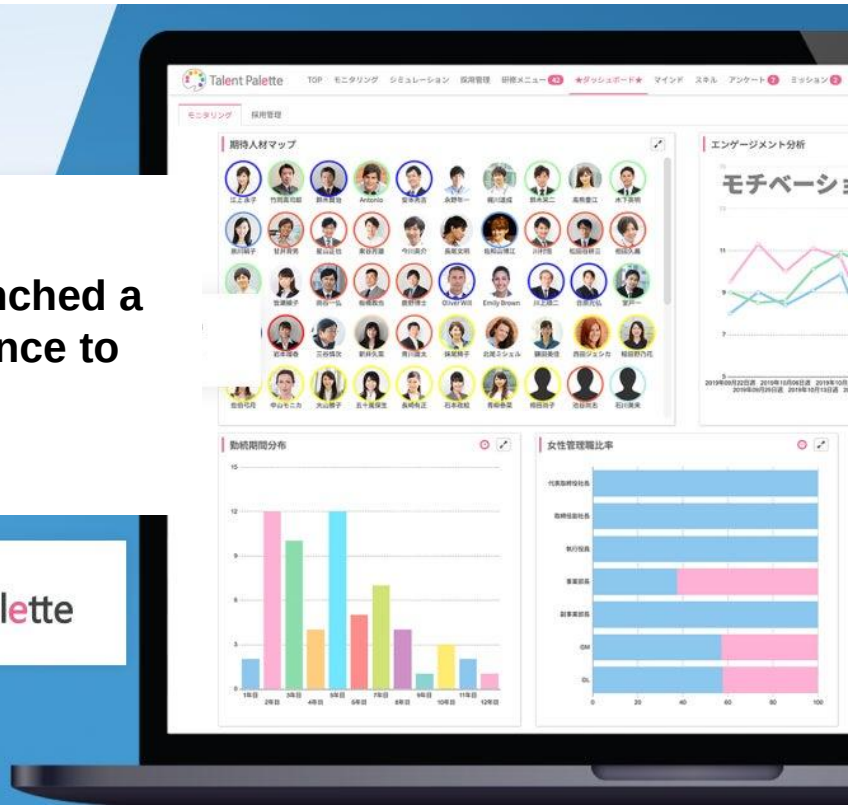
(6) Appointed professional golfer Reika Usui as ambassador

Topic (1): Commencement of comprehensive business alliance with Mynavi Corporation aimed at full-scale expansion into recruitment

- Created an innovative service and platform that leverages the strengths of both companies and supports employees' success after joining the company.
- Collaboration with job information media, improving the accuracy of matching for recruitment, training and assignment, with the aim of supporting both job seekers and companies.

Mynavi and Talent Palette launched a comprehensive business alliance to expand business in HR field.

マイナビ　Talent Palette



Topic (2): Smooth implementation of Talent Palette in enterprises

Mitsubishi Corp, JSW THE JAPAN STEEL WORKS, LTD, Sumitomo Mitsui Trust Bank, Limited, and Kyushu Electric Power Company,Incorporated. have introduced Talent Palette.

三菱商事

Mitsubishi Corp.

- Visualization of HR data
- HR data analysis
- Human resource development
- optimal assignment

JSW 日本製鋼所

JSW THE JAPAN STEEL WORKS, LTD.

- Visualization of HR data
- Human resource development
- personnel evaluation
- Management decision support

三井住友トラストグループ 三井住友信託銀行

Sumitomo Mitsui Trust Bank, Limited

- Unification of human resource data
- HR data analysis
- Association of skills required for positions

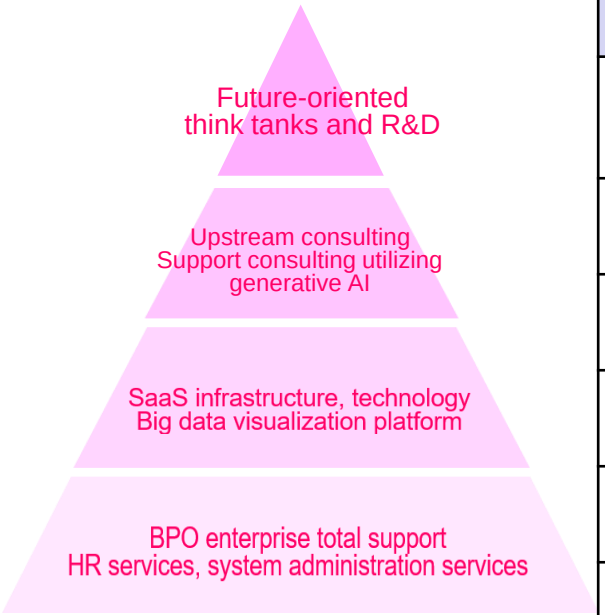
九州電力 ずっと先まで、明るくしたい。

Kyushu Electric Power Company,Incorporated

- Visualization of HR data
- HR data analysis
- Human resource development

Topic (3): High-added-value services for enterprises (generative AI, upstream consulting)

We provided not only systems, but high-added-value services for enterprises, through advanced consulting.



High-added-value creation platform

Industry	Project example	Employee scale
Large logistics company	**Utilized generative AI in feedback comments provided by evaluators** to improve the “satisfaction with evaluations based on evaluation policies,” which is important for employee engagement, and utilized generative AI in the relative distribution adjustment of final evaluations at the end of the fiscal year.	5,000
Major IT/telecommunications company	Utilization of **generative AI** advice **for setting “well-structured” goals** for evaluated individuals based on an evaluation system.	3,000
Major general trading company	Use of **generative AI** to identify and analyze internal skills and experience “tags = matching conditions” and use of AI search for candidate selection aimed at **enhanced AI matching between organizations and employees** in personnel transfers.	3,000
Major IT/telecommunications company	Used generative AI to identify “tags = matching conditions” for internal skills and experience to **support employees’ autonomous career development**, and **used AI** for visualization of the **gap** between their current level and their desired level for their desired job.	30,000
Major electronics manufacturer	Designed business processes for succession plan implementation, clarified successor selection criteria, and established a data-driven **candidate selection and development system**.	6,000
Local governments	To achieve optimal assignment, organized current business requirements, considered TO-BE, incorporated them into system operation flows, and supported system implementation to establish a data-based **transfer and assignment system**.	15,000
Major regional bank	**Reviewed engagement survey** in order to improve engagement for the realization of human capital management. Provided one-stop support from question design, survey implementation, data collection and analysis, issue identification, to consideration of improvement measures.	5,000
Distribution and retail	Provided one-stop support for the full-scale implementation of succession plans, spanning from the design of overall operations, **clarification of candidate selection criteria**, **organization of personnel requirements**, and data preparation, to system implementation.	10,000

Topic (4): Accelerating the introduction of optional services to expand the scope of applications in the HR field

Expanded the scope of HR activities, such as training management for employee development and new recruitment methods such as alumni, to increase ARPU.

Training management function (LMS)

Unification of e-learning attendance

- Utilization as a platform for reskilling and independent career development
- Centralized management of group talent development through visualization of learning outcomes throughout the entire group
- Provision of learning opportunities for promoting employees' desire for growth



三越伊勢丹ホールディングス

SEGASammy

Function for hiring alumni (former personnel)

Utilization as a platform for the alumni system

- Centralized management of information on the diverse backgrounds and skills of alumni (former personnel)
- Building and strengthening ongoing relationships and communication with alumni (former personnel)

Alumni

- Alumni search
- Application management
- Participation in events
- Interaction with current employees
- Distribution of content for alumni



NOEVIR HOLDINGS

Takano Yuri BEAUTY CLINIC

Topic (5): Equipped with a generative AI-powered “response training” feature (Visualization Engine)

- Generated customer personas from inquiry response history data, etc., and utilized them for operator response training.
- Promoted skill improvement and enhanced customer service through post-training evaluation and feedback.

Customer persona generation





Story

- Mr. Taro Yamada is a 55-year-old man who is busy with his everyday life. He is very health conscious and is mainly interested in beverages. In addition, he prioritizes health in his lifestyle and practices strict self-management.
- He enjoys running as a hobby, and recently has been experiencing knee pain, so he started taking a supplement called “Knee Smooth” six months ago.
- If he has any questions about our products or services, he call us

Generate customer persona based on actual response history data

Role-playing customer support



Thank you for your inquiry.
May I ask how I can help you?



Hey, there’s this supplement called Knee Smooth. Does it really work?
I’ve been taking it for half a year, but I don't really feel it working.
Also, are there any side effects? I would like an answer right away.

Thank you for using our Knee Smooth.
Even though you have been taking it for six months, you have not noticed any effects. And you are concerned about the side effects of Knee Smooth. Am I correct to understand that they are the content of your inquiry?



…

Handling inquiries about personas using voice input

Evaluation and feedback

Training results

Overall evaluation | Section evaluation

Overall evaluation

80 /100

- During the interviews, questions are asked to identify the core issues that customers are dissatisfied with. However, it seems that customer background (purchase motivation, expected product effects, etc.) has not been sufficiently dug into. Why not try asking questions that will help to gain a deeper understanding of the customer’s perspective?
- There is a tendency to focus solely on administrative procedures when dealing with the customer’s intention to cancel, and there is a lack of proactive proposals aimed at improving customer satisfaction. Few efforts to gain customer trust and encourage repeat purchases or product use have been seen, and improvements are needed.

Training results

Overall evaluation | Section evaluation

Interviews

7 /10

- The details of customer complaints (“expected effects not felt” or “price too high”) are specifically identified.
- However, confirmation of detailed conditions and sufficient interviews with customers regarding their background are somewhat lacking.

Proposal

8 /10

Evaluations and feedback are generated based on set evaluation points
Role-playing can be conducted again based on the advice

Topic (6): Appointed professional golfer Reika Usui as ambassador

- In April 2025, we signed an affiliation contract with professional golfer Reika Usui.
- We are currently planning a commercial for Talent Palette as a measure to raise awareness in enterprises.



05 Reference materials

Company outline

Company outline

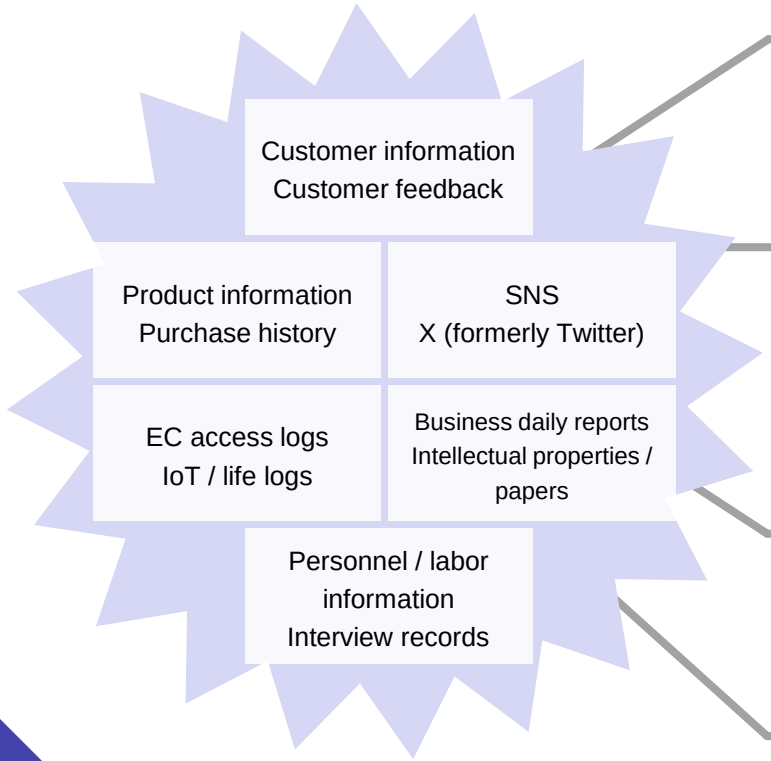
Company name	Plus Alpha Consulting Co., Ltd. (Tokyo Stock Exchange Prime: 4071)
Representative	Katsuya Mimuro, Representative Director and President
Headquarters location	25F Shiodome Sumitomo Building, 1-9-2 Higashi Shimbashi, Minato-ku, Tokyo
Osaka Branch	13F Osaka Nakanoshima Building, 2-2-2 Nakanoshima, Kita-ku, Osaka-shi, Osaka
Fukuoka Branch	4F Grand Cabin Tenjin-minami, 3-3-33 Yakuin, Chuo-ku, Fukuoka-shi, Fukuoka
Consolidated subsidiary	Grow Up Co., Ltd.
Established	December 25, 2006
Capital	499,902 thousand yen (as of March 31, 2025)
Business content	Providing cloud services for data analysis platforms
Number of employees	429 consolidated (as of March 31, 2025)
URL	https://www.pa-consul.co.jp/

Business concept

Platform to visualize big data

Explosive information growth = Creation of big data

Information in all areas will be digitized



Visualize

enormous information through technology

Text mining
Data mining
Natural language processing
AI / machine learning
+
Consulting Operational knowledge

Serving various sectors

Marketing Solutions

Marketing area

Visualization of customer feedback

見える化エンジン

CRM area

Visualizing client information and actions

CustomerRings カスタマーリングス

HR Solutions

HR/personnel area

Visualizing personnel information / employees

Talent Palette タレントパレット

キミスカ

Education area

ヨリソル

Main services

Developing profitable SaaS businesses in multiple areas

Marketing Solutions

Developing business in the areas of marketing and CRM with advanced technological capabilities to visualize big data in a way that is useful in practice

Marketing area

見える化エンジン

Text mining analysis for the use of customer feedback data from call logs, X (formerly Twitter), etc.

