Presentation Material

Fiscal Year
Ended December 2024

kubell Co., Ltd. (TSE Code：4448)

February 14, 2025

kubell

Chatwork Co., Ltd. changed its name to kubell Co., Ltd.

On July 1, 2024, Chatwork Co., Ltd., changed its name to kubell Co., Ltd.
to realize its corporate mission of “making work more fun and creative.”



We want to be a company that continues to add fuel to the fire (aspiration)
that resides in the hearts of all people who work.
(In Japanese, 'Ku-Be-Ru' refers to adding firewood to a bonfire)
We have imbued this sentiment and determination into our new company name.

株式会社kubell　kubell Co., Ltd.

Highlights

In FY 2024, Group revenue, operating profit, and ordinary profit all met forecast levels.

For the first time in four years, since FY 2020, we were profitable at the operating level. Operating profit and ordinary profit substantially outpaced our forecasts.

P.28

EBITDA was up substantially in Q4, rising 71.8% YoY.

Revenue continued to grow, increasing 22.2% YoY.
Owing to Group restructuring and other factors, we posted extraordinary losses, leading to a loss attributable to owners of parent.

P.30

The FY 2025 earnings forecast calls for 15% or higher revenue growth YoY, and EBITDA of JPY1.0bn or more.

We Aim for significant profit increase in FY 2025. Continuatively we aim to achieve sales growth and generate profits.

P.40

We announced business integration of kubell partner and MINAGINE.

By integrating these companies, which operate BPaaS business, we aim to accelerate growth and streamline group management.

P.23

KPI Highlights

Number of Registered IDs	Number of Paying IDs	Number of Registered companies*1	ARR*2
as of the end of Q4	as of the end of Q4	as of the end of Q4	as of the end of Q4
7.38MN	788K	620K	7.71BLN
(YoY +11.2%)	(YoY +7.8%)	(YoY +11.3%)	(YoY +13.3%)

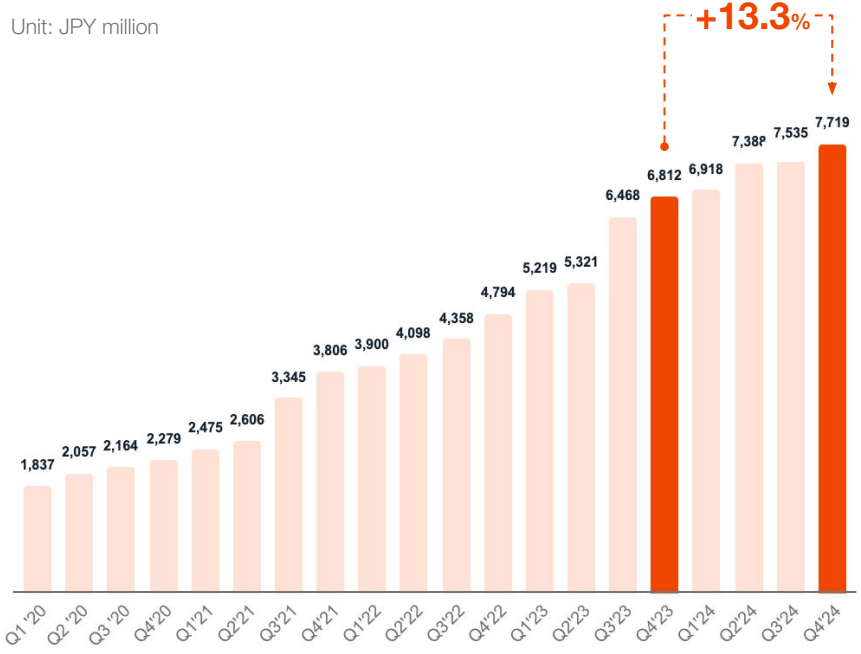
NRR*3	Churn Rate*4	ARPU*5	DAU*5
as of the end of 2024	as of the end of Q4	as of the end of Q4	Median during Q4
118%	0.25%	JPY731.7	1,185K
	(For Paying IDs：0.95%)	(YoY +8.8%)	(YoY +6.9%)

*1 As of December 31, 2024
*2 Annual Recurring Revenue of Chatwork account business and Cloud storage business, excluding MINAGINE Co., Ltd.'s personnel management, web-based payslips, and performance evaluations, 12 months of MRR as of the end of December 2024
*3 Net Revenue Retention Rate. 2024 recurring revenue generated from billing customers as of December 31, 2023 ÷ 2023 recurring revenue
*4 Churn rate of the number of registered IDs, averaged over the 12 months from January 2024 to the end of December 2024
*5 Average revenue per user for paid Chatwork account services
*6 Daily Active User median for weekdays excluding weekends and holidays

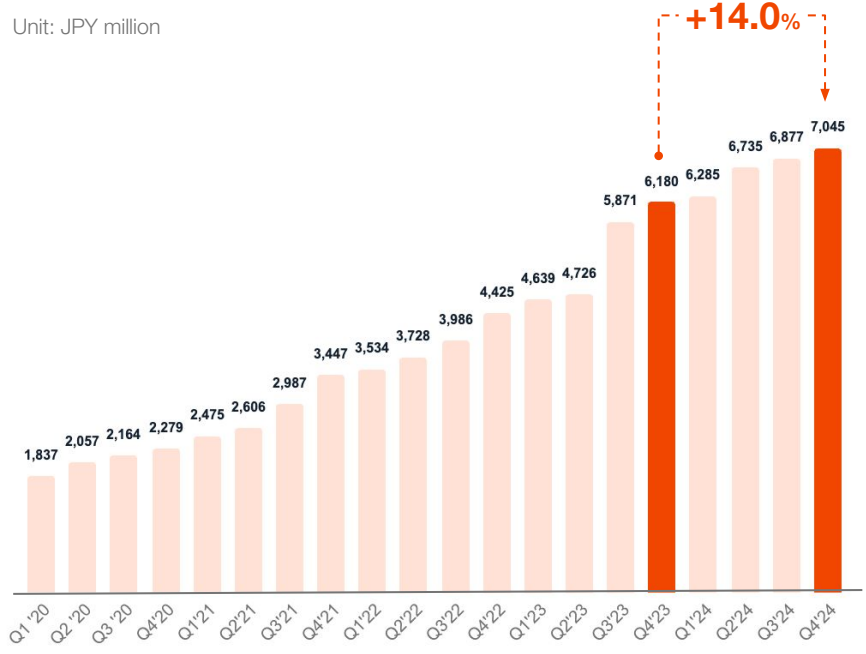
ARR

- ARR[*1] increased a substantial +13.3% YoY, net revenue increase steadily up on quarterly basis.
- Excluding the effects of M&A, account business ARR for business chat, our mainstay service was up +14.0% YoY.

ARR



ARR（Account Business）



*1 Annual Recurring Revenue of Chatwork account business, Cloud storage business, and MINAGINE Co., Ltd.'s personnel management, web-based payslips, and performance evaluations. See Terminology in the Appendix for details.

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Full Year of FY 2024 Results

01 | Company Overview

kubell

Company overview

Company Name
kubell Co., Ltd.

CEO
Masaki Yamamoto

Group employee count
589 (December 2024)

Locations
Tokyo, Osaka

Established
November 11, 2004



MISSION

Making work more fun and creative



People spend over half their lives working.
That time is not just for earning money.
We help companies create environments that enable as many employees as possible to enjoy their work more and express their creativity fully and freely.

Our Business

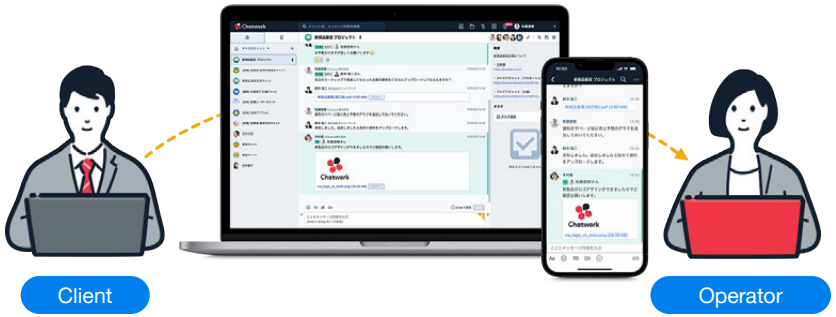
- Operating the business of Japan's largest business chat, 'Chatwork'.We are a pioneer in business chat, with the largest number of users in Japan* and adoption by more than 620,000 companies*2.
- Utilizing our extensive customer base and platform, BPaaS, which is a cloud service that provides digitized business services themselves.

Business Chat 'Chatwork'





Business Support Service 'BPaaS'



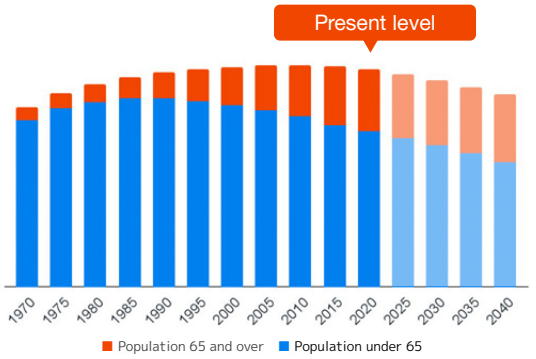
*1 According to a survey of monthly active users (MAUs) conducted in April 2024 by Nielsen NetView and Nielsen Mobile NetView; applicable service selected by kubell Co., Ltd.
*2 As of December 31, 2024.

Social Context

- Japan is grappling with a severely low birth rate and extreme demographic aging. Against this backdrop, the primary strategy to support social welfare and enhance international competitiveness is to improve labor productivity.
- Small and medium-sized enterprises (SMEs), which account for 68.8%[*1] of the labor force, have long experienced stagnant labor productivity, which is the root cause of the overall low labor productivity.
- Investment in IT (digital transformation [DX]) is essential to improve labor productivity, but IT literacy has proved a major obstacle that has hindered such investments.

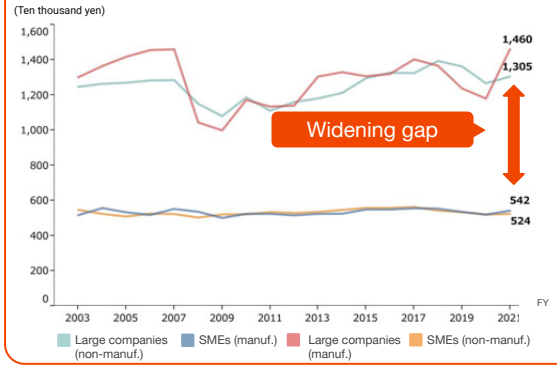
Japanese society aging at an unparalleled pace worldwide

Highest aging rate in the world, at 28.8%[*2], in 2020



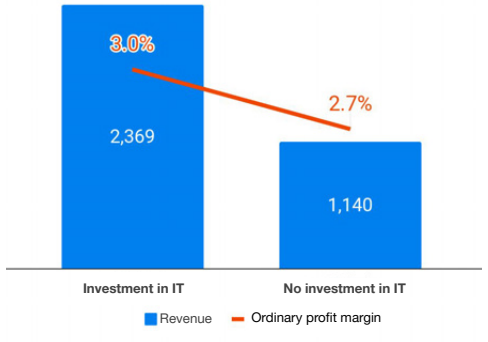
Labor productivity at SMEs significantly lower than at large companies

Labor productivity at SMEs trending sideways; gap with large companies continues to widen[*3]



IT (DX) investment essential to improve labor productivity

SMEs that actively invest in IT enjoy significantly higher revenue and ordinary profit margins[*4]



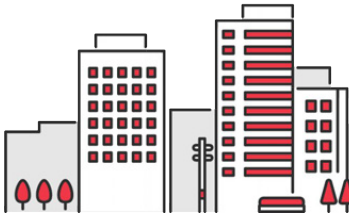
*1 "2015 White Paper on Small and Medium Enterprises" by the Small and Medium Enterprise Agency
*2 "2021 Population Estimates" by the Statistics Bureau of the Ministry of Internal Affairs and Communications
*3 2023 "White Paper on Small and Medium Enterprises in Japan" by the Ministry of Economy, Trade and Industry
*4 "Current Conditions and Challenges facing Small and Medium Enterprises and Small Businesses" by the Small and Medium Enterprise Agency

Chatwork Is a Unique SaaS that Actively Promotes DX for SMEs

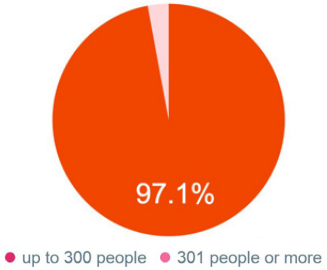
- Chatwork has captured a dominant position as an SaaS for SMEs, supplying solutions to 620,000 companies and boasting over 7.38 million users.
- Employees across all industries and in all occupations use the platform during their working hours. As a result, the platform has substantially more user contacts than other SaaS offerings.
- Leveraging these strong platform efficiencies, the company is developing sales of peripheral services*1. In FY 2024, these sales surged 53.8%YoY.

Overwhelming Presence with SMEs

Deployed at more than 620,000 companies

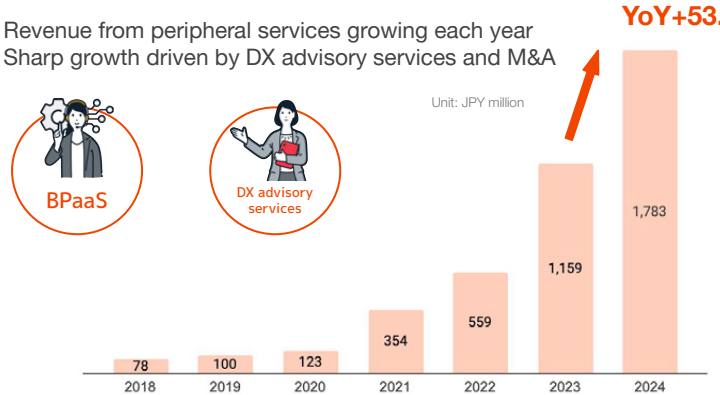


97.1% of paid contracts with companies of 300 or fewer people*2



Business Chat Functions as a Springboard for the Development of Peripheral Services

Revenue from peripheral services growing each year
Sharp growth driven by DX advisory services and M&A

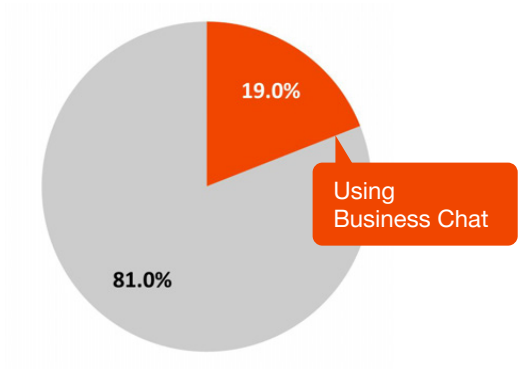


*1 See business segment details in Appendix for segment information.
*2 As of Decemberr 31, 2024.

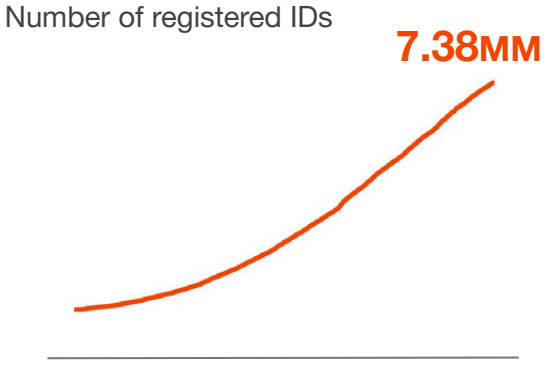
Strengths of Chatwork

- This is a rapidly expanding market with ample room for growth; the total addressable market is large, and the adoption rate remains low.
- The number of users increases in a compound manner via referrals. This is due to the open-platform feature, which allows for easy connection to the outside world.
- Ongoing increases in functionality have enhanced product value. As a result, ARPU[*1] has continued to rise over the long term.
- The cost of switching to other tools is high, and the churn rate[*2] is extremely low, thanks to past history and the formation of business relationships.

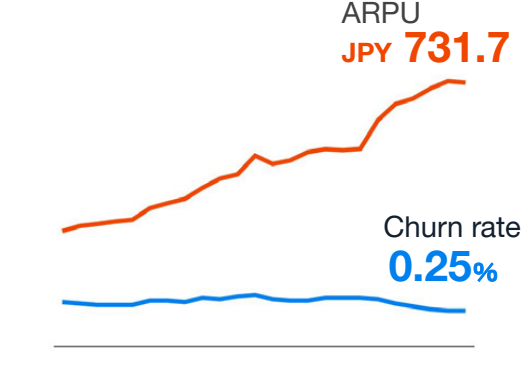
Business Chat's Rate of Adoption[*3] Remains Low



Number of Users Increasing at a Compound Rate



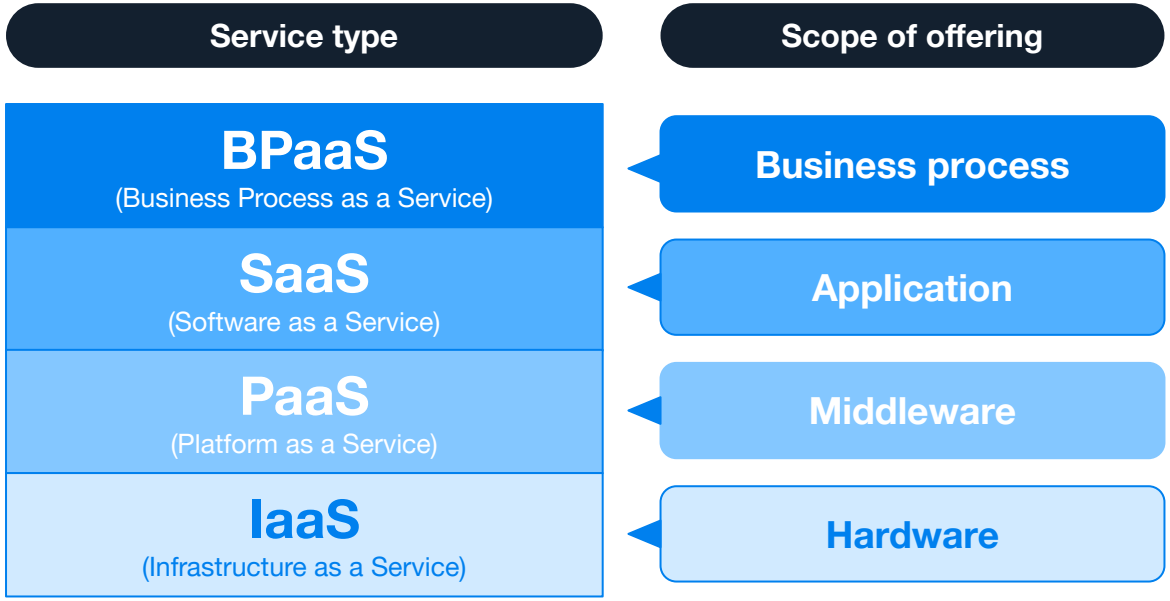
ARPU Rising and High Retention Rate due to Ongoing Increase in Product Value



*1 Average revenue per user for paid Chatwork services.
*2 Churn rate of the number of registered IDs, averaged over the 12 months
*3 Based on a study commissioned by Chatwork, n = 30,000, as of December 2023.

About BPaaS

- BPaaS is short for Business Process as a Service. Rather than just software, BPaaS is a cloud service that provides business services themselves, allowing facilitating cloud-based business process outsourcing (BPO).
- BPaaS, the next upstream layer from SaaS in cloud-based services, will be the next trend.



BPaaS is the main player in achieving DX in the majority market

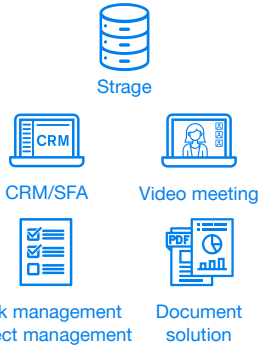
- Choosing and mastering SaaS is mainly done by advanced users who are knowledgeable about IT.
- For the majority market, which accounts for more than two-thirds of the population, it is difficult to manage and use a variety of SaaS products with different usability.
- To achieve DX in the majority market, it is effective to use BPaaS to drive DX by winding up SaaS for each business process and on behalf of customers.

SaaS

Solving business issues through DX on your own



Select and use your own use it



Users suited to SaaS

Tech-savvy early adopters in IT

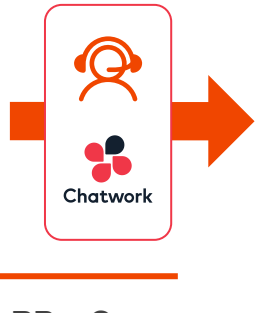
- Can select tools on their own
- Management and employees can use the tools efficiently

BPaaS

Requests for entire business process and DXing are also outsourced



Outsourcing





Users suited to BPaaS

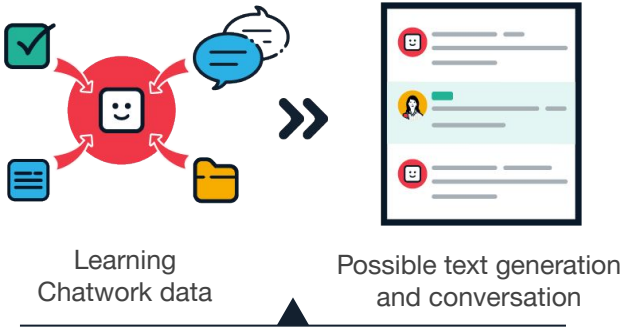
majority

- Difficulty in decision making to adopt SaaS
- Difficulty in using SaaS

The Rapid Evolution of AI and the Potential of Chatwork

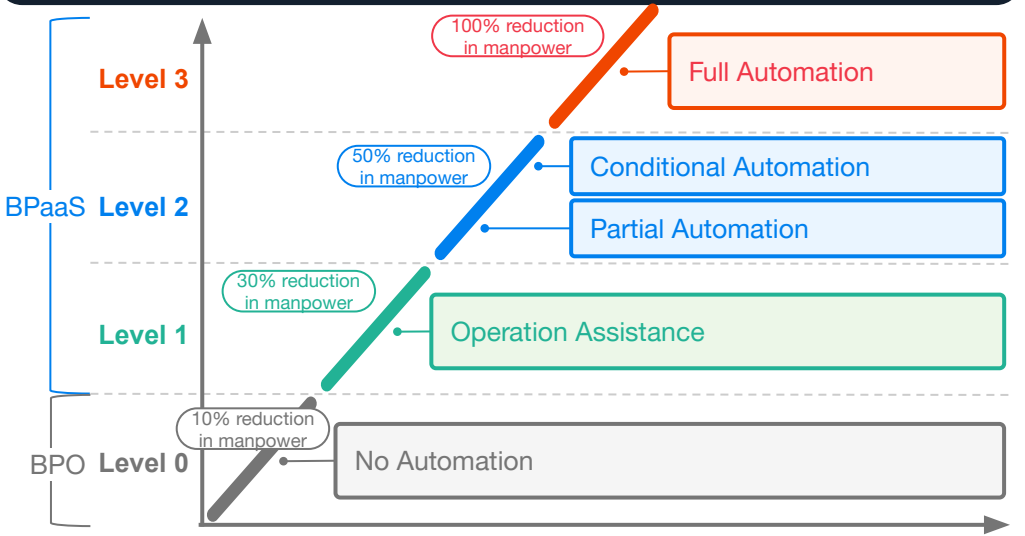
- LLM-based[*1] systems, like ChatGPT[*2], use innovative technology to enable advanced document comprehension and diverse task execution through AI.
- These innovative technologies significantly improves the value of chat services, with the potential to provide text generation and summarization based on past message data, as well as conversational capabilities with AI.
- In the future deployment of our BPaaS, we aim to dramatically improve our productivity by AI-enabling interactions and requests with users.

Image of Integration AI into Chatwork



OpenAI

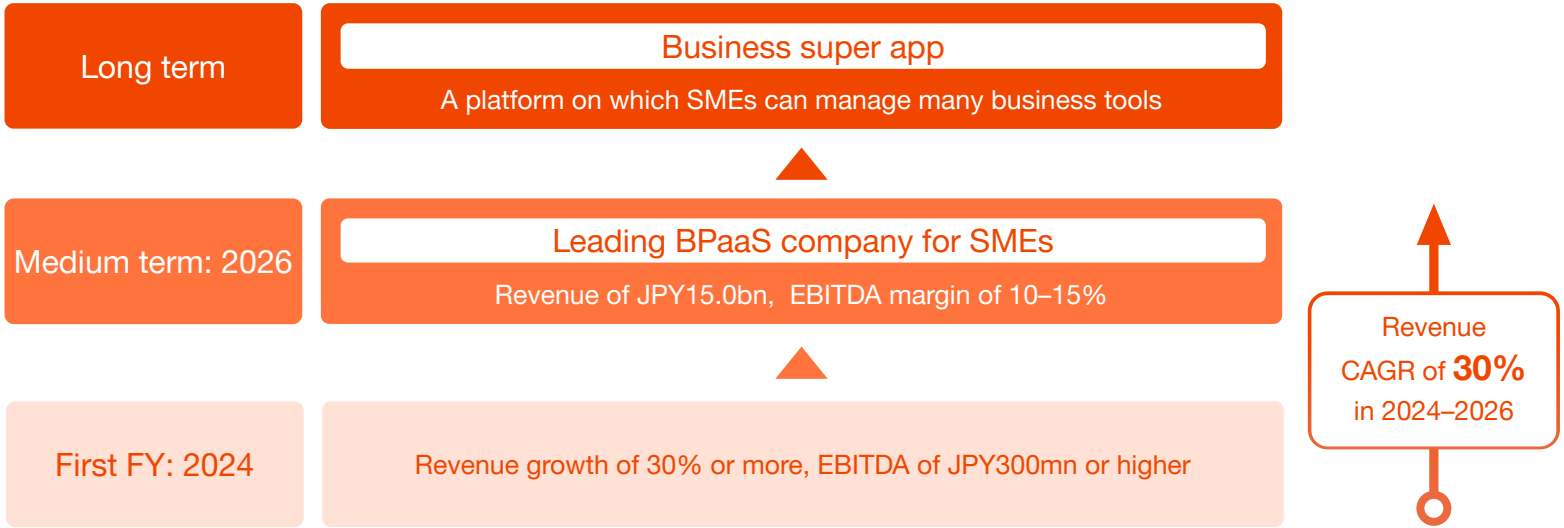
Automation level of BPaaS



*1 Large Language Model (LLM) is an abbreviation for a natural language processing model that has been trained on a large amount of text data.
*2 OpenAI's conversational AI service released in November 2022. It is capable of learning from vast amounts of textual data and responding to questions in chat format, as well as performing diverse tasks using a single model.

