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

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

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01 Financial results for the nine months ended June 30, 2025

Financial results highlights

- Net sales increased by 26.5% and operating profit increased by 42.6% in the nine months ended June 30, 2025 (3Q)

<3Q>

Net sales	**12,481**	million yen	YoY change	**26.5**	% up
Operating profit	**4,430**	million yen	YoY change	**42.6**	% up
Operating profit margin	**35.5**	%	YoY change	**4.0**	points up
Ordinary profit	**4,373**	million yen	YoY change	**40.7**	% up
Profit	**2,960**	million yen	YoY change	**40.5**	% up

Financial Highlights (HR Solutions including Talent Palette & Yorisoar)

- HR Solution continued to perform well, showing a 31.9% increase in net sales and a 44.7% increase in operating profit
- ARPU grew 11.6%, MRR[2] grew 30.7%, and the operating profit margin remained high at 50.5%

	FY2024 2Q		FY2025 3Q		YoY change	
Net sales[1]	6,322	million yen	8,340	million yen	**31.9**	% up
Operating profit[2]	2,911	million yen	4,211	million yen	**44.7**	% up
Operating profit margin	46.0	%	50.5	%	**4.5**	points Down
MRR[3]	670	million yen	875	million yen	**30.7**	% Up
Number of customers[4]	1,696	cases	1,958	cases	**262**	cases Up
Revenue churn rate[5]	0.29	%	0.40	%	**0.11**	points Up
ARPU[6]	403	thousand yen	450	thousand yen	**11.6**	% 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 June 2024 and in June 2025

Note 3: Number of monthly billed contracts as of June 30, 2024 and June 30, 2025

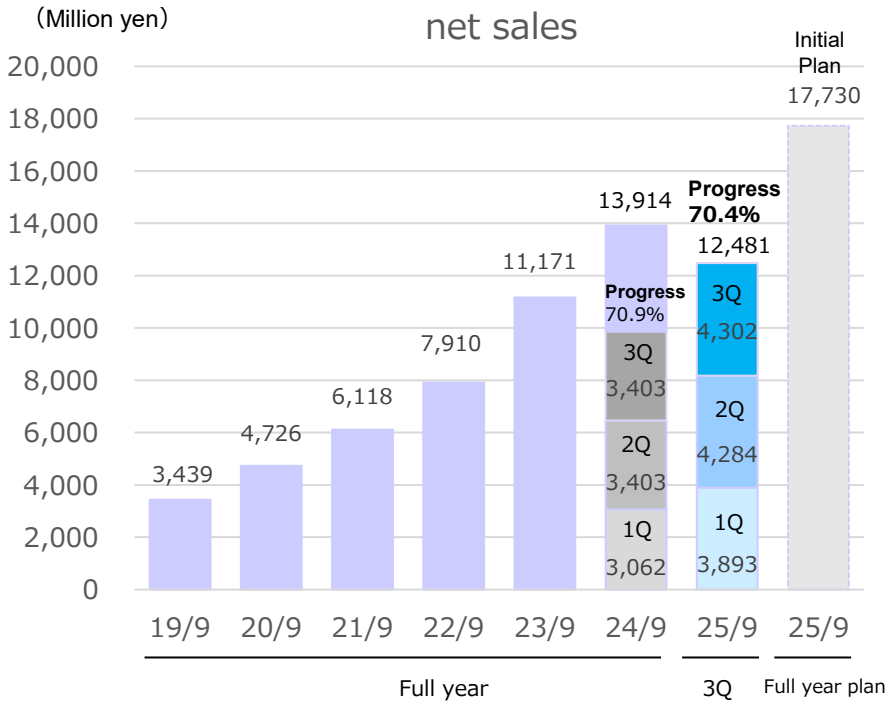
Note 4: Ratio of reductions as a result of cancellations to total monthly billed amounts as of June 2024 and June 2025 (average for the past 12 months).

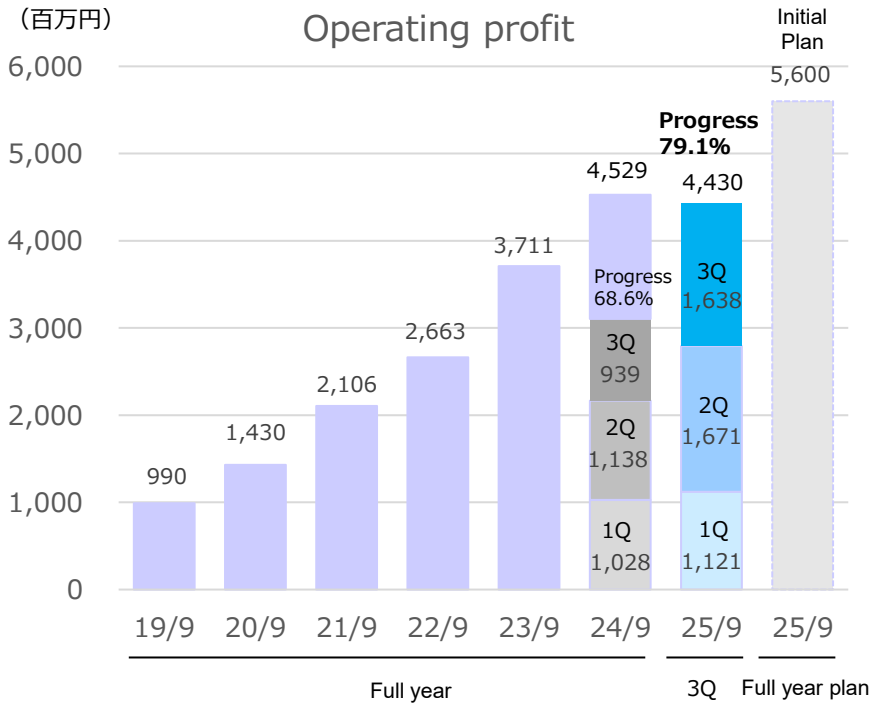
This ratio is calculated as the reduced subscription fee due to cancellations divided by the sum of the monthly fee revenue of the former month.

Note 5: Average Revenue Per User. Calculated by dividing the average MRR for 3Q of FY 2024 and 3Q of FY 2025 by the average number of paid billing enterprise users of each month for the same period

Performance trends

- 3Q progress against the annual plan (initial plan) was almost the same level as the previous year at 70.4% for net sales and 79.1% 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 3Q, with a 26.4% increase in net sales, 74.4% increase in operating profit and an operating profit margin of 38.1%

Million yen	FY2025 (Jan.-Jun.)			FY2025 (Oct.-Jun.)			FY2025 (Oct.-Sep.)	
	3Q (Jan.-Jun.)			Cumulative 3Q (Oct.-Jun.)			Full year (Oct.-Sep.)	
	FY2024 3Q results	Results	YoY	FY2024 3Q results	Results	YoY	plan	Progress
Net sales	3,403	**4,302**	26.4%	9,869	**12,481**	26.5%	17,730	70.4%
Cost of sales	992	**1,197**	20.7%	2,700	**3,444**	27.6%	-	-
Gross profit	2,411	**3,105**	28.8%	7,168	**9,036**	26.0%	-	-
Selling, general and administrative expenses	1,472	**1,467**	-0.4%	4,062	**4,605**	13.4%	-	-
Operating profit	939	**1,638**	74.4%	3,106	**4,430**	42.6%	5,600	79.1%
Operating profit margin	*27.6%*	***38.1%***	-	*31.5%*	***35.5%***	-	*31.6%*	-
Ordinary profit	940	**1,638**	74.2%	3,109	**4,373**	40.7%	5,600	78.1%
Profit	635	**1,108**	74.5%	2,106	**2,960**	40.5%	3,900	75.9%

Highlights for the nine months ended June 30, 2025

■ **Overview**

- In FY2025 3Q, net sales increased by 26.5% and operating profit increased by 42.6% (35.5% margin).
- With regard to progress against the full-year plan, net sales were 70.4% and operating profit was 79.1%, 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 Third 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. In addition, spot sales remained steady due to an increasing trend in upstream consulting and consulting on areas such as generative AI.
- 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 a profit was made on a quarterly basis.
- OMN's shift management system, R-Shift, has been implemented mainly by enterprises, and both net sales and profits are exceeding plans.
- In Marketing Solutions (MS), the number of cancellations increased, and could not be offset by the increase in ARPU, with operating numbers and MRR decreasing.

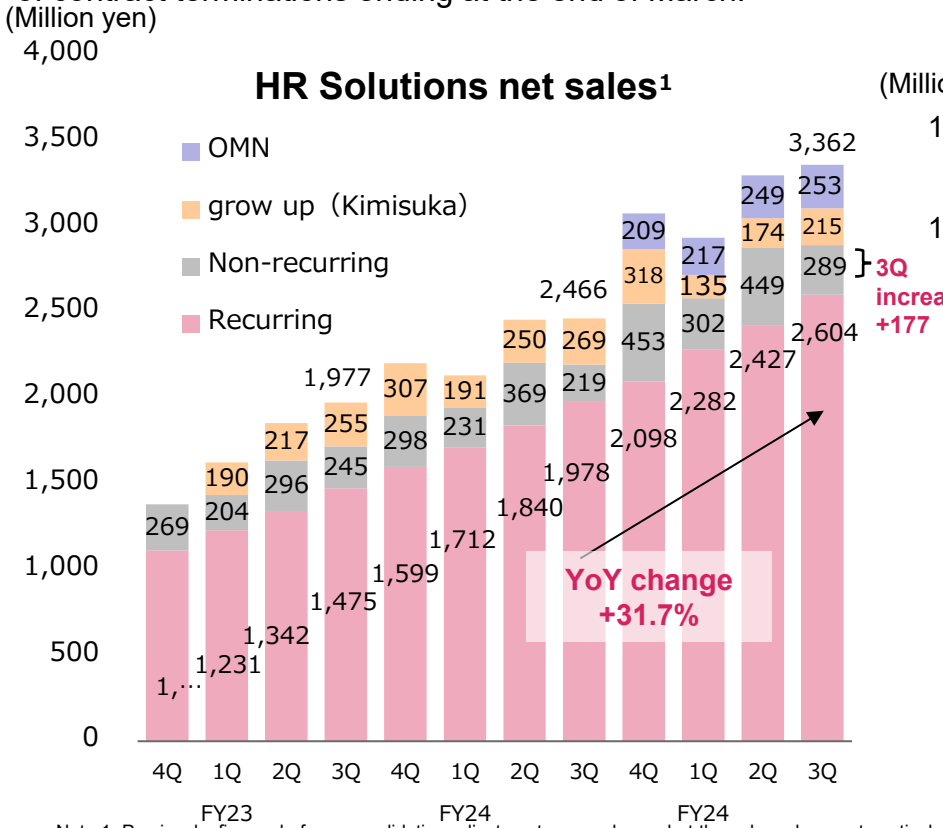
■ **Earnings forecasts for the fiscal year ending September 30, 2025 (change)**

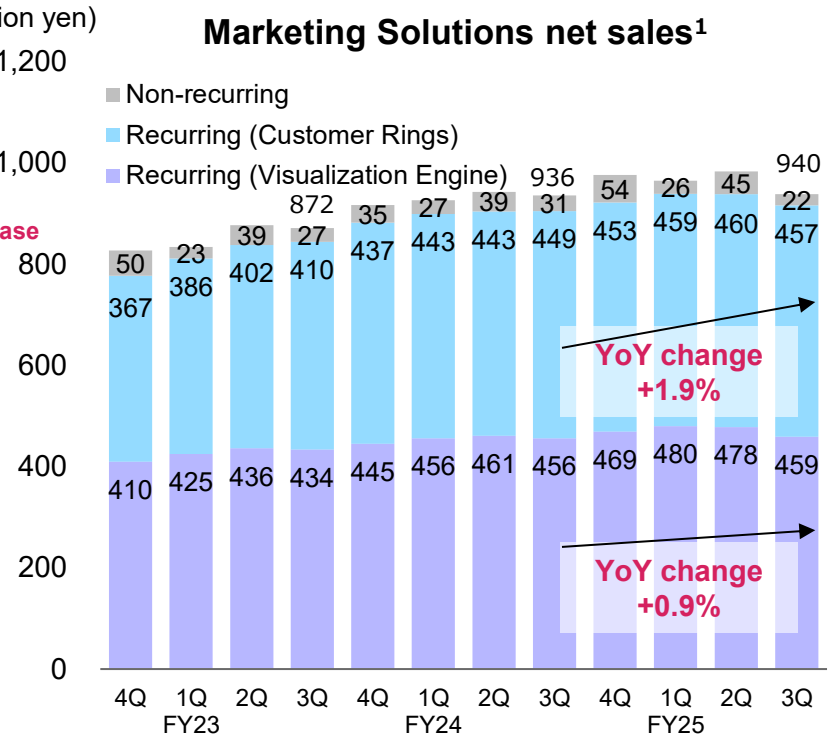
■ Due to the shift toward enterprises in HR Solutions, curbing of marketing expenses continued, and profits exceeded initial forecasts. Meanwhile, sales at subsidiaries such as Grow Up, Attack, and D4DR were weaker than expected, and net sales are expected to fall short of the initial forecast.

■ We forecast net sales of **17,000** million yen (up **22.0%** year on year) and operating profit of **6,100** million yen (operating profit margin of **35.9%**)

Net sales trends (By segment)

- HR Solutions recurring revenue steadily increased and expanded to 2,604 million yen (+31.7% year on year) in 3Q
- In Marketing Solutions, recurring revenue decreased to the same level as the previous year due to an increase in the number of contract terminations ending at the end of March.





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 grow up and increased marketing expenses

(Million yen)	2024/9		2025/9			YoY	YoY
	3Q	4Q	1Q	2Q	3Q	change	change (%)
net sales							
Marketing Solutions	936	976	966	983	**940**	+ 4	+ 0.3%
HR Solutions	2,466	3,068	2,927	3,301	**3,362**	+ 896	+ 36.3%
（Talent Palette）*1	2,167	2,476	2,488	2,783	**2,800**	+ 633	+ 29.2%
（Yorisoar）	29	65	86	93	**87**	+ 58	+ 191.6%
（grow up）	269	318	134	174	**215**	△ 54	△ 19.9%
（OMN）	-	208	217	249	**254**	+ 254	-
Total	3,403	4,044	3,893	4,284	**4,302**	+ 899	+ 26.4%
Operating profit							
Marketing Solutions	376	441	432	449	**379**	+ 3	+ 0.8%
HR Solutions	912	1,493	1,105	1,622	**1,675**	+ 763	+ 83.6%
（Talent Palette）*1	916	1,283	1,152	1,562	**1,570**	+ 654	+ 71.4%
（Yorisoar）	△ 57	△ 13	△ 21	△ 18	**△ 32**	+ 25	Loss decreased
（grow up）	53	145	△ 99	△ 11	**48**	△ 5	△ 8.9%
（OMN）	-	76	74	90	**88**	+ 88	-
Companywide	△ 295	△ 321	△ 323	△ 307	**△ 324**	△ 29	Expenses increased
Consolidated adjustment, etc.	△ 54	△ 190	△ 93	△ 93	**△ 92**	△ 38	Expenses increased
Total	939	1,423	1,121	1,671	**1,638**	+ 699	+ 74.4%

◆ Marketing Solutions

- 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-Q3, 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.

・grow up

Although orders remain weak, we are pushing ahead with cost reductions and achieved a profit in Q3.

・OMN

Net sales and profits were both generally as planned.