Monthly subscription according to the amount of analyzed data

CRM area

CustomerRings カスタマーリングス

Customer analysis using purchase histories, web access logs, etc., and automation of marketing initiatives

Monthly subscription according to the number of customers/e-mails delivered

HR Solutions

Expanding business into the the areas of HR/personnel and education based on expertise on data utilization cultivated in the area of marketing

HR/personnel area

Talent Palette タレントパレット

Analysis of employee information for HR measures such as personnel development and optimal placement

Monthly subscription according to the number of employees

Education area

ヨリソル

Visualization by central management of information on teachers, students and parents, and promotion of educational data use and utilization

Monthly subscription according to the number of students and teachers

Subscription products

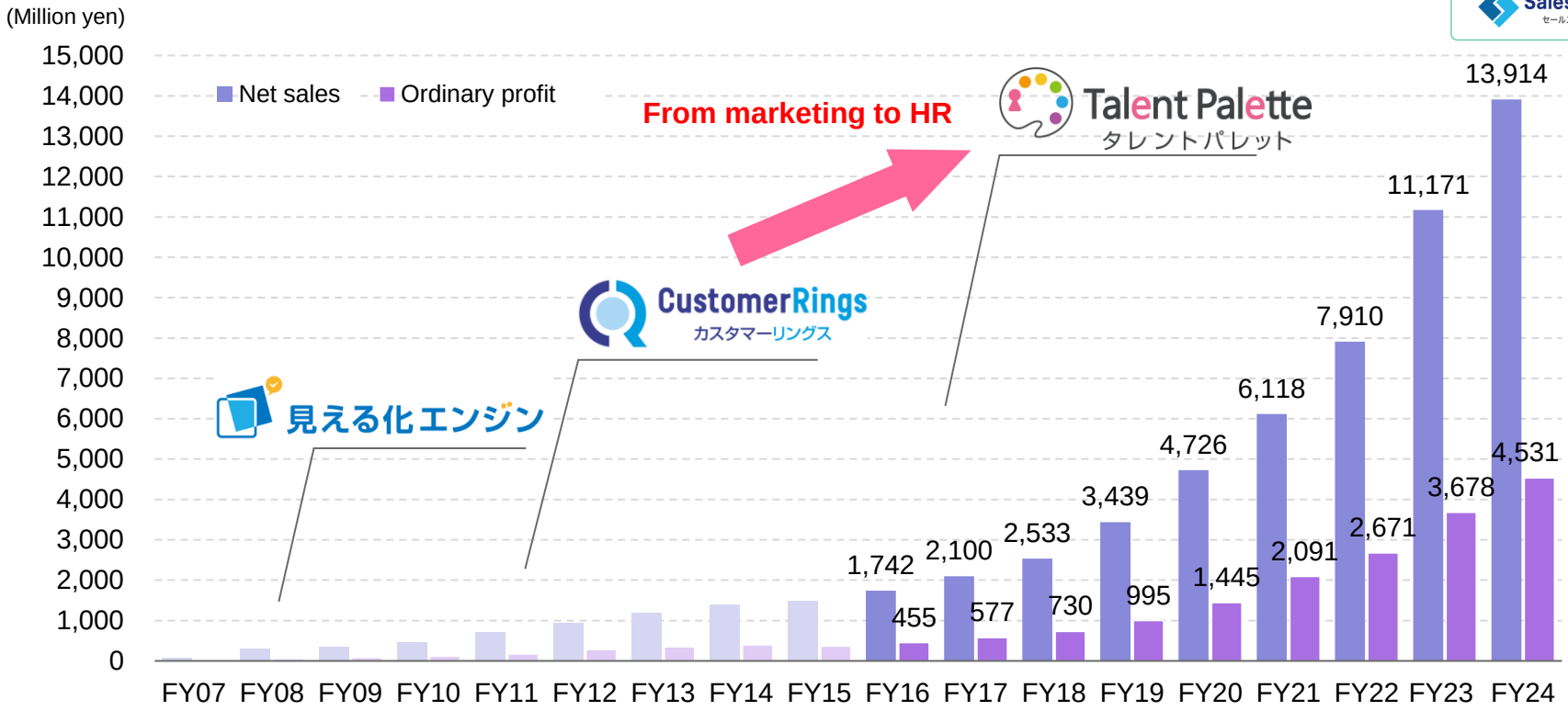
Technology and expertise behind the services

Language processing technologies	Visualized mining technologies	Mass data analysis expertise	Industrial / operational knowledge	Utilization support consulting

Course of Growth

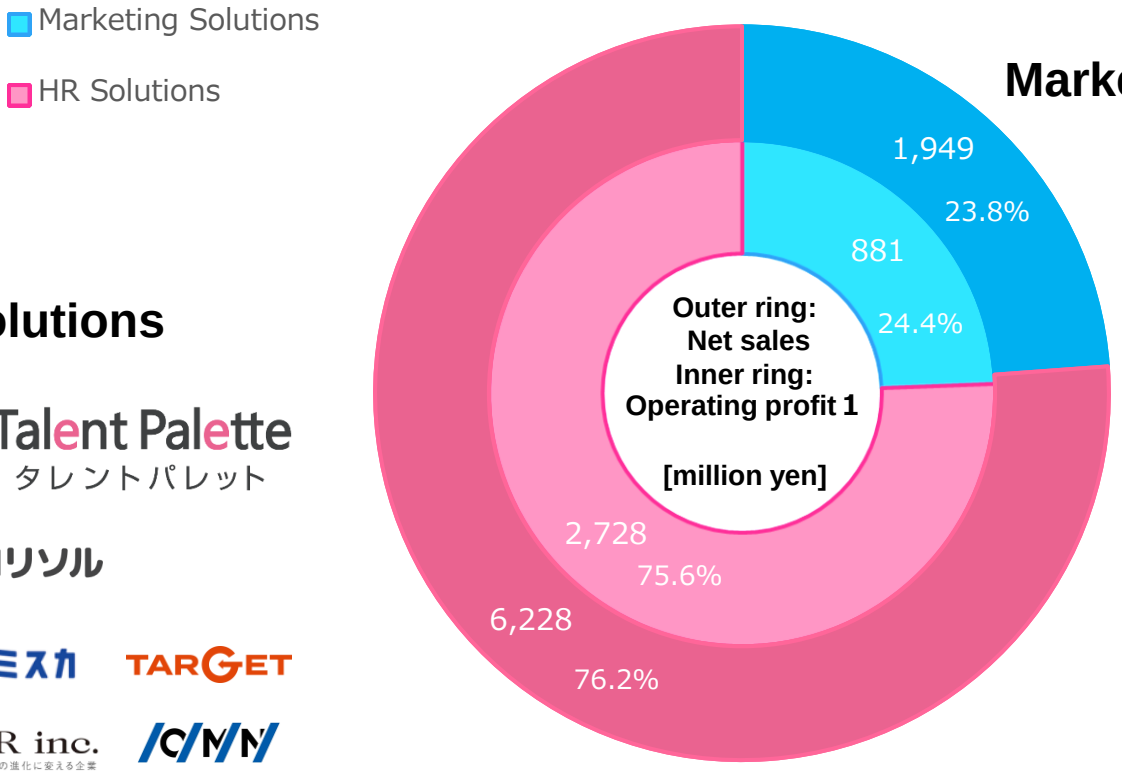
Expanded content of business by introducing business-specialized products in intervals of several years
Expanded business into personnel and HR centered on know-how utilizing data developed in marketing

New businesses
ヨリソル
Sales Square セールス スクエア



Financial results (by segment) for the three months ended December 31, 2024 (1Q)

- The HR Solutions Business accounted for 76.2% of net sales and 75.6% of profit, driving growth



Marketing Solutions

見える化エンジン

CustomerRings
カスタマーリングス

HR solutions

Talent Palette
タレントパレット

ヨリソル

キミスカ

TARGET

D4DR inc.
知的好奇心を社会の進化に変える企業

/C/M/N

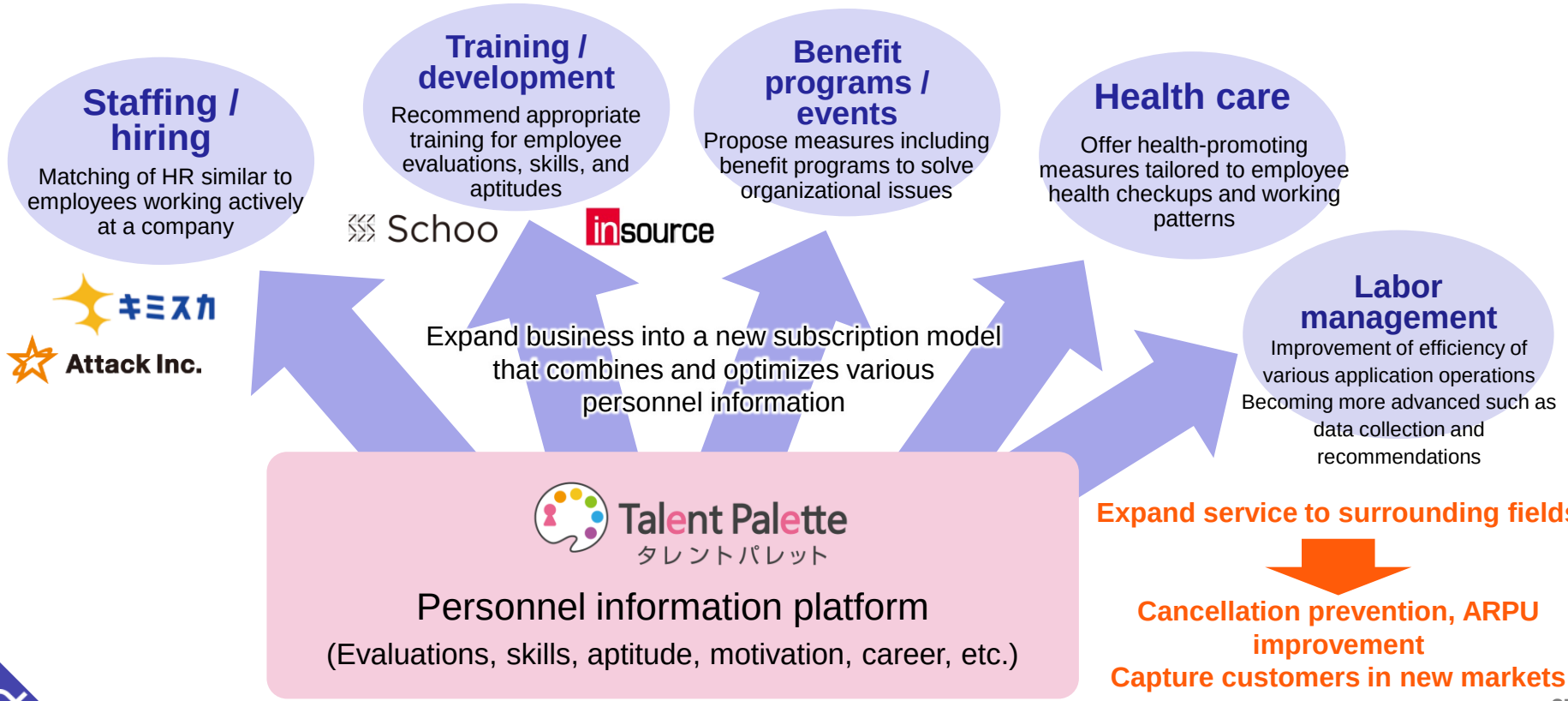
Note 1: Amount of operating profit of the segment in 2Q of FY2025 (before elimination of shared expenses, before amortization of goodwill, etc., excluding one-time expenses associated with M&A)

