Fiscal Year Ended September 30, 2026

Financial Results Briefing Materials

Plus Alpha Consulting Co., Ltd.

Tokyo Stock Exchange Prime | 4071

November 11, 2026

Contents

01 Overview of Financial Results for the Fiscal Year Ended September 30, 2026 P.3

02 Overview by Segment P.13

03 Topics P.23

04 Earnings forecasts for the fiscal year ending September 30, 2027 P.31

05 Medium-term Management Policy P.37

06 Shareholder return policy P.41

07 Reference materials P.44

- Company outline
- HR Solutions business overview
- Marketing solutions business overview

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Executive Summary

- **Net sales increased by 12.8% and operating profit increased by 18.1%, with high growth continuing in the fiscal year ended September 30, 2026**

Financial results for the fiscal year ended September 30, 2026

Companywide

Net sales

19,277 million yen

(YoY change +12.8%)

Operationg profit

7,531 million yen

(YoY change +18.1%)

- Continued stable increase in sales and also achieved a significant increase in profit
- Sales increased while costs were contained, significantly boosting profit margins and improving profitability

HR solutions

Net sales

15,697 million yen

(YoY change +18.5%)

Operationg profit

7,711 million yen

(YoY change +30.0%)

- Recurring revenue increased through customer acquisition and rising ARPU, and consulting sales, an area of focus, also increased significantly
- We are maintaining high profit margins while controlling marketing expenses
- We are currently promoting expanded sales to a broad range of customers through partner collaborations

Marketing Solutions

Net sales

3,580 million yen

(YoY change -6.8%)

Operationg profit

1,319 million yen

(YoY change -22.8%)

- Visualization Engine cancellations remain high, and net sales have decreased due to a reduction in active users
- Although operating profit declined, the segment maintained a high level of profitability, with an operating profit margin of 36.9%

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01

Overview of Financial Results for the Fiscal Year Ended September 30, 2026

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Summary of the Fiscal Year Ended September 30, 2026

- **ARR continues to expand due to the increase in the number of customers, led by HR Solutions, and the rise in ARPU**
- **Profit margins rose while also sustaining increases in sales and profit, thereby realizing a more profitable business**

Net sales

19,277 Million yen

YoY change **+12.8%**
(FY2025 4Q: 17,084 million yen)

Operating profit

7,531 Million yen

YoY change **+18.1%**
(FY2025 4Q: 6,378 million yen)

Operating profit margin

39.1%

YoY change **+1.7 pt**
(FY2025 4Q: 37.3%)

Number of users (end of 4Q)

3,126 cases

HR	MS
2,428cases	698cases

YoY change +225 cases

ARR (end of FY2026 4Q)

16,913 Million yen

HR	MS
13,623Million yen	3,290Million yen

YoY change +10.4%

ARPU (end of 4Q)

453 thousand yen

HR	MS
470thousand yen	393thousand yen

YoY change **+2.8%**

The number of customers, ARR, and ARPU are the total values for Visualization Engine, Customer Rings, Talent Palette, Yorisol, AI PlusTalk, R-Shift, and R-Kintai

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Companywide Results

In FY2026 4Q, net sales increased by 14.4% and operating profit margin remained high at 41.1%.

(Million yen)	4Q			Fiscal Year Ended September 30, 2026			FY2026 full year plan	Progress
	FY2025 results	FY2026 results	YoY change	FY2025 results	FY2026 results	YoY change		
Net sales	4,603	**5,266**	+14.4%	17,084	**19,277**	+12.8%	19,500	98.9%
Cost of sales	1,312	**1,600**	+22.0%	4,756	**5,773**	+21.4%	–	–
Gross profit	3,291	**3,666**	+11.4%	12,327	**13,504**	+9.5%	–	–
Selling, general and administrative expenses	1,343	**1,503**	+11.9%	5,948	**5,972**	+0.4%	–	–
Operating profit	1,948	**2,163**	+11.0%	6,378	**7,531**	+18.1%	7,500	100.4%
Operating profit margin	42.3%	**41.1%**	–	37.3%	**39.1%**	–	38.5%	–
Ordinary profit	1,946	**2,167**	+11.4%	6,320	**7,526**	+19.1%	7,500	100.4%
Profit ※	298	**1,640**	+449.3%	3,258	**5,308**	+62.9%	5,200	102.1%

* Net profit for the fourth quarter and the full fiscal year ended September 30, 2025 reflects the impact of extraordinary losses (1,154 million yen) due to impairment of goodwill and other assets relating to Grow Up and Attack.