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

Status of Balance Sheets

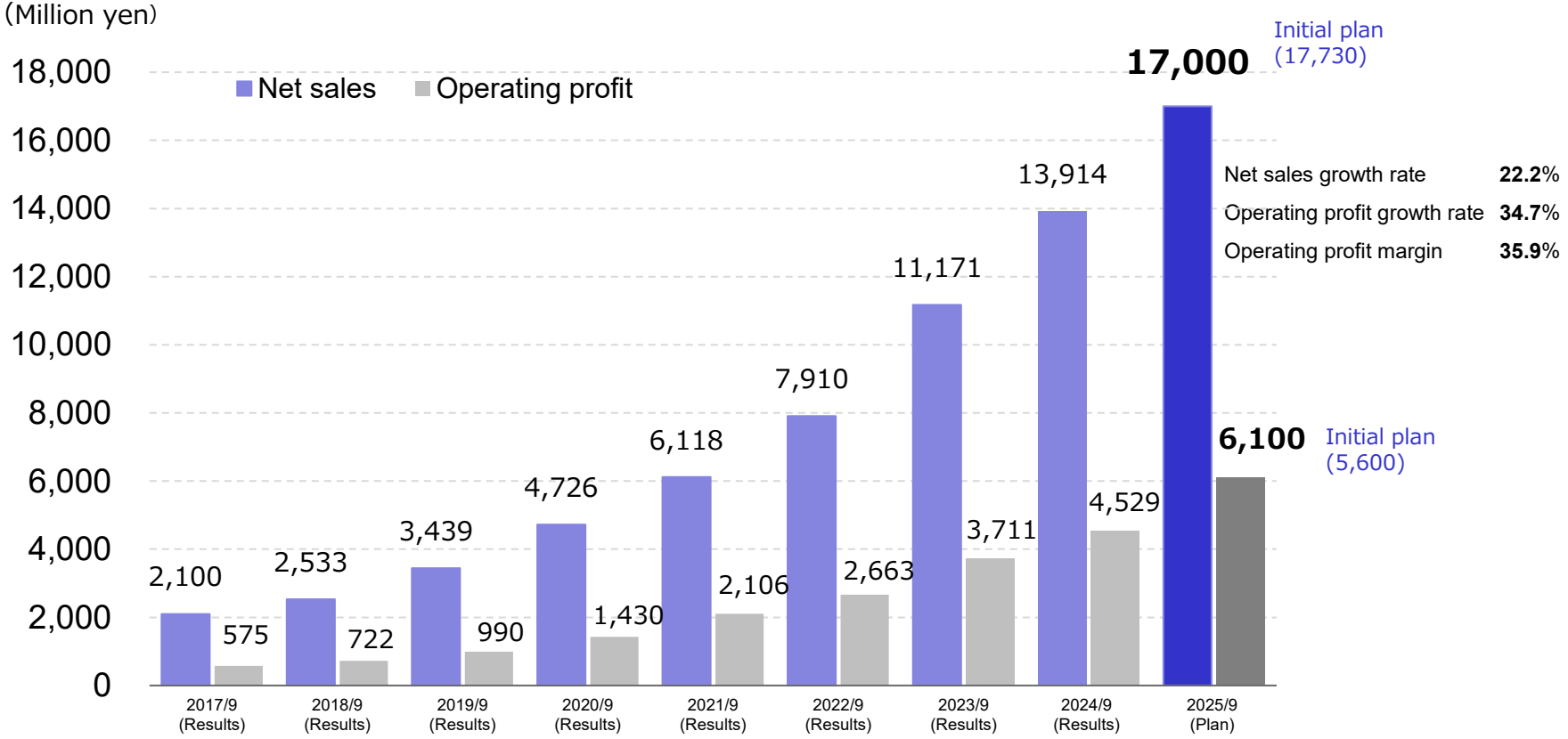
- Net assets decreased by 710 million yen from the end of the previous fiscal year due to dividends and share buybacks
- The slim financial structure was maintained, and the equity ratio was maintained at the high level of 78.2%

(Million yen)	Sep. 30, 2024	June. 30, 2025	Changes from Sep. 30, 2024
Current assets	12,077	**11,609**	down 467
(Cash and deposits)	10,189	**9,587**	down 602
(Accounts receivable-trade)	1,599	**1,627**	up 25
Non-current assets	3,336	**2,928**	down 405
Total assets	15,413	**14,538**	down 872
Current liabilities	2,968	**2,900**	up 68
Non-current liabilities	342	**248**	down 94
Net assets	12,102	**11,389**	down 710
Equity ratio	78.4%	**78.2%**	

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

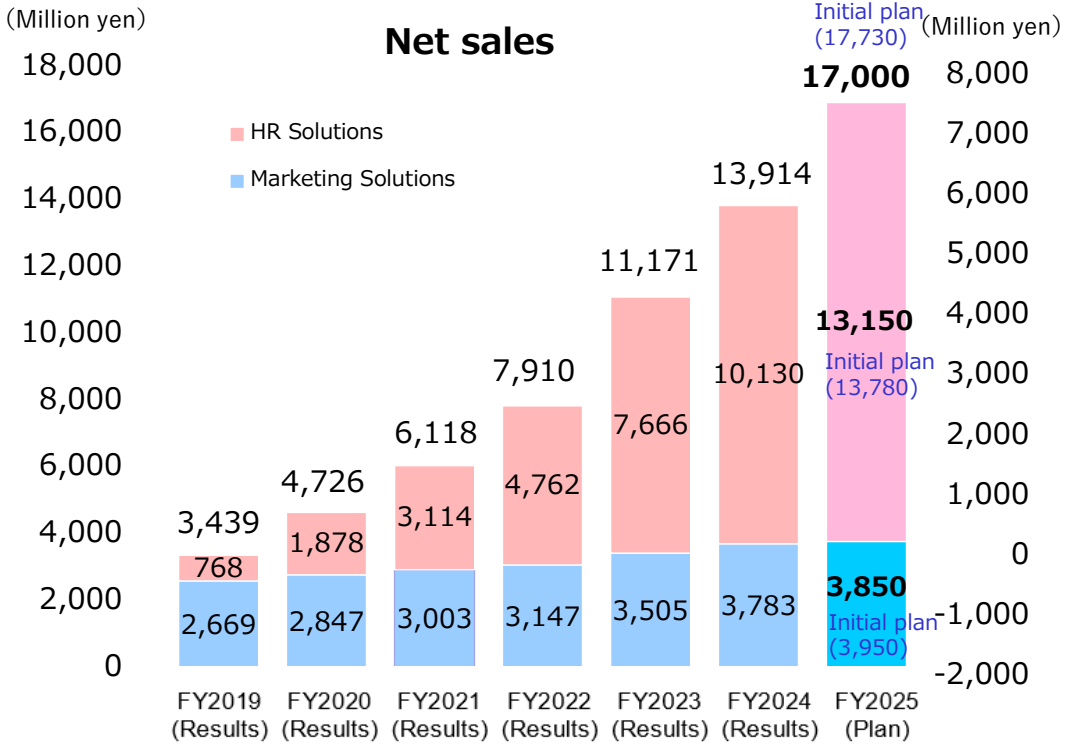
Earnings forecasts for the fiscal year ending September 30, 2025

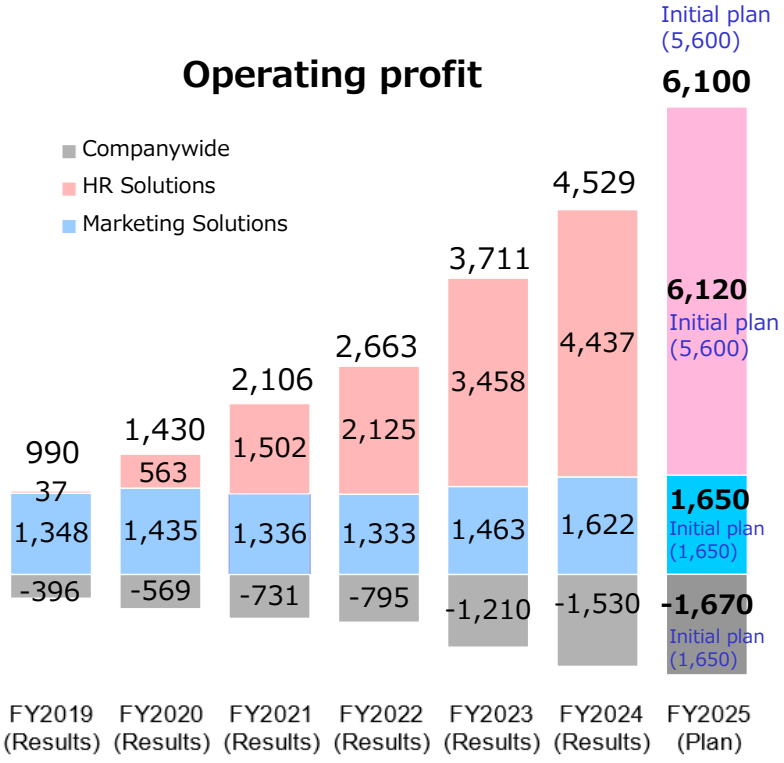
- By shifting our focus to acquiring new customers in the enterprise market, we expect to curb costs by reviewing our marketing initiatives and exceed our profit targets.



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



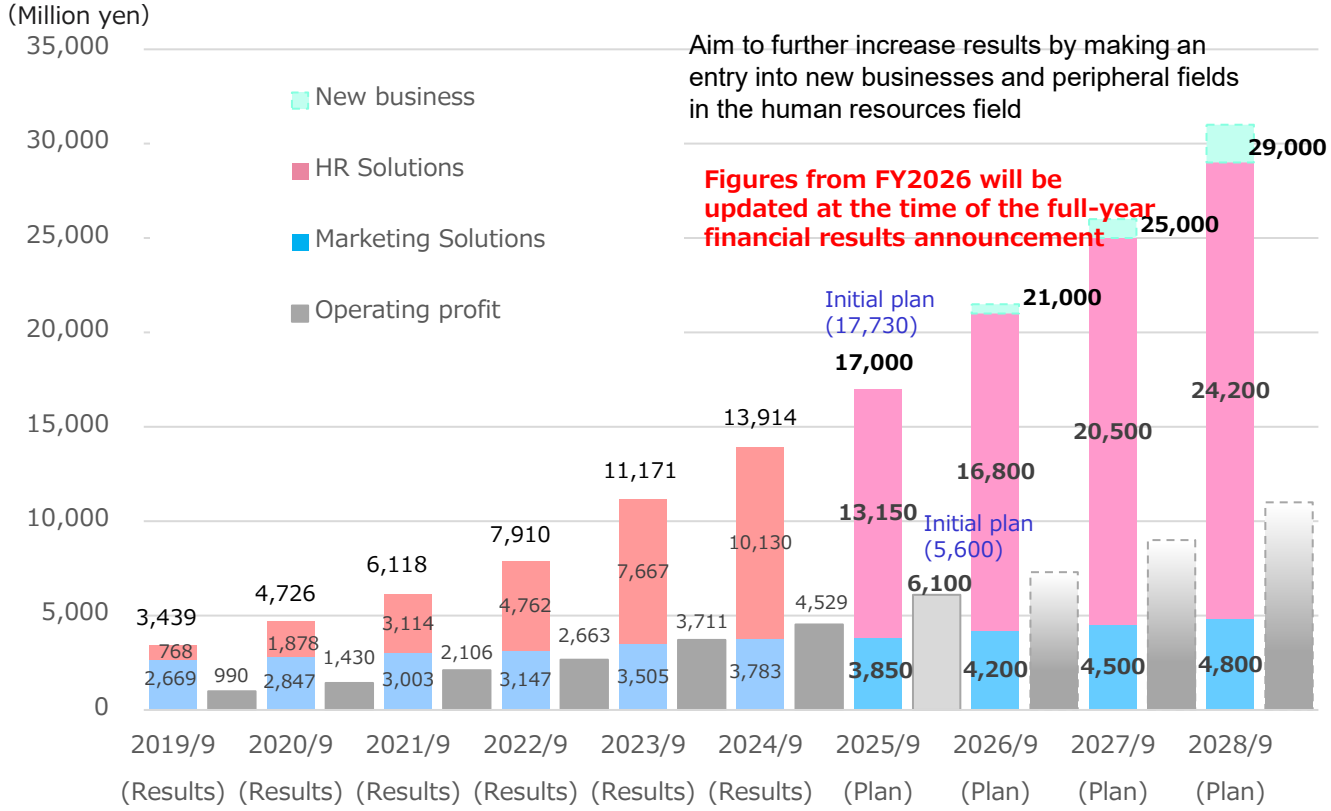


* Figures for FY2023 and earlier are retroactively restated according to the new segment classifications.

* 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.

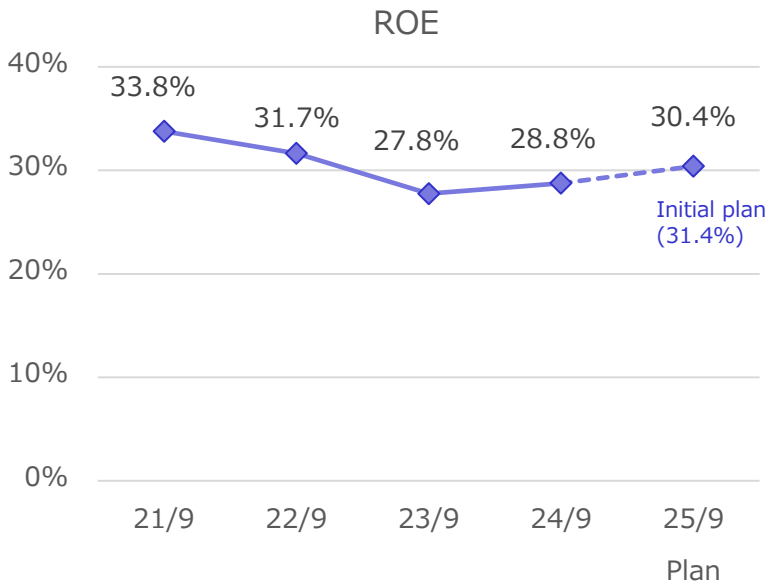


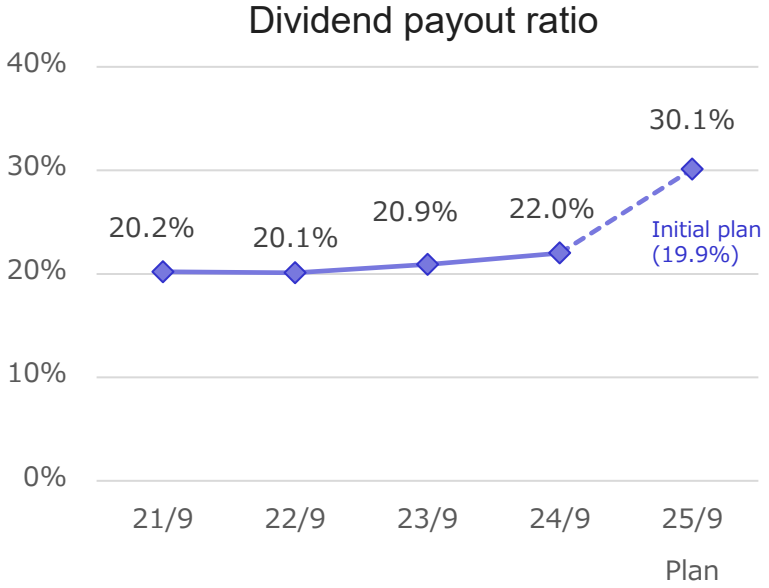
- Figures for FY2023 and earlier are retroactively restated according to the new segment classifications.
- Operating profit takes into account expenses incurred for M&A, etc.

Shareholder return policy

The dividend policy is to continue paying stable dividends while securing the internal reserves necessary for future business development and strengthening the management structure.