注1：2025年9月期 第2四半期累計における各セグメントの営業利益額（共通費控除前、のれん等償却前、M&Aに伴う一時費用除く）

Further development of Talent Palette Business

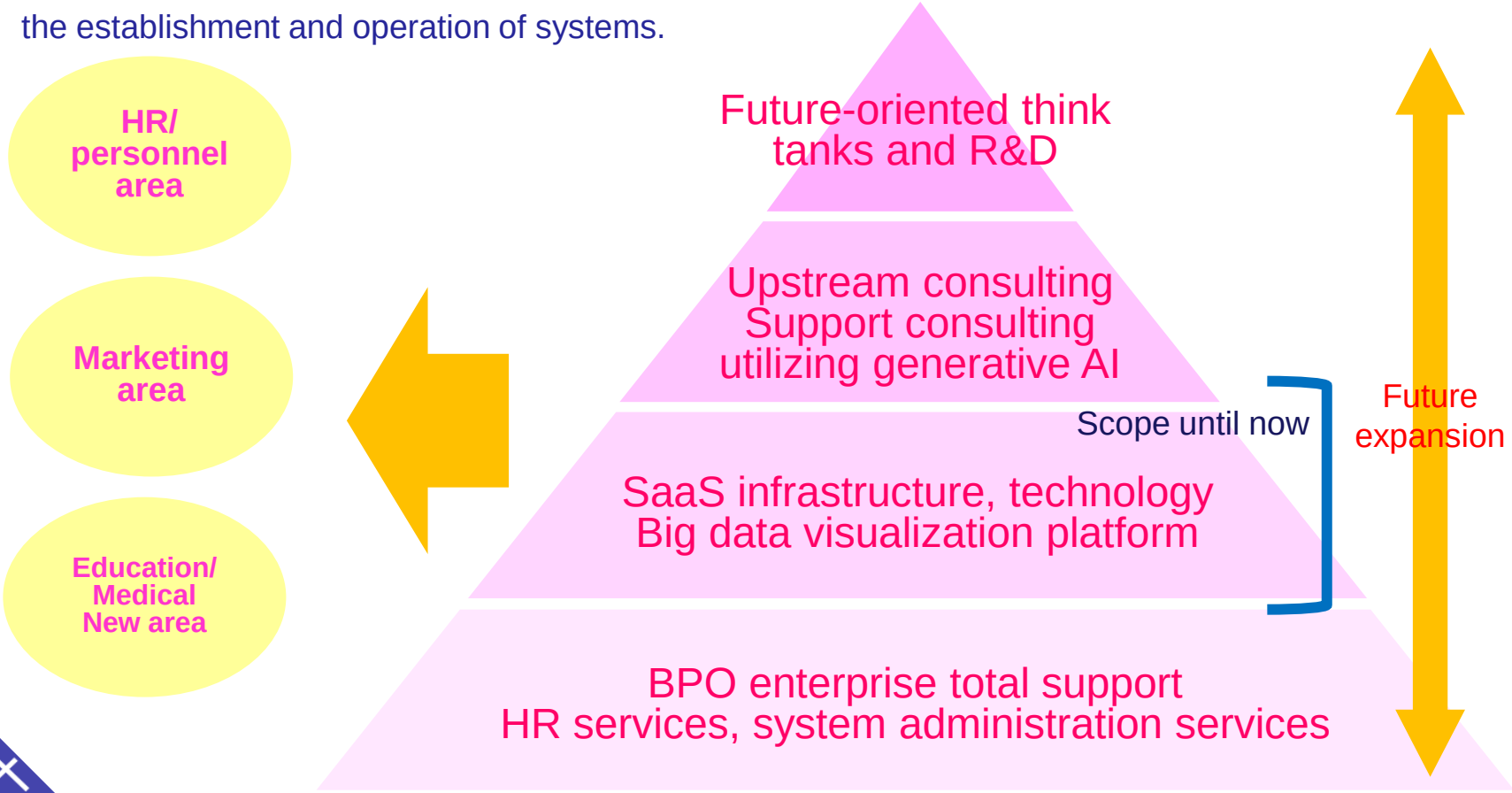
Expand services to sectors surrounding HR

By utilizing HR data accumulated in Talent Palette, we have improved the accuracy of services surrounding personnel.
We aim to expand business not only in the company but also by utilizing partnerships and capital alliances with partner companies



Strengthening services with high added value to conquer the enterprise market

With the existing SaaS business infrastructure at its core, we aim to provide industry leadership to future-oriented think tanks and upstream consulting, and expand our business to BPO that provides total support for the establishment and operation of systems.



Business strengths

Service characteristics

	Visualization platform	Marketing automation tool	HR utilization platform
	見える化エンジン	CustomerRings カスタマーリングス	Talent Palette タレントパレット
Service overview	Text mining analysis of massive amounts of diverse customer feedback and conversation data from surveys, call logs, voice recognition data, social media and X (formerly Twitter), etc.	Support for optimal communication with customers based on analysis results gained from integrated data for customer attributes and action histories	Utilized for talent management by visualizing personnel information such as employee skills, aptitude, evaluations, and survey results and hiring related data
Users and usage	Introduced mainly into companies' contact centers and marketing and DX/digital marketing divisions Used for strengthening CS, improving services and planning and developing new products	Introduced mainly into companies in EC (apparel, health foods, cosmetics, general goods, etc.) and retail industries Used for planning and implementing measures for online marketing	Introduced mainly into personnel divisions Used for personnel planning and strategies to improve employee performance by utilizing human resources
Major characteristics	No. 1 market share in Japan for the 12th consecutive year in the text mining tool area with functions of supporting a wide range of data sources centered on qualitative data, highly accurate natural language processing, an intuitive user interface, etc.	Intuitive interface, various functions to analyze and visualize customer actions, and support for multiple channels such as e-mail, social media and apps	Personnel database on employee information, evaluations, and skills. Support for optimal placement, HR selection, resignation analysis/prediction, and improvement in matching efficiency
Fee system	Monthly fee: Monthly subscription plan according to data amount, etc. Initial cost: For establishing system at service introduction, etc. Fee for on demand services: Paid consulting, etc.	Monthly fee: Monthly subscription plan according to the number of members and distribution, etc. Initial cost: For establishing system at service introduction, etc. Fee for on demand services: Paid consulting, etc.	Monthly fee: Monthly subscription plan according to the number of employees Initial cost: For establishing system at service introduction, etc. Fee for on demand services: Paid consulting, etc.

Business strengths

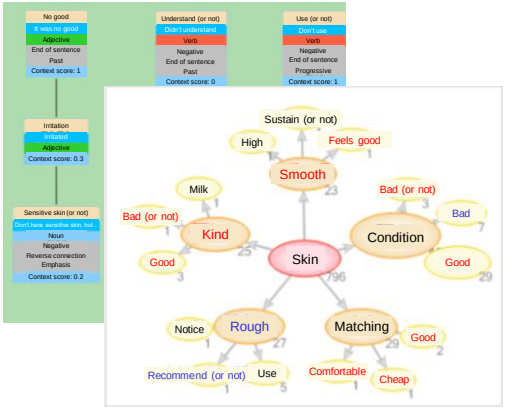
Advanced technologies to visualize big data for practical use

見える化エンジン

CustomerRings
カスタマーリングス

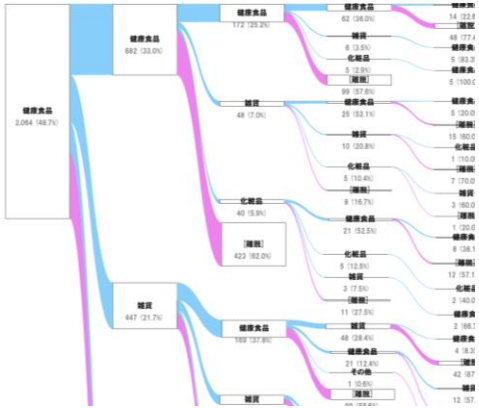
Talent Palette
タレントパレット

Syntax analysis, word maps



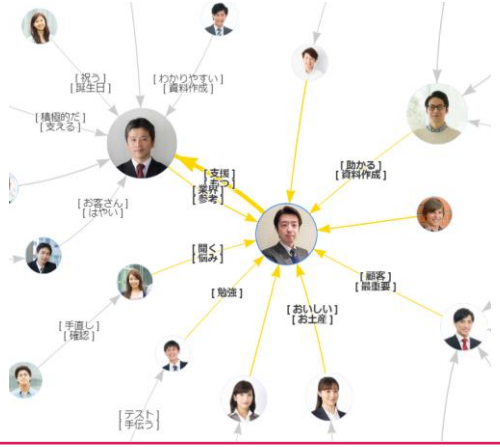
Analyze Japanese text to create maps for subjects / predicates and positive /negative sentiment to see customer feedback at a glance

Purchasing pattern analysis



Analyze product purchasing data, etc., to visualize purchasing patterns and ascertain how customers become loyal customers

Employee network diagram

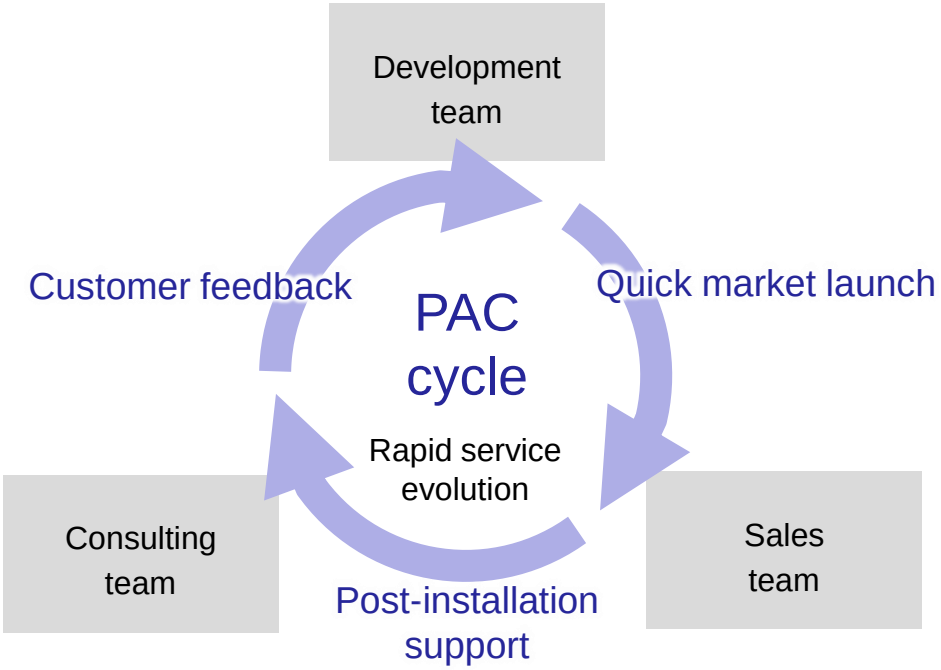


Through collaborative data between employees such as Thanks Points, ascertain volume and quality of communication between employees and departments

Business strengths

Organizational capabilities to realize rapid service evolution

We realize rapid implementation of general-purpose functions by ascertaining needs through consulting services for leading companies



Culture and framework to support the PAC cycle

PAC cycle realizes:

Differentiation
by rapid functional evolution

ARPU improvement
by creating high added value

Cancellation prevention / LTV improvement
through a concerted effort by the entire team