Mid-term Management Plan

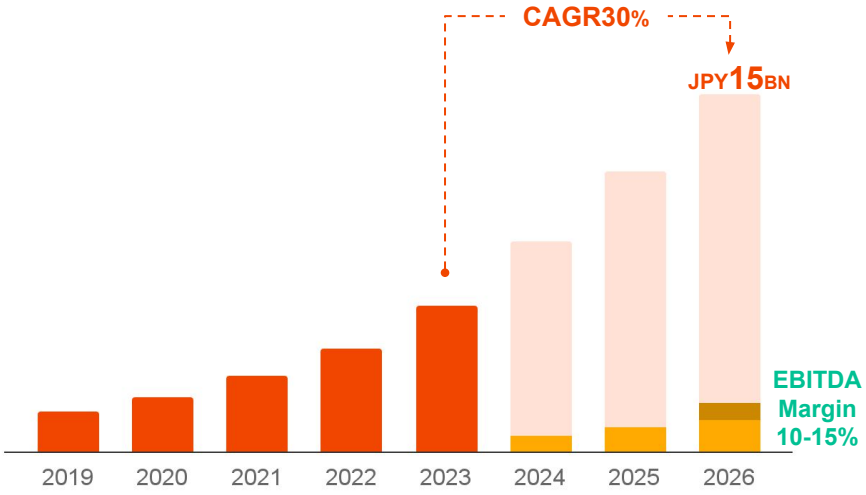
- By 2026, we aim to become the No. 1 BPaaS company for SMEs. In the long term, we intend to move toward a platform providing a business super app that serves as a starting point for all businesses, backed by our dominant share in the SME market.
- From 2024 to 2026, we will accelerate revenue growth across the group and build a structure capable of generating profits.



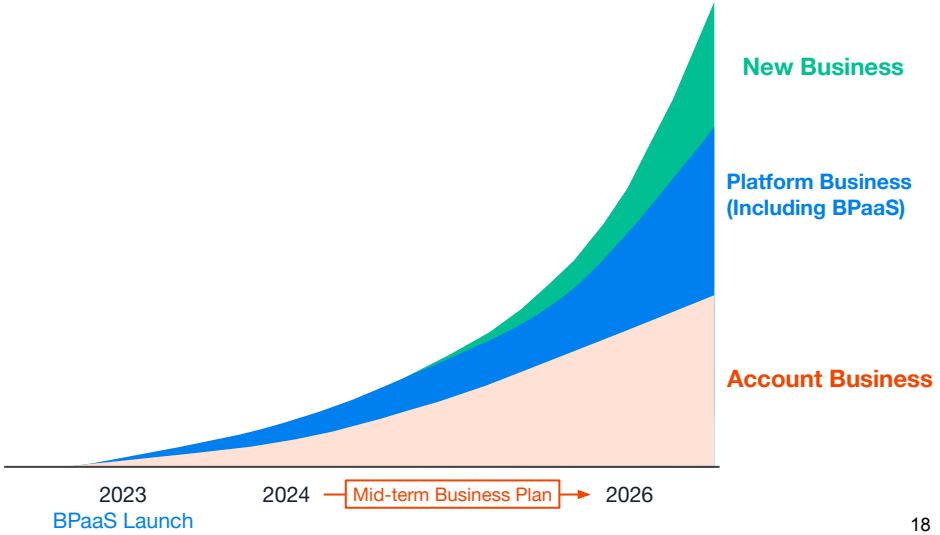
Mid-term Management Plan

- The financial targets of the medium-term management plan are CAGR in Group revenue of 30% or more from 2024 to 2026 and an EBITDA margin of 10–15% in 2026.
- In the plan's final year, FY 2026, we target Group revenue of JPY15.0bn and EBITDA of JPY1.5–2.25bn.
- We anticipate continued revenue growth from business chat, aim for rapid revenue expansion in the BPaaS business (our next pillar of growth), and expect revenue contributions from new businesses.
- This plan represents organic growth figures. M&A is not included, so the plan will be revised in the event of acquisitions.

Group Sales and EBITDA



Driving Growth: BPaaS and New Business

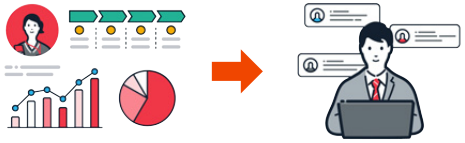


Three Strategies of the Medium-Term Management Plan

- We are driving the BPaaS strategy to enhance the value of business chat as a communication platform, enabling various business expansions on this platform.
- Additionally, through our incubation strategy leveraging group assets and utilizing AI for research and development, we aim to create further core businesses and achieve discontinuous growth.

Communication Platform Strategy

PLG



Promoting high-efficiency growth using the PLG model

A high-value platform that engages with users through chat

Promote the PLG model, maximize the number of users, and increase the percentage of active users to establish an unparalleled high-value platform in the SME space.

×

BPaaS Strategy

BPaaS



Using SaaS on the customer's behalf across the entire business process.

Implementing essential DX in the majority market

Use BPaaS as the key to establish a highly productive hybrid operation that combines tech and people to truly deploy DX across a wide range of management areas.

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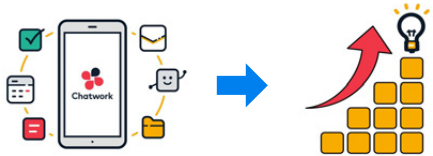
Incubation Strategy

R&D

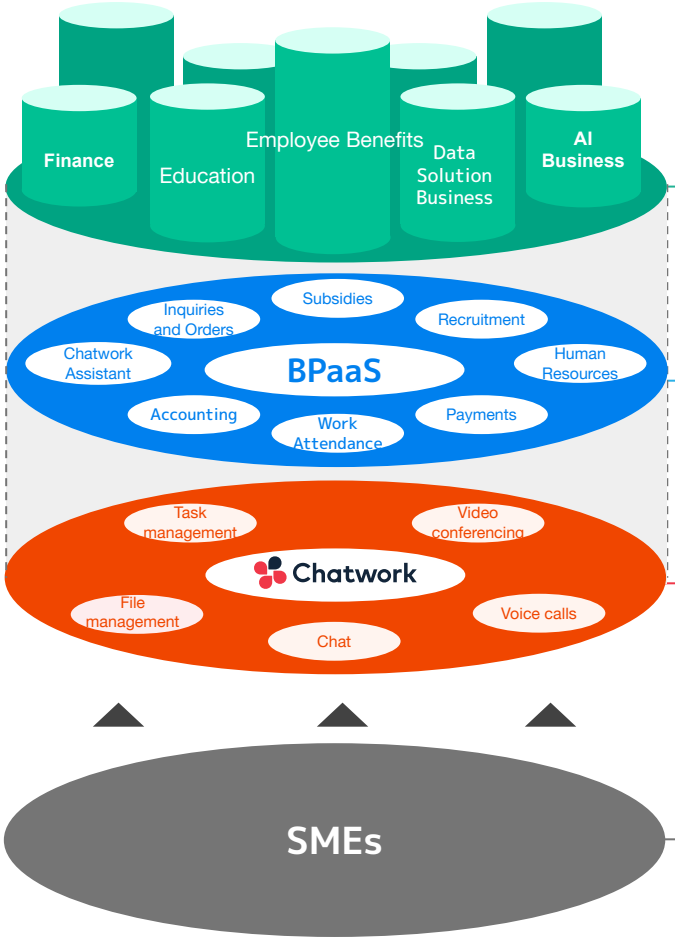


Strengthening Our Unique Assets and Positioning Further

Pillars of Discontinuous Growth: Creating Added Value

When promoting business growth, we will remain cognizant of the Group's asset utilization and target expansion, creating added value through a pillar of discontinuous growth.

Our Core Strategic Story



Incubation Strategy

Create various new businesses by leveraging assets and positioning based on customer contact through chat and BPaaS

BPaaS Strategy

Using chat contact points, promote DX by involving the entire business in companies that have difficulty with DX on their own, and serve as a headquarters for all small and medium-sized companies

Communication Platform Strategy

Efficient business chat communication becomes the norm as the market share of the PLG model spreads due to word of mouth

There is substantial room for DX, as the overall market is huge, but the market is small and inefficient market for individual companies (high barriers to entry).

Long-Term Vision

“Chatwork” upgrade to “Super app for business” which includes BPaaS

- Super app for business: apps that become platforms of which function as a starting point for various businesses.
- Business chat tools have the advantage of being business platforms, because users spent more time with these products compared with other SaaS tools.
- We achieve an environment where SMEs can focus on their core business by providing SaaS, BPaaS, and various management support through our service.

SaaS to Business Efficiency

Engagement
Task management
Project management
Strage
Document solution
Video meeting
CRM/SFA

BPaaS to Provide Business

Personal Assesment
Recruitment
Chatwork Telephone Secretary Service
Employee time & scheduling
Accounting
Billing Management
Contract Management

Business Support

Finance
Assistance
Payment
Employee benefits

Empower clients to focus on their core business



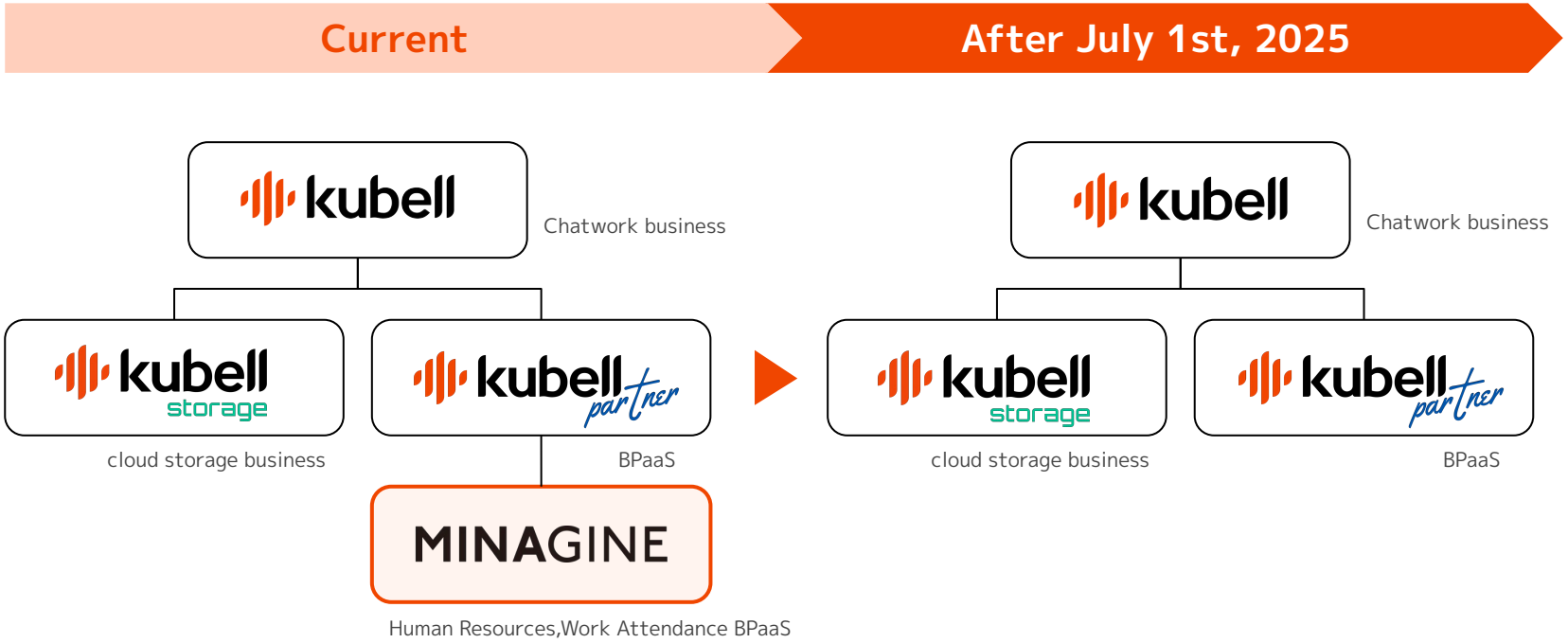
Full Year of FY 2024 Results

02 | Major Topics

kubell

Topic (1) Business integration of kubell partner and MINAGINE

- Business integration of kubell partner and MINAGINE scheduled to take place as of July 1, 2025
- Integration of two companies engaged in BPaaS business to increase the speed of growth and improve the efficiency of group management



Topic (2) Strengthening the Organization to Accelerate Growth

- In January 2025, Mr. Iwamoto has been appointed as an executive officer and head of CP division, Mr. Tokuhara has become deputy head of CP division, which is responsible for the Chatwork business. Strong personnel who will promote the re-growth of the account business from both business and product perspectives have joined the team.
- In the same time, our company has significantly revamped its personnel system. In order to reinforce the organization and recruitment capability, Mr. Saito, formerly senior vice president of the CP Division, has become head of the People Division.

Management members responsible for the new system



Executive Officer and Head of CP Division

Kentaro Iwamoto

After graduating from university, Kentaro Iwamoto joined Keyence Corporation, where he worked in sales. He then held leadership positions overseeing multiple departments at Amazon Japan. Following that, he served as the president and CEO of a subsidiary at M3, returned to Amazon Japan as a director and senior vice president of Business, and later held the position of senior executive officer at DMM.



Head of the Product Strategy Office Group and Deputy Head of the CP Division

Nozomi Tokuhara

Nozomi Tokuhara has driven the growth of businesses and products, focusing on product development and new business initiatives. Most recently, as CPO and head of new business development at Ryohin Keikaku Co., Ltd., he led the digital product sector and new business development for MUJI. At LINE Corporation, he was responsible for new business development and investment operations, successfully launching and growing organizations, businesses, and products in areas such as mini-apps, official accounts (corporate accounts), healthcare, novels, Disney, and Demae-can services.



Executive Officer & Senior Vice President of People Division

Shinya Saito

After working for a consulting firm and DeNA Co., Ltd., Mr. Saito started his own business in 2014. He developed this business, which focused on supporting the business development of small and medium-sized enterprises. He then joined ZUU Co., Ltd. in 2018, where he oversaw corporate activities as an executive officer. He joined Chatwork Co., Ltd.(currently kubell Co., Ltd.) in 2020. In January 2023, he became senior vice president of the Communication Platform Division, and in October 2023 he was appointed to the position of executive officer. From January 2025, he manages People Division.

Topic (3) Revision of Personnel System

- From March 2025, the personal system is renewed based on the concept of “fairly rewards results“.
- Following the expansion of the organization under the Covid-19, the organization has become fragmented and the level of enthusiasm has declined. Aiming to significantly improve productivity by revamping the system with a sense of balance.

Key Points for Revision of the Personnel System

1 **Office expansion/change in attendance policy**
Expanded and relocated offices to promote cross-departmental communication and increase the frequency of workdays.

2 **Revamp of the grading system**
Introduced a mission grade system in which grades are determined by “the role to be played" , not by ability.

3 **Company-wide introduction of bonus system**
Introduced a bonus system to reward non-sales personnel in accordance with performance targets.

4 **Value Revision/Implementation of Value Assessment**
Added “Take Ownership” and “Beyond Boundaries.” Value practices directly reflected in salaries.

5 **Reduction of deemed overtime hours**
The basic premise is to control unnecessary overtime work, and adjust overtime pay to match actual conditions.

6 **Enhancement of equity compensation**
Increased incentive for employee stock ownership from 10 to 20%. Introduced PSU[*1] for executives.

*1 Performance Share Unit. A type of stock compensation plan that is incentive compensation linked to corporate performance and stock price.
A remuneration system that grants the right to receive shares when performance targets set in advance are achieved.

Topic (4) Changing Segment Information

- We will rename the Chatwork segment the “Platform Business,” which will be divided into the “SaaS domain” and the “BPaaS domain” from next disclosure.
- Security segment will be discontinued due to the termination of the ESET distributor sales business service.

Before

Chatwork segment	Account business
	Platform business
Security segment	

After

Platform business	SaaS domain	Businesses and services related to monthly billing models through software
	BPaaS domain	Businesses and services related to models that realize BPO online
Security segment	Agency sales business about”ESET”	Abolition

Full Year of FY 2024 Results

03 | FY2024 Results

kubell

Results Highlights

- As a result of sales expansion and cost control, EBITDA, operating income, and ordinary income achieved profitability at a level that far exceeded business forecasts.
- Net income was -1,172 million yen due to impairment losses of 1,249 million yen on goodwill and other fixed assets in MINAGINE and kubell storage, and a loss on valuation of investment securities of 44 million yen as extraordinary losses.

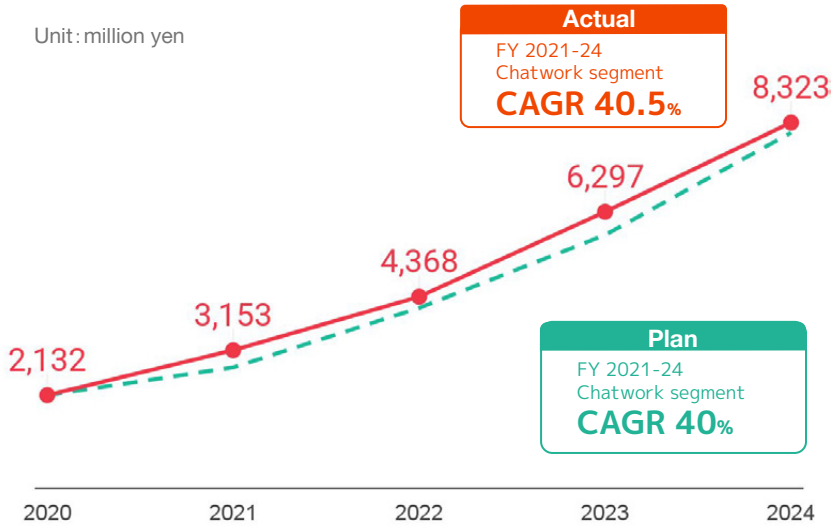
	FY23 (Actual)	FY24 (Forecast)	FY24 (Actual)	YoY	Actual vs. Forecast
Revenue	6,485	8,430	**8,470**	+30.6%	+0.5%
Chatwork segment	6,297	-	**8,323**	+32.2%	-
Gross profit	4,150	5,821	**5,843**	+40.8%	+0.4%
Gross margin	64.0%	69.0%	**69.0%**	+5.0pt	-0.0pt
EBITDA	-83	761	**856**	-	+12.5%
Operating profit	-677	35	**96**	-	+175.4%
Operating margin	-	0.4%	**1.1%**	-	+0.7pt
Ordinary profit	-686	32	**75**	-	+129.2%
Profit attributable to owners of parent	-620	-58	**-1,172**	-	-

*1 EBITDA is calculated by adding operating profit, depreciation and amortization expenses, and share-based payment expenses.

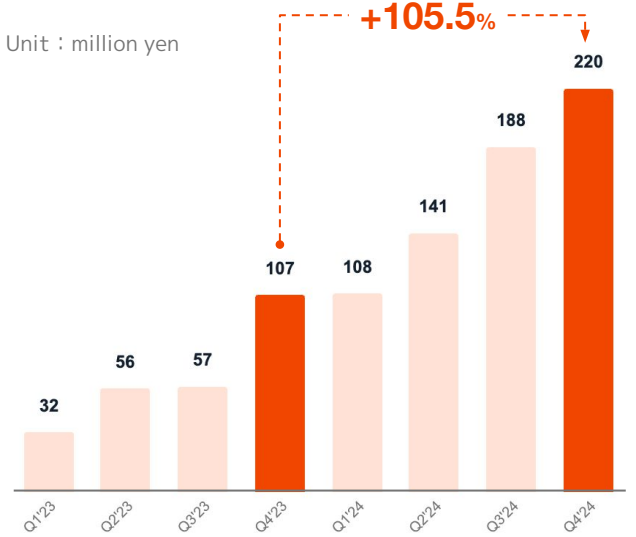
Looking Back on Previous Mid-term Management Plan (FY 2021-24)

- While the revenue growth rate on FY 2020-21 was 33%, we have formulated an ambitious mid-term management plan aiming for a CAGR of 40% and sales of 10 billion yen in 4 years by accelerating investment. The number of employees increased rapidly from 162 at the beginning of 2021 to 589 at the end of 2024.
- As a result, we succeeded in re-accelerating the growth rate and achieved CAGR of 40% in sales in the main Chatwork segment. On the other hand, sales fell short of 10 billion yen in 2024.
- We announced the BPaaS concept in 2023 for the first time. It has become a hot topic as a new trend following SaaS, and as a leading company in BPaaS, we will continue to invest to make it the next pillar after business chat.

Revenue Growth Trends



Sales on BPaaS domain



Results Highlights about Q4

- Revenue in the Chatwork segment rose 22.4% YoY and 4.1% QoQ.
- We recorded a temporary loss at the operating level, owing to the one-off recording of share-based payment expenses. We expect this expense to decrease from next fiscal year, as the expense will be prorated throughout the year.

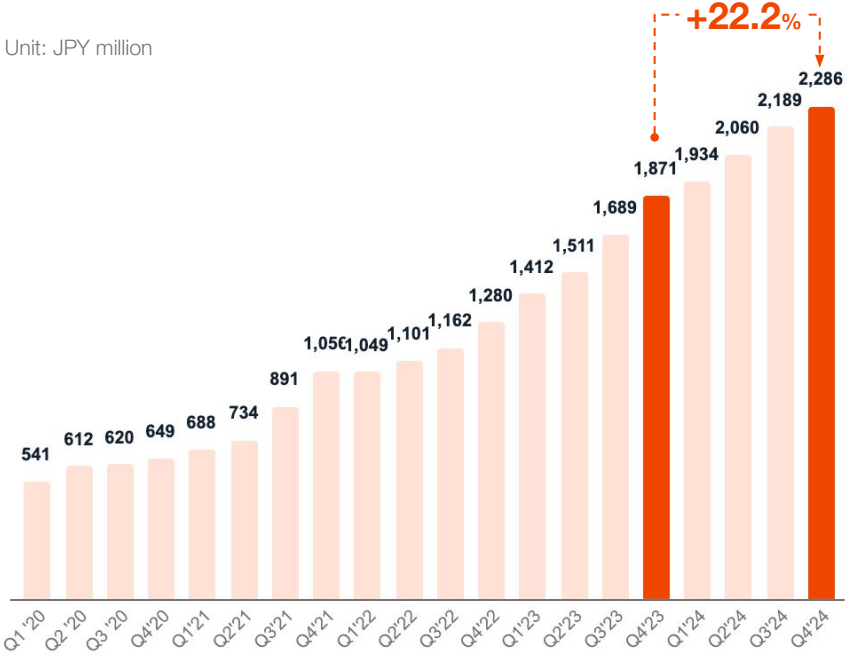
Unit: JPY million	Q4 '23 (Same period last year)	Q3 '24 (Previous period)	Q4 '24 (Actual)	Same period YoY	Previous period QoQ
Revenue	1,871	2,189	**2,286**	+22.2%	+4.4%
Chatwork segment	1,835	2,157	**2,246**	+22.4%	+4.1%
Gross profit	1,240	1,558	**1,580**	+27.4%	+1.4%
Gross margin	66.3%	71.2%	**69.1%**	+2.8pt	-2.1pt
EBITDA	142	298	**245**	+71.8%	-17.7%
Operating profit	-6	157	**-87**	-	-
Operating margin	-	7.2%	**-**	-	-
Ordinary profit	-11	153	**-94**	-	-
Net profit	54	110	**-1,307**	-	-

*1 EBITDA is calculated by adding operating profit, depreciation and amortization expenses, and share-based payment expenses.