<Change in Dividend Policy>
Previously, the dividend payout ratio was set at 20% as a guideline, but in light of the current financial situation and future cash flow forecasts, it has been changed to **30% as a guideline.**

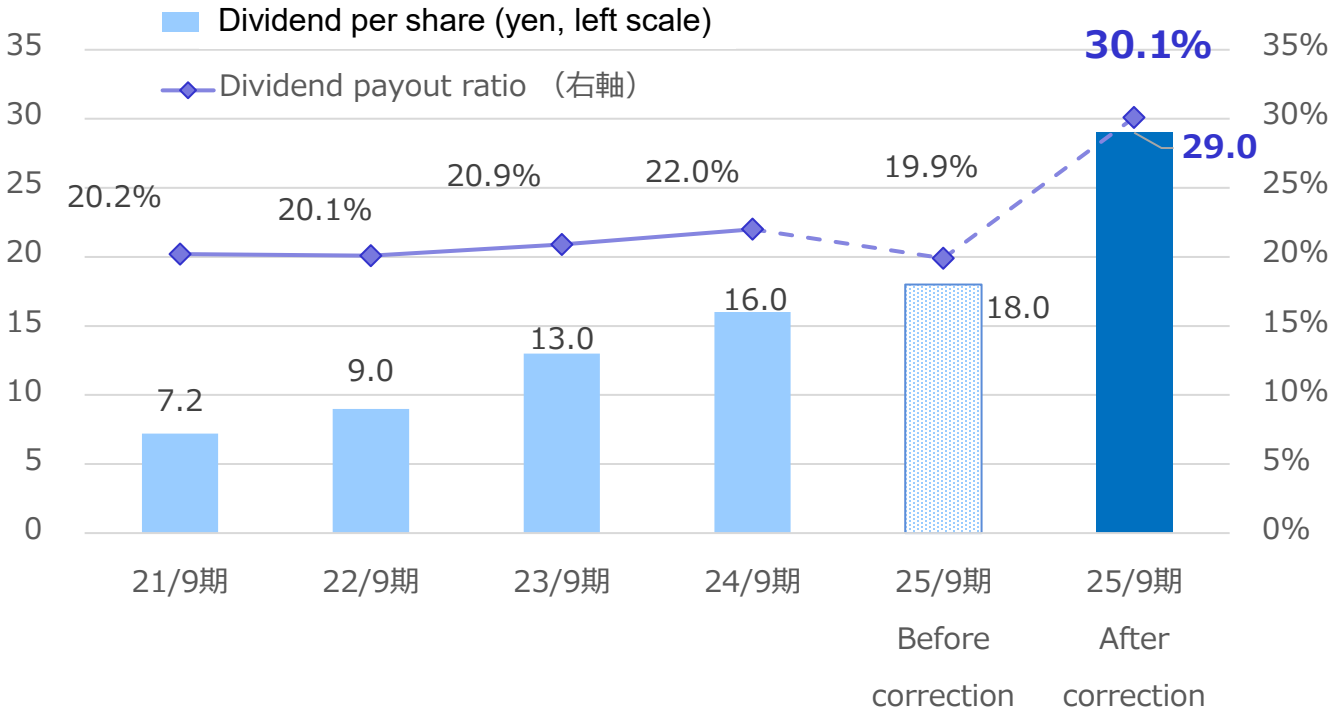




*ROE for the fiscal year ending September 2025 takes into account the planned amount of treasury stock acquisition (3 billion yen) announced on November 29, 2024.

Change of year-end dividend forecast for the year ending September 30, 2025

- The year-end dividend for the fiscal year ending September 30, 2025 has been revised upward from 18 yen per share to 29 yen per share, an increase of 11 yen.
- Due to the revision of the dividend payout ratio target to 30% and revision of earnings forecasts, the year-end dividend has been revised.



03 Business Overview

Major KPIs for 3Q of FY2025

Non-consolidated basis

MRR[1]

Companywide

1,181 million yen

- Marketing Solutions 305 million yen
- HR Solutions 875 million yen

MRR growth rate[2]

Companywide

21.5%

- Marketing Solutions 1.0%
- HR solutions 30.7%

Average monthly revenue churn rate[3]

Companywide

0.64%

- Marketing Solutions 1.26%
- HR Solutions 0.40%

Number of users[4]

Companywide

2,744 companies

- Marketing Solutions 786 companies
- HR Solutions 1,958 companies

Recurring ratio[5]

Companywide

93.1%

- Marketing Solutions 97.6%
- HR Solutions 91.6 %

ARPU[6]

Companywide

431 thousand yen

- Marketing Solutions 386 thousand yen
- HR Solutions 450 thousand yen

Note 1: Monthly Recurring Revenue. Total of the monthly fee of contracted subscription users in June 2025 (excluding temporary sales)
Note 2: MRR growth rate from June 2024 to June 2025
Note 3: Ratio of reductions as a result of cancellations to total amounts of the existing monthly billed contracts as of June 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 June 30, 2025
Note 5: Calculated as dividing total monthly billed amounts for the Third 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 Third 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)

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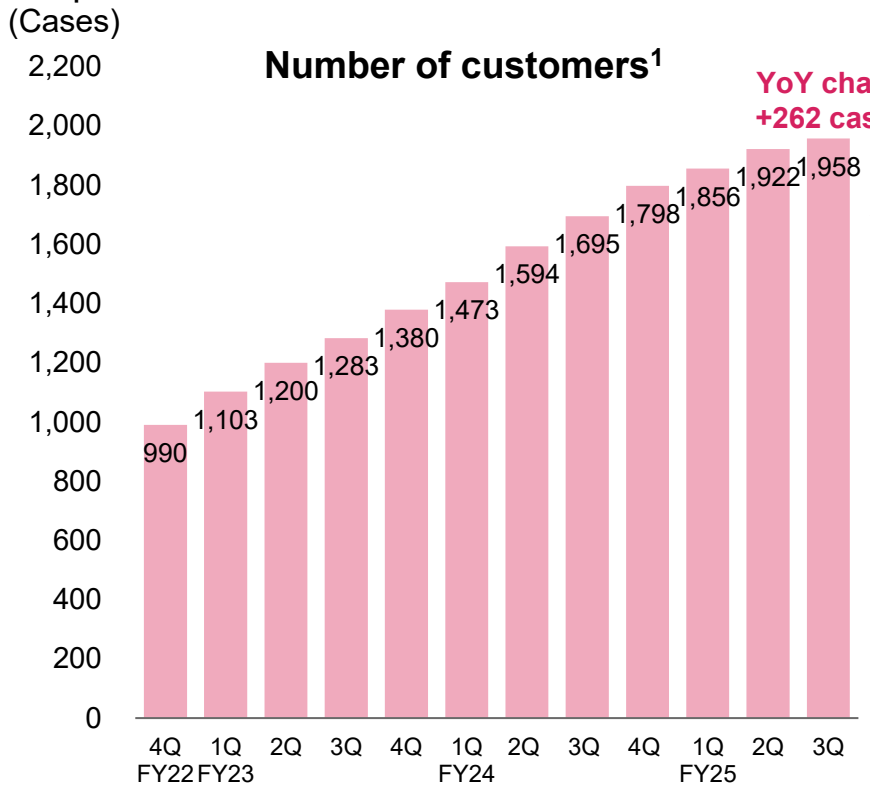
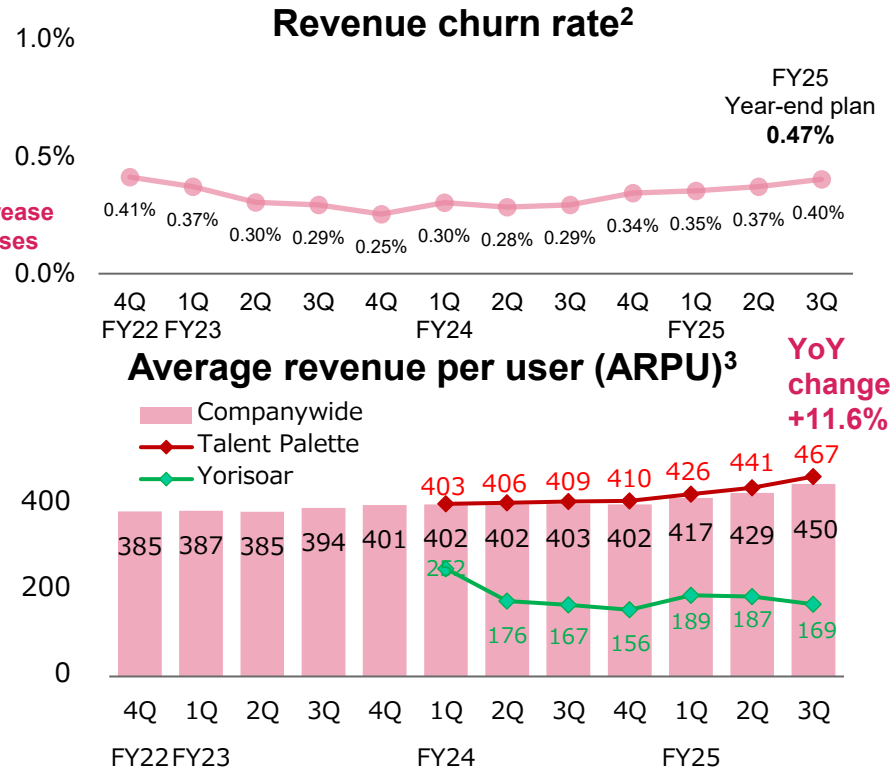
Non-consolidated basis

- 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





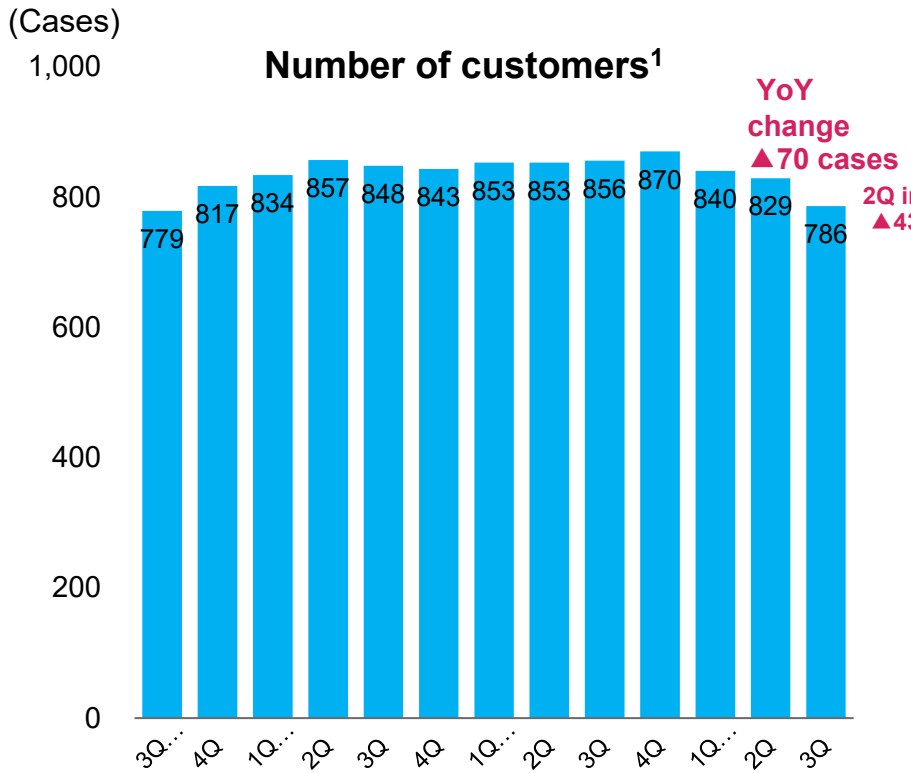
Note 1: Number of monthly billed contracts
Note 2: Ratio of reductions as a result of cancellations to total monthly billed amounts (average of the past 12 months at the end of each quarter)

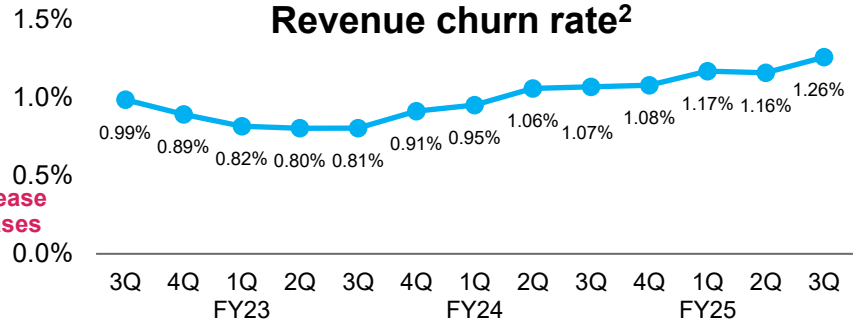
Note 3: Average Revenue Per User. Average monthly revenue per paid billing enterprise user. Calculated as dividing the average MRR for each quarter by the average number of paid billing enterprise users of each month for the same period.

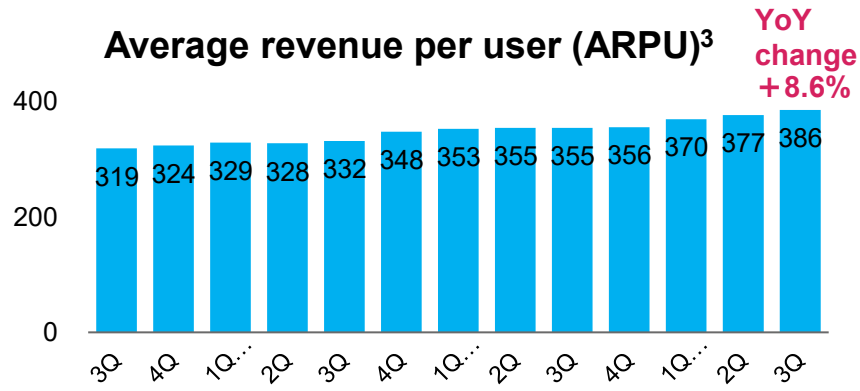
Number of customers, revenue churn rate, ARPU (Marketing Solutions)

Non-consolidated basis

- The number of cancellations of Visualization Engine is rising, and the number of customers has decreased by 43
- 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)

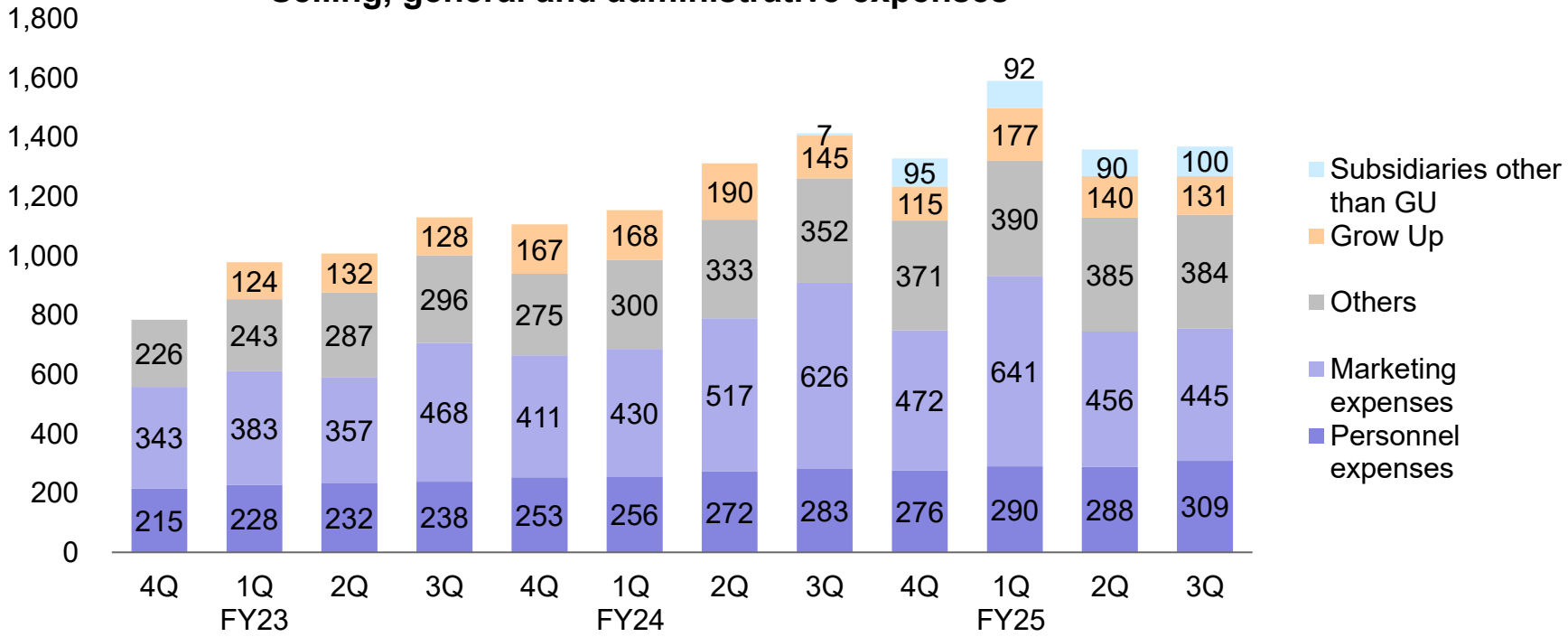
Note 3: Average Revenue Per User. Average monthly revenue per paid billing enterprise user. Calculated as dividing the average MRR for each quarter by the average number of paid billing enterprise users of each month for the same period.