Partner relationships
on equal footing with clients

Early market launch
of new functions and businesses

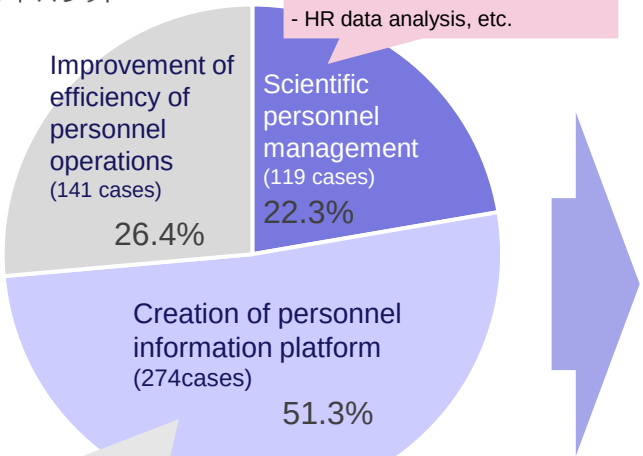
Business strengths

High-speed development of consulting results as a general purpose function

Realizing increased added value of services by leveraging enterprise consulting capabilities
Over 6,400 functions installed as standard over approximately eight years through consulting for a variety of leading companies

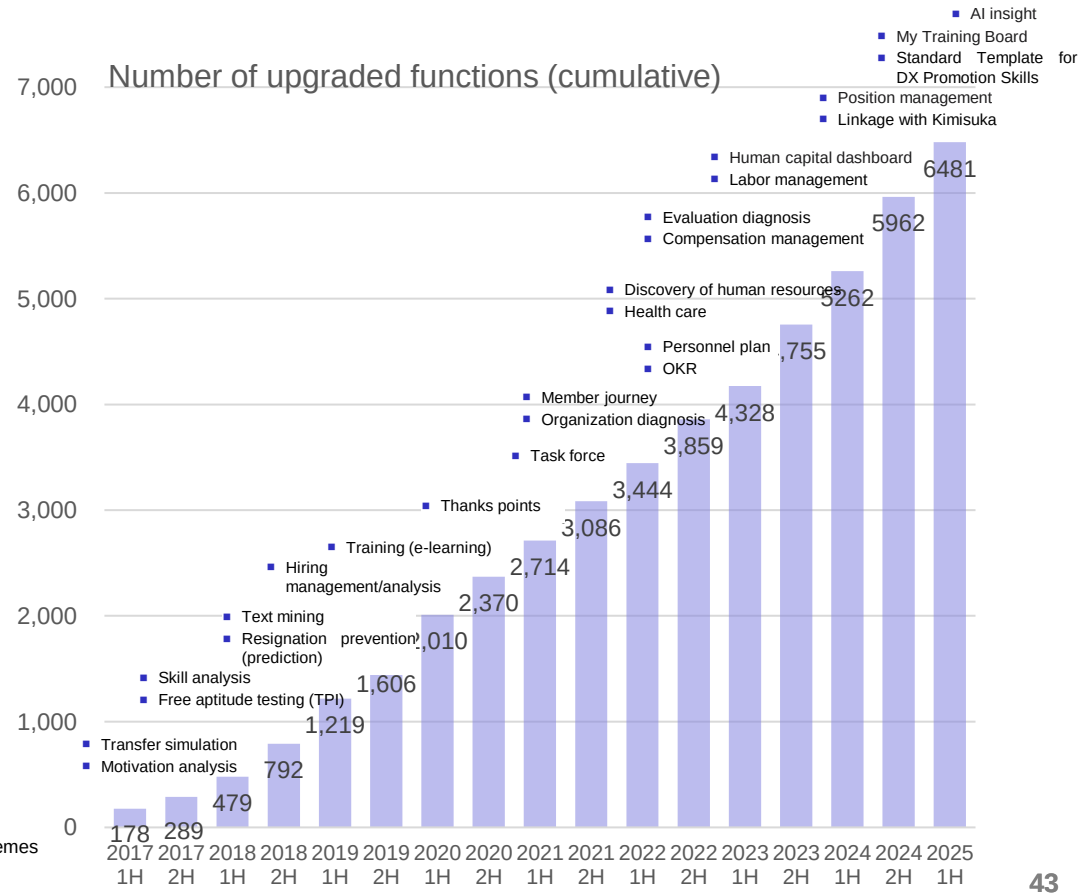
Talent Palette
タレントパレット

- Human resource development (skill analysis)
- Optimal assignment, consideration of transfers
- Succession planning
- HR data analysis, etc.



- Consolidation of human resource information
- Personnel portfolio analysis
- Creation of HR dashboard
- Engagement survey
- Creation of group portal, etc.

Approximately 70% of the approx. 400 annual consulting projects and approx. 500 themes are projects for the creation of a personnel information platform or scientific personnel management



Note) Annual delivery basis. Duplicates counted if a single project includes two or more themes

Business strengths

Capabilities to develop multiple businesses and create new businesses based on the SaaS business foundations

Rapid launch of new businesses such as Talent Palette by utilizing more than ten years of accumulated expertise in the SaaS business

Accumulated SaaS expertise through existing services

Highly profitable business

見える化エンジン

Stable growth business

CustomerRings カスタマーリングス

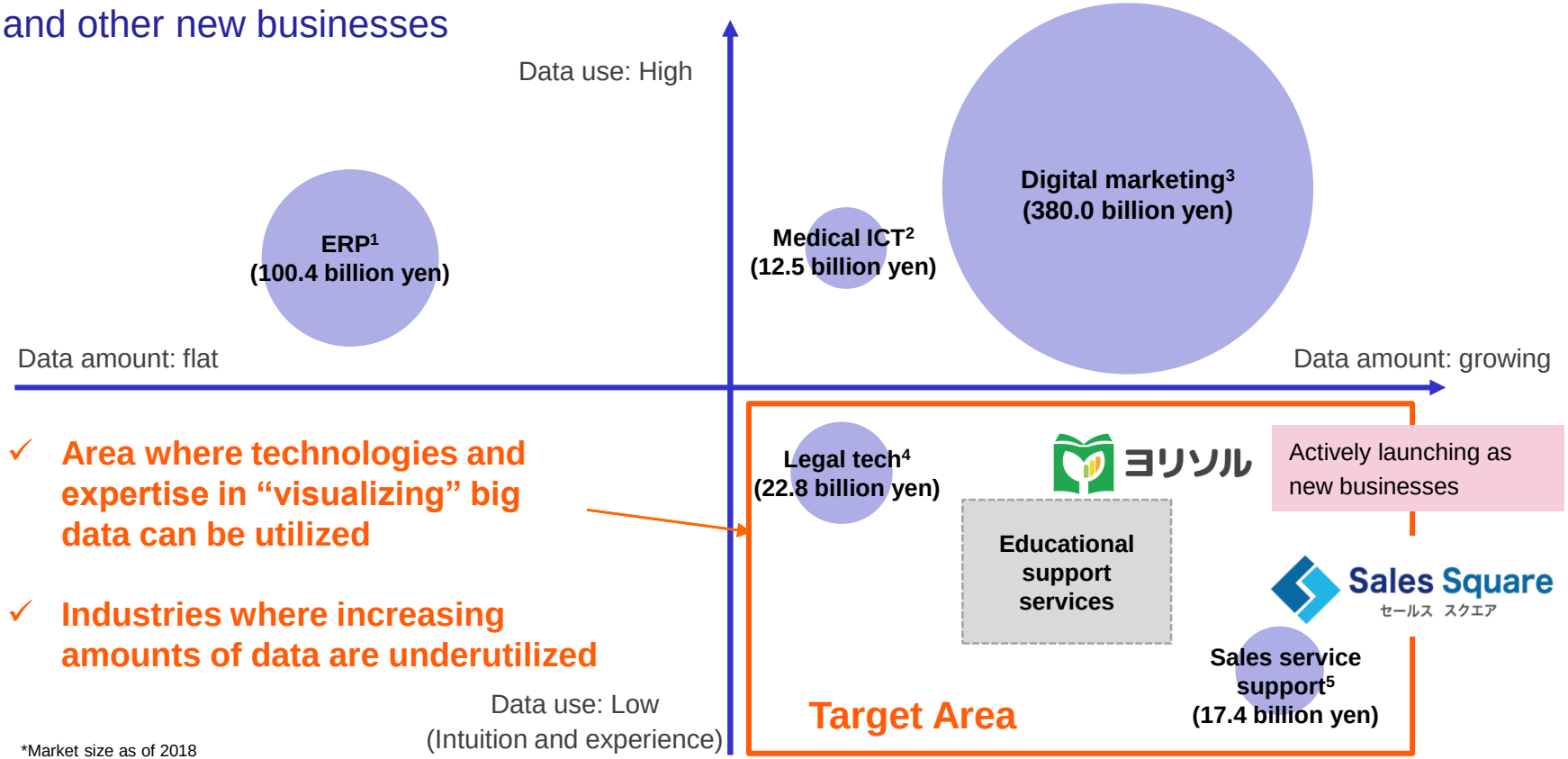


By developing multiple highly profitable and high-growth businesses simultaneously, we have achieved both a higher growth rate and a higher profit margin.

Approach to new business creation

New sector of “visualizing” big data

Currently planning educational support services, sales force automation (SFA) services, and other new businesses



✓ **Area where technologies and expertise in “visualizing” big data can be utilized**

✓ **Industries where increasing amounts of data are underutilized**

*Market size as of 2018

Note 1: “ERP Market 2020,” ITR
Note 2: “Current State and Future of the Next Generation Medical ICT Market, FY2020 Edition,” Yano Research Institute
Note 3: “Domestic Digital Marketing-related Service Market 2020 - 2024,” IDC
Note 4: “2019 Legal Tech Watch,” Yano Research Institute
Note 5: “Integrated Marketing Support Market 2020,” ITR

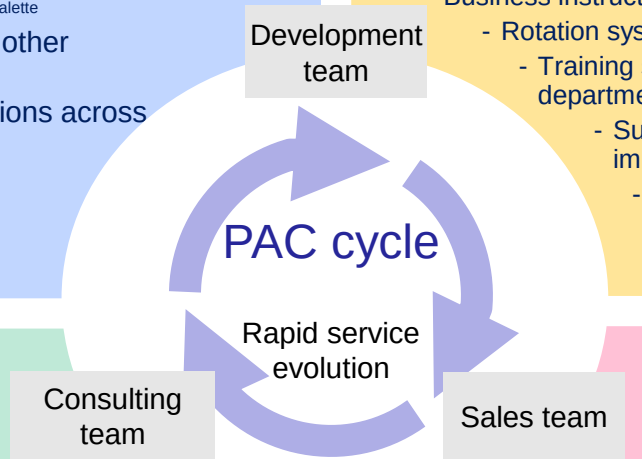
Initiatives to improve the human capital of PAC

Communication measures

- Thanks Points system * Standard function of Talent Palette
  Cultivation of culture for sending each other messages of thanks
- A committee active outside main operations across divisions
  17 teams are currently active
- Employee travel
  Original travel planned by employees

Human resource development

- Business instruction system for new employees
- Rotation system for understanding of other teams
- Training system implemented by occupation across departments
- Support system for book purchases and self-improvement
- Implementation of online education
  *Utilization of Talent Palette
- “Training for Learning Culture” for new employees



Penetration of strategy

- Strategy meetings
  (held once every six months)
  A total of six days by business, all employees can participate
- Overall meeting (held monthly)
  Sharing of company measures and department measures
- “Penguin Contest” for new businesses
  26 people participated in FY2024

Workplace environment

- Flexible work styles with flex time system
- Refresh holiday system enabling long holidays to be taken
- Measures for promoting employee communication (active support of activities outside operations such as sports activities)
- Improvement of refresh spaces (provision of light meals, etc.)

★ Employee awareness survey score (Company vision: 4.3/5.0), company atmosphere: 4.1/5.0, benefits: 4.3/5.0)
★ Annual turnover rate: 7.5%

HR solution business overview

Background of Rapid Growth of Talent Palette

- It has become necessary to take initiatives such as how to **maximize utilization of HR** by current employees and whether **reskilling** can be achieved amid the increasingly serious labor shortage caused by the low birthrate and aging population and the diversification of work styles.