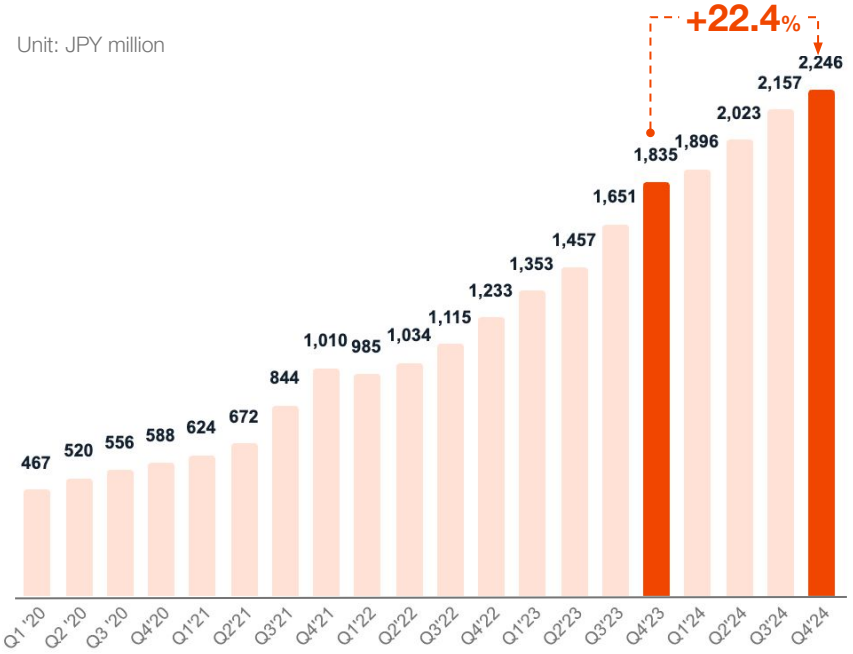
Revenue

- Growth continued to be robust, with consolidated revenue expanding 22.2% YoY.
- Revenue in the mainstay Chatwork segment also grew sharply, rising 22.4% YoY.

Revenue



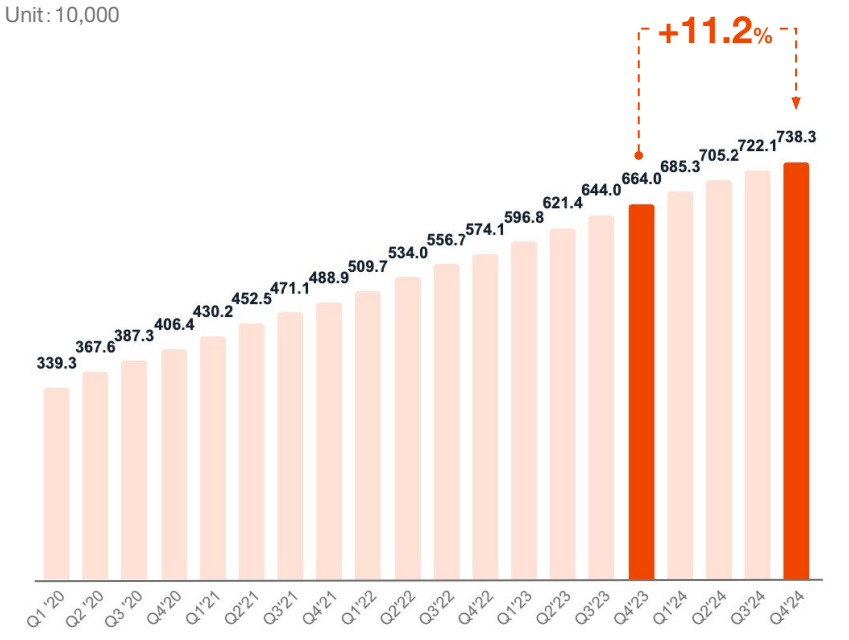
Revenue (Chatwork segment)



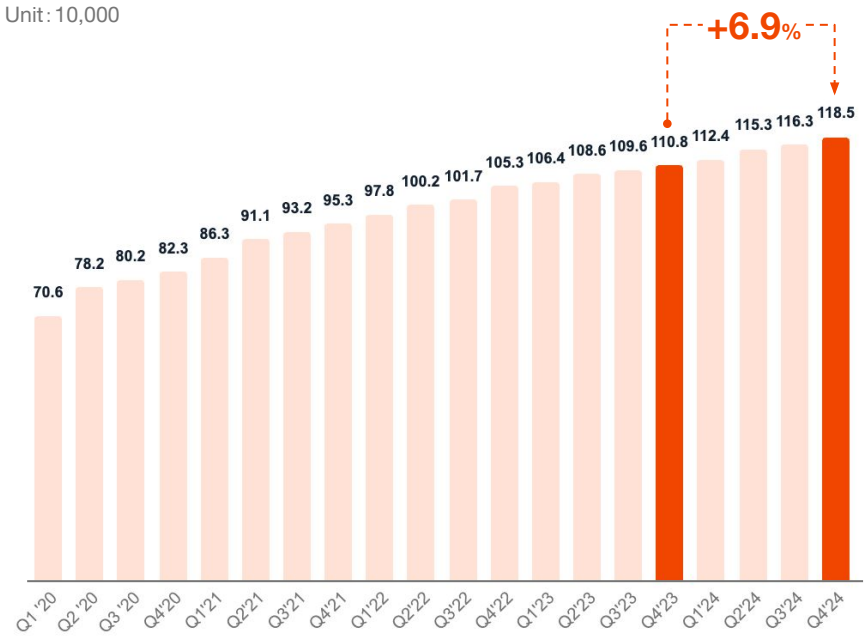
Chatwork Number of Registered IDs / DAUs

- The number of registered IDs rose 11.2% YoY to 7.383 million, continuing its uptrend.
- DAU grew 6.9% YoY. To encourage further growth, we continue to consider improvements in functionality and enhancements in communication to increase active engagement.

Number of Registered IDs



DAUs*1

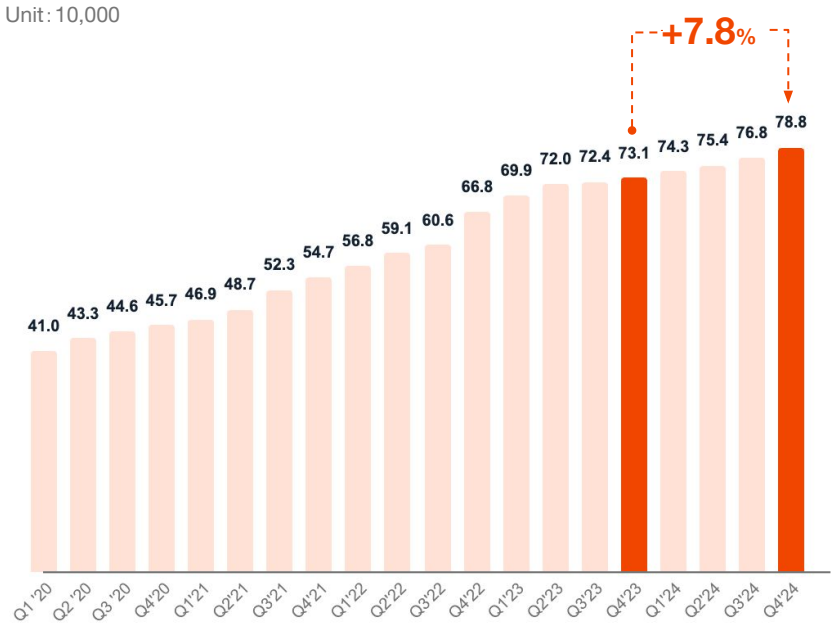


*1 Median number of service users per day (Daily Active User) weekdays excluding weekends and holidays

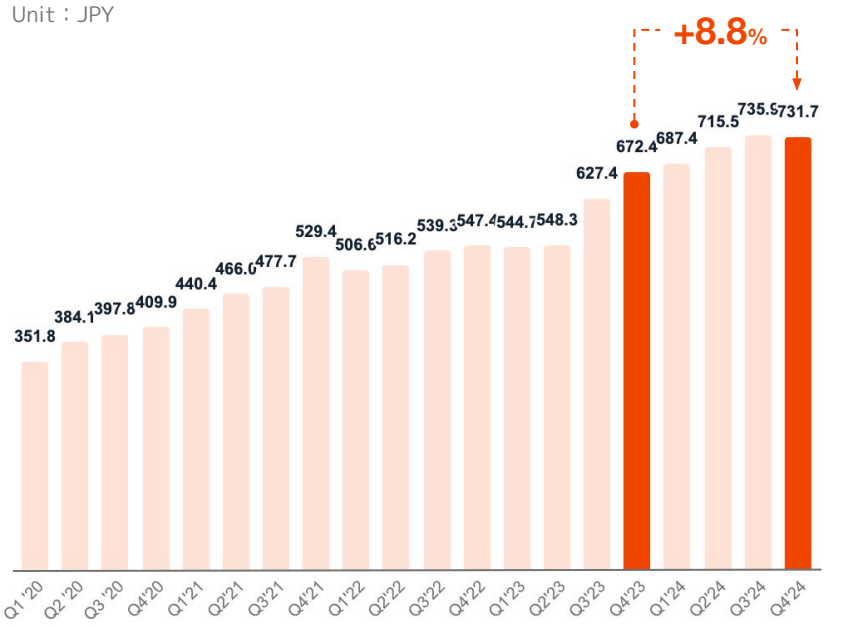
Chatwork Number of Paying IDs / ARPU

- The number of paying IDs rose 7.8% YoY to 788,000. We aim to increase the number of people who make the shift to the paid service by adding functionality to the paid plan.
- ARPU was 731.7 yen, up 8.8% YoY, slight decrease compared to the previous quarter due to an increase in the number of contracts for business plans which has relatively low unit prices

Number of Paying IDs



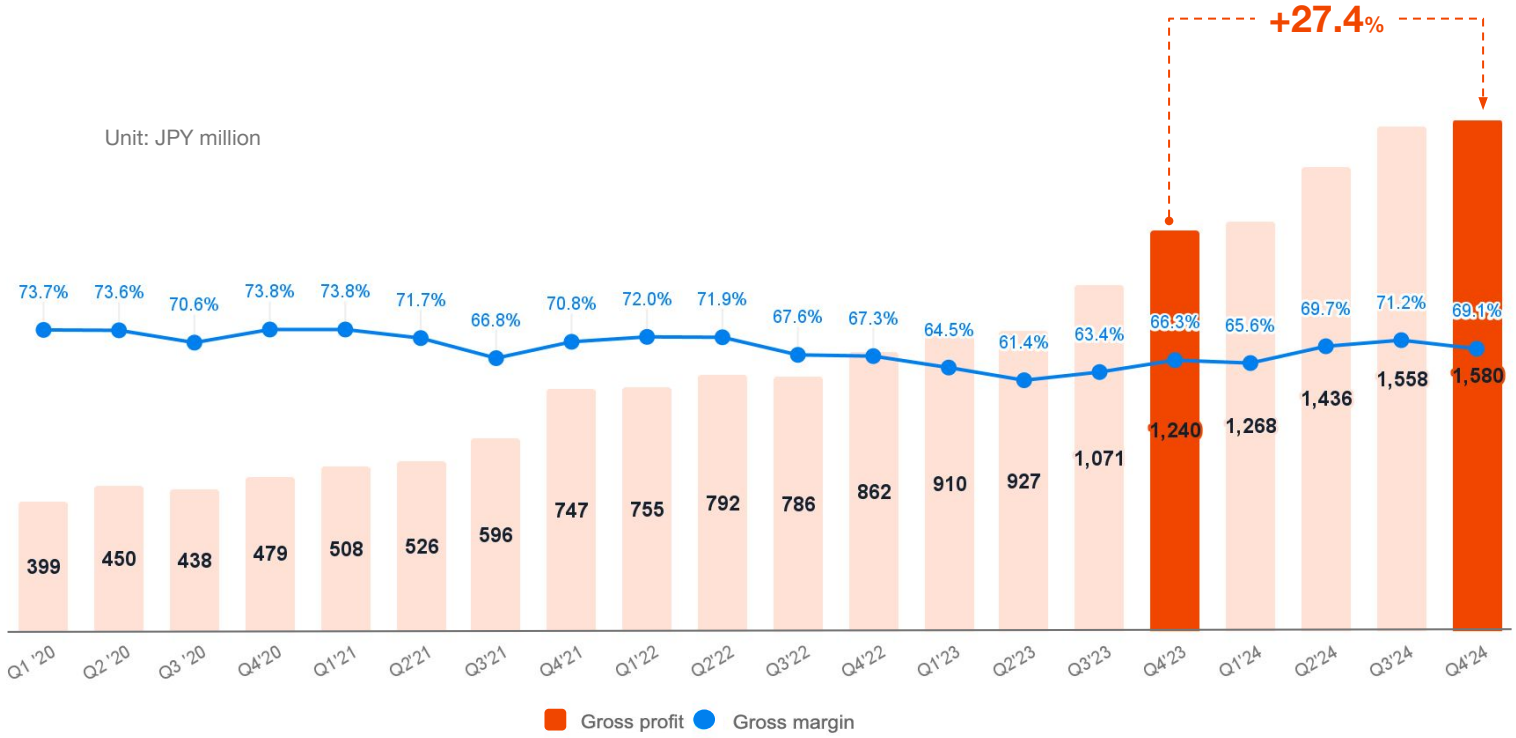
ARPU*1



*1 Average revenue per user for paid Chatwork services.

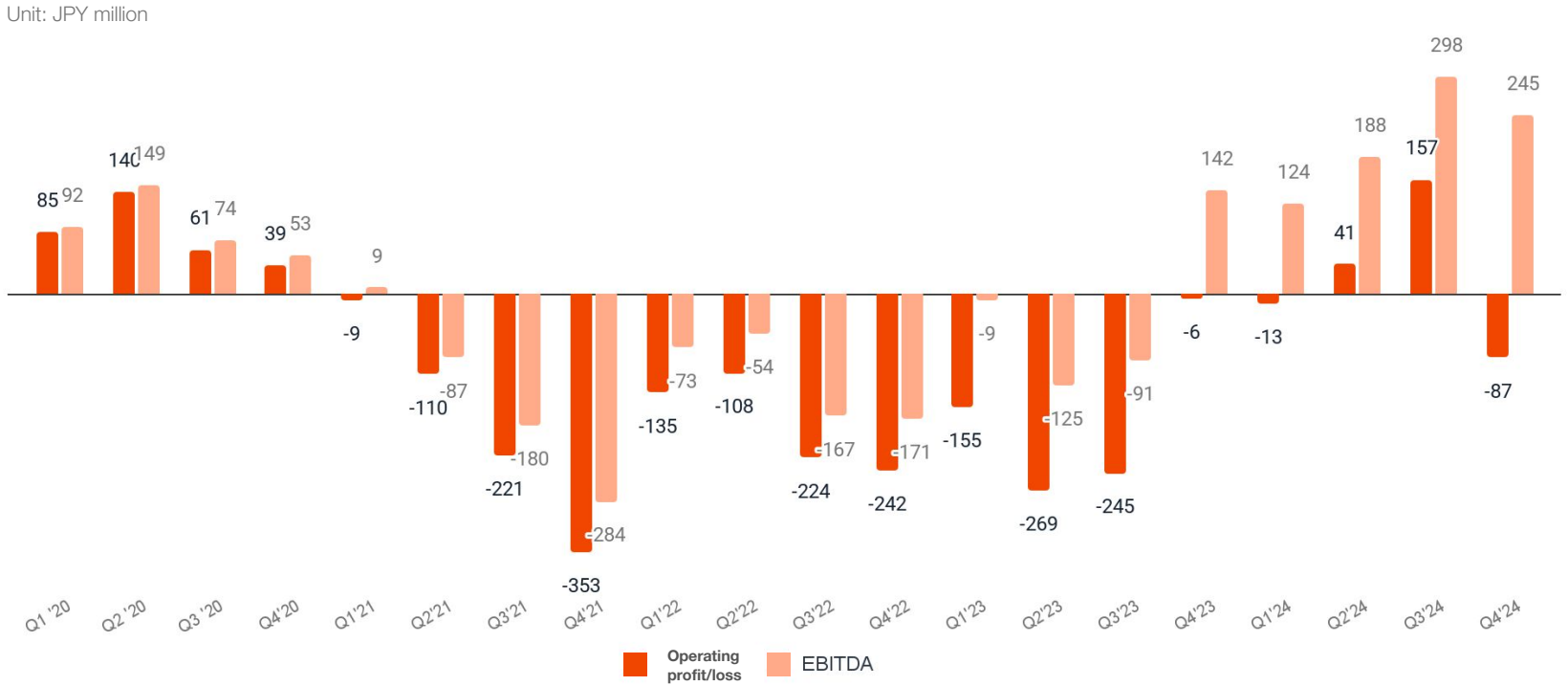
Gross Profit / Gross Profit Margin

- Gross profit rose 27.4% YoYin line with sales growth, and the gross margin was up 2.8pt YoY to 69.1%.



Operating profit/loss and EBITDA

- EBITDA rose 71.8% YoY, but slightly decreased compared to the previous quarter due to an increase in advertising expenses, etc.
- Operating income is temporarily in the red due to the lump-sum recording of stock compensation expenses. From the next fiscal year onwards, the same expenses will be recorded proportionately throughout the year.

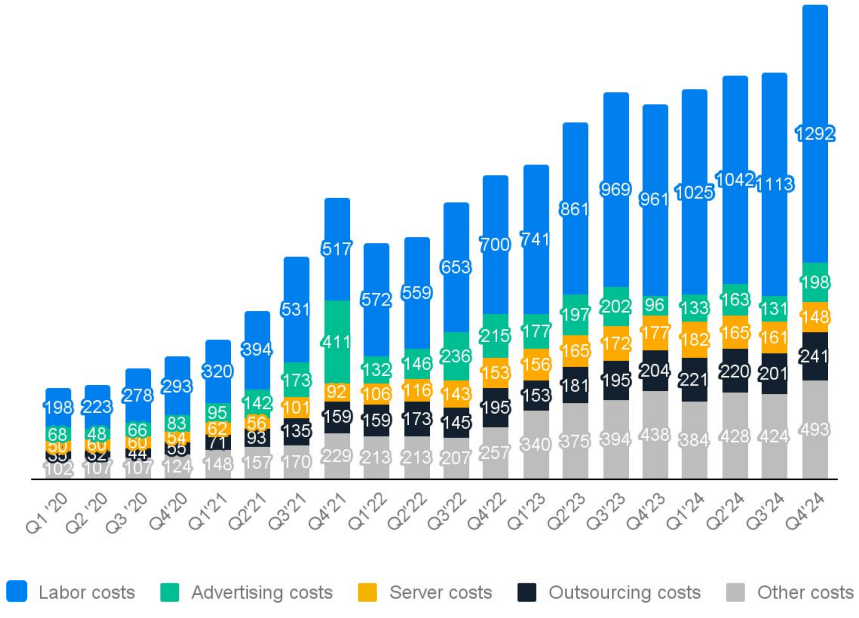


Costs

- Despite a temporary increase in personnel expenses due to an increase in stock compensation expenses, we achieved profit generation through appropriate cost control.

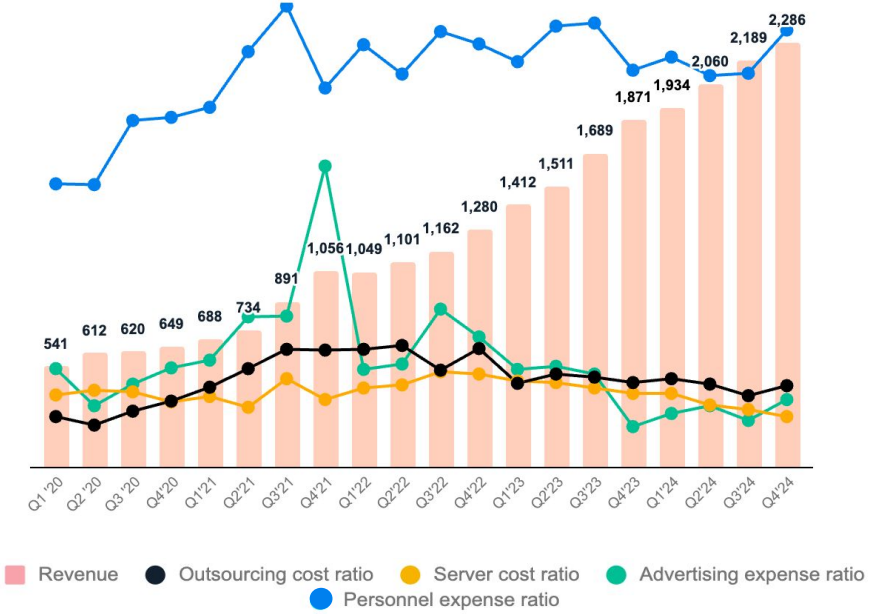
Cost Breakdown

Unit: JPY million



Expense to Sales Ratio

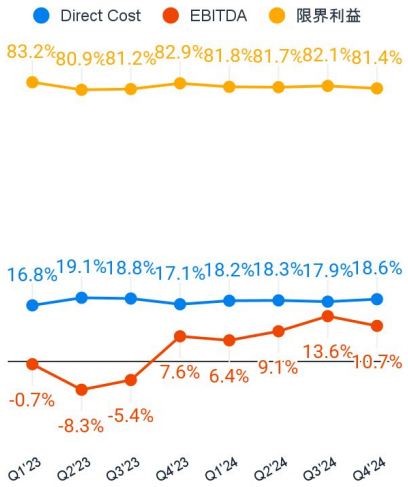
Unit: JPY million



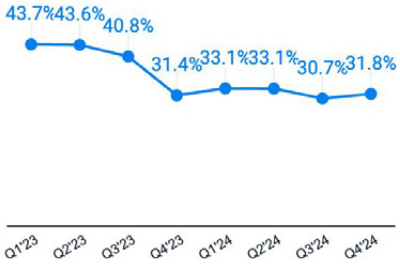
Sales and general administrative expenses to revenue ratio

- As a result of sales expansion and appropriate cost investment, each ratio is stable at a low level.
- We continue generate profit through appropriate cost control.

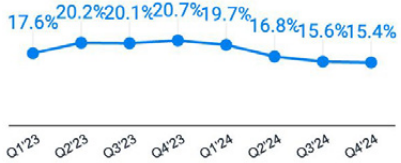
Marginal cost*1/ EBITDA Marginal profit



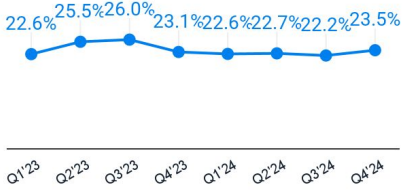
S&M*2



R&D*3



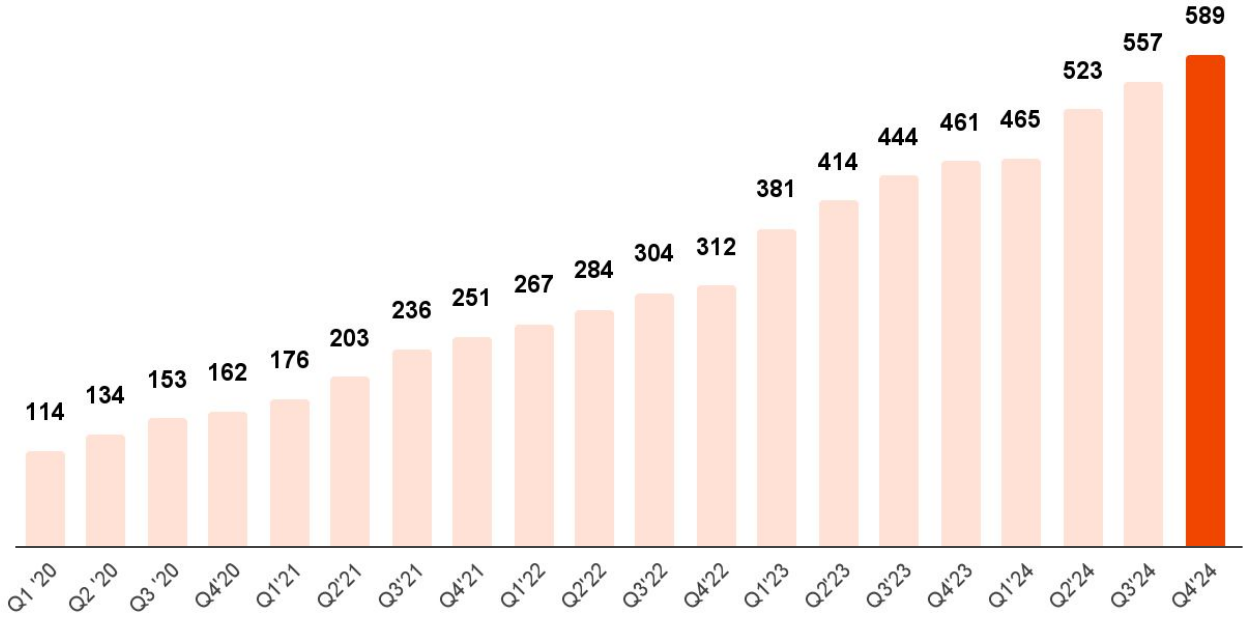
G&A*4



*1 The total cost of sales on management accounting, including server expenses, payment processing fees, BPaaS crew, and personnel costs related to customer support,excluding amortization.
*2 Sales and Marketing ratio. It refers to the total cost of advertising expenses, sales personnel salaries, related cost of sales, selling and administrative expenses, and other common expenses associated with promoting sales,excluding amortization.
*3 Research and Development ratio. It refers to the total cost of engineer salaries and related cost of sales, selling and administrative expenses, and other common expenses associated with service development,excluding amortization.
*4 General and Administrative ratio. It refers to the total cost of corporate department personnel salaries, related selling and administrative expenses, and other common expenses,excluding amortization.