Trends in selling, general and administrative expenses

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

(Million yen)

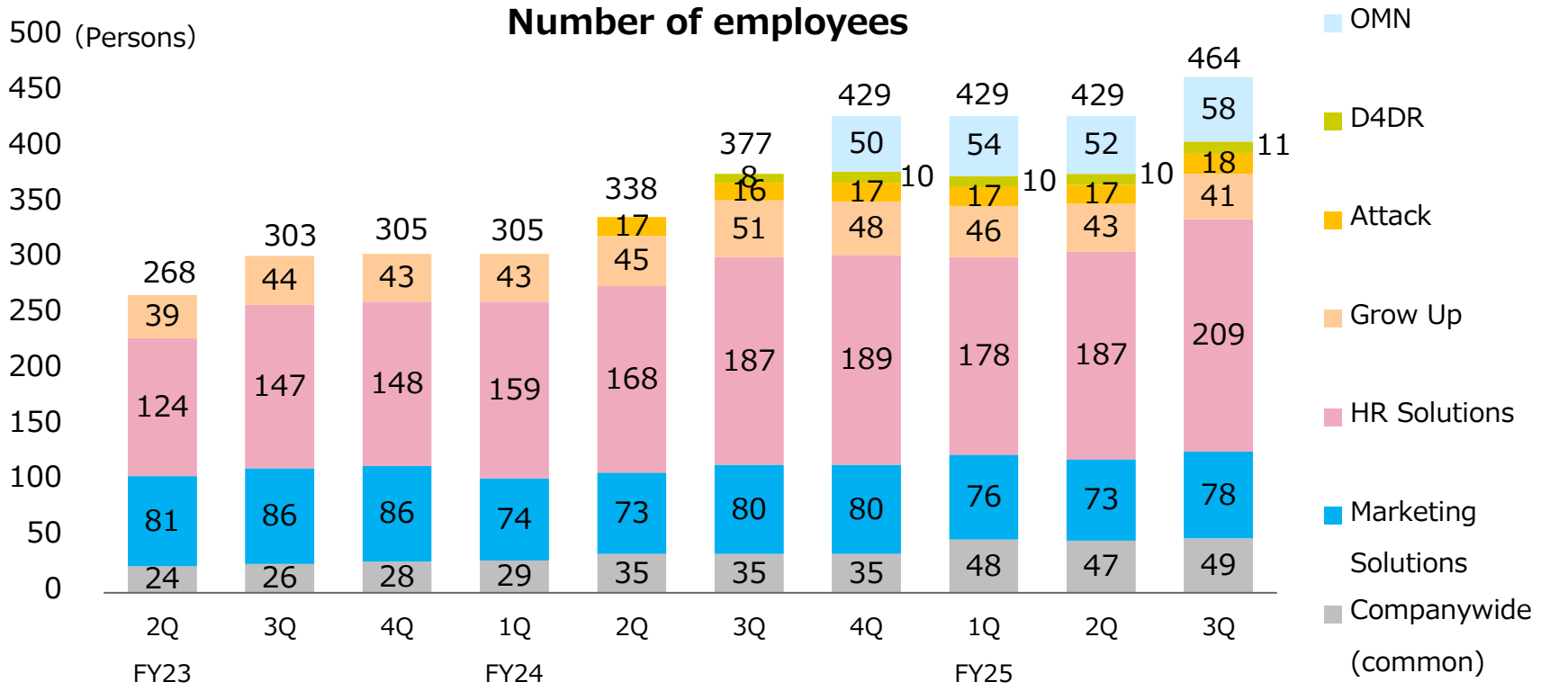
Selling, general and administrative expenses[1]



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 personnel in HR Solutions increased due to strengthening personnel in the Talent Palette Business



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) Talent Palette achieved the leading share in the domestic human resource management market

(2) Inclusion of a “talent reach function” for scouting talented employees within the company

(3) Generative AI is used to support goal setting feedback in human resource evaluations

(4) Acquisition of major projects by Yorisoar (boards of education of Kyoto, Nara, Osaka, Nagano, etc.)

(5) Conclusion of capital and business alliance agreement with Mynavi Corporation, accelerating penetration into the recruitment field

(6) Conclusion of basic agreement on business alliance with Rakus Co., Ltd.

(7) Smooth implementation of Talent Palette in enterprises

Topic (1): Talent Palette achieved the leading share in the domestic human resource management market

The Domestic Human Resource Management Market(*1) survey report issued by ITR ranked first(*2) in terms of vendor sales and market share.



(*1) Source: ITR: Definition of the human resource market in “ITR Market View: Human Resource Management Market 2025”:
The system is for centralized management of employee skill information and optimizing human resource assignment within the organization. It consists of functions such as a transfer simulation to improve employee productivity and maximize human resource utilization, identification of necessary human resources, personnel evaluation and assessment, and skill and career plan management. It is also called talent management.

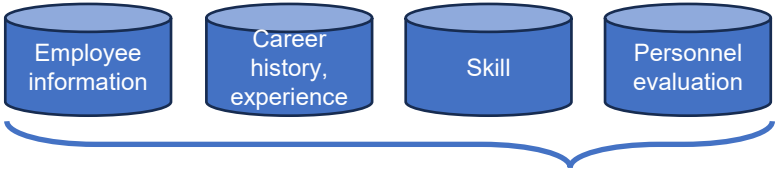
(*1) Source: ITR: “ITR Market View: Human Resource Management Market 2025” Human Resource Market: Share of Sales by Vendor (FY2023-2024 Forecast)

Topic (2): Inclusion of a “talent reach function” for scouting talented employees within the company

- On Talent Palette, it is possible to discover employees who match business needs and send out scouting messages.
- Search accuracy is improved by using automatically generated job history information and self-promotion statements from human resource information accumulated in Talent Palette, such as employee information, career history, skills, and personnel evaluations.

■ Discover and scout employees through talent outreach





■ Work history information and self-promotion statements automatically generated using generative AI



Topic (3): Generative AI is used to support goal setting feedback in Optage's human resource evaluations

Optage Case Study: Aiming to provide high-quality feedback based on unique evaluation criteria, we provided support through AI advice functionality utilizing Talent Palette's generative AI and generative AI consulting.



Issues during implementation

In order to promote human resource development to enhance the expertise of each employee, we will address issues such as inconsistencies in the quality of evaluation target setting, self-evaluation by subordinates, and the quality of feedback from supervisors.

Support details

Optimization of generative AI prompts according to Optage's unique evaluation criteria, and employee grades and roles.

Future outlook

The project continues with the aim of utilizing feedback for personnel evaluations.
Going forward, we will also consider utilizing generative AI for more strategic human resource initiatives, such as optimal personnel assignment based on employees' skills and career aspirations.

Topic (4): Acquisition of major projects by Yorisoar (boards of education of Kyoto, Nara, Osaka, Nagano, etc.)

Boards of education are implementing Yorisoar in succession. The realization of educational DX will enable the streamlining of school administration, the early detection of student absenteeism, and the visualization of student information, thereby improving the quality of education and meeting a variety of needs.

Kyoto Prefecture Board of Education

- Purpose of implementation:
  Administrative support and service management for teachers and other staff at Kyoto Prefectural schools
- Number of personnel covered: Approx. 35,000
- Number of schools covered: Approx. 50

Nara Prefecture Board of Education

- Purpose of implementation:
  Personnel evaluation system for faculty and staff members at Nara Prefectural schools
- Number of personnel covered: Approx. 12,000 (teachers and other staff)
- Number of schools covered: Approx. 100

Toyonaka City Board of Education (Osaka Prefecture)

- Purpose of implementation:
  Education dashboard and detection of signs of dropout in Toyonaka municipal schools
- Number of personnel covered: Approx. 35,000
- Number of schools covered: Approx. 55

Takagi-mura Board of Education

- Purpose of implementation:
  Education dashboard and detection of signs of dropout in Takagi Village, Nagano
- Number of personnel covered: Approx. 15,000
- Number of schools covered: Approx. 30

Topic (5): Conclusion of capital and business alliance agreement with Mynavi Corporation, accelerating penetration into the recruitment field

- In order to expand business in the HR field, we seek to build and provide an innovative service and platform that supports job seekers and career changers from the moment they start their search until they actively participate in their new roles.



Business Alliance Details

(1) Development and sales of collaborative products (scheduled for October 2025)
(2) Provision of Mynavi training content to Talent Palette customers
(3) Integration of Mynavi's new graduate applicant management system and collaborative products
(4) Promoting reskilling and enhancement of recruitment matching through the utilization of data from both companies

Capital Alliance Details

- Allocated 1,275,600 shares of common stock to Mynavi through disposal of treasury shares
  (Voting rights ratio: 3.13%; disposal date scheduled for August 29, 2025)

We do not anticipate any impact on our business results for the fiscal year ending September 30, 2025 as a result of this alliance, but will disclose further details as they become available.

Topic (6): Conclusion of basic agreement on business alliance with Rakus Co., Ltd.

A basic agreement to begin discussions on comprehensive business alliance was reached with Rakus, operator of various cloud services such as *Rakuraku Seisan* and *Rakuraku Meisai*.

Details of the basic agreement: The two companies began discussions on cooperation in the following areas regarding the cloud services they provide.

(1) Mutual support in sales activities and marketing
(2) Customer referrals
(3) Promotional activities for webinars, seminars, etc.
(4) Technical collaboration aimed at improving convenience
(5) Partner and agency measures aimed at promoting utilization
(6) Other matters agreed upon by both companies



Schedule for the business alliance:

August 13, 2025	Basic agreement for the business alliance
November 2025 (scheduled)	Resolution of the Board of Directors, conclusion of business alliance agreement

We do not anticipate any impact on our business results for the fiscal year ending September 30, 2025 as a result of this alliance, but will disclose further details as they become available.

Topic (7): Smooth implementation of Talent Palette in enterprises

Mitsubishi HC Capital Inc., Electric Power Development Co.,Ltd., UBE Corporation, Fukuoka Financial Group, Inc. have introduced Talent Palette.

三菱HCキャピタル

Mitsubishi HC Capital Inc.

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

J-POWER

Electric Power Development Co.,Ltd.

- Unification of human resource data
- HR data analysis
- Human resource development

UBE

UBE Corporation

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

FFG
一歩先を行く発想で、地域に真のゆたかさを。
ふくおかフィナンシャルグループ

Fukuoka Financial Group, Inc.

- Unification of human resource data
- HR data analysis
- personnel evaluation
- optimal assignment

05 Reference materials

Company outline

Company outline

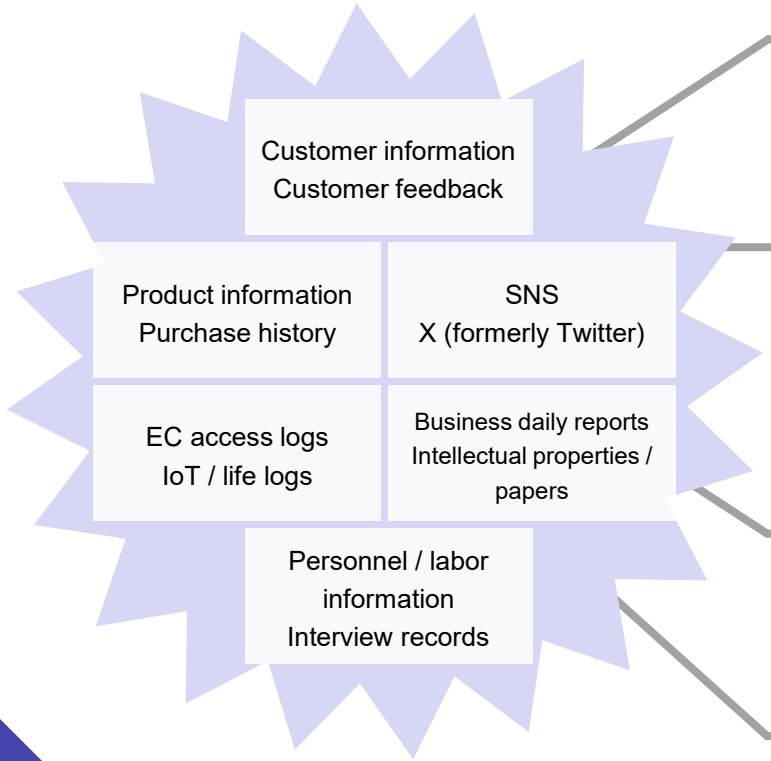
Company name	Plus Alpha Consulting Co., Ltd. (Tokyo Stock Exchange Prime: 4071)
Representative	Katsuya Mimuro, Representative Director and President
Headquarters location	25F Shiodome Sumitomo Building, 1-9-2 Higashi Shimbashi, Minato-ku, Tokyo
Osaka Branch	13F Osaka Nakanoshima Building, 2-2-2 Nakanoshima, 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	500,322 thousand yen (as of June 30, 2025)
Business content	Providing cloud services for data analysis platforms
Number of employees	464 consolidated (as of June 30, 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

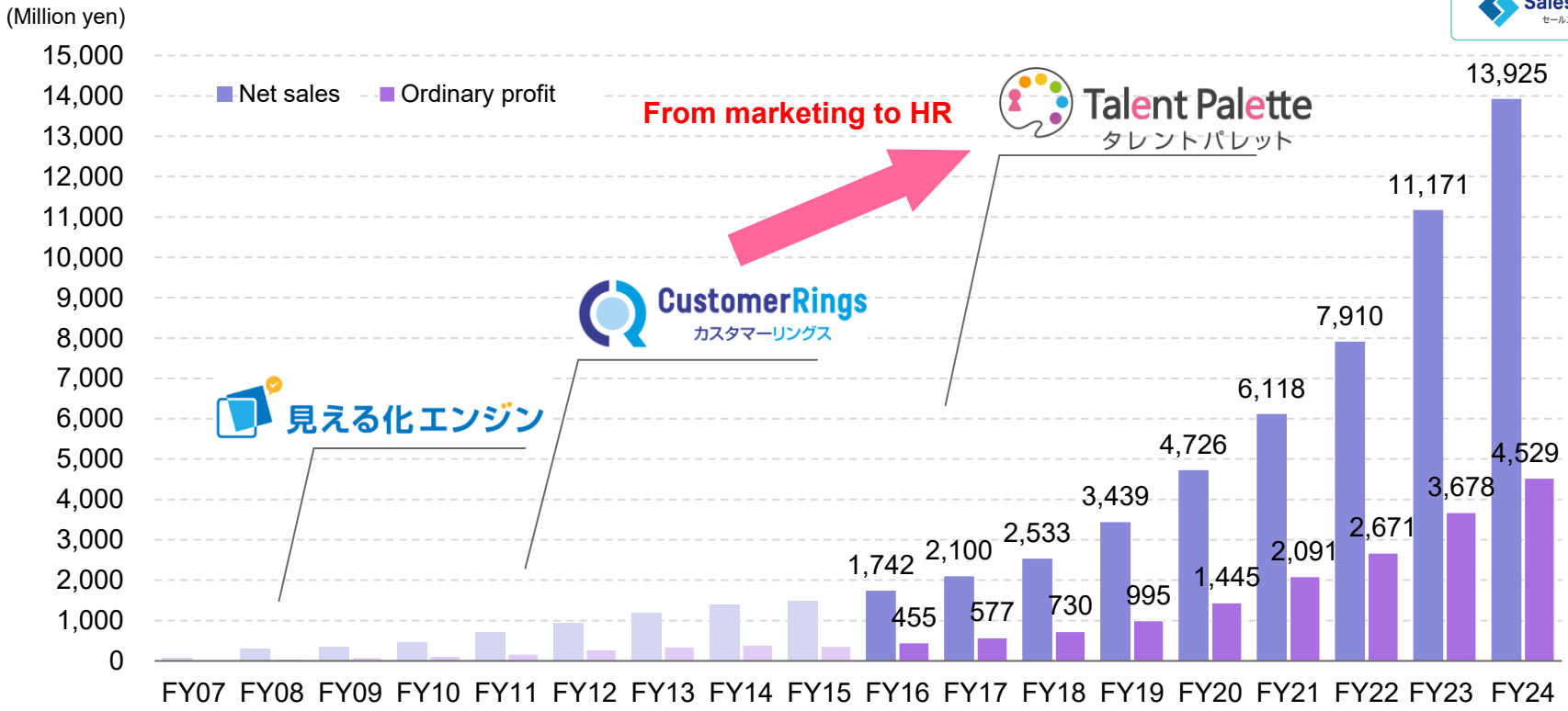
Technology and expertise behind the services