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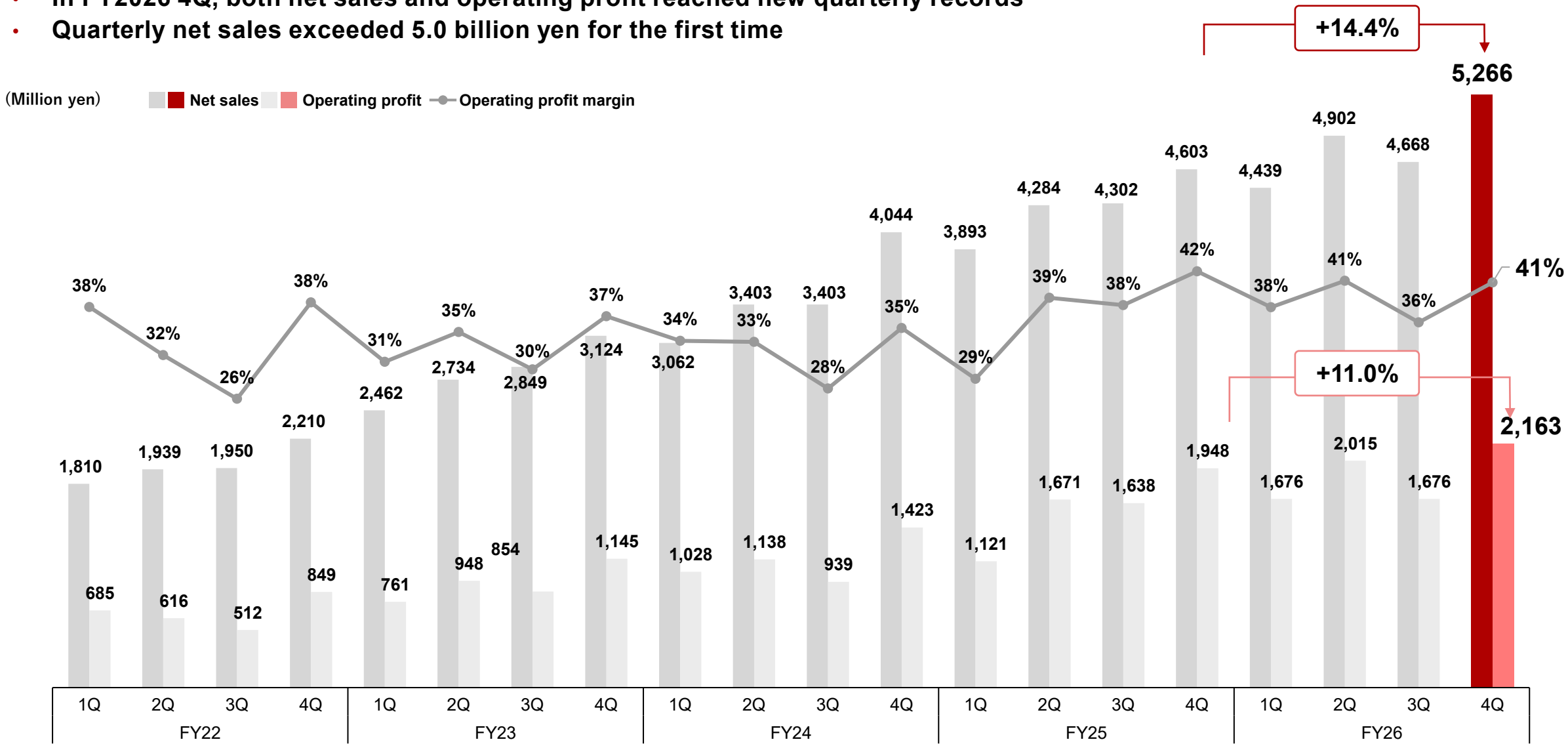
Quarterly Net Sales and Operating Profit