Number of Employees

- The group headcount rose by a net 32 during the quarter (all of these are contract employees involved in the BPaaS business).
- While keeping an eye on profitability, we are working to recruit enough employees to meet the targets in our medium-term management plan.



*1 Revision of the number of employees retroactively due to changes in the definition of employee count methods at group companies.

Full Year of FY 2024 Results

04 | Forecast for FY2025

kubell

Forecast for FY 2025

- Our medium-term management plan calls for revenue CAGR of 30% or more from 2024 to 2026, and we aim for an EBITDA margin of 10–15% by 2026.
- For FY 2025, the second year of the plan, we forecast Group revenue growth of 15% or more YoY and EBITDA of JPY1.0bn or more.
- We intend to achieve high growth and generate profits by investing in business chat and BPaaS and building a profitable structure.

Forecast for FY 2025	
Revenue	+ 15%YoY~
EBITDA	JPY 1.0bn~

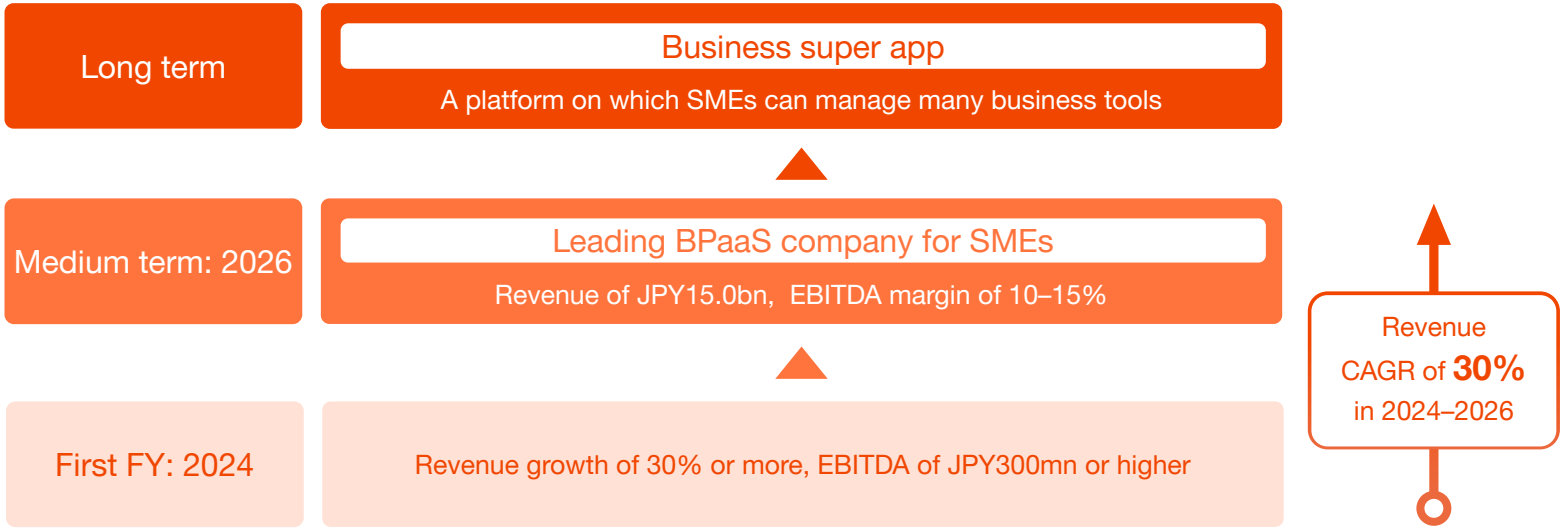
Full Year of FY 2024 Results

05 | Medium-Term Management Plan

kubell

Mid-term Management Plan

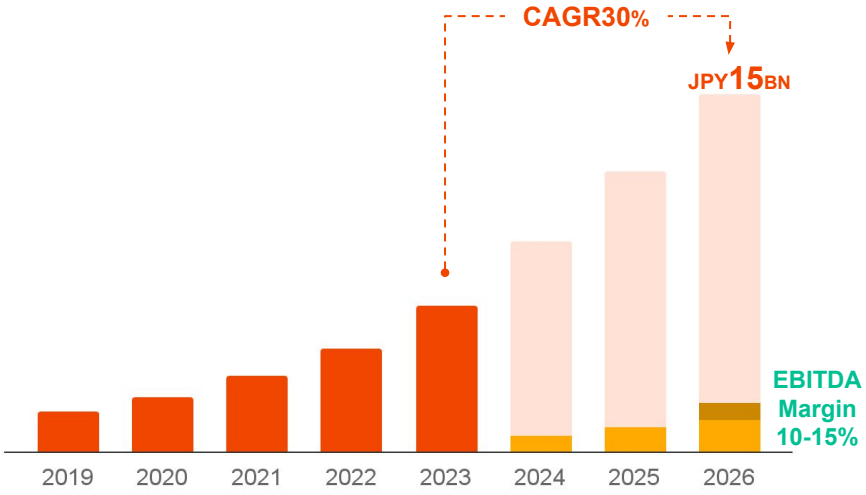
- Under the medium-term management plan ending in FY 2026, we aim to establish our position as the leading BPaaS company for SMEs by 2026. Long-term, we will leverage our overwhelming share of the market among SMEs to roll out a business super app, which will be a platform on which users can manage many business tools.
- In 2024–2026, we will accelerate our Groupwide growth toward the goal of becoming the leading BPaaS company for SMEs, and build a profitable structure.



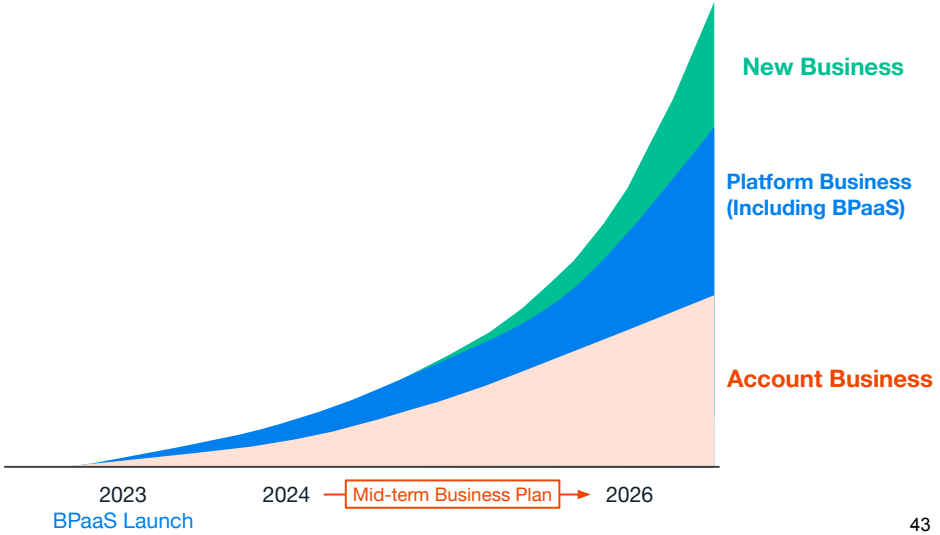
Mid-term Management Plan

- The financial targets of the medium-term management plan are CAGR in Group revenue of 30% or more from 2024 to 2026 and an EBITDA margin of 10–15% in 2026.
- In the plan's final year, FY 2026, we target Group revenue of JPY15.0bn and EBITDA of JPY1.5–2.25bn.
- We anticipate continued revenue growth from business chat, aim for rapid revenue expansion in the BPaaS business (our next pillar of growth), and expect revenue contributions from new businesses.
- This plan represents organic growth figures. M&A is not included, so the plan will be revised in the event of acquisitions.

Group Sales and EBITDA



Driving Growth: BPaaS and New Business

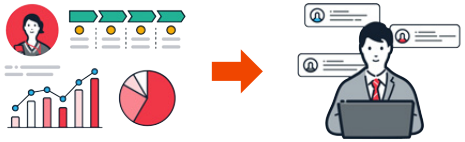


Three Strategies of the Medium-Term Management Plan

- We are driving the BPaaS strategy to enhance the value of business chat as a communication platform, enabling various business expansions on this platform.
- Additionally, through our incubation strategy leveraging group assets and utilizing AI for research and development, we aim to create further core businesses and achieve discontinuous growth.

Communication Platform Strategy

PLG



Promoting high-efficiency growth using the PLG model

A high-value platform that engages with users through chat

Promote the PLG model, maximize the number of users, and increase the percentage of active users to establish an unparalleled high-value platform in the SME space.

×

BPaaS Strategy

BPaaS



Using SaaS on the customer's behalf across the entire business process.

Implementing essential DX in the majority market

Use BPaaS as the key to establish a highly productive hybrid operation that combines tech and people to truly deploy DX across a wide range of management areas.

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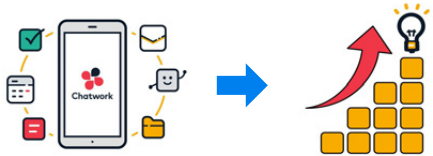
Incubation Strategy

R&D

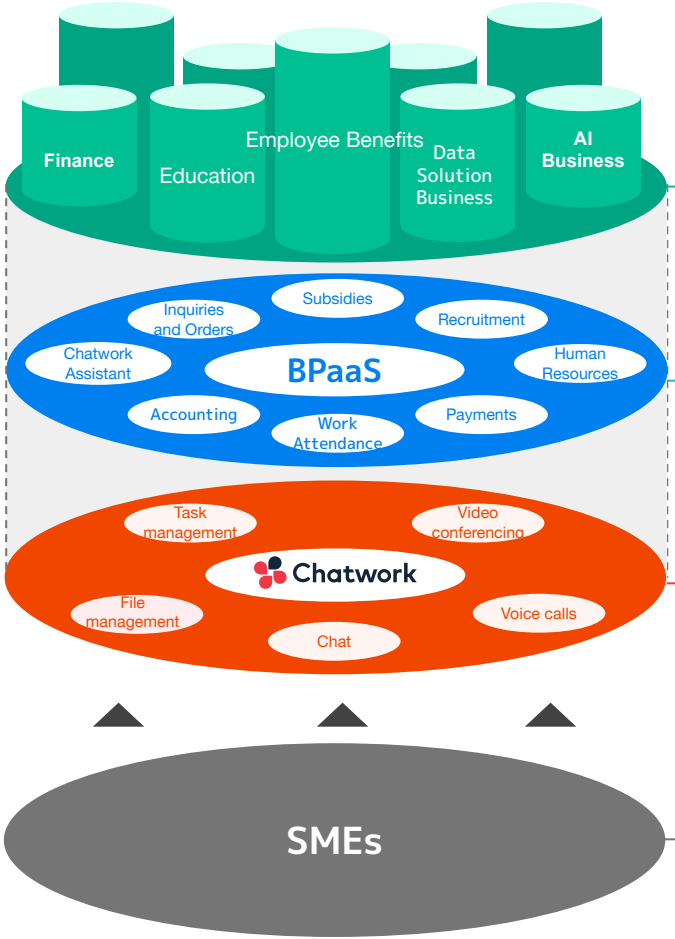


Strengthening Our Unique Assets and Positioning Further

Pillars of Discontinuous Growth: Creating Added Value

When promoting business growth, we will remain cognizant of the Group's asset utilization and target expansion, creating added value through a pillar of discontinuous growth.

Our Core Strategic Story



Incubation Strategy

Create various new businesses by leveraging assets and positioning based on customer contact through chat and BPaaS

BPaaS Strategy

Using chat contact points, promote DX by involving the entire business in companies that have difficulty with DX on their own, and serve as a headquarters for all small and medium-sized companies

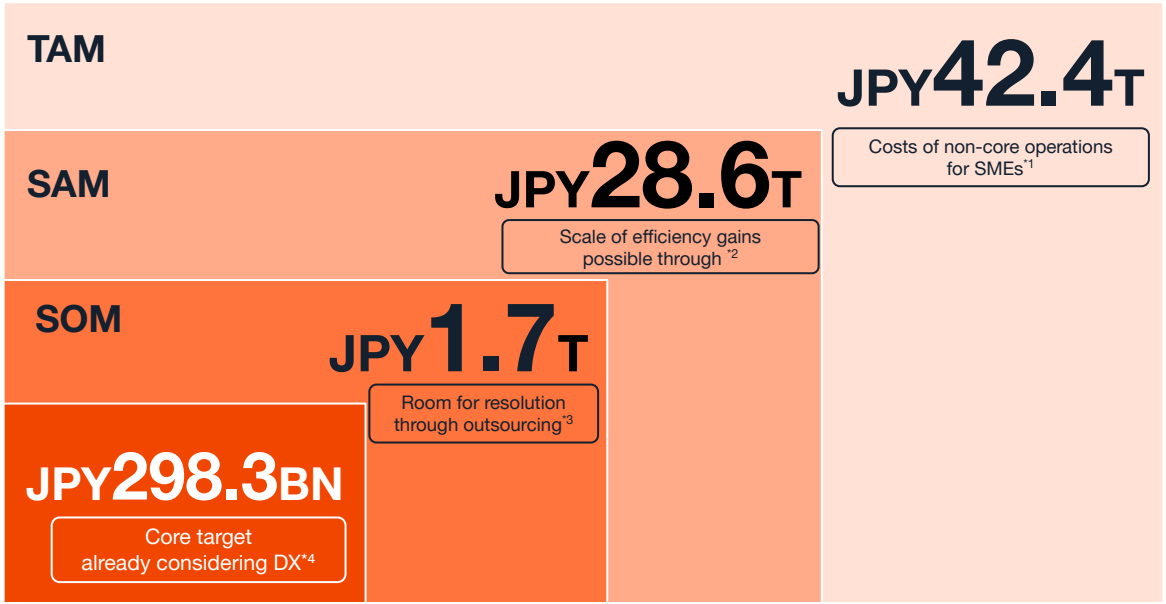
Communication Platform Strategy

Efficient business chat communication becomes the norm as the market share of the PLG model spreads due to word of mouth

There is substantial room for DX, as the overall market is huge, but the market is small and inefficient market for individual companies (high barriers to entry).

Size of the Potential Market for BPaaS including business chat (TAM)

- The BPaaS market is by far the largest, with non-core operations of SMEs valued at JPY42.4 trillion.
- The core target market that has already manifested is worth JPY298.3 billion, and business growth potential is extremely high.



*1 Number of salaried workers: 44.94 million (National Tax Agency's FY 2022 survey on private-sector salary conditions) x percentage of employees working in SMEs: 68.8% (2016 Economic Census by the Ministry of Internal Affairs and Communications) x average salary at SMEs: JPY3.92 million (Ministry of Health, Labour and Welfare) x average percentage of non-core tasks: 31.9% (estimated by the Company and others)
*2 TAM x percentage of business hour reduction through DX: 67.6% (estimated by the Company and others)
*3 SOM:SAM x percentage of small and medium-sized enterprises recognizing the challenges of DX but not yet addressing them: 51% (Small and Medium Enterprise Agency) x percentage of outsourcing costs among SME expenses: 13.0% (FY 2006 Basic Survey on Business Activity conducted by the Ministry of Economy, Trade and Industry)
*4 Focusing on the percentage of SMEs considering DX initiatives: 16.9% (Small and Medium Enterprise Agency)

Medium-Term Management Plan #1

Communication Platform Strategy



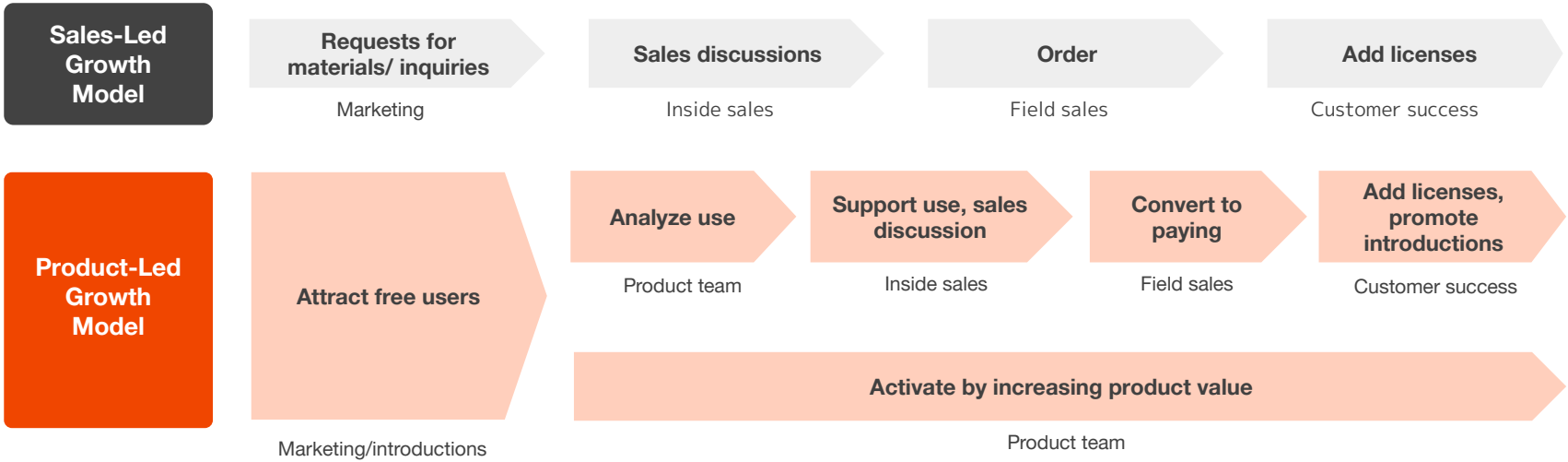
PLG (Product-Led Growth)

- **Product-Led Growth (PLG)** is a SaaS growth strategy that is the focus of attention in the US, whereby products are used to attract customers. This style is distinct from the conventional growth strategy, of Sales-Led Growth.
- Zoom and Shopify are two examples of PLG, which achieves notably higher levels of growth than non-PLG. PLG requires a large user base and a service that spreads by word of mouth. Our service fits with a PLG growth strategy.

	Product-Led Growth	Sales-Led Growth
Strategy	• Drive expansion in the number of users and products by communicating value through products • Focuses on product improvement and customer successes	• Drive sales increases through sales and marketing activities • Focus on improving sales and marketing
Charac-teristics	• Expansion through word of mouth, highly leveraged growth • Structured so that ARPU rises as customers use products more intensively	• Dependent on the number of salespeople, workers tend to be concentrated • Sales efforts always needing to focus on upselling and cross-selling

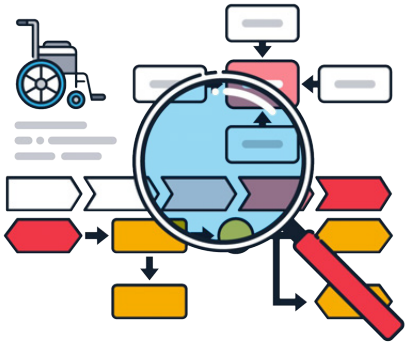
Process of Promoting the PLG Model

- Under the conventional SLG model, marketing gathers a list of potential customers and sales proceeds with the process of negotiating and receiving orders.
- Under the PLG model, marketing attracts free users. Our system then analyzes their usage data and automatically creates a list of users who are likely to become paying customers. Sales staff then makes proposals based on the list, promoting sales discussions and encouraging users to become paying customers.
- Under the PLG model, marketing can invest in advertising to achieve a large-scale increase in users. This model also uses AI and sophisticated data analysis to achieve highly efficient sales and customer success.



Making the Process Extremely Efficient through: High Customer Resolution x PLG Model x Chat

- We will address overseas competitors by leveraging our strength as a vendor with a strong presence in Japan, and use dedicated teams to gain a better industry understanding. We will improve the quality of marketing and sales by studying each industry's business processes and challenges and molding business chat to those needs.
- In addition to industry understanding, the PLG model combines customer usage data with advanced data analysis to create a highly efficient communication process. In addition, we also take full advantage of the communication service and use chat to practice the approach.



Deep understanding of Industry structure and Business process

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Advanced analysis with users' data through the PLG model

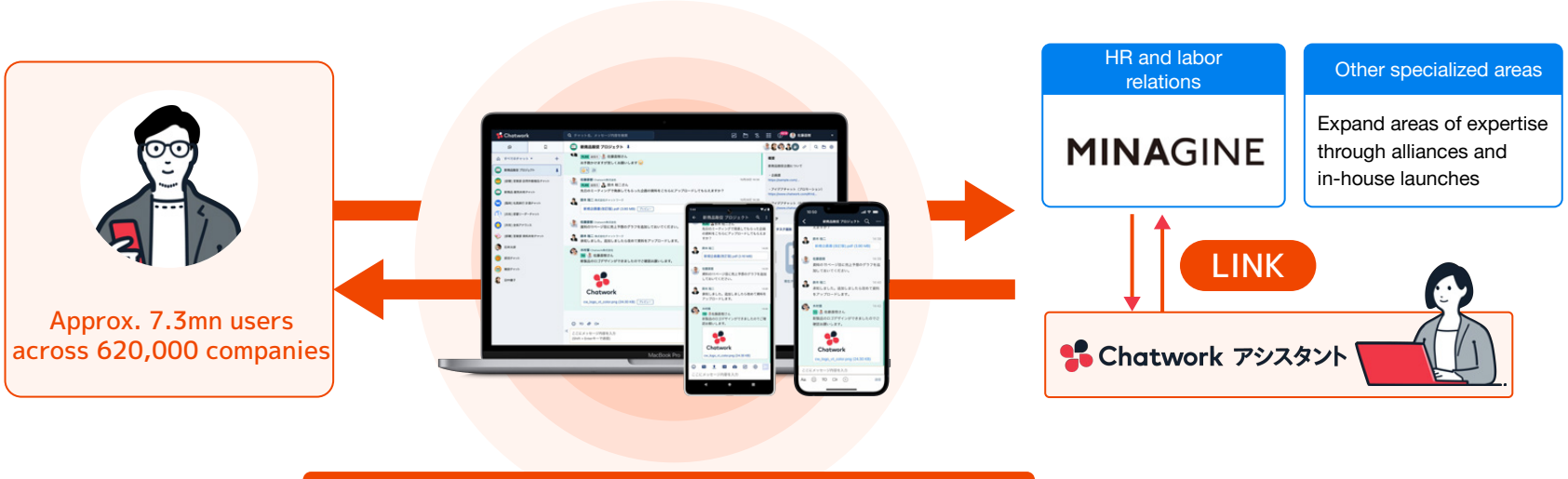
×



Efficient Approach via Chat tool

Evolving toward the most BPaaS-Friendly Business Chat

- In addition to expanding our market share to make Chatwork the de facto standard for business chat in the SME space, we will strategically evolve Chatwork into “the most BPaaS-friendly business chat” in an effort to make BPaaS our next pillar of business.
- We will enhance functions for efficient task management, schedule coordination, and information collection, which occur frequently among BPaaS operations. In addition, by developing a system that can manage orders for BPaaS projects and accurately as certain client needs, we will graft a seamless BPaaS experience onto business chat.



Enhancement and Addition of BPaaS-friendly Features

- Expanded functionality to enable chat-based workflows
- Functionality that allows for delegation of coordination tasks for personnel within user companies

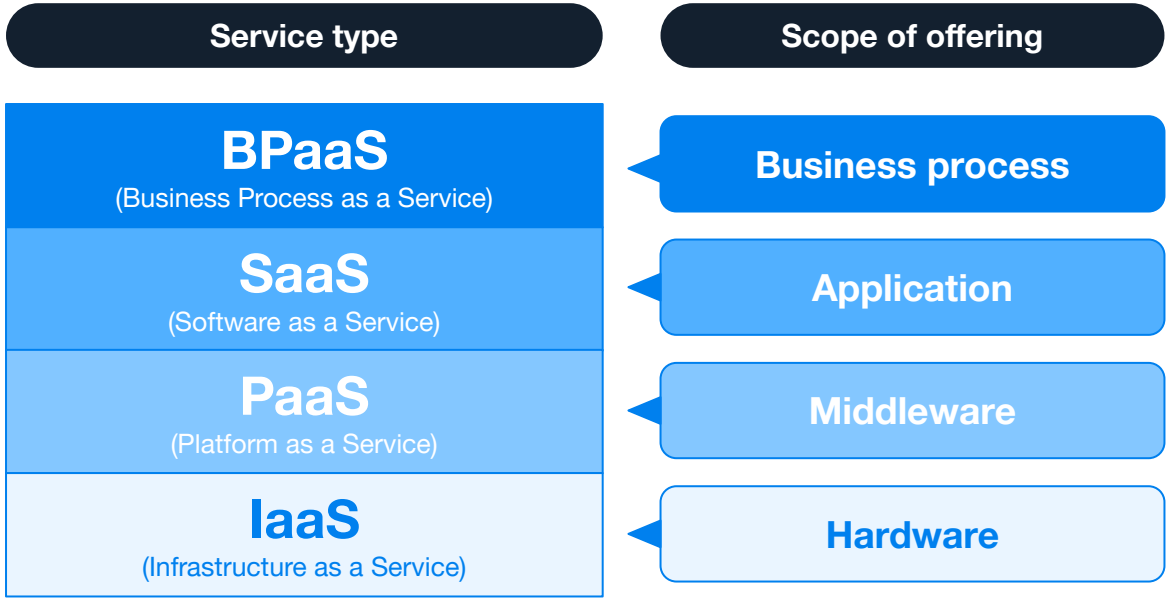
Medium-Term Management Plan #2

BPaaS Strategy



About BPaaS

- BPaaS is short for Business Process as a Service. Rather than just software, BPaaS is a cloud service that provides business services themselves, allowing facilitating cloud-based business process outsourcing (BPO).
- BPaaS, the next upstream layer from SaaS in cloud-based services, will be the next trend.