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

Course of Growth

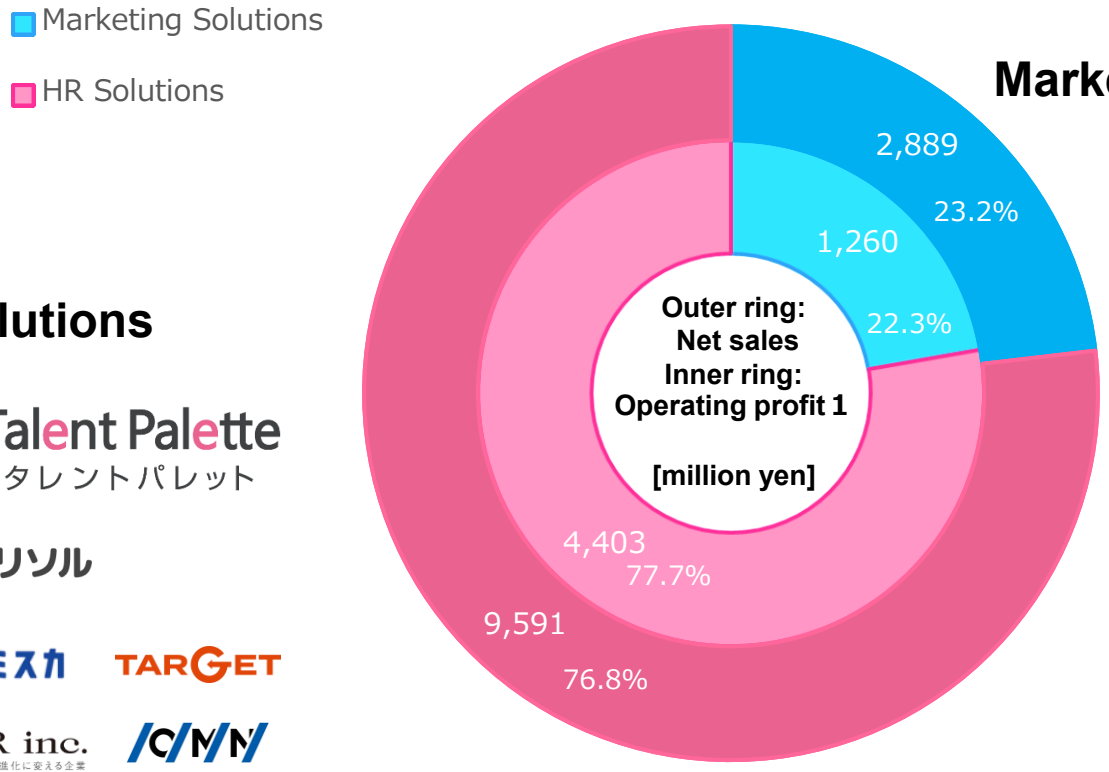
Expanded content of business by introducing business-specialized products in intervals of several years
Expanded business into personnel and HR centered on know-how utilizing data developed in marketing

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 June 30, 2024 (3Q)

- The HR Solutions Business accounted for 76.8% of net sales and 77.7% 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

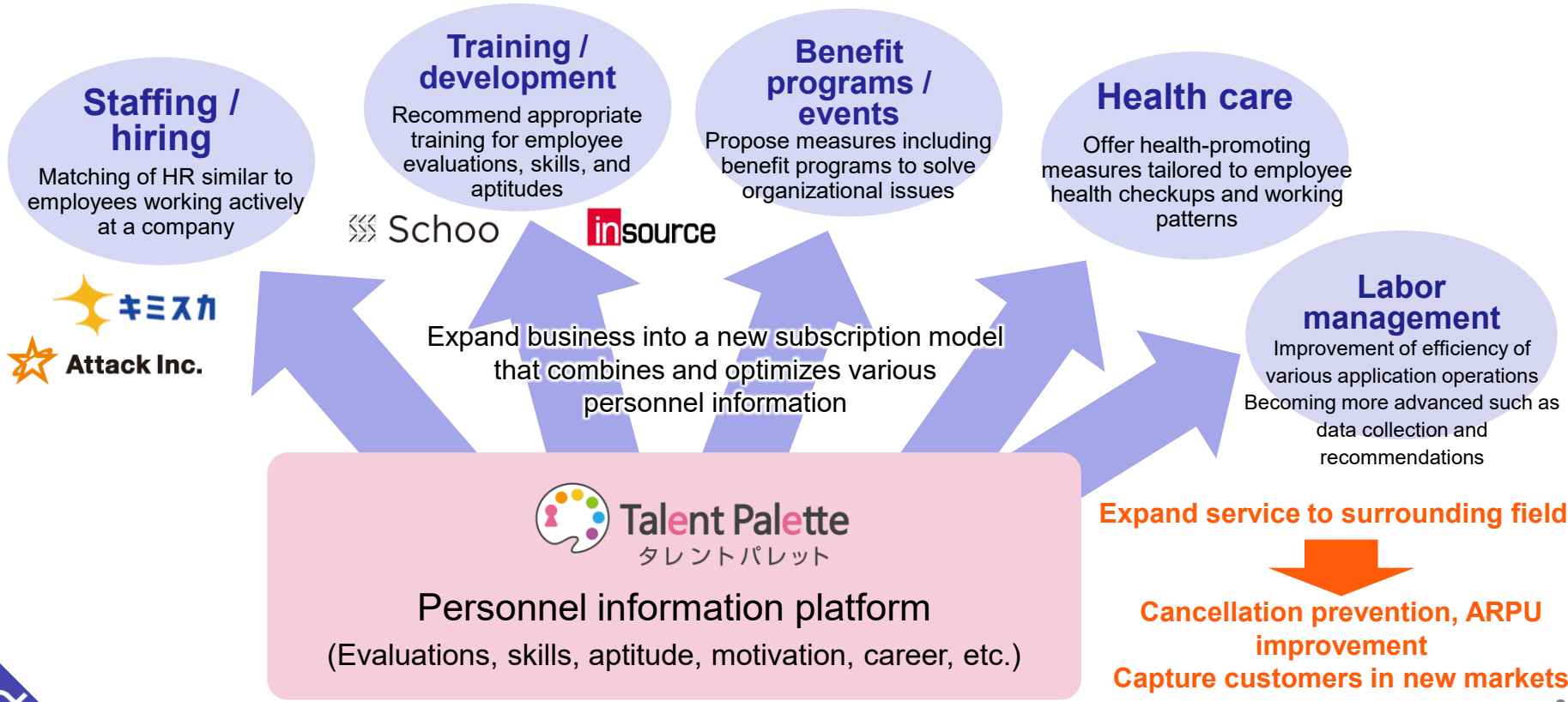
CMN

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)

Further development of Talent Palette Business

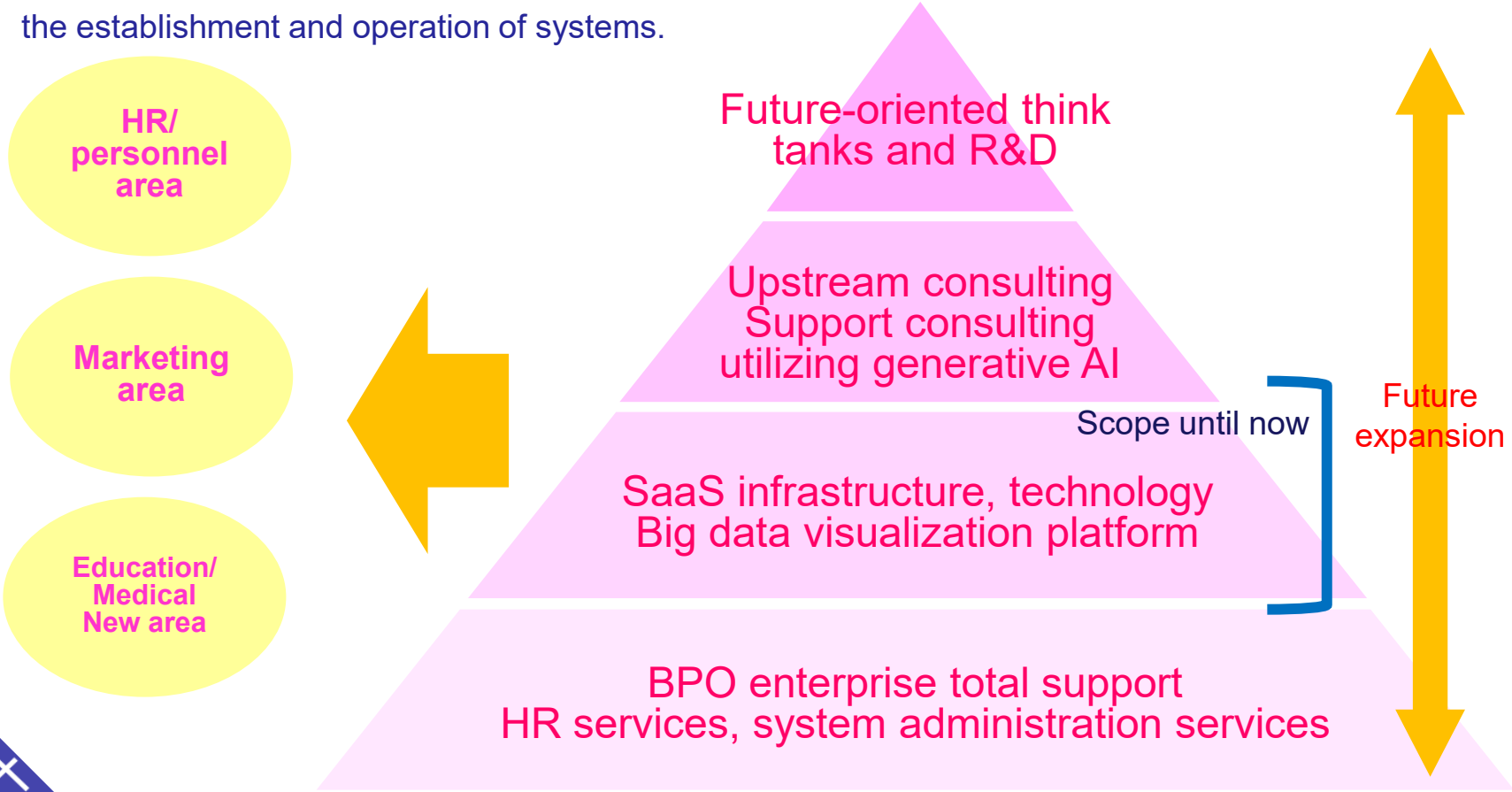
Expand services to sectors surrounding HR

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

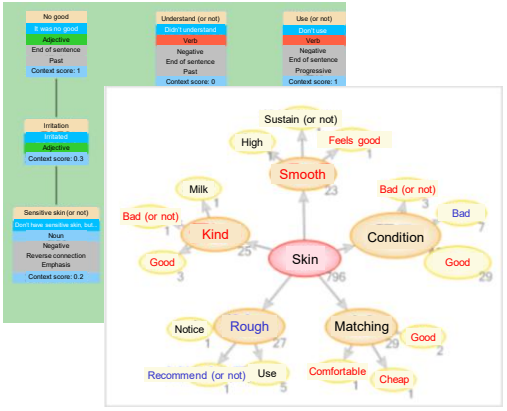
	Visualization platform	Marketing automation tool	HR utilization platform
	見える化エンジン	CustomerRings カスタマーリングス	Talent Palette タレントパレット
Service overview	Text mining analysis of massive amounts of diverse customer feedback and conversation data from surveys, call logs, voice recognition data, social media 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

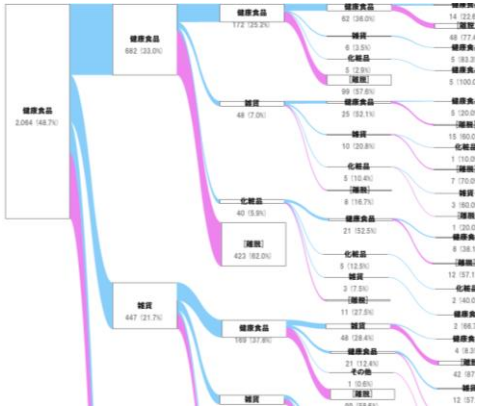
Syntax analysis, word maps



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

CustomerRings カスタマーリングス

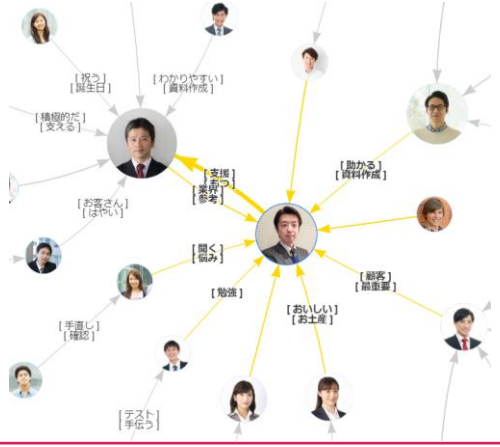
Purchasing pattern analysis



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

Talent Palette タレントパレット

Employee network diagram

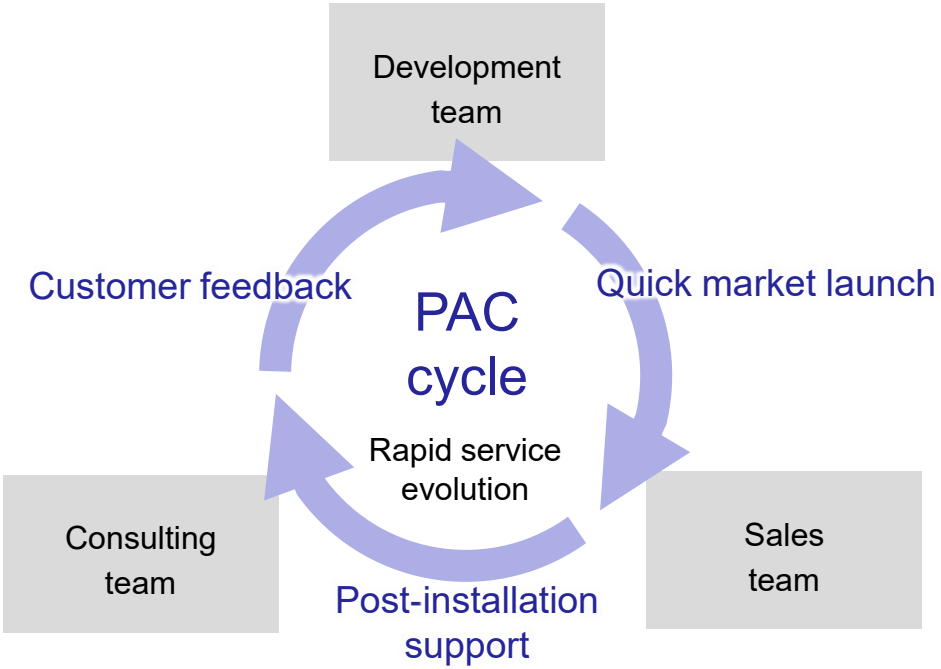


Through collaborative data between employees such as Thanks Points, ascertain volume and quality of communication between employees and departments