- COVID-19 has led to an **outflow of talented human resources** and a lowing of understanding of employees due to **remote work**, and it is no longer possible to ensure adequate precision with existing personnel systems.

- The Ministry of Economy, Trade and Industry has also begun nationwide efforts such as advocating that companies perceive human resources as “capital” that is the source of corporate growth, leading to to enhancement of medium- to long-term corporate value through “**human capital management**” that fully draws out their value.

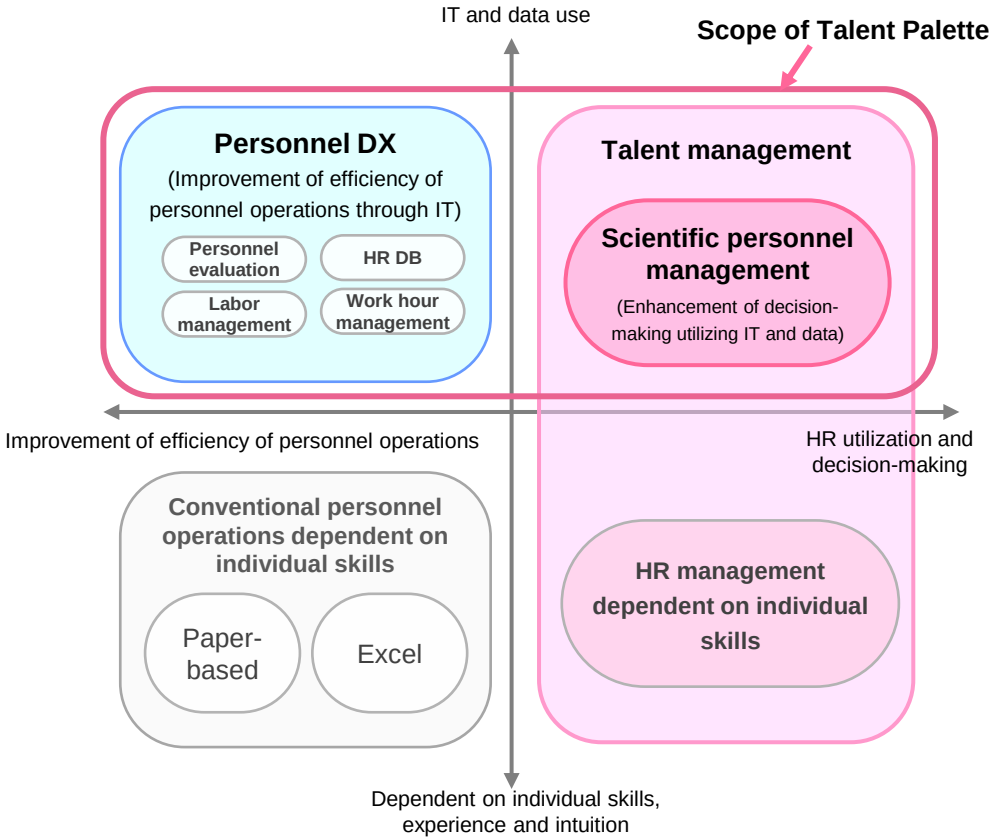
⇒ **Based on this trend, the HRTech cloud market is expected to grow by +37.7% year on year in FY2023.** (Research by Deloitte Tohmatsu MIC Research Institute Co., Ltd.)

Characteristics of Talent Palette

Entering the HR sector leveraging our expertise in “scientific personnel management”

By applying our marketing method to the HR sector, we not only increase efficiency in HR operations but also support the decision-making process.

Marketing strategy	HR / personnel strategy
Ascertain customer needs	Ascertain employee needs Self-reporting, ES surveys
Develop loyal customers	Develop employee skills Succession planning
Prevent customer defection	Prevent employee resignations Motivation management
Capture new customers	Employee hiring activities
Visualizing customers	Visualizing employees



Characteristics of Talent Palette

All-in-one service from personnel DX to scientific personnel management

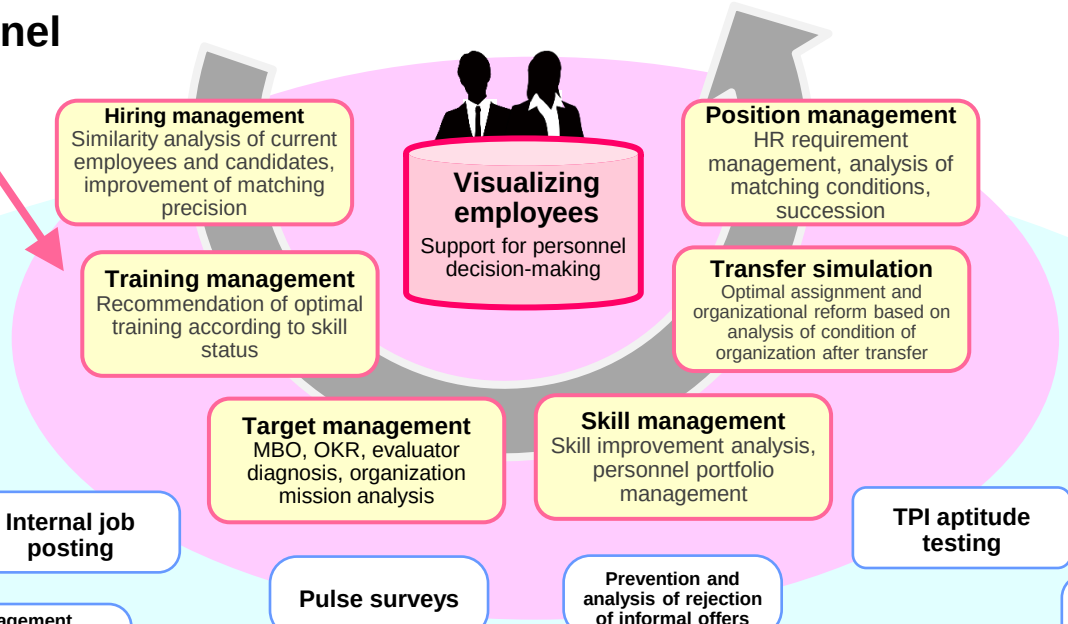
For enterprises, we differentiate with scientific personnel functions through the utilization of data, and for small and medium businesses, we integrate tools required for personnel management and realize the improvement of efficiency of personnel DX through IT

Scientific personnel management

Enhancement of decision-making utilizing IT and data

Personnel DX

Improvement of personnel operations using IT



Visualizing employees
Support for personnel decision-making

Hiring management
Similarity analysis of current employees and candidates, improvement of matching precision

Position management
HR requirement management, analysis of matching conditions, succession

Training management
Recommendation of optimal training according to skill status

Transfer simulation
Optimal assignment and organizational reform based on analysis of condition of organization after transfer

Target management
MBO, OKR, evaluator diagnosis, organization mission analysis

Skill management
Skill improvement analysis, personnel portfolio management

Safety confirmation
Swift and smooth implementation of safety confirmation in the event of a disaster

Stress checks
Support for stress checks that are mandated to be conducted once per year

Internal job posting

Pulse surveys

Prevention and analysis of rejection of informal offers

TPI aptitude testing

Direct recruiting
Enabling direct scouting of students matching the company

Thanks points
Increasing engagement through employees expressing gratitude to each other

Surveys
Visualization of employees' opinions through free question setting and text mining

Labor management
Various procedures when joining and leaving the company, My Number management and year-end adjustment

Health management
Central management of data on employee health status, lifestyle habit checks and health diagnosis

Personnel FAQ
Creation of knowledge on systems and procedures in the Personnel and General Affairs Division

Organization diagnosis
Recommendation of improvement measures by identifying organizational characteristics and issues based on surveys

Strengths of Talent Palette

Enterprise penetration and high evaluation

The percentage of implementation in large enterprises with 1,000 of more employees (on a contract basis) is approximately 40%

Detailed functions and advanced consulting for enterprises are highly regarded

Percentage of contracts by plan

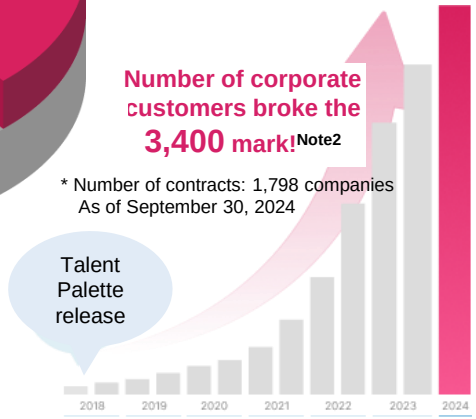
As of September 30, 2024



The service is highly regarded among enterprise user with 1,000 or more employees and implementations are progressing

Number of corporate customers broke the 3,400 mark!Note2

* Number of contracts: 1,798 companies
As of September 30, 2024



Net sales to large and medium companies (300 or more employees) Note1

No. 1 share

Features highly appreciated by large enterprises

- Analysis functions specializing in diverse HR measures
- Specialized functions adapted to complex personnel management procedures
- An infrastructure that can withstand simultaneous access by tens of thousands of employees
- Speedy development and frequent updates of required functions
- Functions enabling flexible data links with customers' core systems and provision of technical support
- Advanced consulting and devoted concierge services
- Enhancement of utilization of HR big data by incorporating generative AI

Extensive analytical function and detailed function

Rapid development system and interoperability

Consulting and concierge services

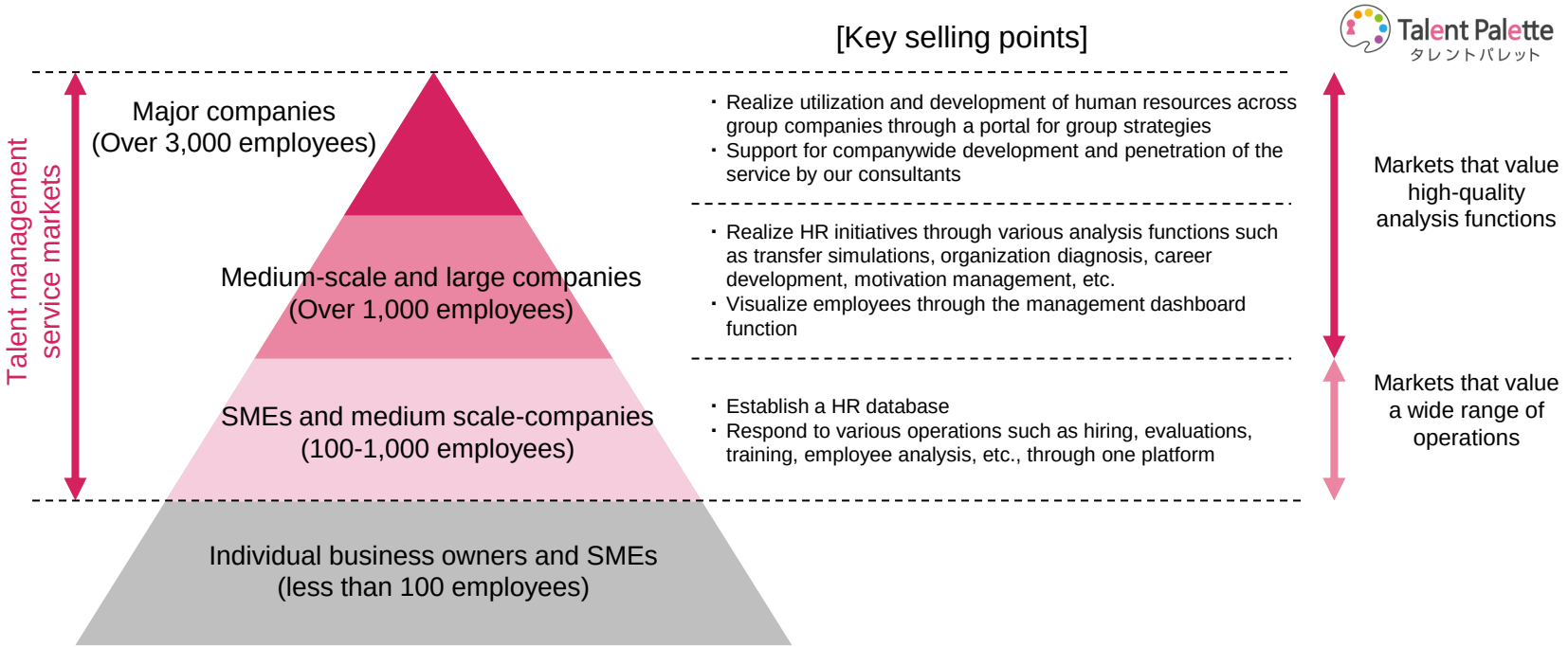
Note 1: 2024 Forecast of Personnel and Assignment Cloud Market Deloitte Tomatsu MIC Research Institute Co., Ltd. "HRTech Cloud Market Facts and Outlook FY2023"

Note 2: Approximately 3,000 companies are using this service, taking in accounts of single contracts consisting multiple companies' usage.