BPaaS is the main player in achieving DX in the majority market

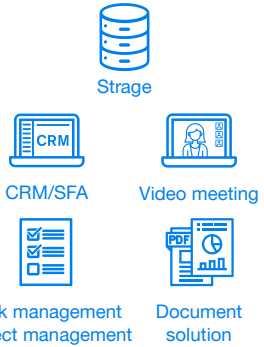
- Choosing and mastering SaaS is mainly done by advanced users who are knowledgeable about IT.
- For the majority market, which accounts for more than two-thirds of the population, it is difficult to manage and use a variety of SaaS products with different usability.
- To achieve DX in the majority market, it is effective to use BPaaS to drive DX by winding up SaaS for each business process and on behalf of customers.

SaaS

Solving business issues through DX on your own



Select and use your own use it



Users suited to SaaS

Tech-savvy early adopters in IT

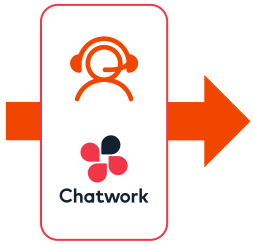
・Can select tools on their own
・Management and employees can use the tools efficiently

BPaaS

Requests for entire business process and DXing are also outsourced



Outsourcing





Users suited to BPaaS

majority

・Difficulty in decision making to adopt SaaS
・Difficulty in using SaaS

Scope for the Provision of BPaaS

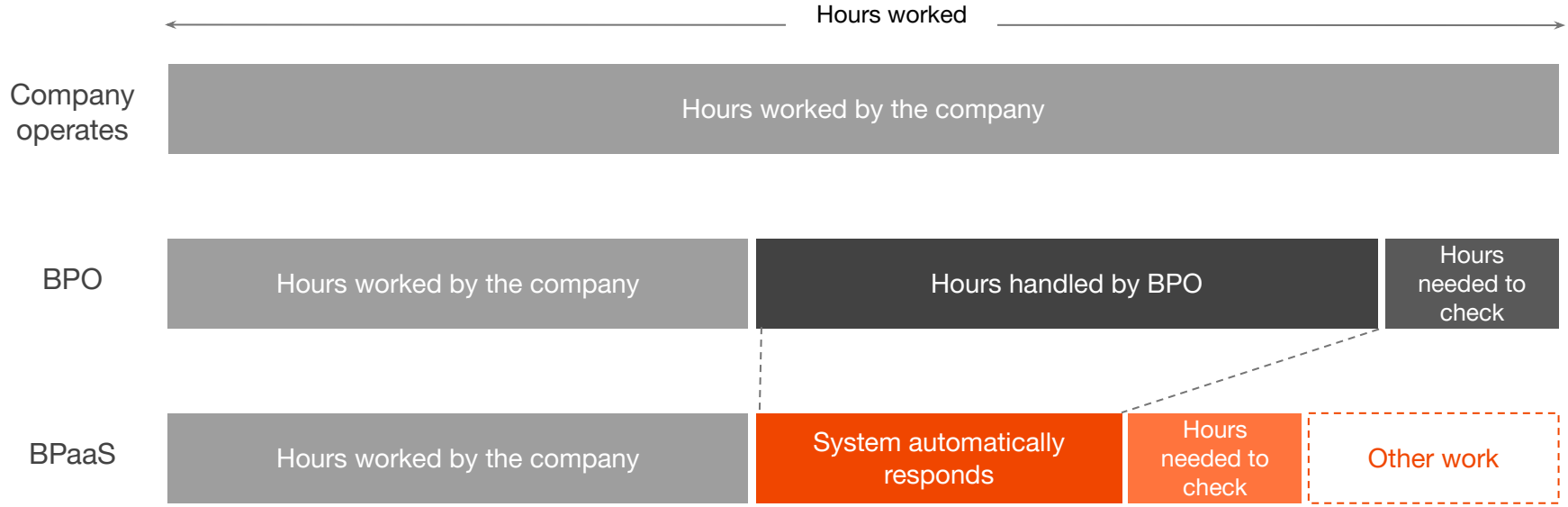
- We will serve for DX human resources and business operations in the cloud, significantly reducing users' administrative costs.
- Companies with a shortage of DX talent internally, where system implementation and operation are not progressing, can still achieve DX.

on-premises	IaaS Infrastructure as a Service	PaaS Platform as a Service	SaaS Software as a Service	BPaaS Business Process as a Service	BPO Business Process Outsourcing
DX Talent	DX Talent	DX Talent	DX Talent	DX Talent	DX Talent
Business Operations	Business Operations	Business Operations	Business Operations	Business Operations	Business Operations
Applications	Applications	Applications	Applications	Applications	Applications
Data	Data	Data	Data	Data	Data
Middleware	Middleware	Middleware	Middleware	Middleware	Middleware
Operating System	Operating System	Operating System	Operating System	Operating System	Operating System
Servers	Servers	Servers	Servers	Servers	Servers
Storage	Storage	Storage	Storage	Storage	Storage
Network	Network	Network	Network	Network	Network

=User Managed =Service Provider Managed

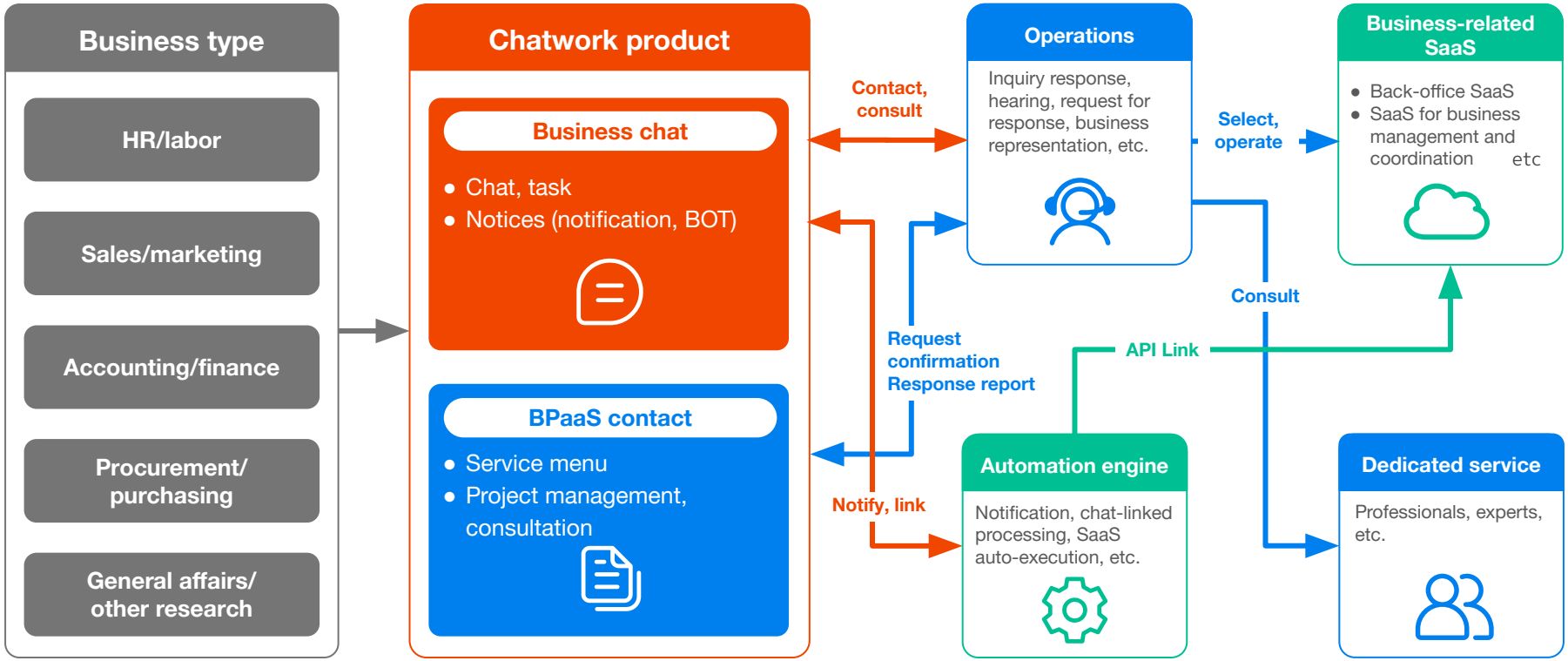
Difference between BPO and BPaaS

- BPO refers to a service that simply replaces manual labor, whereas BPaaS uses the cloud to provide digitally transformed work via SaaS.
- Linking various SaaSs with APIs and using an automated response system can significantly reduce worker hours.
- In this way, we can promote DX of business operations without the need for users to select, configure, and operate the SaaS on their own.
- BPaaS makes BPO-equivalent services available at low cost and in small lots with a high degree of flexibility for SMEs.



Our BPaaS Rollout

- We will maximize the use of business chat to develop the BPaaS business. Being a platform operator gives us a substantial advantage during rollout.

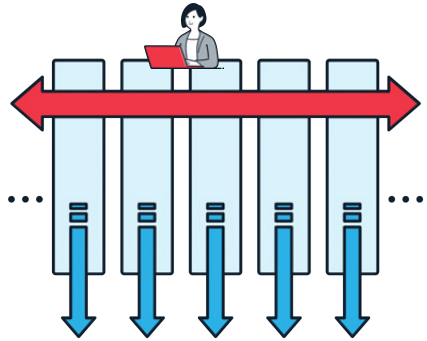


Gaining an Overwhelming Competitive Advantage

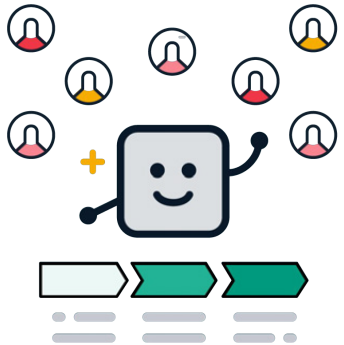
- Leveraging Chatwork's overwhelming customer assets to achieve highly efficient marketing and operations.
- Combining breadth of business and depth of expertise in small and medium-sized enterprises where digital transformation is not yet advanced, aiming to provide one-stop services.
- By standardizing highly efficient business processes connected via API between chat and SaaS, we aim to achieve efficient sales expansion.



Comprehensive approach utilizing Chatwork's customer assets



Combining ‘Breadth’ and ‘Depth’ to create services that are difficult to imitate



Efficient sales expansion through business formalization and use of technology

Comprehensive Approach to Leveraging Customer Assets

- Chatwork has an overwhelmingly large customer base of 7.38 million users at 620,000 companies[*1]. With its simple UI and easy connection to the outside world, the number of users will continue to increase at a compound rate via referrals from SMEs that are reluctant to embrace DX.
- We can efficiently approach SMEs about BPaaS services, these services have a longer latency period relative to other SaaS, and we have strong customer touchpoints.

Overwhelming Presence with SMEs

Deployed at more than 620,000[*1] companies

97.1% of paid contracts with companies of 300 or fewer people

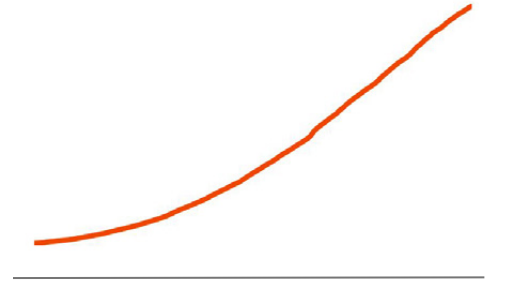


BPaaS Approach for Business Chat Users

Open Platform Arrangement Compounds User Numbers

Number of registered IDs since service start

7.38MN



July 2012 — Dec 2024

Strong Customer Touchpoints

Long dwell time | Highly efficient interactions | High open rate

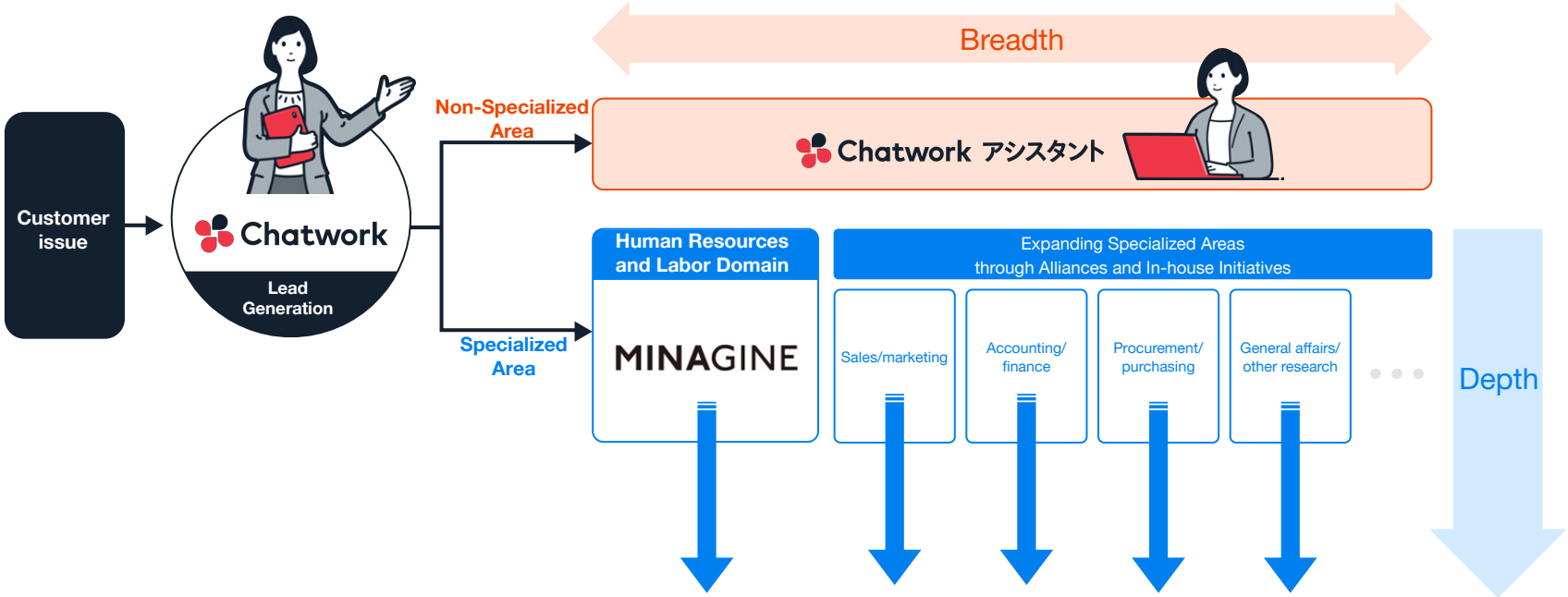


Directly approaching customers and rapidly expand BPaaS

*1 As of December 31, 2024.

Configuring Services That Achieve Both ‘Breadth’ and ‘Depth’

- We provide comprehensive support for non-specialized tasks through Chatwork Assistants, encompassing 'Breadth', while offering specialized expertise, ‘Depth’ through M&A and alliances.
- This combination allows us to offer one-stop support for our customers' needs.
- Additionally, our subsidiary MINAGINE provides BPaaS for human resources and labor management.



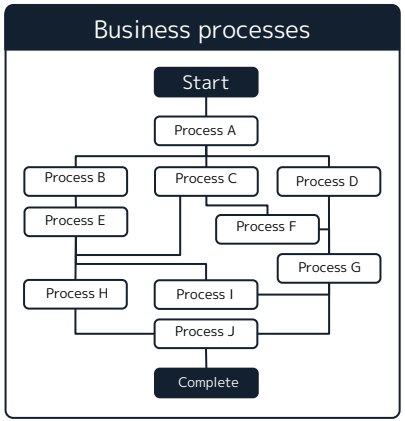
Efficient Sales Expansion with Technology and Formalization

- Our approach to addressing a wide range of challenges faced by SMEs is to provide services through formalized and packaged business solutions, rather than individually consulting and designing operational workflows. This allows us to offer highly efficient and profitable services.
- We aim to build an automation engine that integrates business chat with APIs to streamline operational processes, thus minimizing the operator workload as much as possible or enabling efficient, operator-free service delivery.

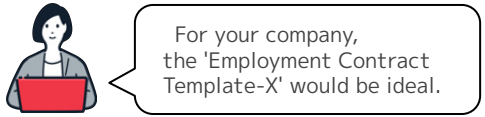
Hearing from Customer



Business processes

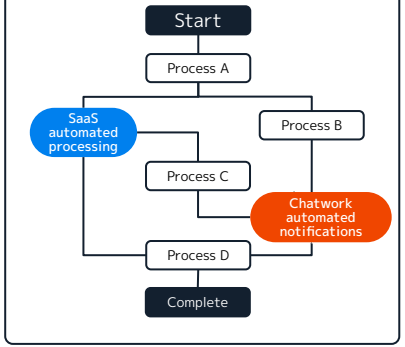


Suggestions derived from standardized templates



- Accounting and finance template - X
- Accounting and finance template - Y
- **Employment contract template - X**
- Employment contract template - Y
- Employment contract template - Z
- Purchase order template - X
- Purchase order template - Y

Employment contract template - X



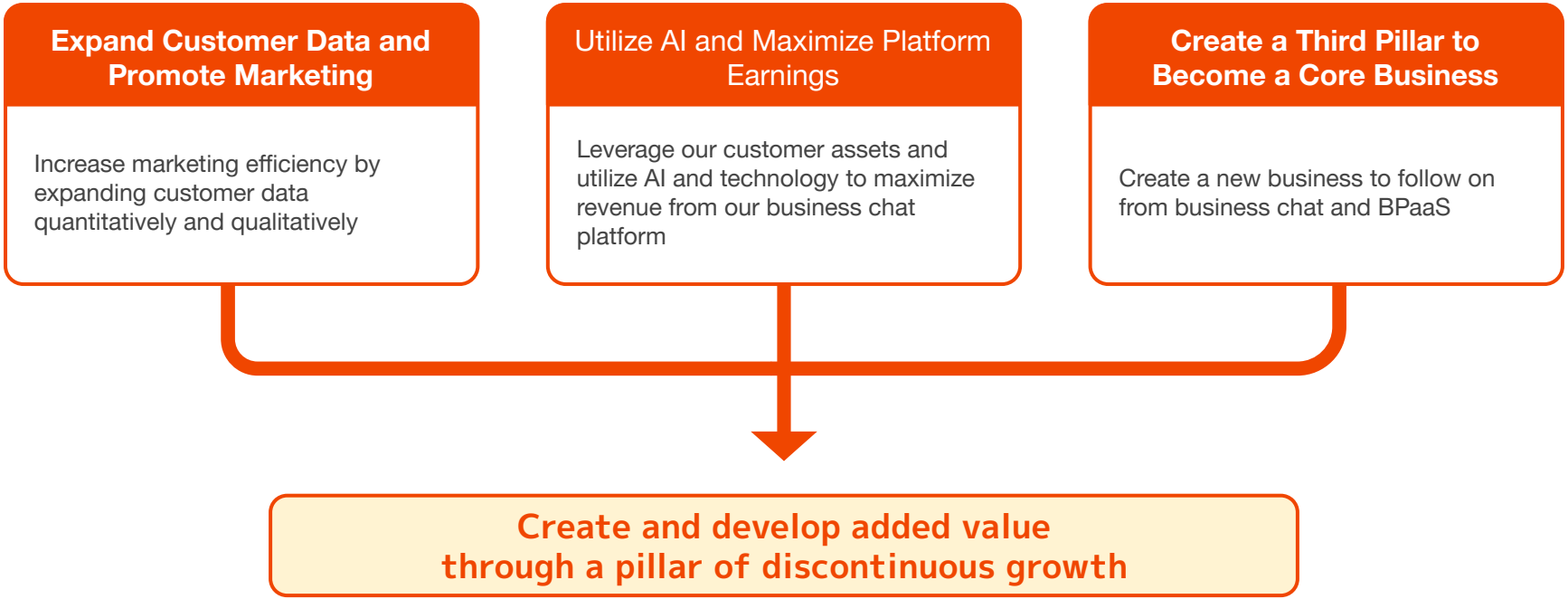
Medium-Term Management Plan #3

Incubation Strategy



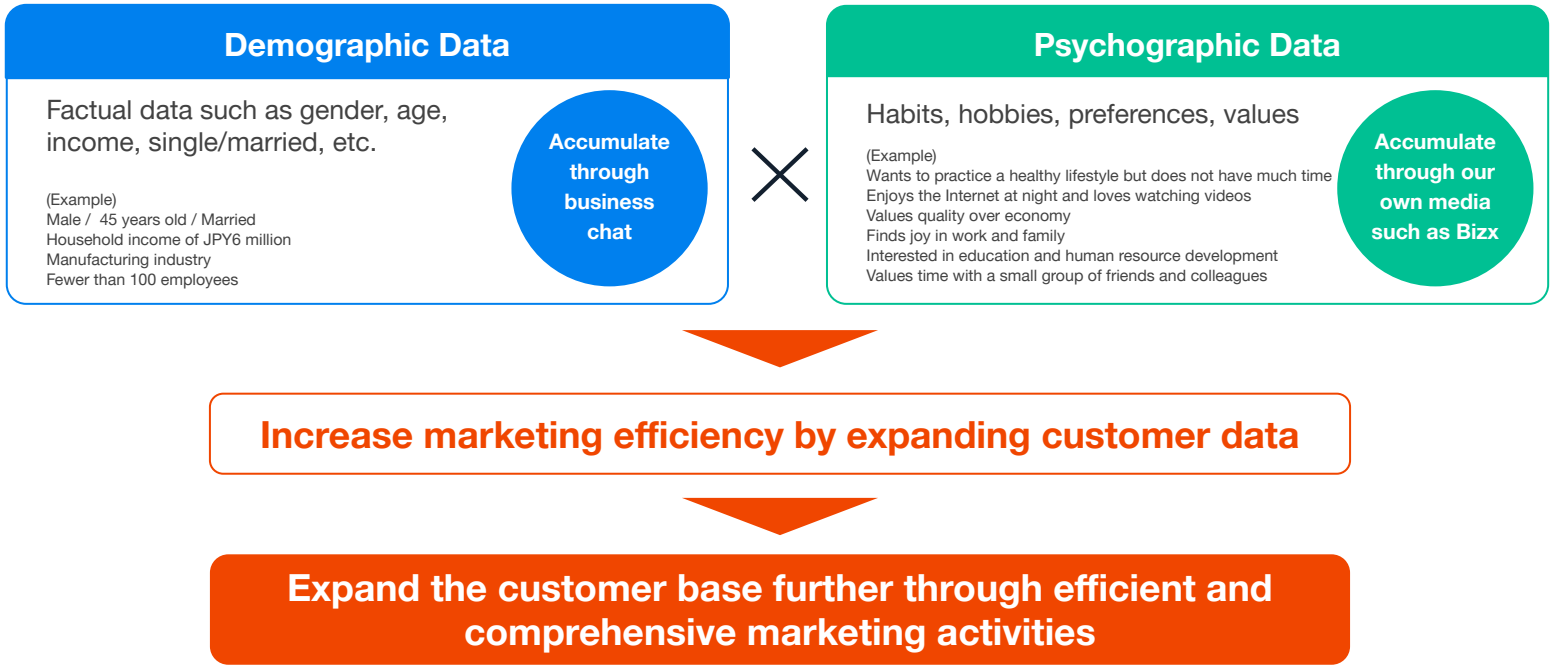
R&D Approach of Our Incubation Strategy

- We will execute a strategy to reinforce the Group's unique assets and positioning.
- We aim to create value-added services that will become a third pillar of discontinuous growth following business chat and BPaaS.



Expand Customer Data and Promote Marketing

- Expand customer demographic data (objective data) through expansion of our business chat customer base and accumulate customer psychographic data (subjective data) through growth of our own media and other customer communications.
- Improve marketing efficiency by expanding customer data quantitatively and qualitatively. We can expect to expand the customer base further through more effective and comprehensive marketing activities.



Utilize AI and Maximize Platform Earnings

- We can develop individually tailored AI technology by utilizing customer data and text data accumulated through business chat.
- As business chat is a business communication platform where users spend large amounts of time, it already serves as a point of contact where AI and people can talk to each other.
- We will maximize earnings from business chat as a platform by leveraging and deploying AI technology.

Customer data



We have access to huge amounts of customer data, both quantitative and qualitative.

Text data



A large amount of text data on white-collar employees in Japanese SMEs accumulates.

Chat UI

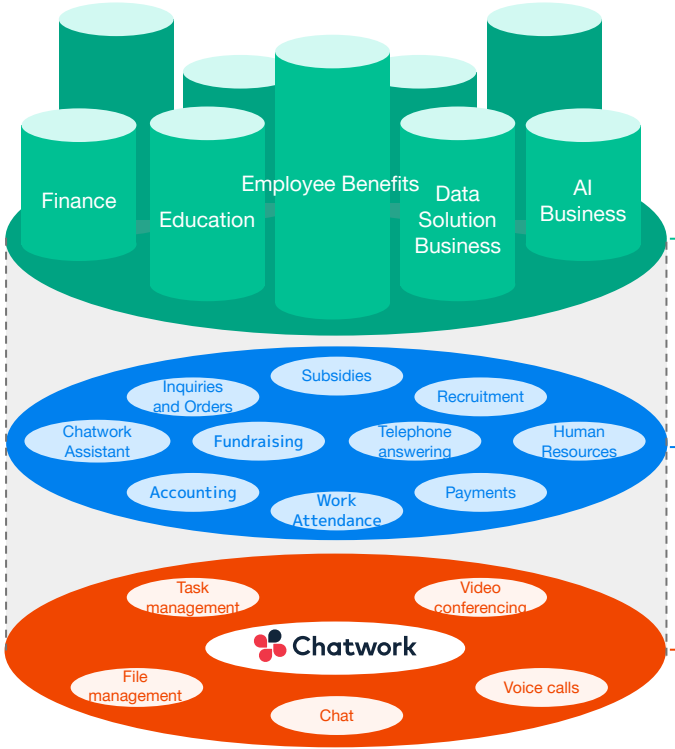


We have a chat UI where customers spend large amounts of time and that is a powerful touchpoint.