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



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

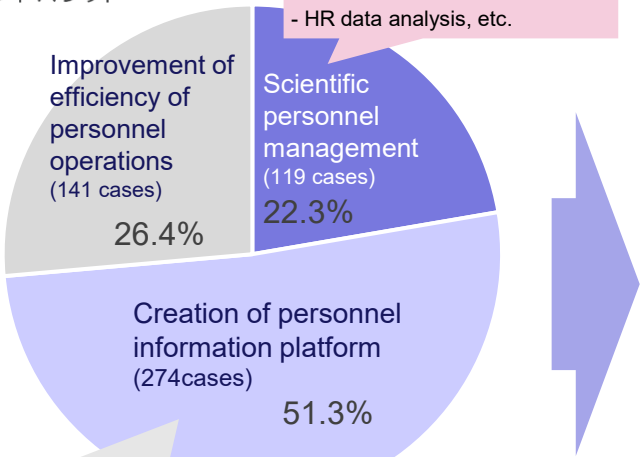
Business strengths

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

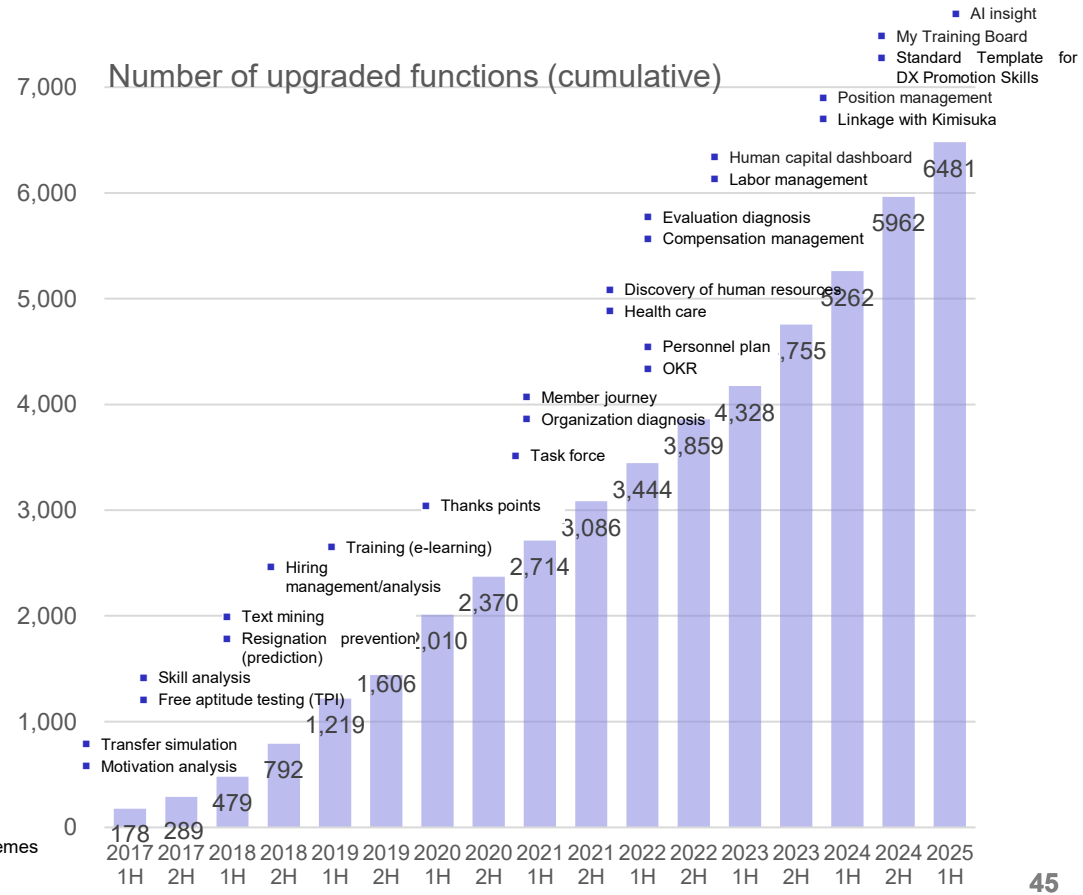
Talent Palette
タレントパレット

- 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

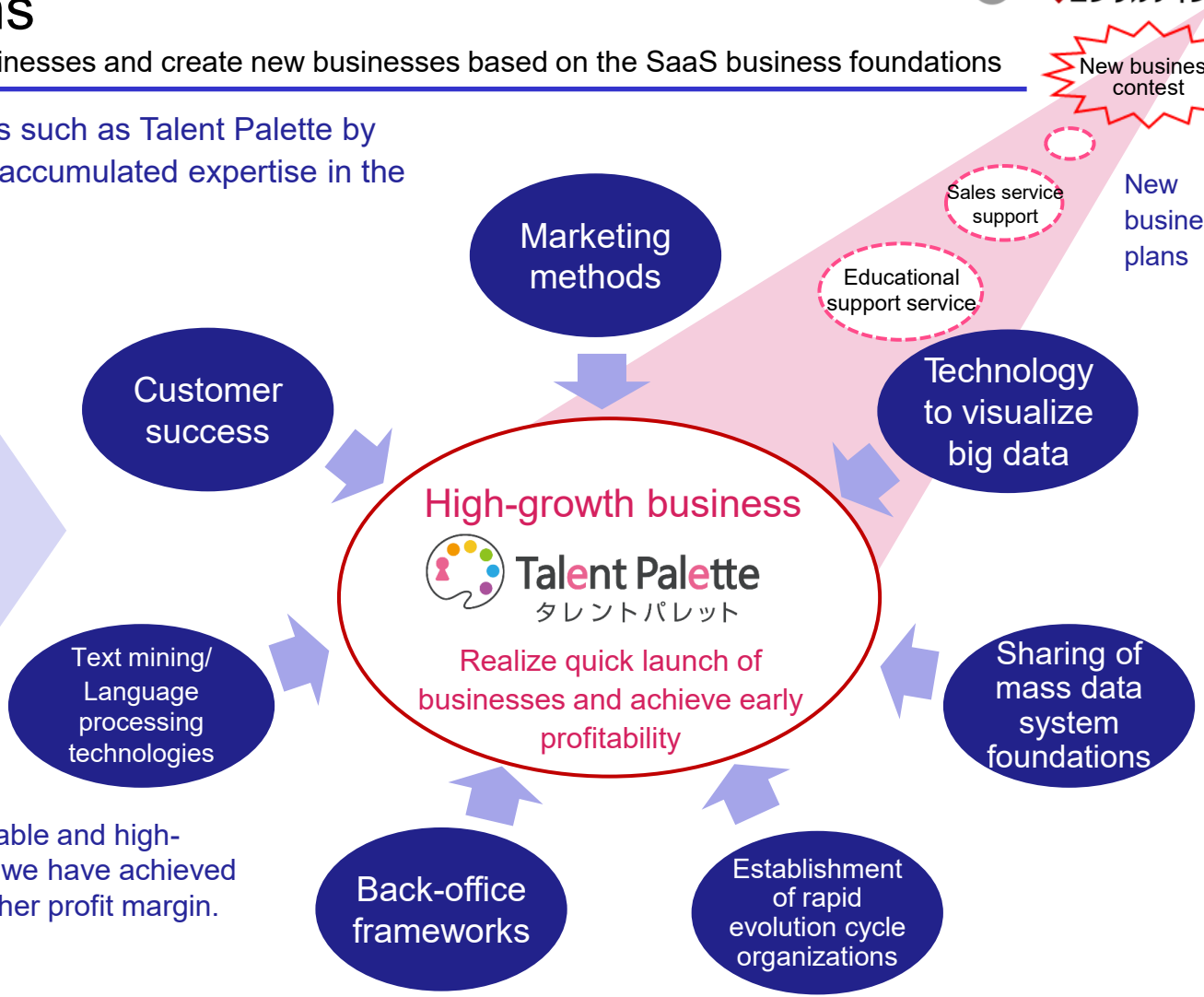
Accumulated SaaS expertise through existing services

Highly profitable business

見える化エンジン

Stable growth business

CustomerRings カスタマーリングス

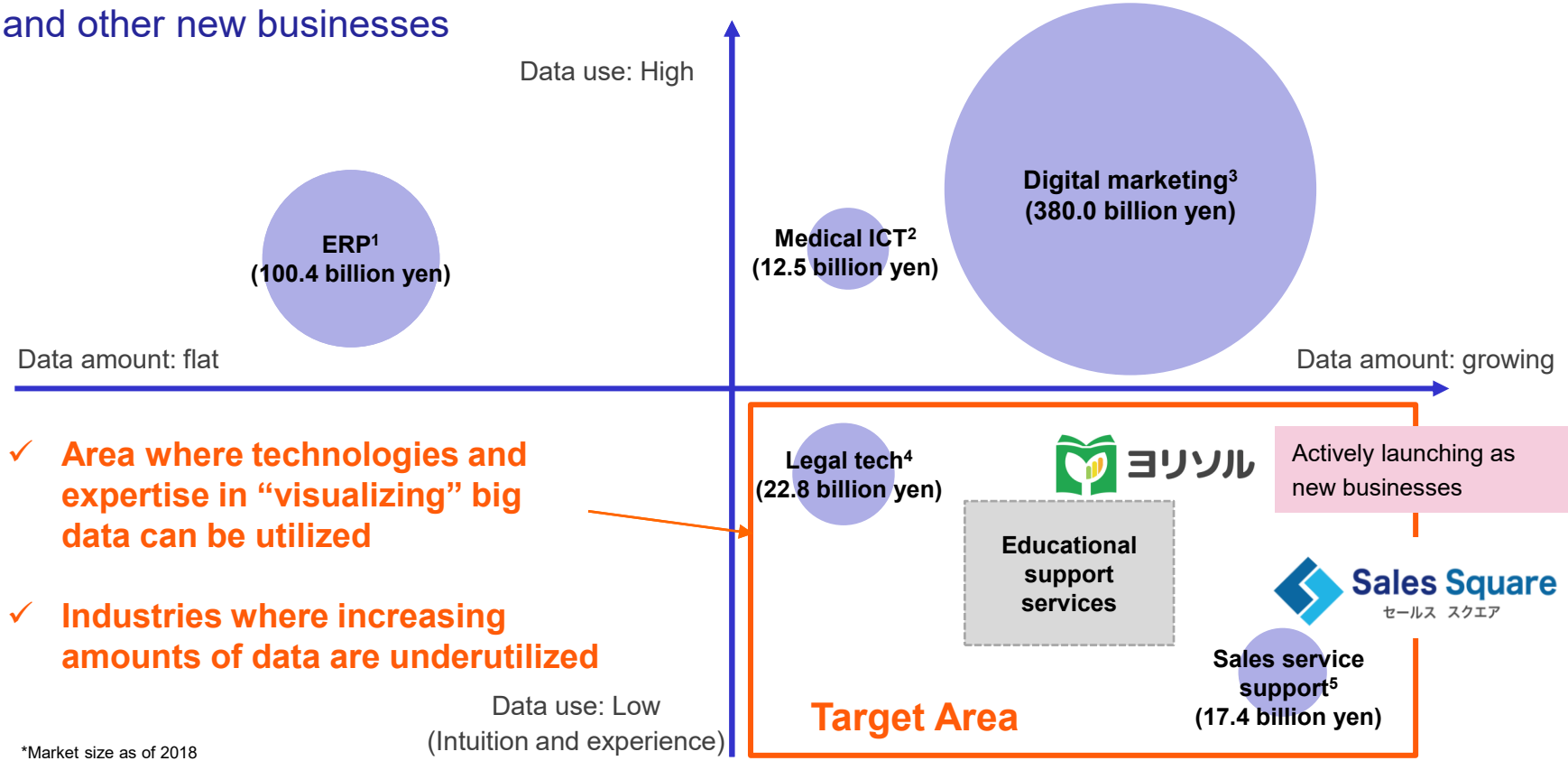


By developing multiple highly profitable and high-growth businesses simultaneously, we have achieved both a higher growth rate and a higher profit margin.

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

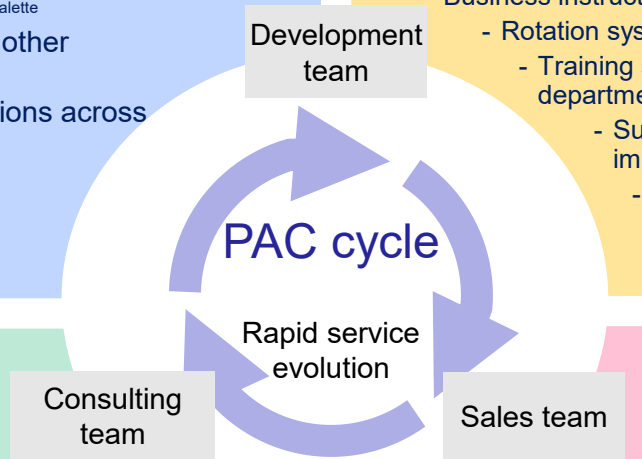
Initiatives to improve the human capital of PAC

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.

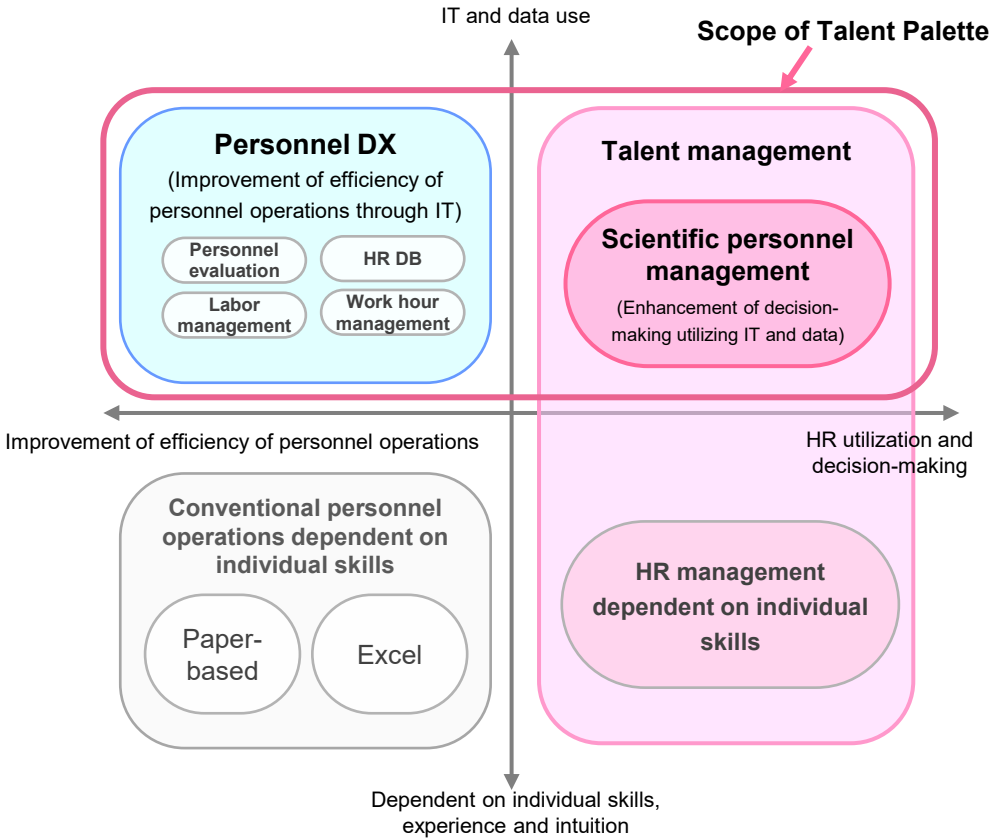
⇒ **Based on this trend, the HRTech cloud market is expected to grow by +37.7% year on year in FY2023.** (Research by Deloitte Tohmatsu MIC Research Institute Co., Ltd.)

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.