Talent Palette's target market

The talent management service is targeted for companies with 100 or more employees.
Since market characteristics differ depending on the number of employees, we adopt a method of approach focusing on selling points suitable for each market.

Target markets and selling points of the talent management service



Companies Implementing of Talent Palette

Talent Management System Chosen by Leading Companies

Talent Palette タレントパレット

プラスアルファ コンサルティング

2024-10

Manufacturers (lifestyle, parts, chemicals, pharmaceuticals, construction, other)



Finance (banking, life and non-life insurance, credit cards, leasing)



Public infrastructure (power, gas, etc.), communications, transportation, local government, other



Distribution, retail, restaurants, real estate, services, medical, nursing, welfare, education



IT, system development, call centers, entertainment



Staffing, advertising, mass media, specialized services



- Scientific personnel management
- Human capital management
- Personnel DX
- Shift to Job- based employment
- Reskilling Autonomous career building
- Becoming a holding company

*Some of the companies' logos are shown here with permission. (In no particular order)

Characteristics of Talent Palette

Entering the HR sector leveraging our expertise in “scientific personnel management”

By applying our marketing method to the HR sector, we not only increase efficiency in HR operations but also support the decision-making process.

Marketing strategy	HR / personnel strategy
Ascertain customer needs	Ascertain employee needs Self-reporting, ES surveys
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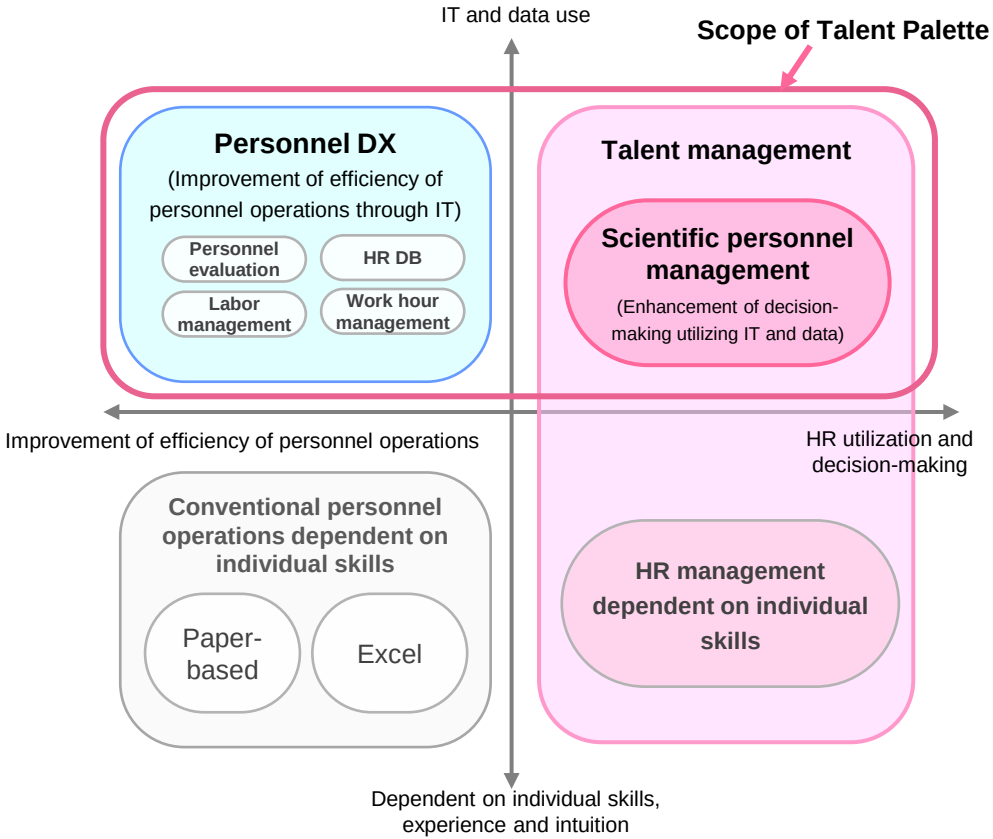
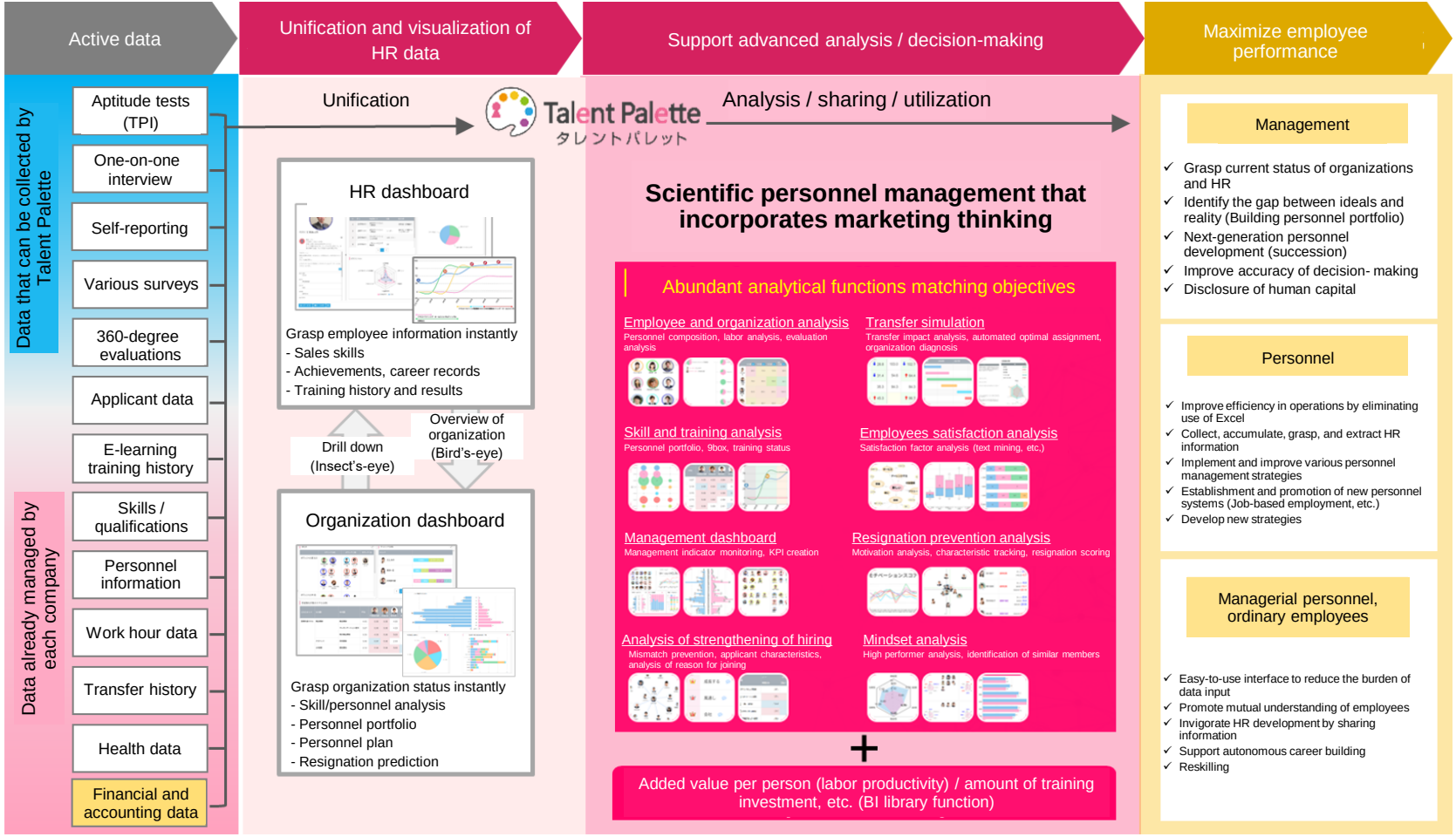
Visualizing customers	Visualizing employees



Evolution of Talent Palette

Integrated personnel information platform

Evolved into a one stop service for various personnel measures by rapidly functionalizing the needs of leading companies



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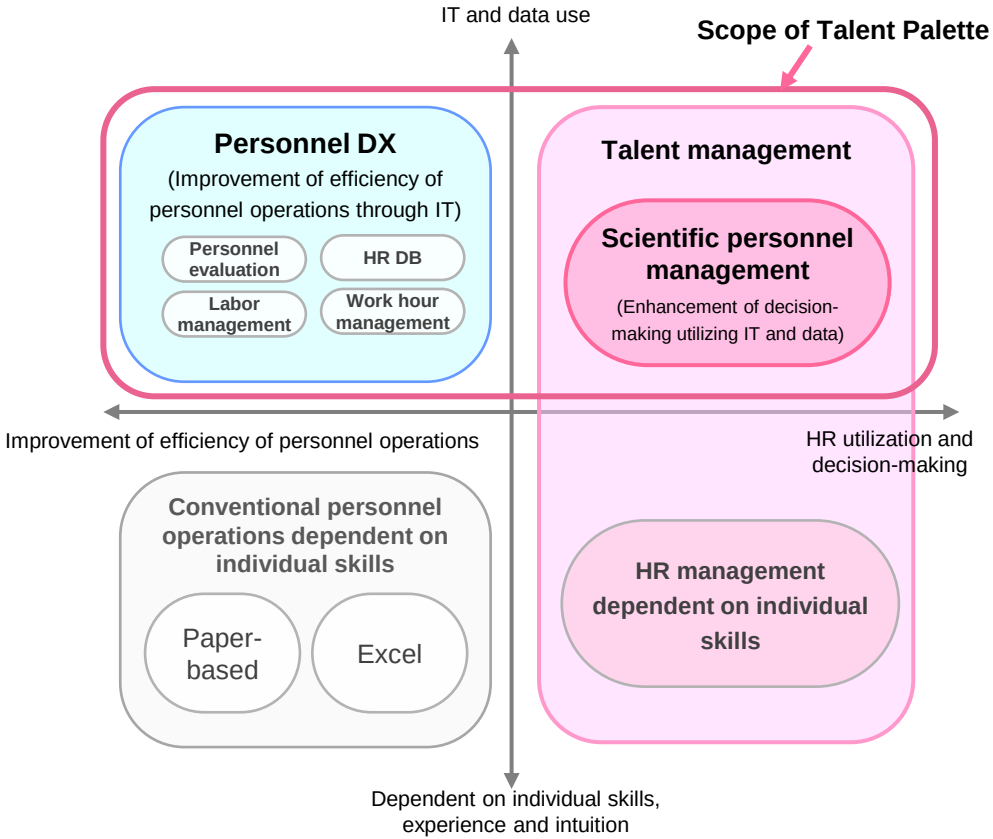
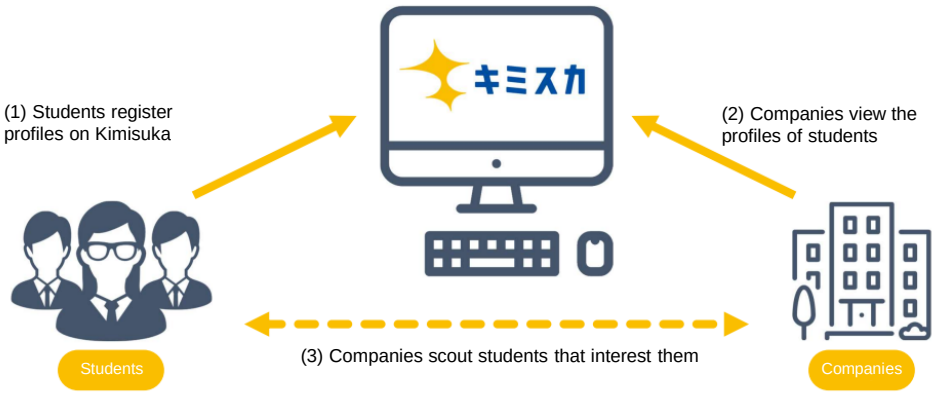