- In FY2026 4Q, both net sales and operating profit reached new quarterly records
- Quarterly net sales exceeded 5.0 billion yen for the first time



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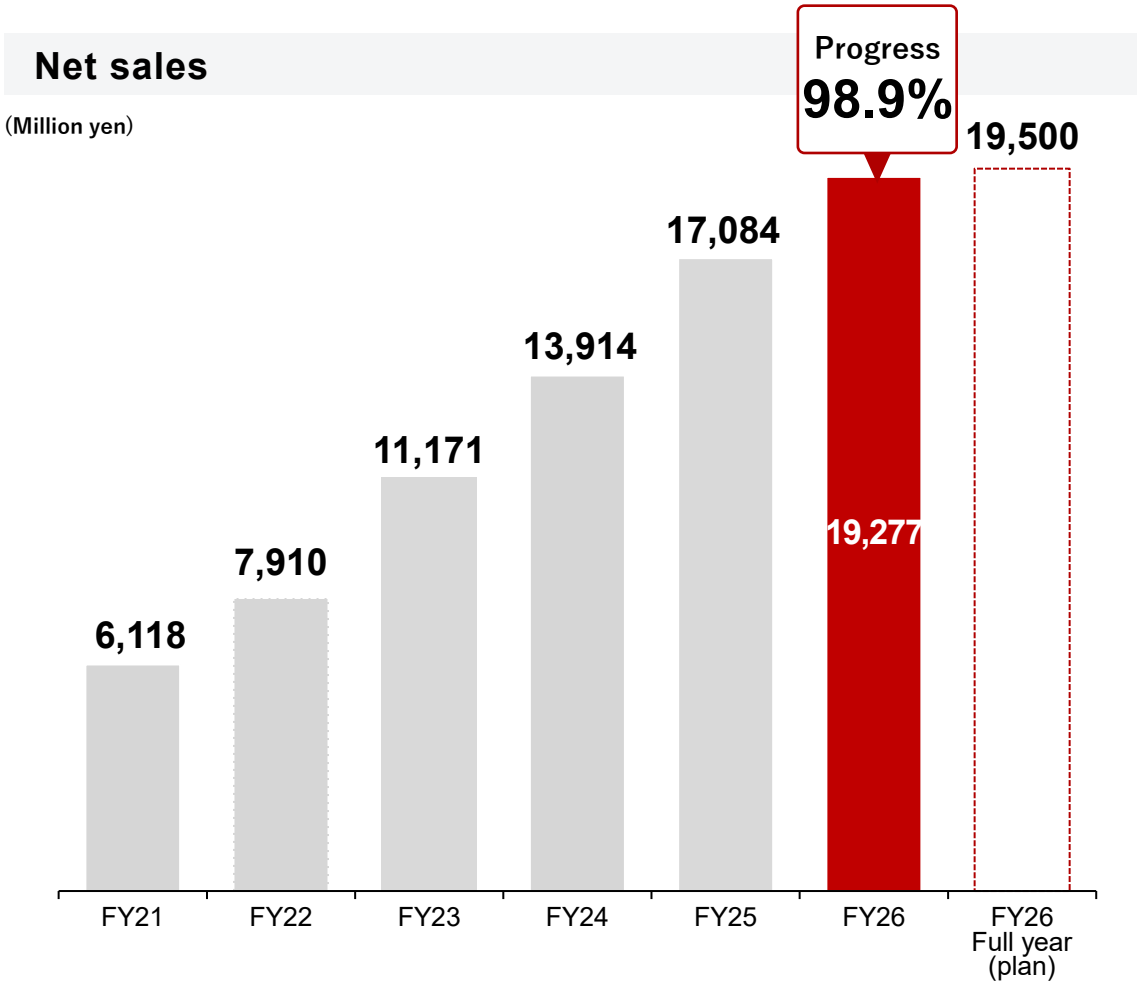
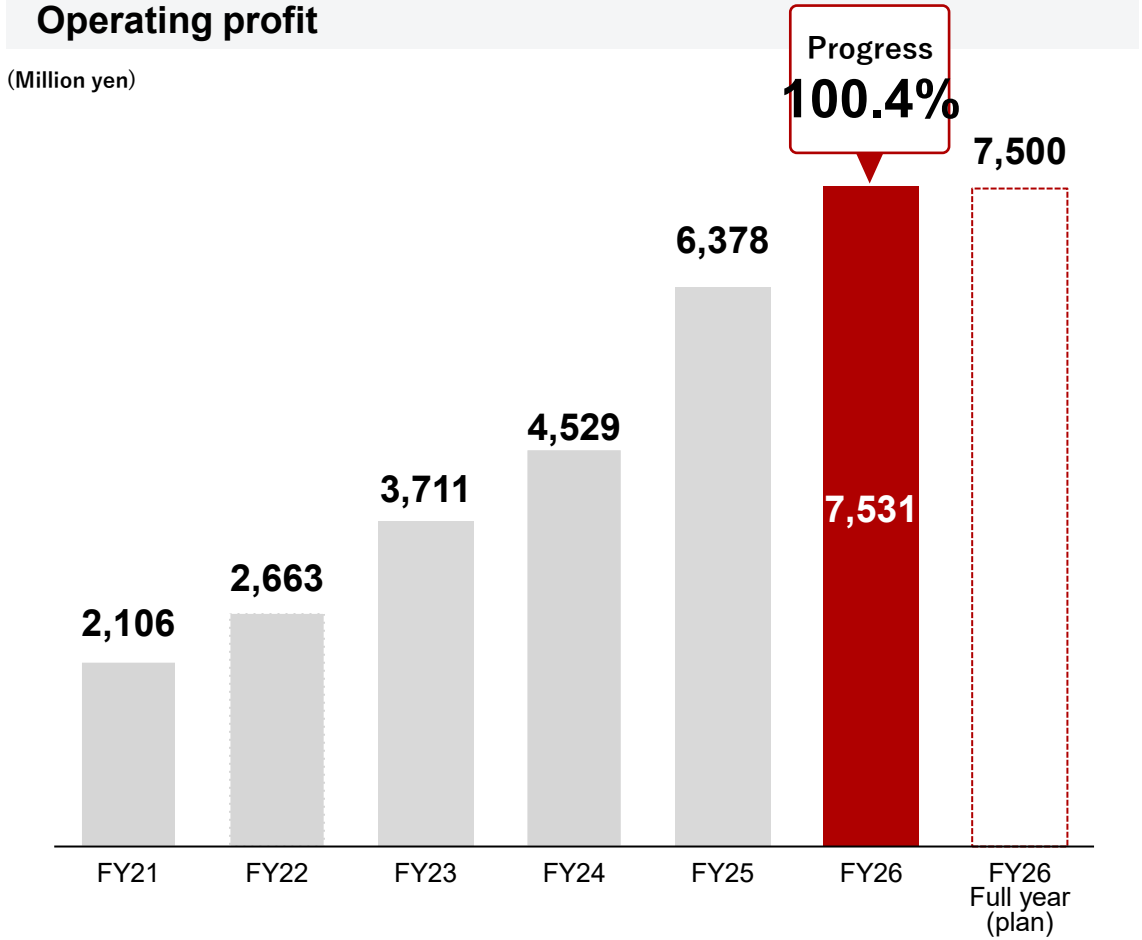
Full-Year Net Sales and Operating Profit