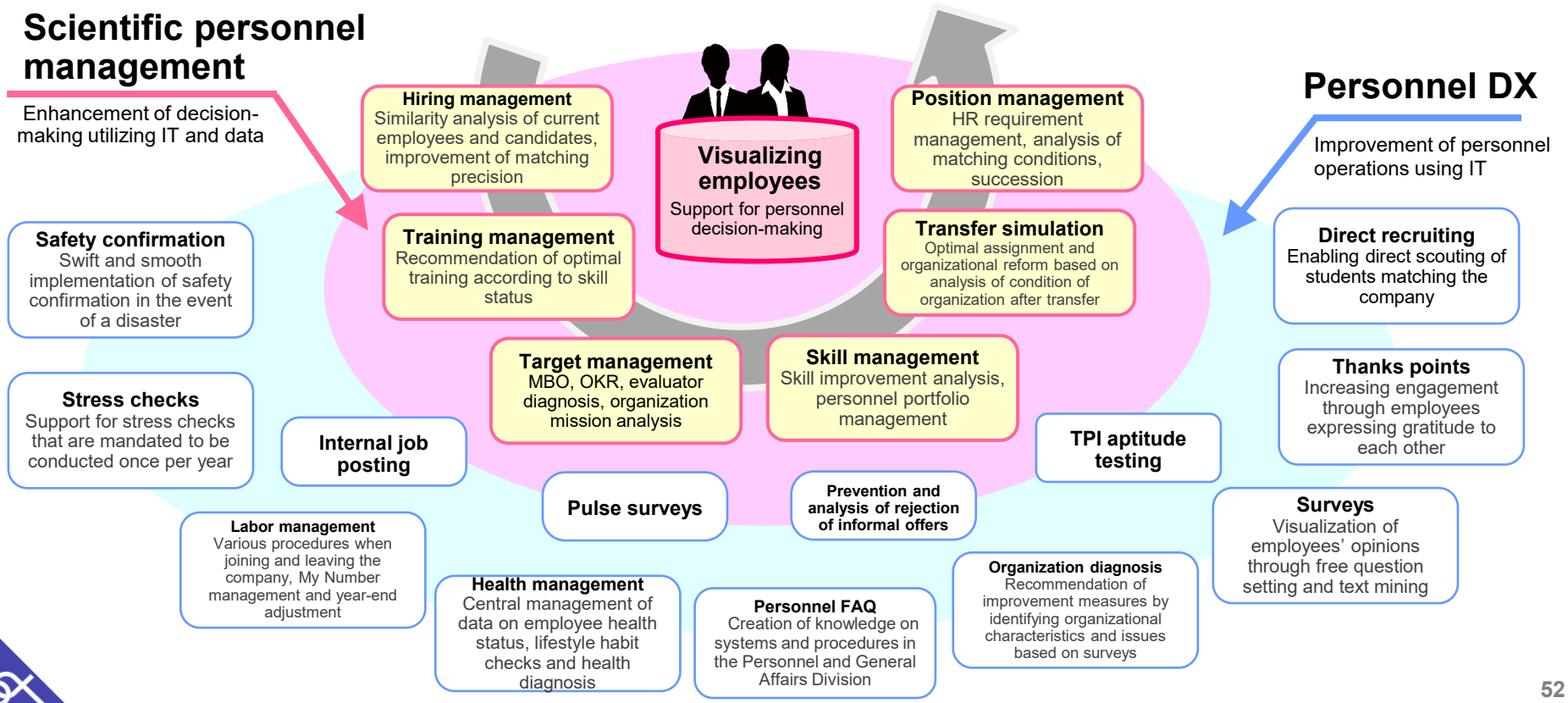
Marketing strategy	HR / personnel strategy
Ascertain customer needs	Ascertain employee needs Self-reporting, ES surveys
Develop loyal customers	Develop employee skills Succession planning
Prevent customer defection	Prevent employee resignations Motivation management
Capture new customers	Employee hiring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



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%

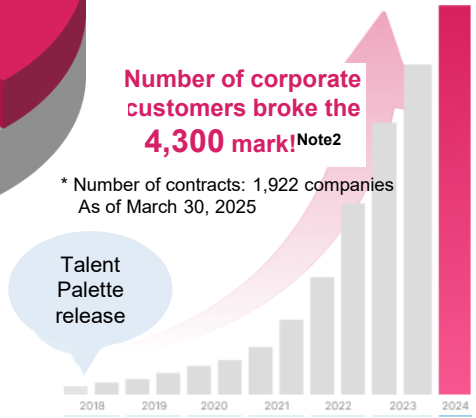
Detailed functions and advanced consulting for enterprises are highly regarded

Percentage of contracts by plan

As of March 30, 2025



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



* Number of contracts: 1,922 companies
As of March 30, 2025

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

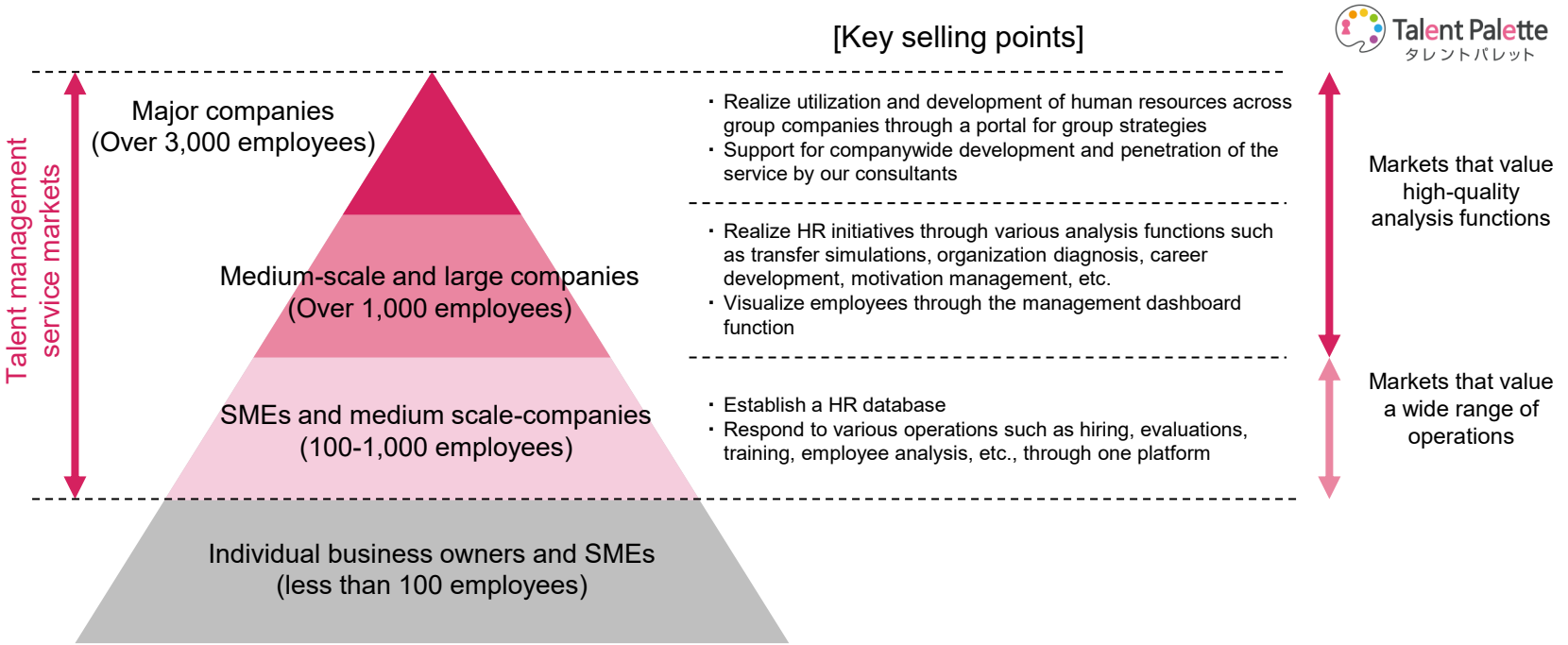
Note 1: 2025 Forecast of Personnel and Assignment Cloud Market Deloitte Tomatsu MIC Research Institute Co., Ltd. "HRTech Cloud Market Facts and Outlook FY2024"

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

2025-7

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



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

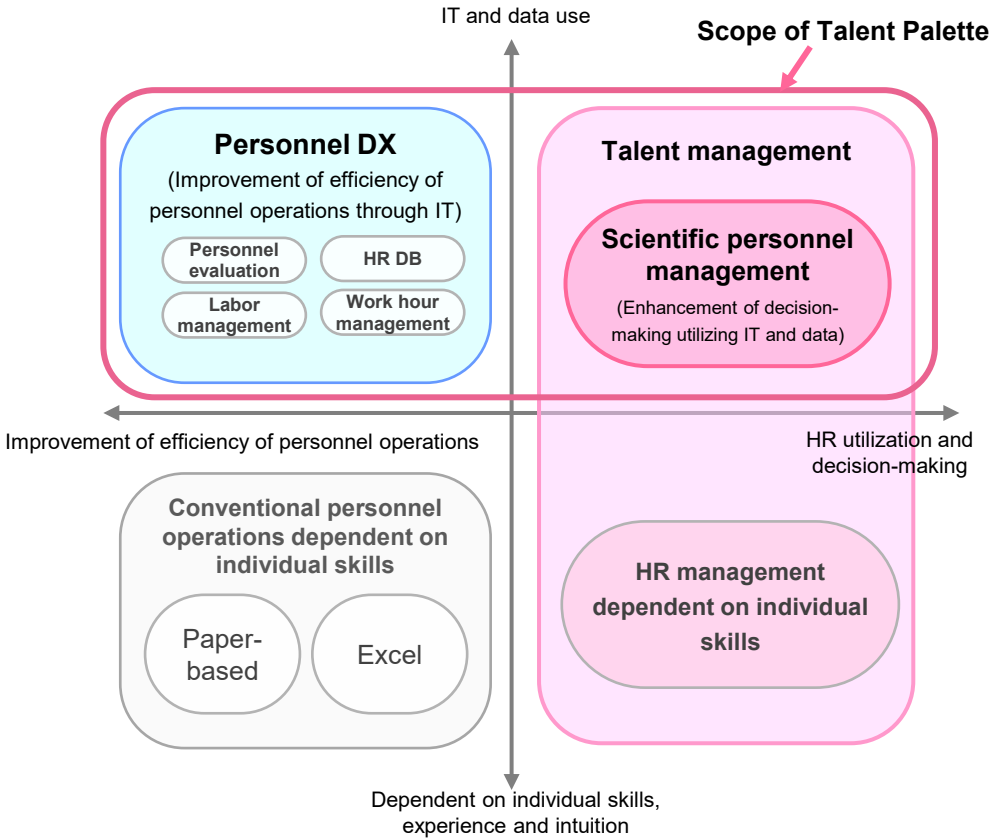
- Scientific personnel management
- Human capital management
- Personnel DX
- Shift to Job- based employment
- Reskilling Autonomous career building
- Becoming a holding company

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.

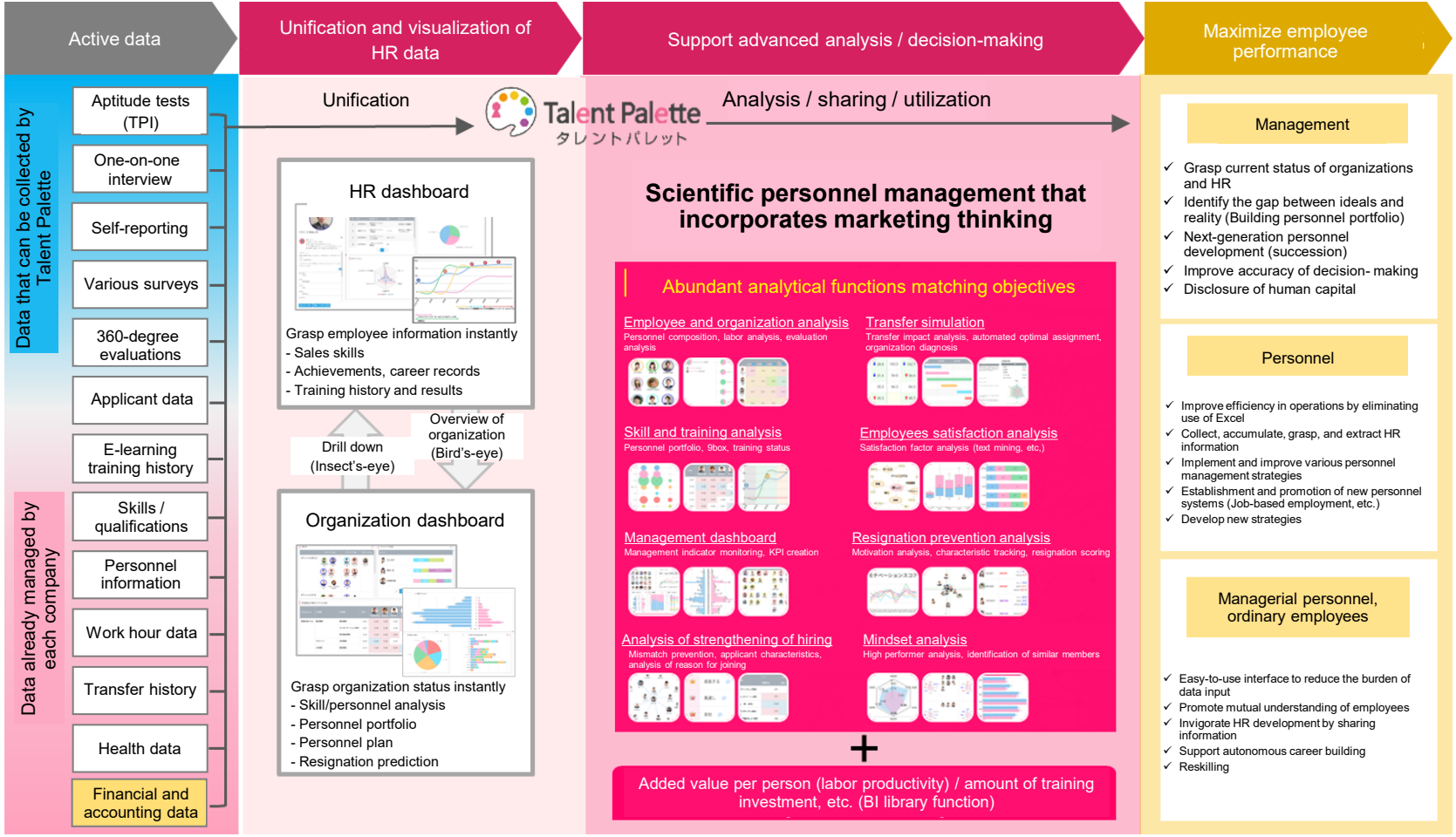
Marketing strategy	HR / personnel strategy
Ascertain customer needs	Ascertain employee needs Self-reporting, ES surveys
Develop loyal customers	Develop employee skills Succession planning
Prevent customer defection	Prevent employee resignations Motivation management
Capture new customers	Employee hiring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



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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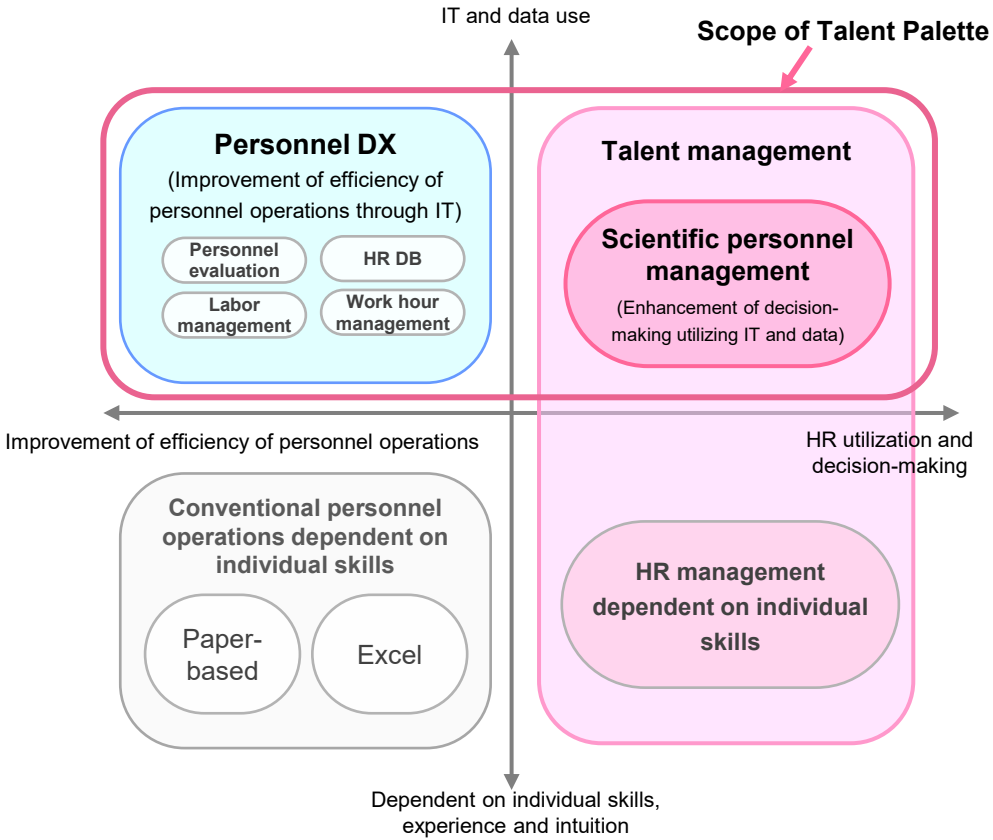
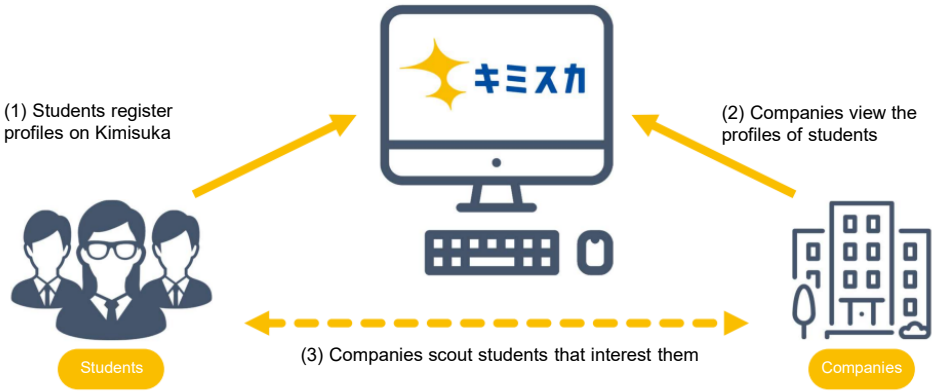