Further development of Talent Palette Business

Staffing / Hiring

Entry into hiring business through new graduate area by making Grow Up a subsidiary



Cross-selling of each other's services

Common aptitude tests are utilized to increase precision of matching with similar active employees



Hiring management and management of recipients of informal offers

Recommendation of candidates

(1) Increase of added value through the enhancement of hiring operations

Linking of hiring management and analysis functions of Talent Palette with Kimisuka. Recommendation of candidates that match job specs

(2) Promotion of cross selling of each other's services

Expansion of sales through cross selling of each other's services utilizing each other's customer base

(3) Sharing of knowhow on functional development and the hiring business

Functional development and sharing of knowhow for accelerating expansion in the hiring area through a high level of coordination of each other's services

Launch of new business

Full-scale implementation of Yorisoar, a new service aimed at education

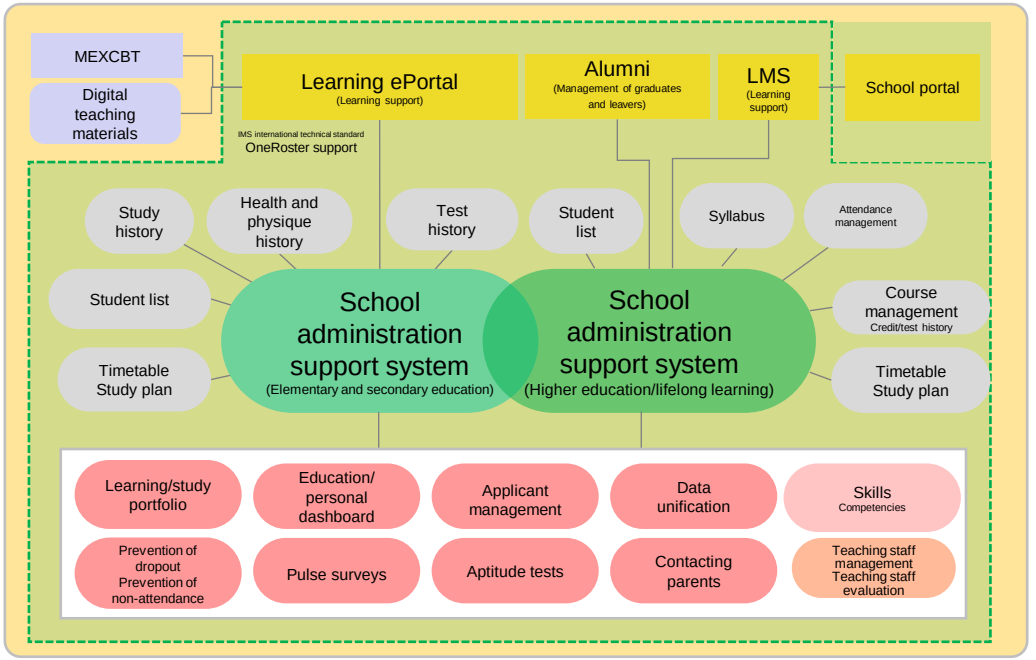
Visualization by central management of information on teachers, students and parents, and promotion of educational data use and utilization

Aim for a total solution enabling centralized management of learning history, class evaluation, LMS, teaching and school administration

ヨリソル

Integrated school management system realizing educational DX and visualization of educational data





Launch of new business

Full-scale implementation of Yorisoar, a new service aimed at education

In addition to universities, vocational schools, junior and senior high schools, elementary schools, kindergartens, and other school institutions, it is being introduced in a wide range of advanced educational institutions, including cram schools, prep schools, and adult (recurrent) education

Secondary education (Junior high schools and high schools)

ドルトン東京学園 中等部・高等部

学校法人 岩田学園 岩田中学校・高等学校

Hakodate La Salle 函館ラ・サール学園

学校法人 開桜学院 日々輝学園高等学校 | 広域通信制 | 単位制 | 普通科 |

花と歴史ある学び舎 学校法人 緑ヶ丘学院

Higher education (Universities)

帝塚山学院大学

奈良女子大学 Nara Women's University

ノートルダム清心女子大学 NOTRE DAME SEISHIN UNIVERSITY

人間環境大学 UNIVERSITY OF HUMAN ENVIRONMENTS

自主創造 日本大学

KANAGAWA DENTAL UNIVERSITY EST. 1910

Higher education (Vocational schools, Japanese language schools)

学校法人 鈴木学園

学校法人 河原学園

学校法人 岩崎学園

学校法人仙都学園 専門学校 東北動物看護学院

学校法人 今村学園 今村学園ライセンスアカデミー

学校法人 十全育邦学園 静岡医療科学専門大学校

日生日本語学園名古屋 NAGOYA NISSEI JAPANESE LANGUAGE SCHOOL

フォーラム情報アカデミー専門学校

介護と保育の ooba 学校法人 大庭学園

清風情報工科学院 i-SEIFU

CAMBODIA INSTITUTE OF JAPANESE TECHNOLOGY

Primary education (Elementary schools and kindergartens)

サムエル幼稚園

高取幼稚園

さやか星小学校 SAYAKABOSHI Elementary School

Cram schools and prep schools

株式会社 類設計室

類学舎

RGB sulliVan

トミーアクロバットスクール Tommy Acrobat School

ディグラム・ラボ produced by Kihara Seitaro

Local governments (boards of education), recurrent

京都府 豊中市教育委員会

喬木村

JFAEL

iDr. TRAINING

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“From students to members of society” platform concept including Yorisoar

We aim to develop a platform to accumulate and utilize the data of wide range of personnel including students, working adults and retiree

Applicants | Primary, junior high and high school students | Undergraduate, graduate, and vocational school students | Job-seeking students | Working adults | Retired persons

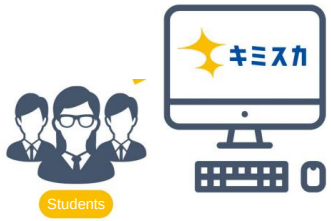
Accumulation and utilization of student data

ヨリソル



Job matching for students

キミスカ



Accumulation and utilization of employee data

Talent Palette
タレントパレット



Yorisoar
- Learning portfolio
- Class evaluation, aptitude test
- Track records of extracurricular activities
- Student questionnaires
- Desire industry and occupation
- Work styles and individual values

Kimisuka
- Utilization of data from students and employees
- Improvement of matching precision
- Recruiting history, student career after hiring

Talent Palette
- Employee’s skills and evaluations
- Career path, aptitude test
- Characteristics of high-achieving employees
- Health care
- Organization, company culture

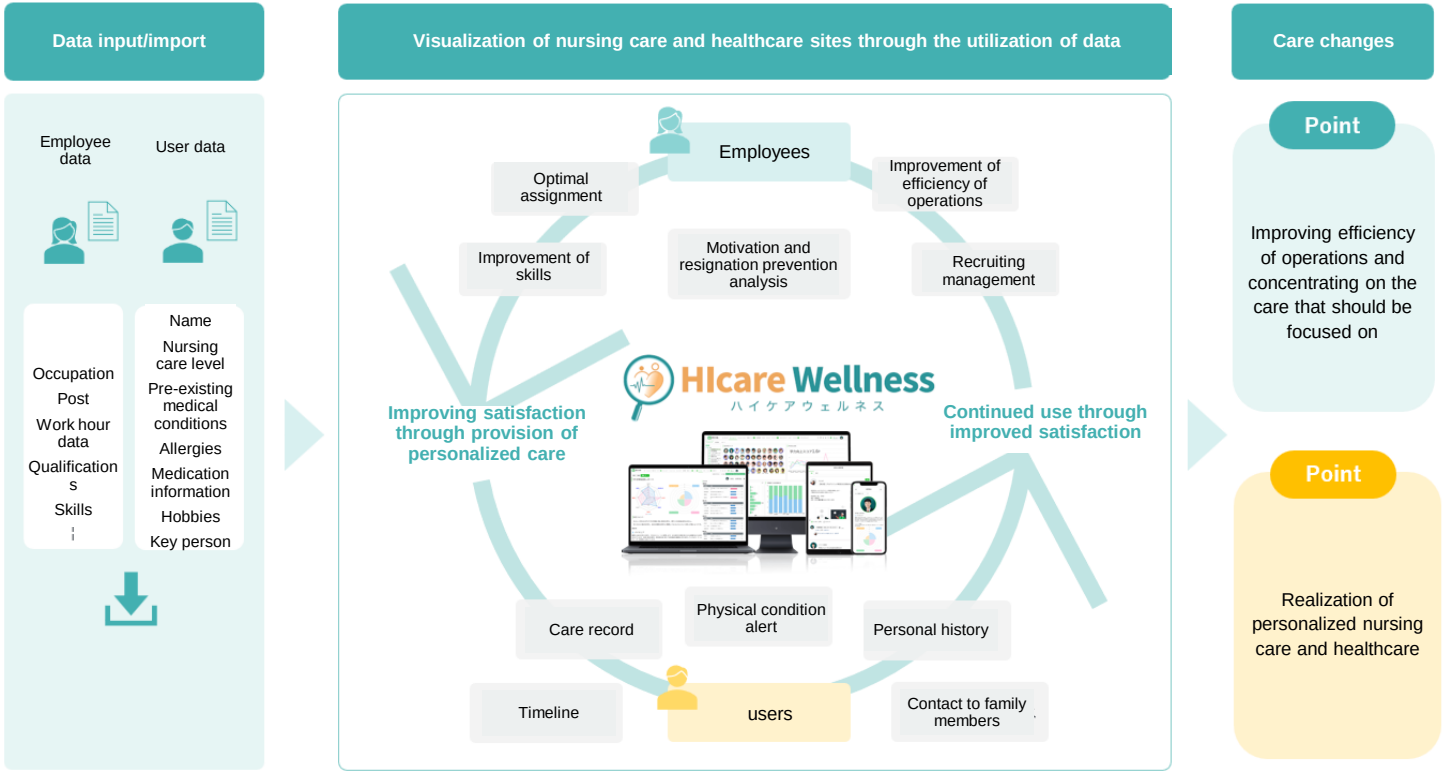
Adult education (specializing in IT)

Support for recent graduates with work experience and mid-career hires

Launch of “HIcare Wellness,” a new service for the medical and nursing care sector

“HIcare Wellness,” a new service that supports the use of data by staff and users in the nursing care and medical sector

- Based on Talent Palette, centralized management of data on employees and staff in the nursing care and medical sector and users who are patients
- Realizing improvement of operational efficiency and quality of care through employee training, shift management, and increased motivation



Marketing solution business overview

Characteristics of Visualization Engine

見える化エンジン

プラスアルファ コンサルティング

Service characteristics

- Instantly visualize big data (customer feedback, purchase reasons, etc.) in the digital age
- Platform for utilization of voices of customers with leading share used by over 1,600 companies
- Latest UIUX with usability enabling intuitive overview and in-depth investigation of voices of customers
- Proprietary natural language analysis technology supporting prominent comments on social media and posts by Gen Z

These are the key points!