Maximize platform earnings by leveraging our assets and positioning

Creating a Third Pillar to Become a Core Business

- We are creating a third core pillar of business, following business chat and BPaaS.
- We are creating a new business that matches our vision and mission by leveraging our strengths, such as our “overwhelmingly high-value platform” and a “large-scale operational engine that represents a hybrid of tech and people.”



In alignment with our company vision
Creation of new businesses

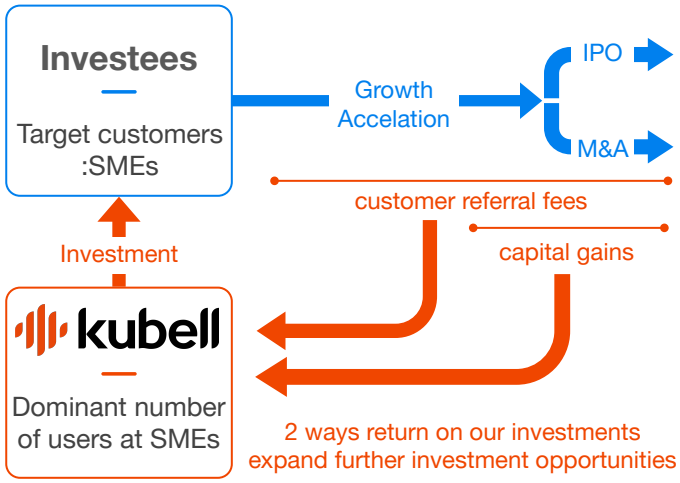
With hybrid operations combining technology and human resources for high productivity
Achieving Essential Digital Transformation

overwhelmingly high-value
communication platform

kubell BPaaS Fund Investment Strategies

- To acquire BPaaS capabilities and create new businesses, in FY 2021 we launched a CVC fund, the kubell BPaaS Fund.
- The objective is to invest in and strengthen alliances with companies that share our attributes, and then refer Chatwork customers to them. While returning our investment through the customer referral fees we receive, we also target future capital gains by growing portfolio companies.
- We acquired MINAGINE Co., Ltd., as a wholly owned subsidiary in January 2023. Any synergies that result will go toward expanding further investment opportunities.

Investment Strategy for Maximizing Synergies



Investment Results

Consolidated subsidiary

kubell storage

MINAGINE

Investments

neton, betterplace, GIG INC. (IPO), GVA TECH (IPO), Paytner, COCOO, Digital Hack, Utill, ブレイブ 少額短期保険株式会社, YZ Create the Answer, miive

Contact Us

https://cvc.kubell.com/

Long-Term Vision, Roadmap

Long-Term Vision

“Chatwork” upgrade to “Super app for business” which includes BPaaS

- Super app for business: apps that become platforms of which function as a starting point for various businesses.
- Business chat tools have the advantage of being business platforms, because users spent more time with these products compared with other SaaS tools.
- We achieve an environment where SMEs can focus on their core business by providing SaaS, BPaaS, and various management support through our service.

SaaS to Business Efficiency

Engagement
Task management
Project management
Strage
Document solution
Video meeting
CRM/SFA

BPaaS to Provide Business

Personal Assesment
Recruitment
Chatwork Telephone Secretary Service
Employee time & scheduling
Accounting
Billing Management
Contract Management

Business Support

Finance
Assistance
Payment
Employee benefits

Empower clients to focus on their core business



Full Year of FY 2024 Results

06 | Business Overview

kubell

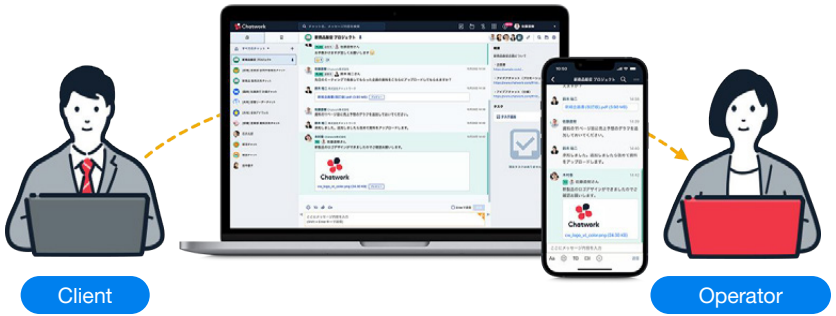
Our Business

- Operating the business of Japan's largest business chat, 'Chatwork'.We are a pioneer in business chat, with the largest number of users in Japan* and adoption by more than 620,000 companies*2.
- Utilizing our extensive customer base and platform, BPaaS, which is a cloud service that provides digitized business services themselves.

Business Chat 'Chatwork'



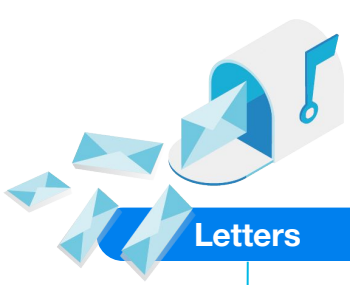
Business Support Service 'BPaaS'



*1 According to a survey of monthly active users (MAUs) conducted in April 2024 by Nielsen NetView and Nielsen Mobile NetView; applicable service selected by kubell Co., Ltd.
*2 As of December 31, 2024.

Business Chat ’Chatwork’

Evolution of Business Communications



Letters



Faxes

Shift to more simple and efficient methods



Phone

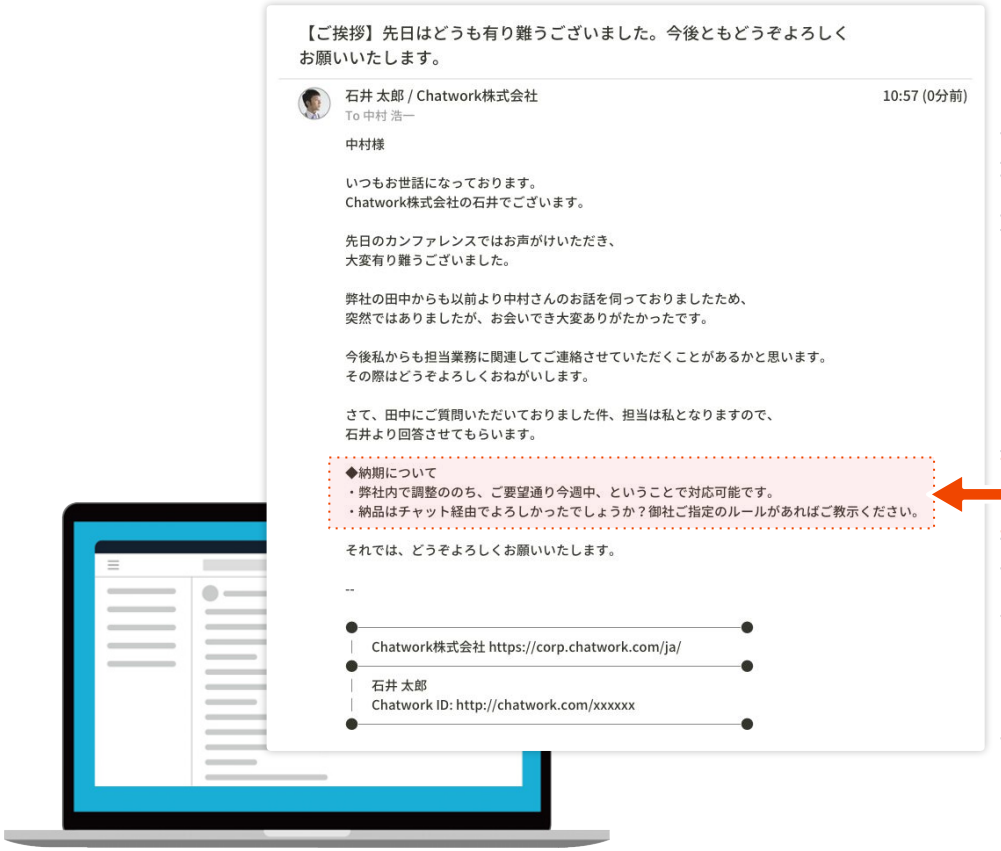


Mail



Chat Tools

Decreased Productivity Due to Long-Winded Emails



Improved Productivity Due to Business Chat Tools



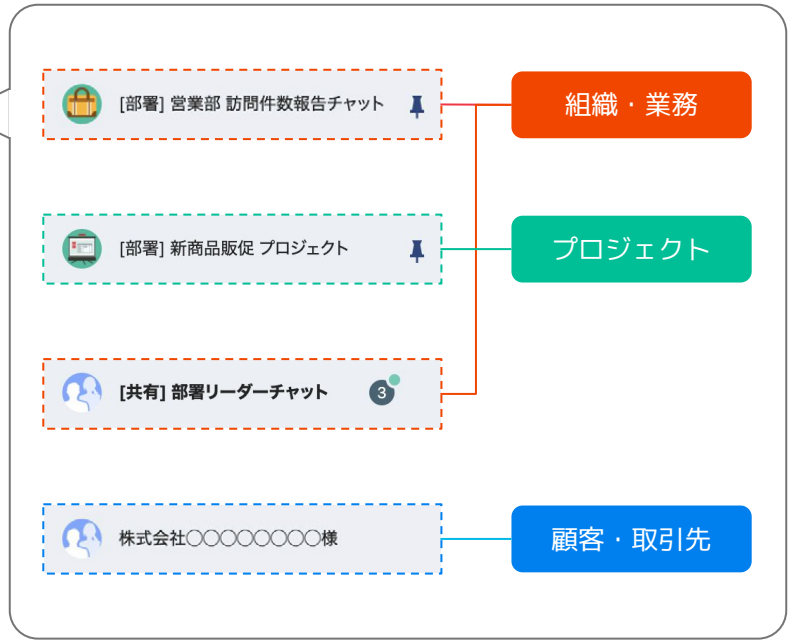
Information about past interactions and chat participants

Key point that sender wishes to convey

Accelerate Business Collaboration



Create group chat for different teams, projects, and clients



- Within the group chat, participants can interact with multiple people at the same time to facilitate smooth information-sharing.
- Chat enables closer customer communications than via email, creating a stronger sense of connection.

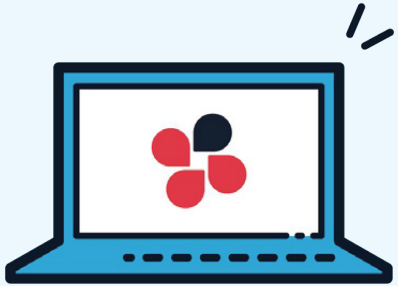
Plan / Pricing

Free For companies and individuals that want to try out the service for free	Business For companies and individuals that want to use the service for business	Enterprise For companies that want enhanced administrative functionality
1 user per month **¥0**	1 user / month (annual contract) **¥700** ¥840 / month for monthly contract	1 user / month (annual contract) **¥1,200** ¥1,440 / month for monthly contract
Up to 20 external contacts per user	Unlimited 1:1 chats	Unlimited 1:1 chats
Unlimited group chats	Unlimited group chats	Unlimited group chats
1:1 video calls / voice calls	Group video calls / voice calls Up to 14 people	Group video calls / voice calls Up to 14 people
Unlimited number of viewable messages within the last 40 days	Unlimited number of viewable messages	Unlimited number of viewable messages
10GB storage / organization	10GB storage / user	10GB storage / user
Number of users: Up to 100 per organization	Number of users: Unlimited	Number of users: Unlimited
—	—	Security management

*1 We stopped accepting new applications for the personal plan at the end of January 2021. We also reduced the minimum number of users under the business plan from five to one. Implementing this change means that even individuals can apply. People currently using the personal plan can continue to do so.

Features of Chatwork's Services

Easy to use



The interface and functions are designed to mainly target business professionals who are not IT experts. The service is easy for anyone to use and requires no complicated customization.

Open platform



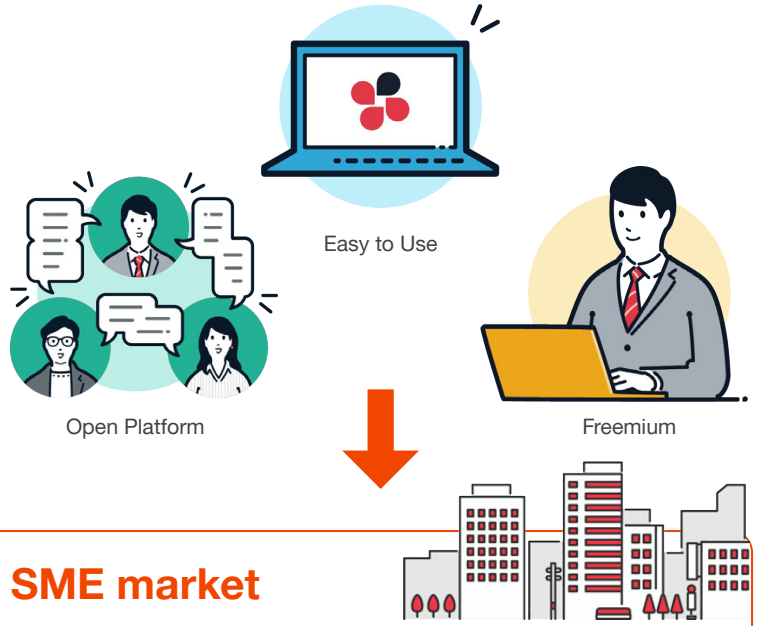
We employ an open platform-based approach that enables seamless internal and external communication using a single account. In many cases, the platform is also used externally with customers and business associates.

Freemium



Services are provided using a "freemium" model that allows unlimited continued use free of charge. Users can casually recommend Chatwork to customers and business associates, then switch to a premium paid plan once usage intensifies.

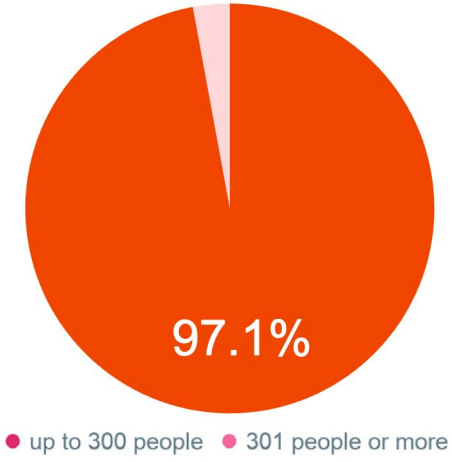
Growing Use in the SME Market



SME market

- Few people with detailed IT knowledge in the company
- No budget for investing in IT
- Want to use the same tools as customers and associates

Proportion of Paying Users by Company Size

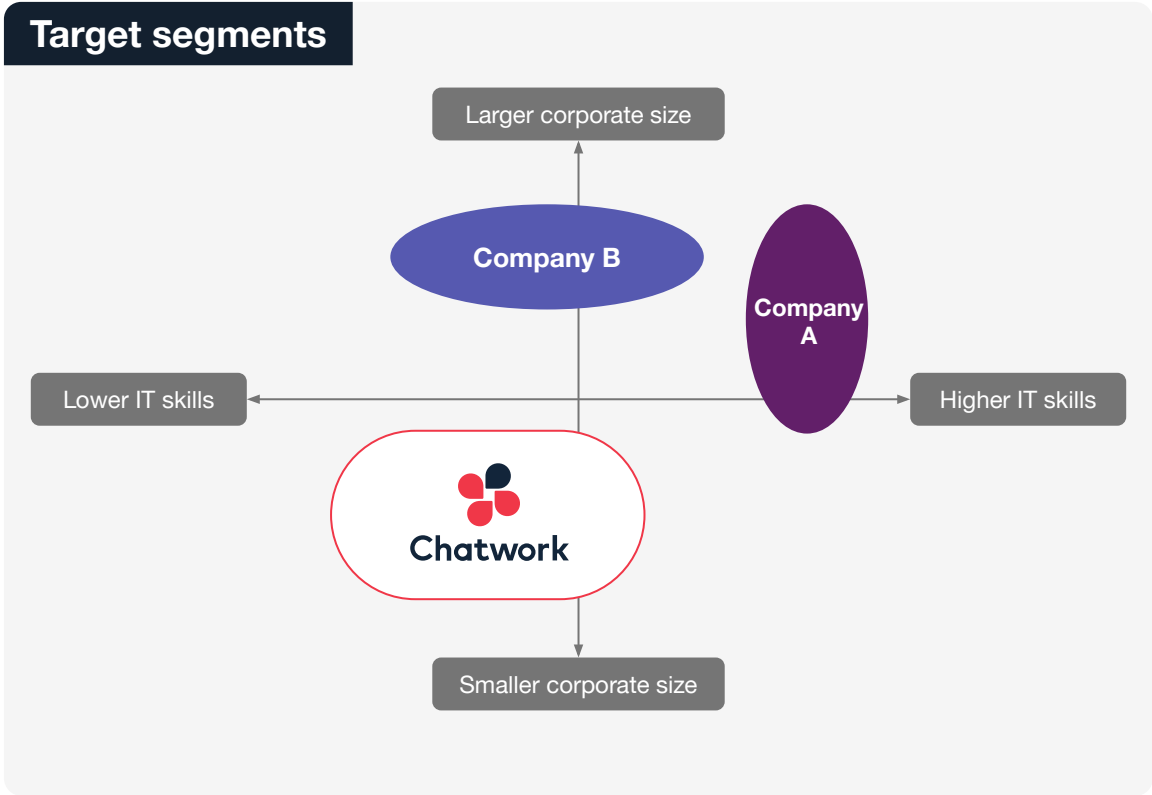


Companies with 300 or fewer people account for 97.1% of paying users.*1

Note: The customer base is stable, with most of the paying users being SMEs and without much dependence on specific companies.

*1 As of December 2024

Positioning in the Industry

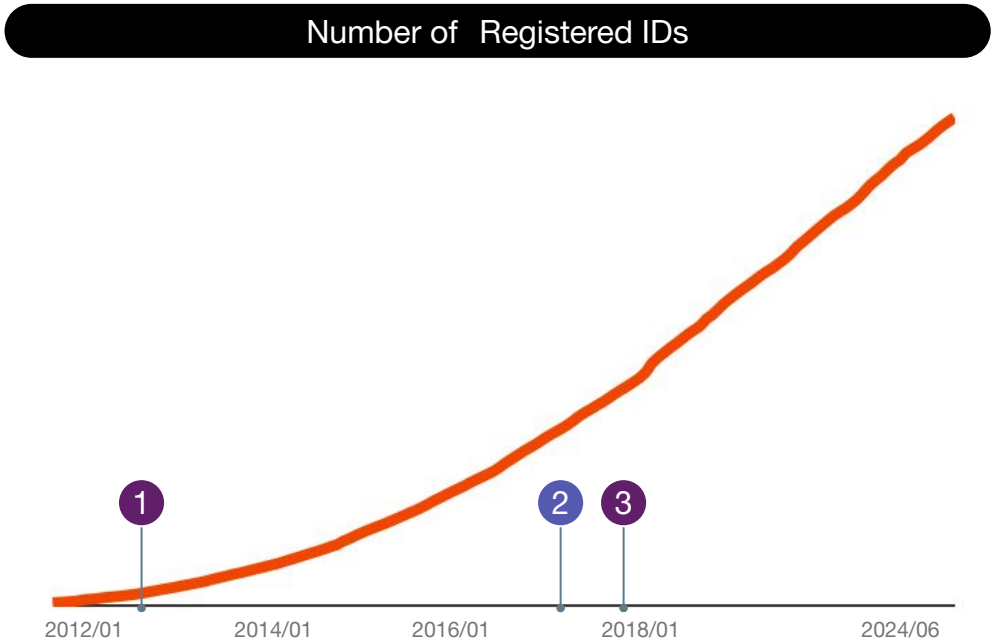


- We have two major competitors, but these companies focus on different target segments.
- As the market penetration rate of business chat tools is still low, the companies are working to develop new markets in their respective domains.

Strengths of Chatwork

A Service Structure Whose User Base Continues to Grow Exponentially

- Chatwork is easy to use for communication with customers and business associates thanks to the open platform-based approach, which enables seamless internal and external communications, and the freemium model that allows users to start using the software free of charge. Because of this, the user base continues to grow exponentially as it is introduced through referrals.
- Entry of competitors has not affected growth in the Chatwork's user base.



Market Entry by Competitors

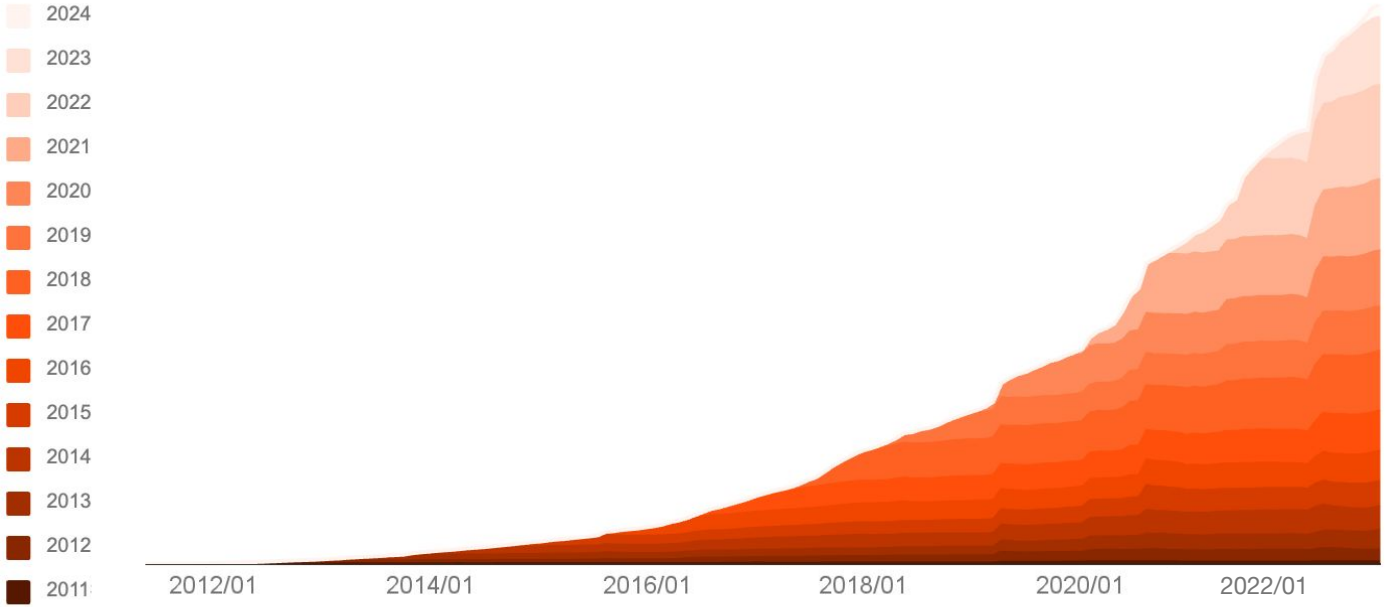
1 **August 2013**
Release by Company A

2 **March 2017**
Release by Company B

3 **November 2017**
Release of Japanese version by Company A

Chatwork Revenue Growth by Cohort

- Growth in income due to more internal users and customers upgrading to premium plans exceeds the downward impact of canceled contracts.
- The net revenue retention rate[*1] is over 118%[*2].
- The monthly retention rate is extremely high, at 99.75%[*3].



*1 NRR rate = (ARR at beginning of period - revenue churn on a monthly basis + revenue expansion on a monthly basis) / ARR at beginning of period
*2 Stock revenue as of Dec. 31, 2024 from billing customers as of Dec. 31, 2023 ÷ Stock revenue from Dec. 31, 2022 to Dec. 31, 2023
*3 Monthly continuation rate is indicated as "1 - churn rate." Churn rate refers to the rate of churn to the number of registered IDs. The figure indicates the 12-month average value from Dec. 31, 2023 to Dec. 31, 2024.

Business Chat Adoption Case: Medical and Nursing Care



Medical Corporation
Ryouwakai
Kakegawa Higashi Hospital—
Kikyonooka

Hiroki Miyachi, Director

医療法人社団 綾和会
掛川東病院 介護老人保健施設 桔梗の丘

Medical Corporation Ryouwakai, Kakegawa Higashi Hospital—Kikyonooka

Located in Kakegawa City, Shizuoka Prefecture, Kakegawa Higashi Hospital—Kikyonooka comprises three medical wards, two long-term care insurance facilities, and a home medical care department. Under the vision of "a community hospital that supports regional needs," the hospital provides a wide range of medical and nursing care services, helping patients from the local community return to their homes.