Further development of Talent Palette Business

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

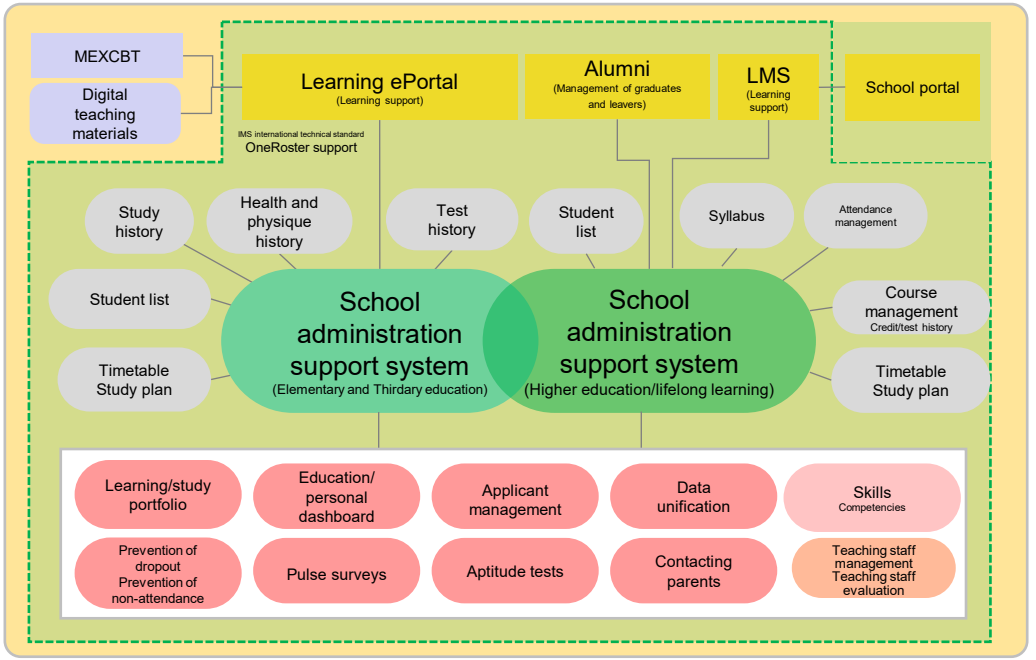
Visualization by central management of information on teachers, students and parents, and promotion of educational data use and utilization

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

Thirdary 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
- 星槎名古屋中学校 SEISA みんなで歩こう！みんなで笑おう！
- 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
- 学校法人 鶴鳴学園 長崎女子短期大学
- 自主創造 日本大学
- 神奈川歯科大学 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 十全育翔学園 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
- 独立行政法人 国立病院機構 金沢医療センター附属金沢看護学校 Kanazawa Medical Center Kanazawa School of Nursing
- カンボジア日本工科大学 CAMBODIA INSTITUTE OF JAPANESE TECHNOLOGY
- 清風情報工科学院 i-SEIFU
- 介護と保育の ooba 学校法人 大庭学園

Primary education (Elementary schools and kindergartens)

- サムエル幼稚園
- 学校法人 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
- sulliVan
- トニーアクロバットスクール Tommy Acrobat School
- 類学舎
- ディグラム・ラボ produced by Kihara Seitaro

Local governments (boards of education), recurrent

京都府 教育委員会
奈良県 教育委員会
豊中市 教育委員会
喬木村 教育委員会

- JFAEL
- Dr. TRAINING

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

“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

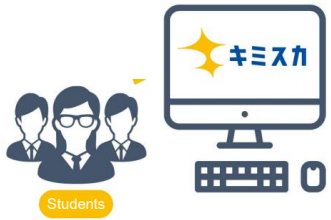
Accumulation and utilization of student data

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

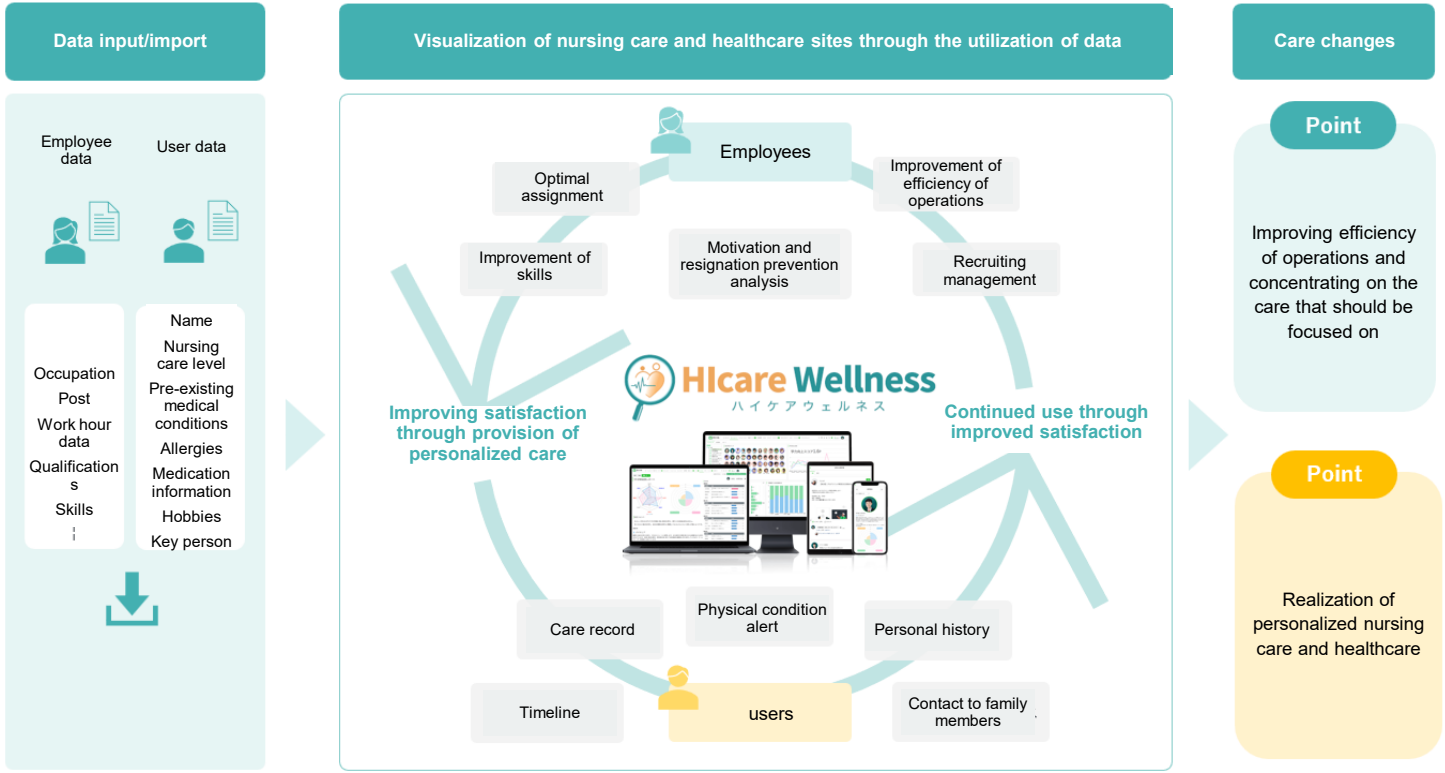
Adult education (specializing in IT)

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!

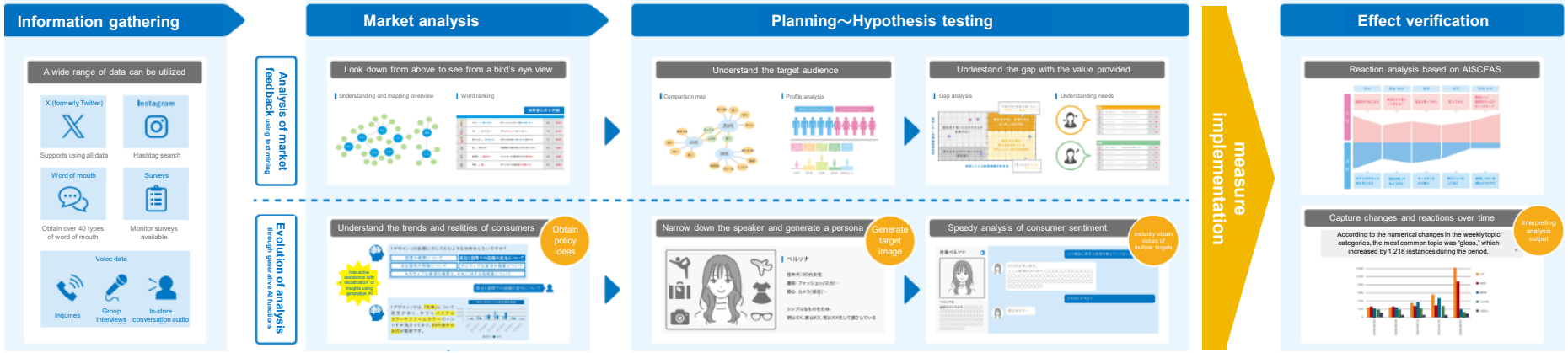
- Text mining analysis of massive amounts of diverse customer feedback from call logs, voice recognition data, surveys and social media such as X (formerly Twitter)
- Customer insight: Visualization of sentiments such as requests, dissatisfaction, and satisfaction
- One-stop support using dashboard functions, 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.)

We provide comprehensive support for the use of voice data in call centers,
from Automatic classification of customer needs and Reporting

After-call work

Preparation of talk script/FAQ

Operator training

Phone responses

Registration of response records

Text conversion of audio logs

Automated summary of conversations

Automated classification of conversations

Response skill diagnosis

Back-end operations

Data Integration Analysis

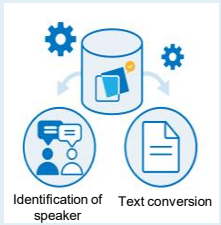
Visualizing

Internal sharing

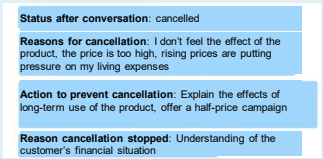
Management of initiatives and improvements

customer

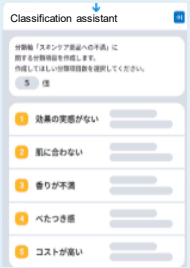
(1) Transcription of audio data



(2) Automated summaries Identification of topics



(3) Automatic classification of customer issues



(4) Automatic generation of standardized reports



(5) VOC feedback within the company



(6) Automatic generation of QA Identification of "frequently asked questions and "responses"

Personification of inquiries

(7) Customer service role-playing

Companies that have introduced visualization engine

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

プラスアルファコンサルティング
見える化エンジン

Manufacturing

SUNTORY, meiji, BANDAI, YAMAHA, SEKISUI, Nestlé Good Food, Good Life, おいしさと健康 Glico, カラダにピース CALPIS, 今日を愛する。LION, ちふれ, Panasonic, nippn, KAI, CC HERB カラダ変わる ココロ晴れる ハーブ健康本舗

Finance Bank

MIZUHO みずほ銀行, LiFENET LIFENET INSURANCE COMPANY

Retail distribution business

AOKI, Belle Maison, TSUTAYA, 一蘭, ハンバーグレストラン びっくりドンキー, CBON To create and produce the beauty, JTB 感動のそばに、いつも。, DUSKIN, ORBIS, 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, 阪神高速道路株式会社, Daigas Group

Pharmaceutical

NEVER SAY NEVER ロート製薬, EARTH アース製薬, Daiichi-Sankyo, SARAYA, P!

other Service

駿台 SUNDAI, Lions

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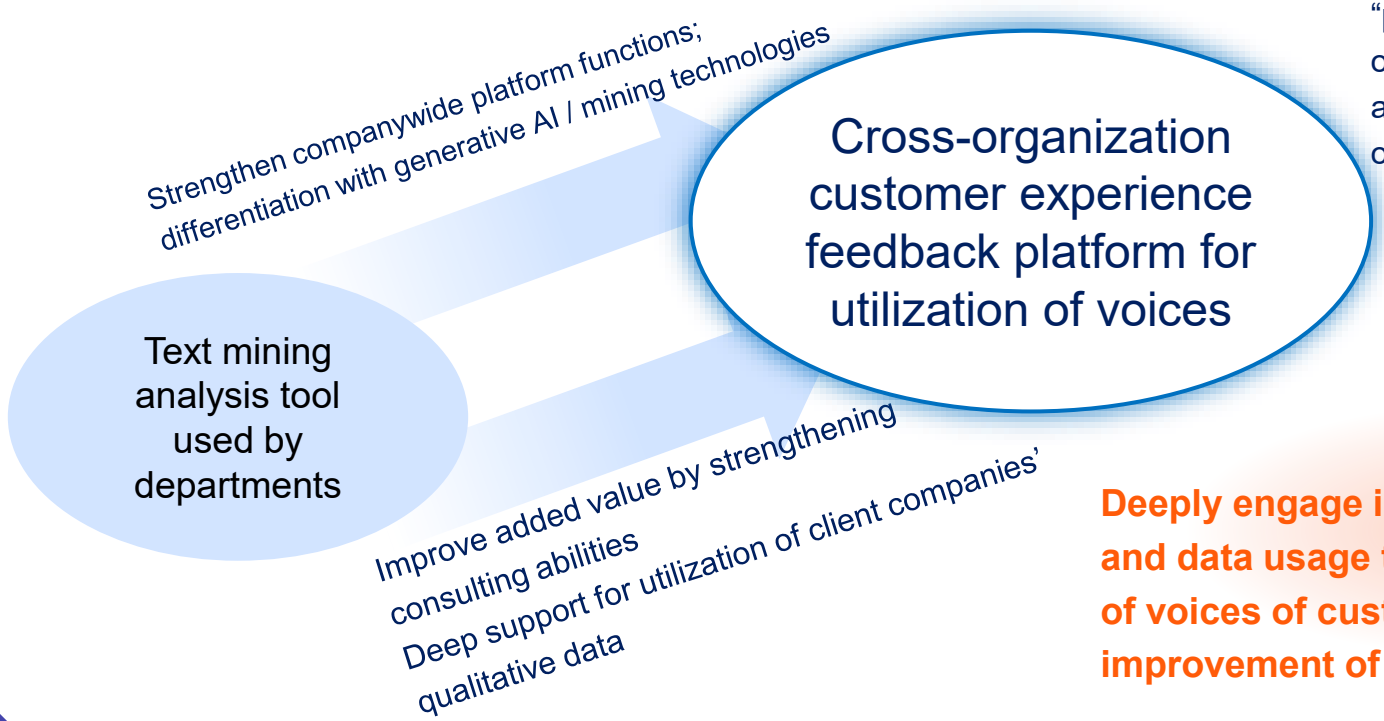
Note 1: Fuji Chimera Research Institute, Inc. “New Markets in the Software Business”

Growth strategy for Visualization Engine Business

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 800 growing companies in total

Health foods

everlife / KAGOME / Ajinomoto / フジッコ / ZENCARE / Real Style / あじかん / ワダカルシウム製薬 / Otsuka / TeaLife / OM-X / Sixth sense Lab. / 九州自然館

Cosmetics/ salon

euglena / ファンファレ / THE BODY SHOP / エステティック MISS PARIS / NEAL'S YARD REMEDIES / DECENCIA / Vitabrid C12 / アンファー / FAITH Beauty / Beautiful Skin / BOTANIST / MTG / CHURACOS / VERNAL

Apparel

OAL / FAST RETAILING / REGAL CORPORATION / HRC / NEUVEA / RENEXY / JIONE / PUNYUS / ATSUGI / It's a beautiful day. The SAZABY LEAGUE

Food

morinaga / 築地の漁師市場 / 湖 KOIKEYA / 餃子の王将 / JOYL Joy for Life / HORIUCHI COFFEE

Travel and tourism

VALUE MANAGEMENT / じゃらん

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

SARAYA / 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

資格のキャリカレ / bstyle / KRASYS

Contact

Mbrand / 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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