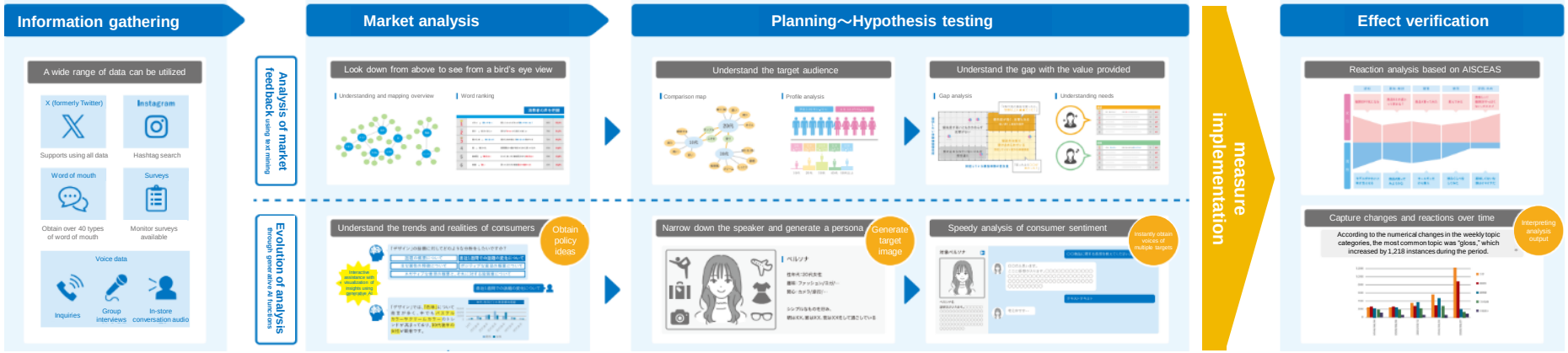
- Text mining analysis of massive amounts of diverse customer feedback from call logs, voice recognition data, surveys and social media such as X (formerly Twitter)
- Customer insight: Visualization of sentiments such as requests, dissatisfaction, and satisfaction
- One-stop support using dashboard functions, from tracking customer experience to insight analysis and systematic implementation of companywide improvement activities, based on the voices of customers as evidence

Supporting CX improvement through Japan's top text mining technology and generative AI

Supporting VOC, surveys, social media and audio

Over 40 analysis methods and output for all kinds of analysis purposes included as standard

Post-launch monitoring and response analysis Understanding the gap in customer experience



We fully utilize customers feedback to support ideas
Standard inclusion of generative AI functions (+ speech recognition, summarization, and analysis and commentary generation, etc.)

見える化エンジン　プラスアルファコンサルティング

We provide comprehensive support for the use of voice data in customer centers, from speech recognition to summarization and conversation analysis

Integrated voice data utilization solution including speech recognition and summarization

Text conversion of a variety of audio data
（Voice recognition processing）

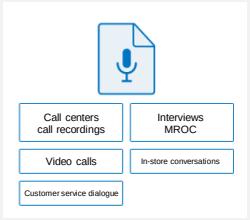
cleansing/summary

Text mining
(Natural language processing)

Visualizing “conversations”

Derivation of insights

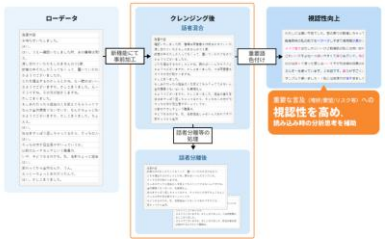
Audio data（Call recording）



Text conversion of audio data



Removing filler / mold

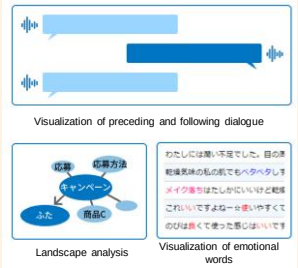


call sign Understanding intent

Confirming intent from long audio recording

New feature：Automatic classification of intent (customer intent)

VoC Analysis / Conversation Analysis



Generative AI element

Confirmation of original text (original audio, highlighted display, etc.)

Conversation information Saving summary results

Utilization of QA data for customer support

- ✓ Analysis along axes of call, speaking and speaker
- ✓ Deeper insight provided only by conversation
- ✓ Match rate with talk script

New feature: QA generation using a generative AI

Companies that have introduced visualization engine

Achieved No.1 share of implementation for 13 years ※1

見える化エンジン

プラスアルファコンサルティング

Manufacturing

SUNTORY, meiji, 雪印メグミル, SUBARU, YAMAHA, Nestlé Good Food, Good Life, Glico, カラダにピース CALPIS, 湖 KOIKEYA, LION, ちふれ, Panasonic, KOKUYO, nippn, KAI, BANDAI

Finance Bank

MIZUHO, みずほ銀行, LiFEnet

Retail distribution business

洋服の青山, AOKI, ADASTRIA, Belle Maison, TSUTAYA, 一蘭, ハンバーグレストラン びっくりドンキー, ドン・キホーテ, CBON, DUSKIN, JTB 感動のそばに、いつも。, ORBIS, OIOI, BOOK・OFF, CO・OP 日本生活協同組合連合会, スギ薬局

IT Communication EC

NTT東日本, MIXI, SHOP CHANNEL, コクヨの通販 カウネット, LINEヤフー

Infrastructure Communications finance

ANA, SKY, AIR DO, NEXCO 中日本, 大東建託パートナーズ, 阪神高速道路株式会社

Pharmaceutical

NEVER SAY NEVER ロート製薬, SARAYA, Daiichi-Sankyo, P!

other Service

駿台 SUNDAI, Lions

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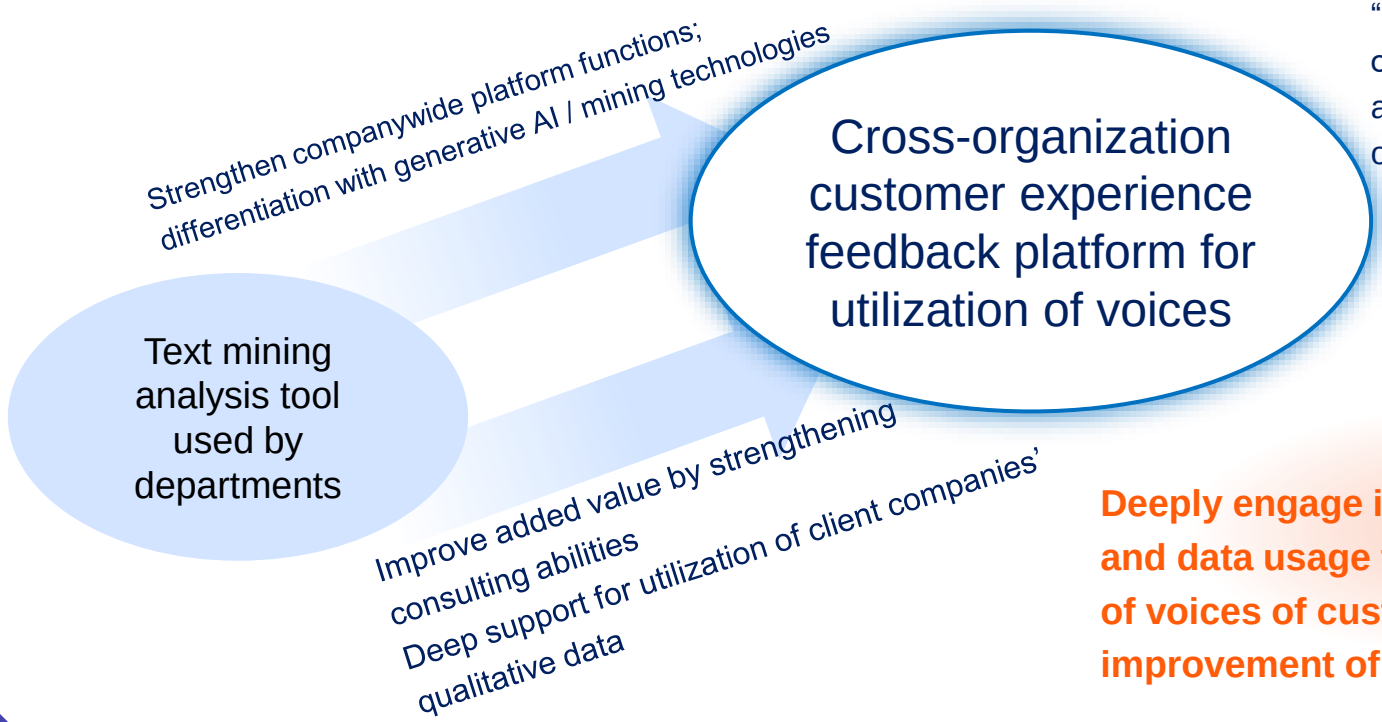
Note 1: Fuji Chimera Research Institute, Inc. “New Markets in the Software Business”

Growth strategy for Visualization Engine Business

見える化エンジン

プラスアルファコンサルティング

Expand platform functions that facilitate customer experience feedback, expand the scope of applicable data, and support the organization of utilization of voices of customers through high value-added consulting services after implementation.



Establish framework for "platform for utilization of voices of customers" from expanding analysis data to improvement operations

Deeply engage in enterprise DX strategy and data usage through companywide use of voices of customers, and support improvement of customer experience (CX)

Characteristics of Customer Rings

CustomerRings カスタマーリングス

プラスアルファ コンサルティング

Service characteristics

- A CRM/MA tool that realizes optimal communication with customers by integrating and analyzing massive amounts of customer information and purchase histories
- An intuitive interface that does not hamper users' thinking
- Enables timely approaches to customers through optimal channels, ranging from e-mail, LINE, SMS, web customer support, app notifications, direct mails, etc

These are the key points!

- Supports the planning and execution of one-to-one marketing initiatives via diverse analysis functions and a wealth of visualized output that allow users to gain a firsthand understanding of each customer's behaviors and preferences
- Supports CRM analysis, strengthening of measures and better one-to-one digital marketing strategies such as for EC, finance, and retail businesses
- CRM consultants provide accompanying support for CRM strategy and analysis

Automates the optimal communication with customers by directly understanding customers with big data
An essential customer feeling marketing automation system for the digital marketing age

Data integration (CDP) | Analysis (BI: understanding customers) | Use (MA)



Automation (allows users to focus on more creative work)

Companies that have introduced Customer Rings

CustomerRings カスタマーリングス

プラスアルファコンサルティング

Examples of implementation: Supporting digital marketing / CRM enhancement of more than 750 growing companies in total

Health foods

everlife
KAGOMO
Eat Well. Live Well. Aji AJINOMOTO
フジッコ
株式会社あじかん
Never Compromise Real Style
株式会社 京福堂
ZENCARE
TeaLife
ワダカルシウム製薬
Otsuka
株式会社九州自然館
OM-X
Sixth sense Lab.

Cosmetics/ salon

NATURE'S WAY
ファンファレ
euglena
エステティック MISS PARIS
THE BODY SHOP
アンファー
DECENCIA
Vitabrid C12
アートネイチャー
FAITH Beauty
Beautiful Skin
NEAL'S YARD REMEDIES
BOTANIST
MTG
FABIUS
VERNAL

Apparel

OAL
FAST RETAILING
REGAL
JIONE
TAKAGI
NEUVE A
HRC
PUNYUS
It's a beautiful day. The SAZABY LEAGUE
RAVIJOUR
ATSUGI
RENEXY

Food

morinaga
最北の漁場
湖 KOIKEYA
餃子の王将
JOYL Joy for Life

Travel and tourism

VALUE MANAGEMENT
不死王閣
びゅう

Insurance and finance

りそな銀行 RESONA
au 損保
メディケア生命 住友生命グループ

Media and publishing

高知新聞社
徳島新聞社
西日本新聞

General mail order sales, other mail order sales

B-ops
いのちをつなぐ SARAYA
釣りがつなぐ笑顔の先へ… キャスティング
GREEN DOG
藤巻百貨店
LESTAS

BtoB mail order sales

配管部品.com
Orie Printing Supplies
TAT

Member services

Hiroo Thoroughbred Club
CCC
JAL JAPAN AIR LINES

HR/ career

資格のキャリカル
bstyle
KRASYS

Contact

SMbrand
TeAmo
Lcode

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Growth strategy for Customer Rings Business

As a “customer feeling” MA, it aims to evolve into a marketing platform that supports the expansion of approximately 30 types of customer analysis functions to visualize each individual customer, the enhancement of high value-added analysis consulting services, and the improvement of the range and accuracy of customer reach through e-mail, LINE, and recommendations.

Differentiation via analysis functions from generative AI / mining technologies and “customer feeling” functions

Expand industries by expanding services through high value-added consulting

Create a platform that enables visualization of CRM data from management to the first line of stores

A digital marketing platform highly sensitive to customer needs

- LINE linkage
  App linkage
- EC website linkage
  Web customer
- Sending e-mail
  Sending SMS
- Inventory management
  Various core systems

Shift from EC centric to expand the scope of industries and realize higher MRR and ARPU

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