Link to article

Size	301〜1,000名
Industry	Medical care, nursing care, welfare
Purpose and effect	Enhance efficiency of information sharing, and collaborate with external stakeholders

The introduction of ICT solutions has drastically improved our information sharing, and increased opportunities to contribute to medical care for the local community

Challenges

- Tools to share information when collaborating with regional stakeholders were rarely used.
- It was not possible to efficiently share information related to home visits or medical settings via fax or telephone.
- It was challenging for external parties from various industries to get a hold of doctors via telephone.

Solutions

- Staff visited the offices of external partners to support the adoption of the platform.
- Adopted Chatwork for non-urgent communications, making it possible to send responses during free time.
- Assigned a dedicated Chatwork staff member to the hospital to respond to questions.

Effects

- The introduction of ICT solutions increased opportunities to contribute to medical care for the local community.
- Achieved greater efficiency in sharing of work-related information, as evidenced in part by a sharp drop in the total number of phone calls received.
- Productivity has increased by about 30% as non-urgent tasks can be handled on the move.

Business Chat Adoption Case: Manufacturing Industry



Yamamoto Seiko Co., Ltd.

Mr. Imanishi,
Production Control

YAMAMOTO
山本精工株式会社

Yamamoto Seiko Co., Ltd.

Osaka-based Yamamoto Seiko Co., Ltd. is a technical trading company and parts manufacturer with a long history (currently in its 67th year of operation). It collaborates with 250 partner companies to develop, manufacture, and ensure stable supply of components that underpin Japan's industries.

Link to article

Size	51–100 users
Industry	Manufacturing, production
Purpose and effect	Enhance efficiency of information sharing, and support mobility (usability on the go)

Rapid responses to sales and project inquiries with Chatwork!
Revenue and profit growth for three consecutive years

Challenges

■ Needed an information sharing system to reduce the burden on small and medium-sized local factories (partner companies).
■ When quality issues arose, responses were sometimes delayed.
■ Sharing information with sales section employees, who are often out of the office, proved difficult, resulting in missed opportunities.

Solutions

■ Introduced Chatwork, a simple and free tool, to facilitate interaction with partner companies.
■ Chatwork is now used to rapidly share photos and diagrams of defective parts.
■ The use of a chat system contributes to seamless information sharing with sales staff working outside the company.

Effects

■ The introduction of Chatwork, coupled with organizational reforms, has driven a 115% YoY increase in revenue.
■ Gained customer trust by establishing a fine-tuned system to immediately address quality issues.
■ Accumulated experience in how to transform the company through successive improvements.

Business Chat Adoption Case: Construction and Real Estate



Kimura Sangyo Co., Ltd.

Yoshihide Kimura,
Representative Director

木村産業株式会社

Kimura Sangyo Co., Ltd.

Kimura Sangyo Co., Ltd. was founded in the Meiji era as a blacksmith shop. Today, it engages in businesses such as civil engineering, architecture, wooden houses, and real estate. It undertakes projects that are deeply rooted in community living, ranging from public works to land search and development, and residential construction. It also handles explosives used in tunnel excavation.

Link to article

Size	1–50 users
Industry	Construction, real estate
Purpose and effect	Enhance efficiency of information sharing, and facilitate knowledge sharing

Optimal solution for construction industry, where preparation accounts for 80% of successful outcomes Sales efficiency and projects have both increased

Challenges

■ There was no organizational culture of keeping written records of communications, often leading to disputes over "who said what."
■ Private messaging systems did not allow for long-term storage, and raised concerns over potentially mixing personal and professional messages.
■ Coordination among sales staff had to be strengthened to enhance sales efficiency.

Solutions

■ Necessary information is now diligently recorded in the form of text within Chatwork.
■ Chatwork has no data storage limits and can be used exclusively for business purposes.
■ Group chats have been created for sharing information among sales staff.

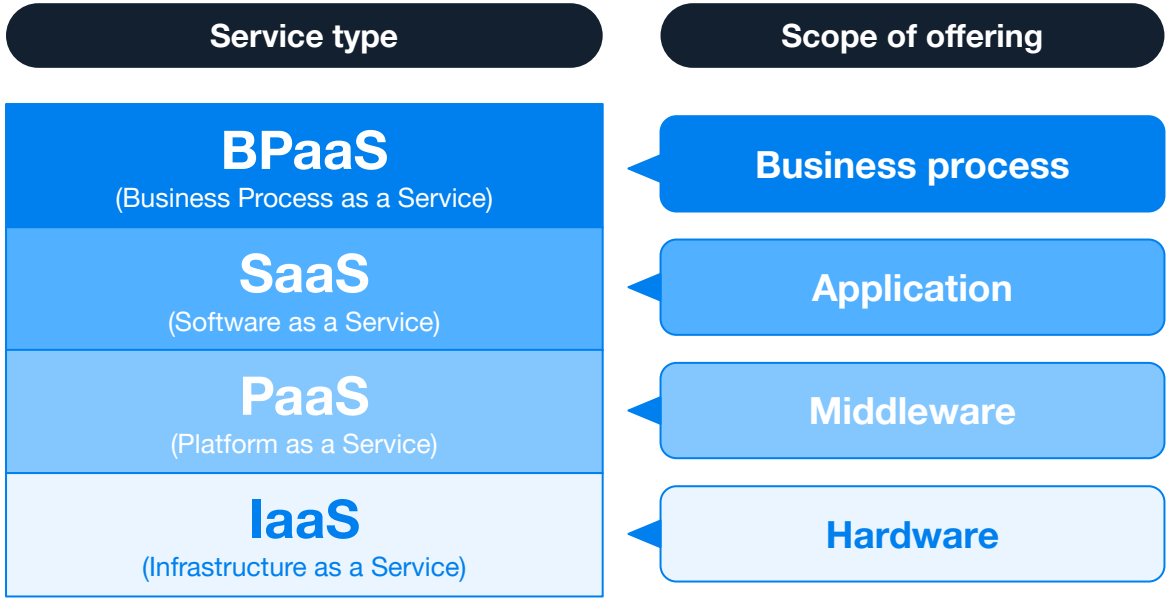
Effects

■ The use of Chatwork eliminates disputes over "who said what," facilitating accurate and speedy information sharing.
■ It is now possible to consult necessary information whenever necessary, and avoid mixing personal and professional conversations.
■ The sharing of information among sales staff has improved, leading to an increase in the number of customers visited and projects initiated.

BPaaS
（Business Process as a Service）

About BPaaS

- BPaaS is short for Business Process as a Service. Rather than just software, BPaaS is a cloud service that provides business services themselves, allowing facilitating cloud-based business process outsourcing (BPO).
- BPaaS, the next upstream layer from SaaS in cloud-based services, will be the next trend.



BPaaS is the main player in achieving DX in the majority market

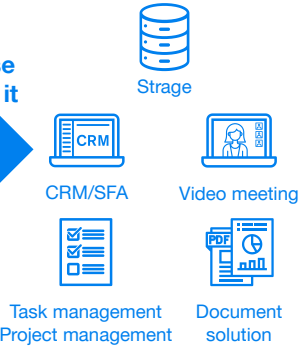
- Choosing and mastering SaaS is mainly done by advanced users who are knowledgeable about IT.
- For the majority market, which accounts for more than two-thirds of the population, it is difficult to manage and use a variety of SaaS products with different usability.
- To achieve DX in the majority market, it is effective to use BPaaS to drive DX by winding up SaaS for each business process and on behalf of customers.

SaaS

Solving business issues through DX on your own



Select and use your own use it



Users suited to SaaS

Tech-savvy early adopters in IT

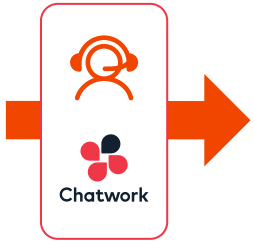
- Can select tools on their own
- Management and employees can use the tools efficiently

BPaaS

Requests for entire business process and DXing are also outsourced

Outsourcing







Users suited to BPaaS

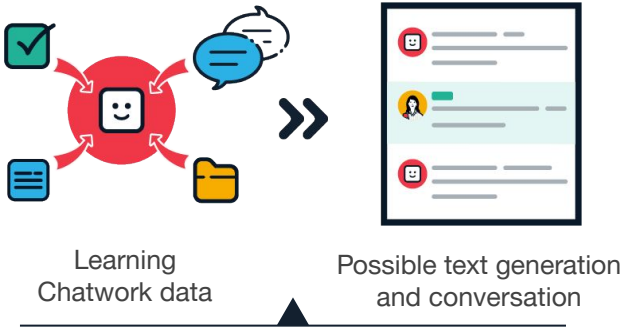
majority

- Difficulty in decision making to adopt SaaS
- Difficulty in using SaaS

The Rapid Evolution of AI and the Potential of Chatwork

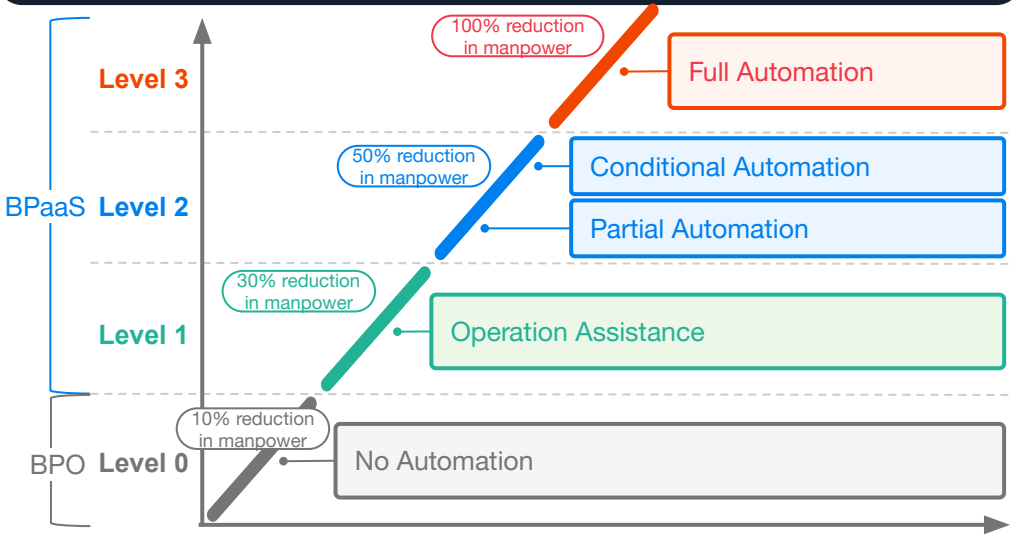
- LLM-based[*1] systems, like ChatGPT[*2], use innovative technology to enable advanced document comprehension and diverse task execution through AI.
- These innovative technologies significantly improves the value of chat services, with the potential to provide text generation and summarization based on past message data, as well as conversational capabilities with AI.
- In the future deployment of our BPaaS, we aim to dramatically improve our productivity by AI-enabling interactions and requests with users.

Image of Integration AI into Chatwork



OpenAI

Automation level of BPaaS



*1 Large Language Model (LLM) is an abbreviation for a natural language processing model that has been trained on a large amount of text data.
*2 OpenAI's conversational AI service released in November 2022. It is capable of learning from vast amounts of textual data and responding to questions in chat format, as well as performing diverse tasks using a single model.

Chatwork Assistant Service Overview

Troublesome work can be requested on Chatwork for as little as 10 hours a month and as much as you need at the time you need it.



- No recruitment or training required
- No manual required
- Can be up and running in as little as 5 business days
- Monthly fee: 35,000 yen and up

Work that can be requested

Accounting	Journalizing, bookkeeping, and invoicing
HR/labor	Attendance management and payroll
Clerical work	Data Entry/Organization,Transcription

etc
General Affairs, Sales, Secretarial, Recruitment
Translation System implementation

Contract image

Free combination of different operations

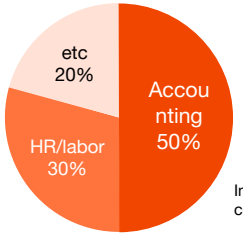


Image of business combination

High-volume requests can be handled

Example: 40 hours/month contract

Journal entries , bank transfer handling	15h
Employee time & scheduling	10h
Article writing , SNS updates	15h

Chatwork Assistant Adoption Case: Sanki Unyu Co., Ltd.



Like having an additional team member
Has exceeded expectations in handling requested tasks

Tasks assigned to Chatwork Assistant

Handling of billing operations, various surveys, preparation of materials

Contract type 6-month plan, 10 hours per month

Company profile

Sanki Unyu Co., Ltd.

Employee count

121

Business lines

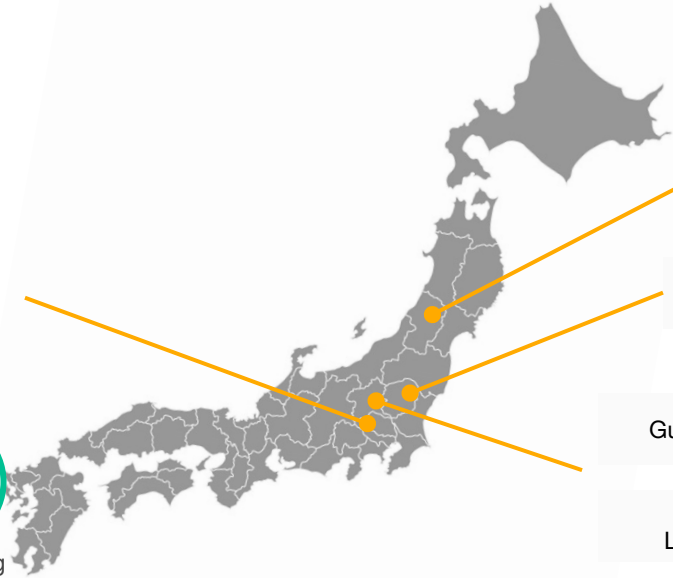
・General area truck transportation, freight transportation and handling, consolidated transportation, chartered transportation, and moving services
・Specializes in PVC pipe transportation

Chatwork Assistant Adoption Case: Sanki Unyu Co., Ltd

Challenges before adoption

- The Administration Department of Sanki Unyu Co., Ltdl, operating with a bare minimum of staff, was responsible for all back-office operations as well as the management of transportation and warehousing.
- The Administration Department created job postings, but experienced difficulties in recruiting new personnel, and urgent hiring in other departments was therefore prioritized. As a result, the department struggled to process its workload when various tasks demanded attention at the same time.

Sanki Unyu Co., Ltd. business locations

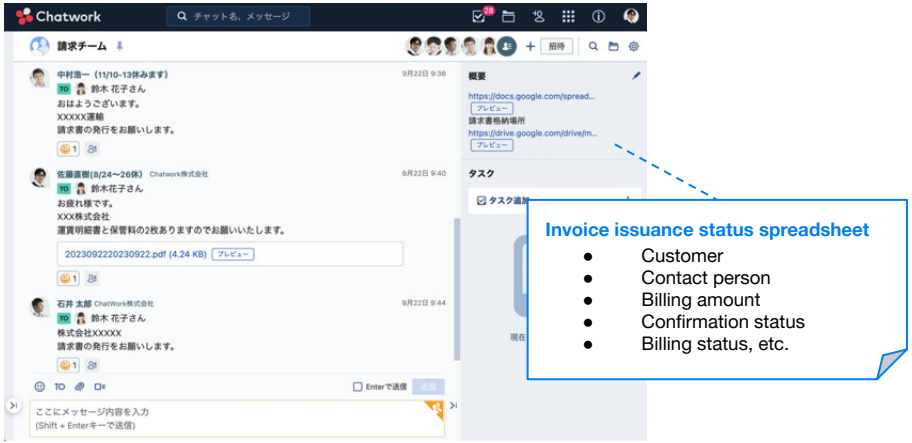


Chatwork Assistant Adoption Case: Sanki Unyu Co., Ltd

Effects after adoption

First step in digitizing operations—reduced admin work hours (freeing up 10–20 hours per month)

- The assistant was asked to handle billing operations and improve operations, and supported every step until all stakeholders could use the system effectively.
- Employees can now focus on their core duties, knowing that any issues can be solved simply by making a request to the assistant.



(Sample screenshot)

The entire billing process was visualized using Chatwork and spreadsheets, **enabling all stakeholders to confirm the latest status at any time, and thereby eliminating the time previously spent on confirmation and checks.**



Requesting party

I request support with task ○○○.

- Reach out to parties involved in billing operations, create a manual
- Organize files in cloud storage
- Create graphical representations of numerical data in internal documents
- Set up integrations with attendance system and temporary staffing contract system
- Research personnel/labor management software
- Investigate subsidy applications
- Etc.



Chatwork Assistant operator

Understood. I will handle this.

Chatwork Attendance powered by Minagin Service Overview

Achieving Legal Compliance and Business. Efficiency Cloud system with manufacturer's initial configuration.

- Attendance management system (time clocking, application approval, leave management, attendance data output, etc.)
- Initial fee: 0 yen and up
- Monthly fee: 30,000 yen and up

Retention rate

99.5%

As of 2020
User



Various imprinting methods Freely selectable

Can be used with PCs, smartphones, tablets, IC cards, and dedicated apps. PC logs can also be obtained with Win/Mac.

Compliance with laws and regulations with labor risk countermeasure function

Reporting function for each employee's paid leave utilization rate and 36 agreements.

Available without initial setup

Support for a variety of work styles and rules. Safe and on-schedule implementation without placing a burden on the person in charge.

Payroll Outsourcing Service Overview

Over 30 years of experience as a labor relations specialist. Solving your problems such as business assignments, compliance with legal changes.



・Benefit calculation, reward calculation, Web benefit details, year-end adjustment, etc.
・Initial fee: 0 yen
・Monthly fee: 30,000 yen and up

Complete follow-up system

A team of 4 to 5 people ensures a reliable response. We have multiple backup members, so you can rest assured that we will be there for you in the event of an emergency.

Comprehensive labor support

We also own a labor and management company and can perform various procedures on your behalf. employment regulations and other rules and regulations.

Various options available

Year-end adjustment, including responding to inquiries from employees. We can also respond to My Number correspondence, resident tax updates, etc.

* Our Customers' Satisfaction Survey for FY2022 Satisfaction Survey

Labor Management Package Service Overview

All labor management tasks can be entrusted to us.
Package service limited to less than 100 employees.



- Attendance management system, Web payroll, payroll calculation
- Initial fee: 0 yen
- Monthly fee: 60,000 yen and up

A wide range of support is available through group companies

All aspects of labor management are covered, including attendance management system, web-based payroll, payroll calculation.

Our all-in-one service allows you to Reduce your company's man-hours

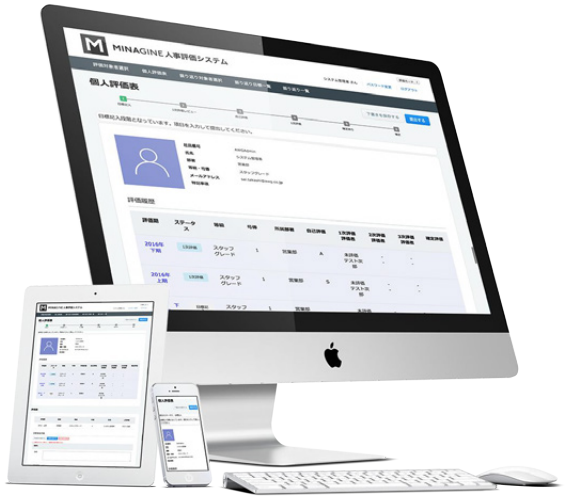
We handle everything from time and attendance data acquisition to payslip uploading! You can also view web payslips in the same system.

Easy to get started Reliable fee structure

No initial cost & simple monthly fee. Many first-time outsourcing companies apply. Additional options are also available.

Personnel Evaluation System Service Overview

Cloud System Specializing in Personnel evaluation functions. From paper and Excel to centralized management of the evaluation process.



・Personnel evaluation system
(evaluation progress management, data storage, sheet output, etc.)
・Initial fee: varies depending on the number of employees
・Monthly fee: 10,000 yen and up

Systematization Reduction of man-hours

The system can be completed from goal setting to evaluation. Distribution and tabulation of evaluation sheets Reduction of man-hours for evaluation sheets

Evaluation progress and past data at a glance

Past data is stored in the system and can be used for human resource development. Past data is stored in the system and evaluation results can be utilized for human resource development.

System that pursues ease of use and cost Easy-to-use and cost-effective system

We offer a simple and affordable system. We also offer excellent support through our support desk.

Personnel Evaluation System Development/ Operation Support Service Overview

Simple HR evaluation system built in a short period of time.
Accompanying operational support for peace of mind.

みんなの人事評価

・Support for establishment and operation of personnel evaluation system, All personnel evaluation system
・Price: Varies depending on the desired service and number of people

Establishment of personnel evaluation system

Three core systems for grading, compensation, and evaluation systems were built. Speedy construction in about 3 months and the flexibility of a tailor-made system.

Operational Support

We provide not only construction but also operational support. We provide training and support at a pace of once a month to help you establish your business.

Personnel Evaluation System

Complete from goal setting to evaluation. Cloud system that can be used via PC/smartphone. This is a cloud system that can be used via PC/smartphone.

Full Year of FY 2024 Results

07 | Sustainability

kubell

A society where everyone enjoys working and where creativity abounds



Our mission is "making work more fun and creative." People spend much of their lives working, and that time should not be spent only to earn money. We want to create a society that enables as many people as possible to enjoy their work more and express their creativity fully and freely to achieve their dreams and aspirations.

We believe that more people will work to actively achieve their dreams and aspirations, which will enrich their lives and lead to value creation that will transform our society into one that is more prosperous and sustainable.

Achieving this sustainability vision requires collaboration with our stakeholders, and we are committed to co-creating a sustainable society together.

The Value Creation Process

A society where everyone enjoys working and where creativity abounds

Management capital

Financial capital

Financial Base and Growth Investments to Accelerate Growth

Intellectual capital

Sophisticated knowledge of SMEs

Human capital

Highly specialized product organization

Social relationship capital

External network for development and operation

Natural capital

CO2 emissions from electricity consumed by cloud servers

Key issues

Identified 11 key issues

Creating social value through business



Issues related to strengthening the foundation for value creation



Helping to resolve social issues on a global scale



Growth strategy

Promote further adoption and utilization of Chatwork
Use platform to support DX promotion
Reinforce value creation infrastructure

kubell

Strengths of Chatwork organization

- **Mission-driven**
- **Structured strategy and operations**
- **A workplace with growth opportunities**

Our Vision (2030)

Create a business super app

Support DX promotion (mainly among SMEs) and help them improve productivity

Main KPIs for 2030

Provide value to society

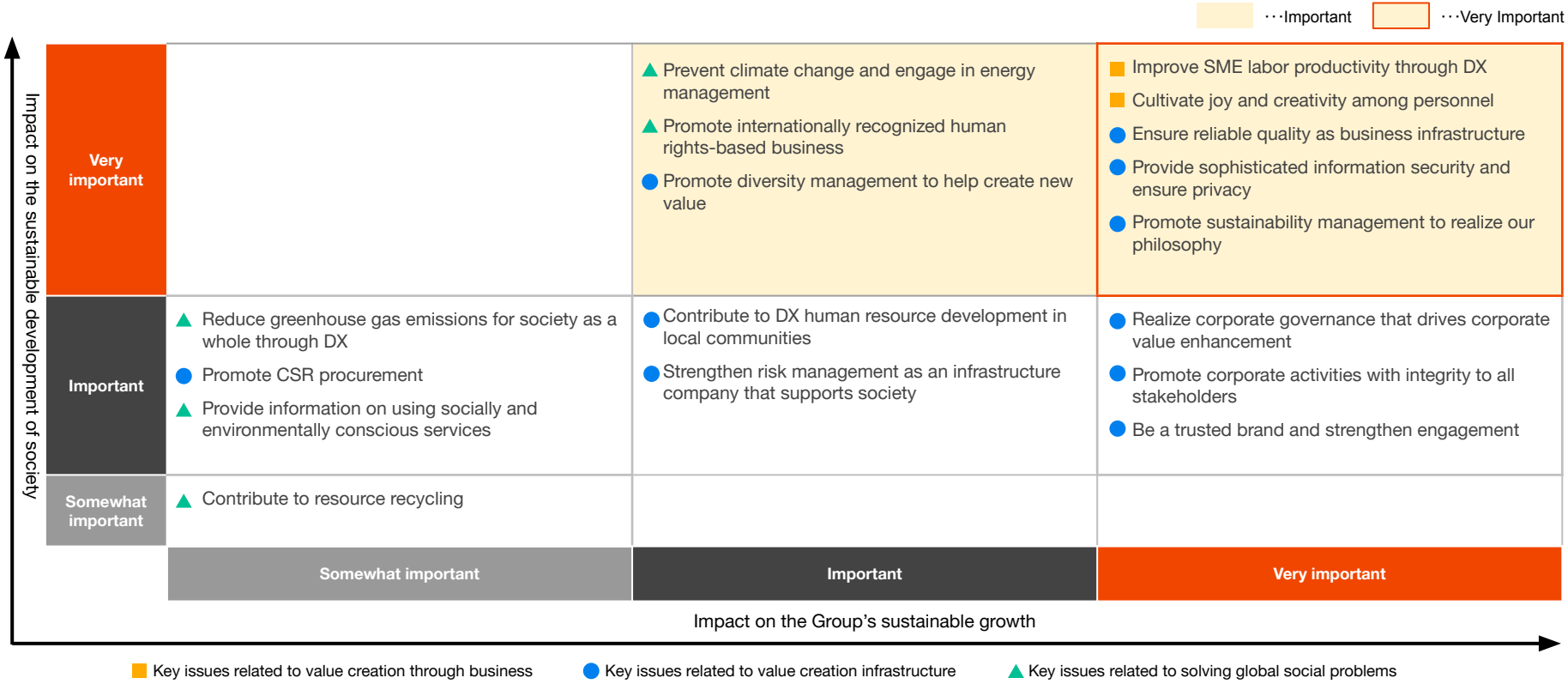
- Number of SMEs in Japan using the DX promotion platform: 1MM companies
- Reduce CO_2 emissions (Scope 1+2) to net zero
- Use 100% renewable energy to power operations (Scope 2)

Create value for the company

- Improve employee job satisfaction
- Enhance brand value

Materiality (Key Issues) for Realizing the Mission

- To realize our mission, we have identified key issues that the Group needs to address over the medium to long term on both the financial and non-financial fronts. We have defined “11 key issues for realizing our mission and vision.”



Actions and KPIs Leading to 2030 Goals

- Listed below are the actions and KPIs leading to 2030 goals corresponding to key issues that were identified as being “very important” for both society and the Company.

Category	Key issues	Actions and KPIs leading to 2030 goals
Social value creation through business	Improving labor productivity at SMEs through DX	Number of Japanese SMEs using our business platform: more than 1 million
	Creating human resources who can work in a fun and creative way	Credo ambassadors educate employees about our values Conduct engagement surveys
Enhancement of value creation infrastructur	Ensuring reliable quality as business infrastructure	System uptime for IT services provided: 99.5% or higher on an ongoing basis
	Advanced information security and privacy protection	Enhanced security management across the entire company Critical security incidents: 0
	Conducting sustainability management to achieve the corporate philosophy	Training for basic sustainability and ESG Training for new employees on kubell Sustainability Initiatives

Sustainability Website



kubell Sustainability Website

We are pleased to announce that we have launched a sustainability website to inform our stakeholders about our environmental, social, and governance (ESG) initiatives to realize a sustainable society.

As stated in our Sustainability Vision, of being "A society where everyone enjoys working and where creativity abounds," we are determined to contribute to the realization of a sustainable society together with our stakeholders by taking social issues seriously and sincerely addressing the key issues we have identified. Please have a look.

URL

https://www.kubell.com/en/sustainability/

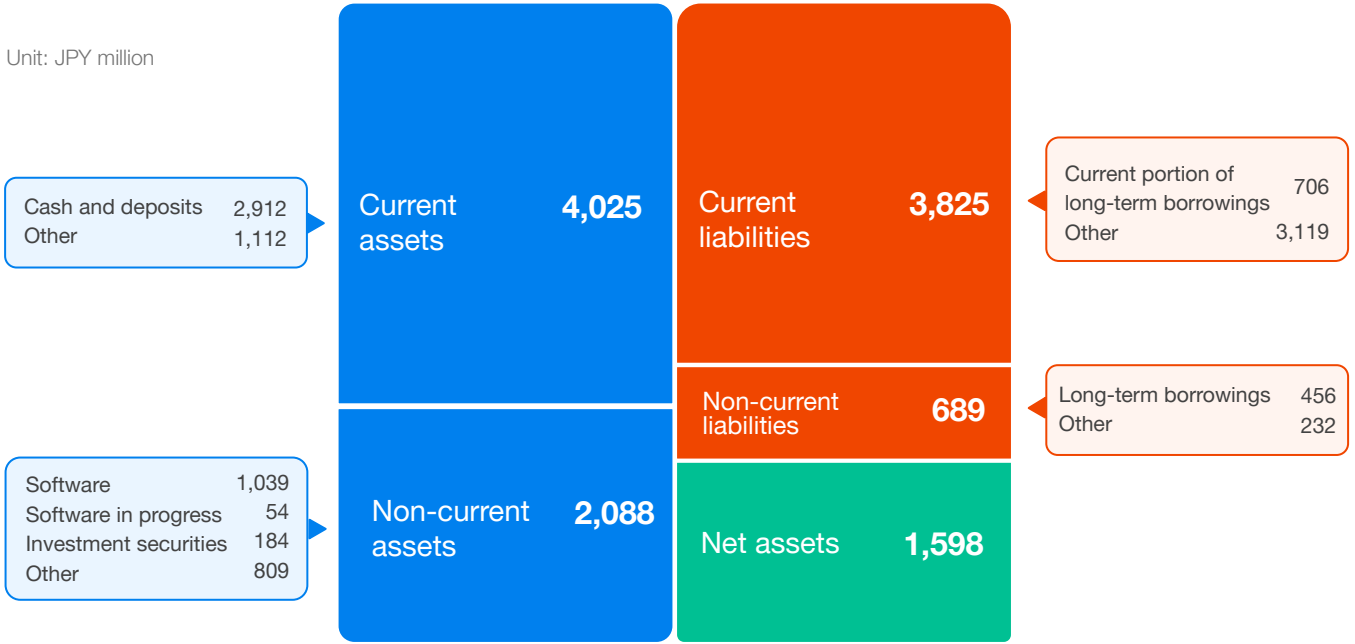
Full Year of FY 2024 Results

08 | Appendix

kubell

Balance Sheet

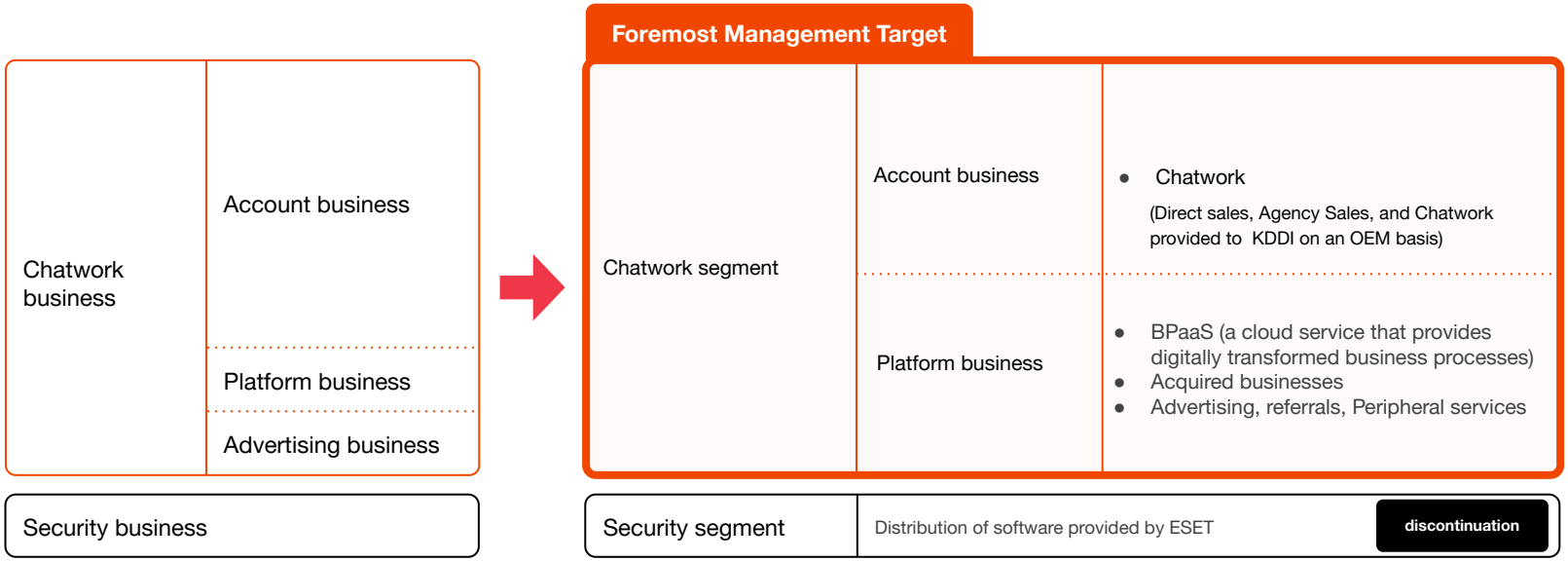
- Continued positive EBITDA and achieving operating profit have increased cash and deposits, improving the financial foundation.
- Fixed assets decreased due to impairment of goodwill and other fixed assets.



* as of the end of December 2024

Our Business Segments

- The cloud storage business, which we acquired in July, entered the scope of consolidation in Q3 2021. As a result, we have revised our business segments as shown below.
- The cloud storage business and MINAGINE Co., Ltd.'s business acquired through M&A are incorporated (as a peripheral business) into the Chatwork segment's platform business.
- Our foremost management target is revenue growth in the Chatwork segment, which will achieve a CAGR of 40% or more between 2021 and 2024.



*1 Currently indicates the cloud storage business and MINAGINE Co., Ltd.'s business

Terminology

ARPU Average Revenue Per User

Average amount of revenue per paying ID

ARR Annual Recurring Revenue

Monthly recurring revenue multiplied by 12

DAU Daily Active User

People using the service each day

Subscription

A fixed fee paid for content and services

NRR Net Revenue Retention Rate

A sales retention ratio, indicating whether customer sales are maintained year to year

TAM Total Addressable Market

Maximum potential market size

Super app

An integrated app that can be used in a number of situations by integrating various functions into a single app that serves as a platform

LTV/CAC

Indicators of the profitability of acquiring one user:
Lifetime value (LTV) is the revenue generated during a customer lifespan, and customer acquisition cost (CAC) is the cost of acquiring one new customer.

SaaS Software as a Service

Software services provided via the cloud

Horizontal SaaS

SaaS that can be used regardless of industry

Vertical SaaS

SaaS for a specific industry

PLG Product-Led Growth

A highly efficient SaaS growth strategy for using products to acquire customers

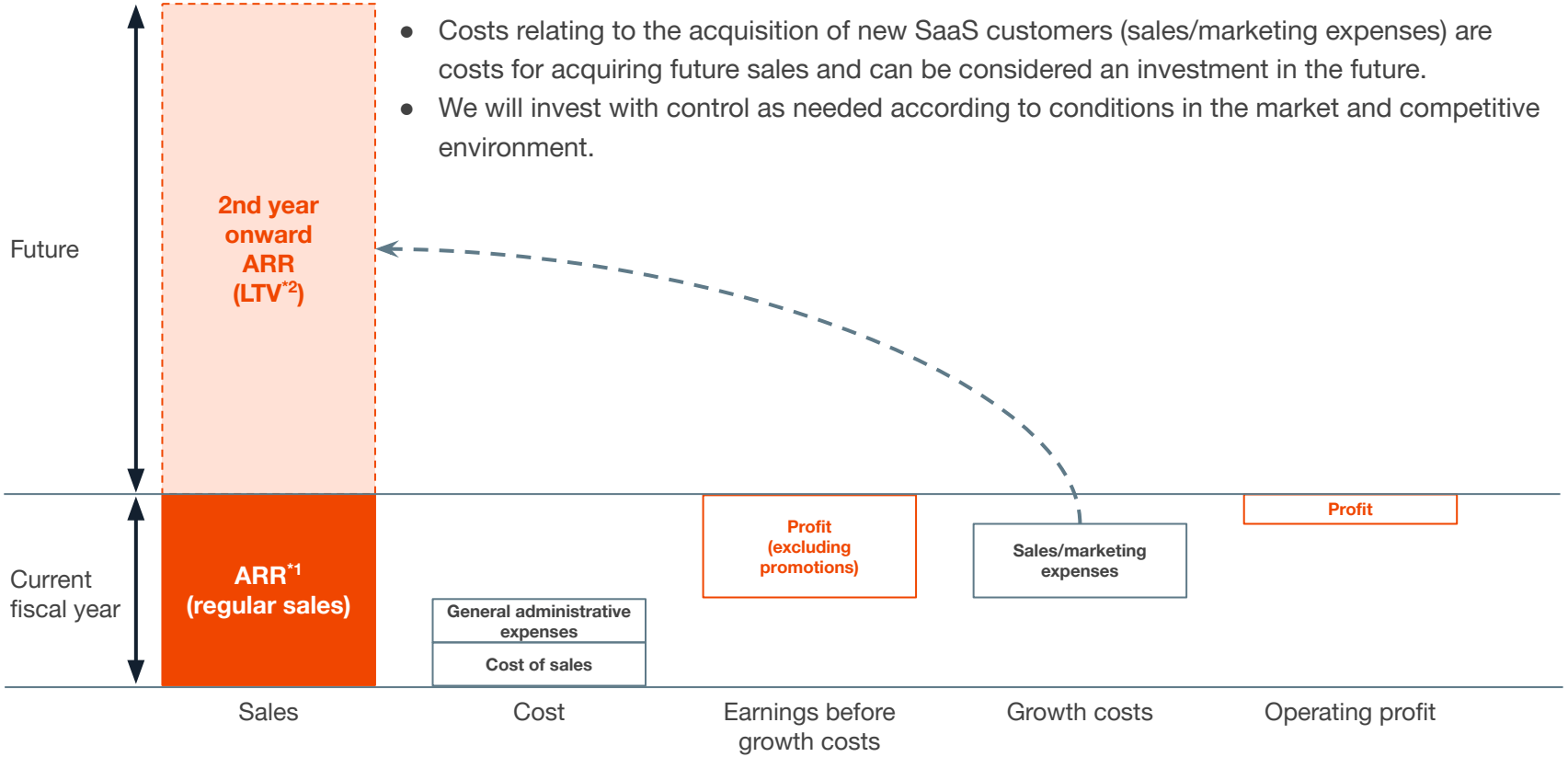
Historical Changes in Price and Plan Revisions

- Since the service launch in April 2011, we have consistently implemented pricing and plan revisions with the aim of improving convenience and service quality.
- Moving forward, we will continue to consider appropriate measures aligned with the value provided to our users.

August, 2024	Changes to Free Plan Services: -Remove the limit on the number of browsing restrictions -Increase storage -Add limit on number of contacts
July, 2023	Pricing Revisions for Business Plan and Enterprise Plan: - Apply new fees to all users, including existing ones
October, 2022	Changes to Free Plan Services: -Remove the limit on the number of group chats -Introduce browsing restrictions
August, 2022	Integration of Personal Plan into Business Plan: -Discontinue individual paid plans -Transition users with payment failures and account suspensions to the Free Plan
October, 2021	Discontinuation of the previous KDDI Chatwork plan
July, 2021	Old plan discontinuation / Change in group chat restrictions
February, 2021	Plan integration
April, 2020	Discontinuation of the previous plan
February, 2020	Pricing revisions
April, 2016	Pricing revisions
April, 2011	Service launch

Cost Structure: Investment Principle

- Costs relating to the acquisition of new SaaS customers (sales/marketing expenses) are costs for acquiring future sales and can be considered an investment in the future.
- We will invest with control as needed according to conditions in the market and competitive environment.



*1 Annual recurring revenue (ARR) is the value of the contracted recurring revenue components of term subscriptions normalized to a one-year period.
*2 Life time value (LTV) is an estimate of the average revenue that a customer will generate throughout their lifespan as a customer.

Chatwork's Ideals

Get enthused about work

We want to make work more exciting and inspiring, revitalizing the workplaces through more invigorating communications.

We cultivate a solid understanding of how people work and facilitate a working style that is unfettered by the constraints of time or location.





"Change starts with Chatwork."

We released a brand movie expressing our desire to be an activator of business by guiding the success of each person with the power of technology

https://youtu.be/3NHp8caltK0

Shareholder Benefit Plan

We aim to increase understanding of our company as more people use our services and encourage their long-term support for the company’s growth.



Shareholder eligibility

- People who have held shares continuously for two record dates (six months) in the company’s shareholder register, each year as of June 30 and December 31.
- Shareholders registered as holding at least one share unit (100 shares).

Benefit details

- Shareholders can receive one ID per shareholder number for our paid personal plan[*1].
- The monthly fee is waived as long as the party continues to hold the company’s shares.

*1 Although we no longer offer the paid personal plan, due to our integration of the personal plan into the business plan, we will continue to offer this plan to shareholders.

CEO



Masaki Yamamoto, CEO

Masaki Yamamoto founded EC studio (currently kubell Co., Ltd.) in 2000 while still enrolled in university. Since then, he has been involved in developing a wide range of services as CTO in charge of technology, planning and release of Chatwork, a cloud-based business chat tool, in March 2011. Along with leading development of the tool as an engineer, he has grown it into the company's core business in his role as executive officer. In June 2018, he was appointed CEO of kubell Co., Ltd.
He was awarded the Venture Manager Prize at the 45th Keizaikai Grand Prix.

Strengths as CEO

- Involved with the company's core product, Chatwork, from the outset as a planner, developer and executive officer
- As a board member since founding, has overseen various aspects of the company, including technological development, business operations, and corporate affairs
- **As a CEO with technological expertise**, capable of making decisions based on an in-depth understanding of technological trends.

Director & Senior Executive Officer



Naoki Inoue, Director & Senior Executive Officer, CFO

Naoki Inoue is a graduate of Waseda University. After holding positions at strategic consulting firm Roland Berger, Dell, and other companies, he joined Recruit in 2008 and was involved in new business development and M&A. Having supervised the acquisition of Indeed in 2012, he was assigned to the U.S. to handle post-merger integration (PMI). In 2015, he was assigned to the U.K. to supervise PMI following the acquisition of Treadwell. In November 2017, after returning to Japan, he joined Chatwork Co., Ltd.(currently kubell Co., Ltd.) as CFO. He was appointed as director and CFO in March 2019. In October 2023, he was appointed Director & Senior Executive Officer, CFO.



Shoji Fukuda, Director & Senior Executive Officer, COO

Shoji Fukuda joined ITOCHU Corporation in 2004, where he was engaged in new business development and investment operations related to the Internet. In 2013, he joined SMS where he supervised the entire nursing care area centering on Kaipoke, a management support service for nursing care operators, and Kaigo Job, a recruitment and career change information service for nursing care workers. In 2018, he was appointed as executive officer of the company. In January 2019, he became an external director of Chatwork Co., Ltd.(currently kubell Co., Ltd.). He joined kubell Co., Ltd. in April 2020. Following appointment as executive officer, CSO, and the general manager of Business Headquarters in July 2020, he was appointed director and COO in April 2022, and Director & Senior Executive Officer, COO in October 2023.

Executive Officer



Masaaki Tobimoto, Senior Executive Officer, CHRO and & Senior Vice President of People & Brand Division

After working in marketing for a major automobile manufacturer, Mr. Tobimoto went on to obtain an MBA from Kyoto University's graduate school before joining a major foreign consulting firm. After providing management support to several venture companies, he joined TORIDOLL Holdings Corporation in 2018, where he led the group's overall organizational and human resource strategy. In 2019, we was appointed to the position of executive officer, CHRO, and general manager of the management strategy division. In October 2023, Mr. Tobimoto became senior executive officer and CHRO of Chatwork Co., Ltd.(currently kubell Co., Ltd.)



Kentaro Iwamoto, Executive Officer & Senior Vice President of Communication Platform Division

After graduating from university, Kentaro Iwamoto joined Keyence Corporation, where he worked in sales. He then held leadership positions overseeing multiple departments at Amazon Japan. Following that, he served as the president and CEO of a subsidiary at M3, returned to Amazon Japan as a director and senior vice president of Business, and later held the position of senior executive officer at DMM. In August 2024, he joined kubell Co., Ltd. In January 2025, he was appointed to the position of executive officer and is in charge of communication platform.



Yuki Tanaka, Executive Officer & Deputy Senior Vice President of Communication Platform Division

After developing web-based systems for a system integrator, Mr. Tanaka joined Chatwork Co., Ltd.(currently kubell Co., Ltd.) in 2013. He has been in charge of numerous projects including web front-end development for UI renewal projects, REST API development for external use, and message search server renewal. Later, as an engineering manager, gained management experience across a wide range of product areas. He became senior vice president of the Product Division in March 2023, and in October 2023 he was appointed to the position of executive officer. In August 2024, he was appointed to the position of deputy senior vice president of communication platform.



Ryoichi Okada, Executive Officer & Senior Vice President of BPaaS Division

After working for Showa Leasing Co., Ltd., Mr. Okada joined the Rakuten Group, Inc. There, he took part in the launch of an e-commerce business in the BtoB domain and gained business management experience. He then moved to SMS Co., Ltd., where he was active in business development. In April 2017, took charge of Kaipoke, driving SMS's elderly care operators business. He joined Chatwork Co., Ltd.(currently kubell Co., Ltd.) in May 2022. In January 2023, he became senior vice president of the Incubation Division, and in October 2023 he was appointed to the position of executive officer. From April 2024, he manages BPaaS Division.

Executive Officer



Go Kiritani, Executive Officer & Senior Vice President of Incubation Division

He joined a power-related venture startup in its founding phase while still in university, where he was involved in establishing joint ventures and launching multiple businesses, and his contribution made the company unicorn. Later, he transitioned to ABEJA, an AI venture, where he served as the head of data-related services. In October 2020, he joined Chatwork Co., Ltd.(currently kubell Co., Ltd.), led the promotion of BPaaS as a unit manager. In January 2024, he was appointed as an executive officer and head of the Incubation Department. He is responsible for new business promotion and R&D.



Shinya Saito, Executive Officer & Senior Vice President of People Division

After working for a consulting firm and DeNA Co., Ltd., Mr. Saito started his own business in 2014. He developed this business, which focused on supporting the business development of small and medium-sized enterprises. He then joined ZUU Co., Ltd. in 2018, where he oversaw corporate activities as an executive officer. He joined Chatwork Co., Ltd.(currently kubell Co., Ltd.) in 2020. In January 2023, he became senior vice president of the Communication Platform Division, and in October 2023 he was appointed to the position of executive officer. From January 2025, he manages People Division.



Shinsuke Hase, Executive Officer & Senior Vice President of Administration Division

After working at a real estate company and a consulting firm, in 2013 Mr. Hase joined Oisix Inc. (now Oisix Ra Daichi Inc.) where, as the head of the finance and accounting department, promoted M&A and PMI. In 2019, he moved to Japan Post Capital Co., Ltd., where he invested in several companies as part of the investment department. In December 2022, he joined Chatwork Co., Ltd.(currently kubell Co., Ltd.) as senior vice president of the Administrative Division, and in October 2023 he was appointed to the position of executive officer.



Gen Sawaguchi, Executive Officer & Senior Vice President of Management Planning Division

After gaining experience in corporate revitalization consulting, M&A advisory services, and M&A and management planning (at a major telecommunications company), Mr. Sawaguchi was involved in the management of several venture companies. He held positions such as director & COO and business manager at food delivery service provider Star Festival Inc., online negotiation system provider bellFace Inc., and healthcare startup CUC Inc. In February 2024, he joined Chatwork Co., Ltd.(currently kubell Co., Ltd.) as the head of the Management Planning Office, and was appointed as an executive officer in March of the same year.

Outside Directors and Audit Committee Member



Tomohiro Miyasaka Outside Director

Through SBI Holdings, the financial holding company of a comprehensive internet-based financial group, in 2006 Mr. Miyasaka was involved in the launch of the current SBI Sumishin Net Bank (investors: Sumitomo Trust and Banking and the SBI Group). He joined GMO VenturePartners in 2008, becoming a director and partner in 2012. In March 2021, he was appointed as an outside director of kubell Co., Ltd.



Akiko Kumakura Outside Director (Full-time Audit Committee Member)

In 2003, Ms. Kumakura joined Asahi Audit Corporation (now KPMG AZSA LLC), where she primarily engaged in accounting audits and IPO support services. After leaving that company, she provided internal audit, internal control evaluation support, and other services, and opened the Kumakura Certified Public Accountant Office in 2017. In the same year, she became an outside auditor at Bank of Innovation, Inc. In 2019, she was appointed as an outside director and a member of the Audit & Supervisory Committee at the same company. Thereafter, she became an outside auditor at GiXo Ltd. in 2020, and an outside director at Yaruki Switch Group Holdings Co., Ltd. in 2022.

Outside Directors and Audit Committee Member



Masayuki Murata Outside Director/Audit Committee Member

Mr. Murata joined the Osaka Securities Exchange in 1991. He was appointed executive officer in 2003 and was responsible for the launch of the OSE Hercules market. After the Osaka Securities Exchange and the Tokyo Stock Exchange merged, in June 2013 he was appointed as an executive officer of the Tokyo Stock Exchange, where he was in charge of the listing promotion division. In April 2018, he established Public Gate LLC to provide mentoring to management teams aiming to take their companies public. In March 2019, he was appointed as a part-time Audit & Supervisory Board member of kubell Co., Ltd.



Akenobu Hayakawa Outside Director/Audit Committee Member

Belonged to Nakajima Transactional Law Office since 2005. Became a partner of the same office in 2010. Established HAYAKAWA BUSINESS LAW OFFICE in 2015. Appointed as an outside auditor of HENNGE Co., Ltd. in 2018, and of MonsterLabo Holdings Inc. in 2020. Engages in business activities mainly focusing on consulting for corporate governance and risk management in listed companies, as well as supporting growth strategies for venture companies.



Fumiyuki Fukushima Outside Director/Audit Committee Member

In 2005, joined Koyou Audit Corporation. Joined KPMG AZSA LLC, a limited liability company, in 2006 and engaged in IPO support, internal control audits, financial due diligence, and other related tasks. In 2014, appointed as a full-time auditor of Mercari, Inc., which was in its second year of establishment, and established management and internal control systems to support the company's growth. In January 2020, appointed as an auditor of Findy, Inc., and in May 2022, appointed as an auditor of Kashima Antlers Football Club, Inc.

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