- **Results were broadly in line with the full-year forecast, with net sales reaching 98.9% and operating profit reaching 100.4% of the forecast**

Net sales



Operating profit



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Financial Results by Segment

The increase in net sales in HR Solutions and rise in profitability contributed to the increase in operating profit

	(Million yen)	FY2025 4Q results	FY2026 4Q results	YoY change
HR solution	Net sales	13,244	**15,697**	+18.5%
	Operating profit	5,930	**7,711**	+30.0%
	Operating profit margin	44.8%	**49.1%**	–
Marketing solution	Net sales	3,839	**3,580**	−6.8%
	Operating profit	1,709	**1,319**	−22.8%
	Operating profit margin	44.5%	**36.9%**	–

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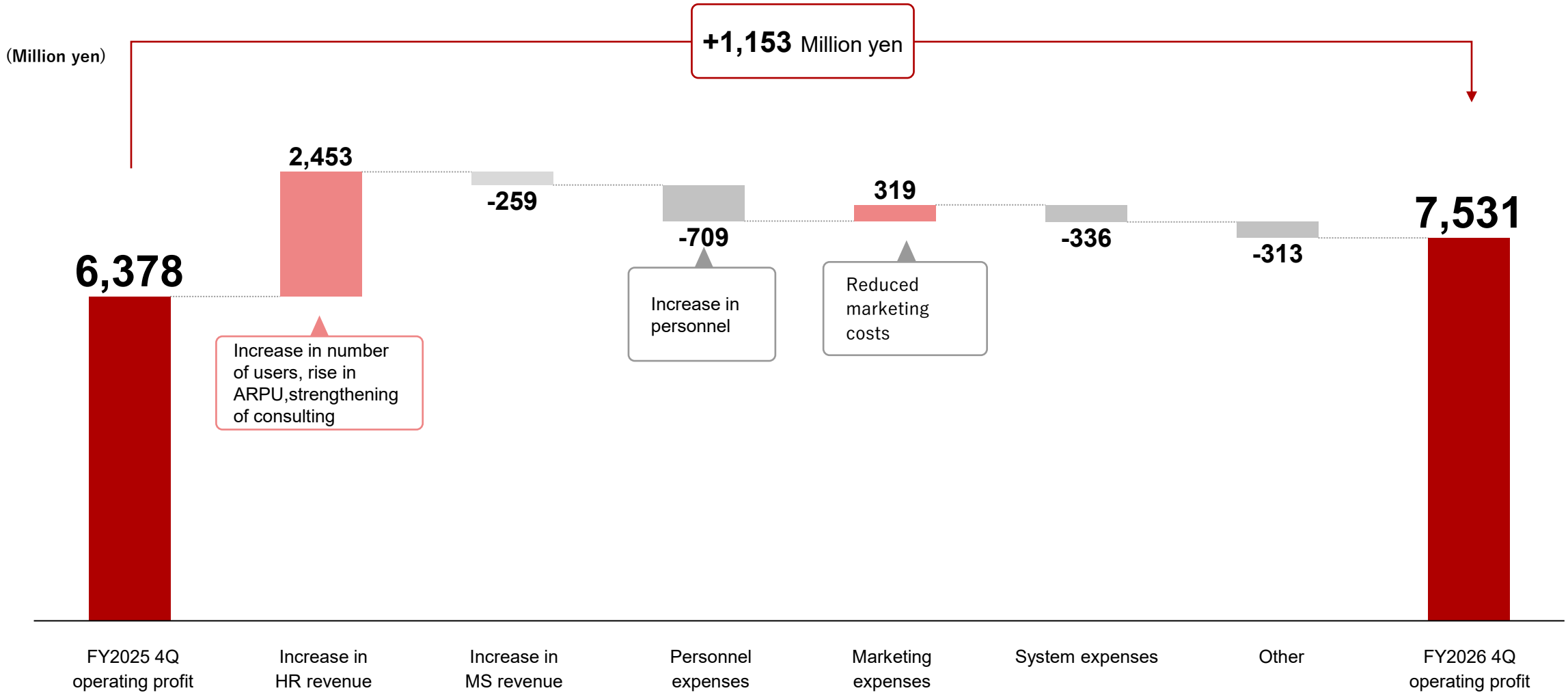
Factors Contributing to Changes in Operating Profit (Full-Year YoY)

- **Factors contributing to the increase in profit for the fiscal year ended September 30, 2026 were higher revenue in HR Solutions and reduced marketing expenses associated with the strategic shift to enterprise business**



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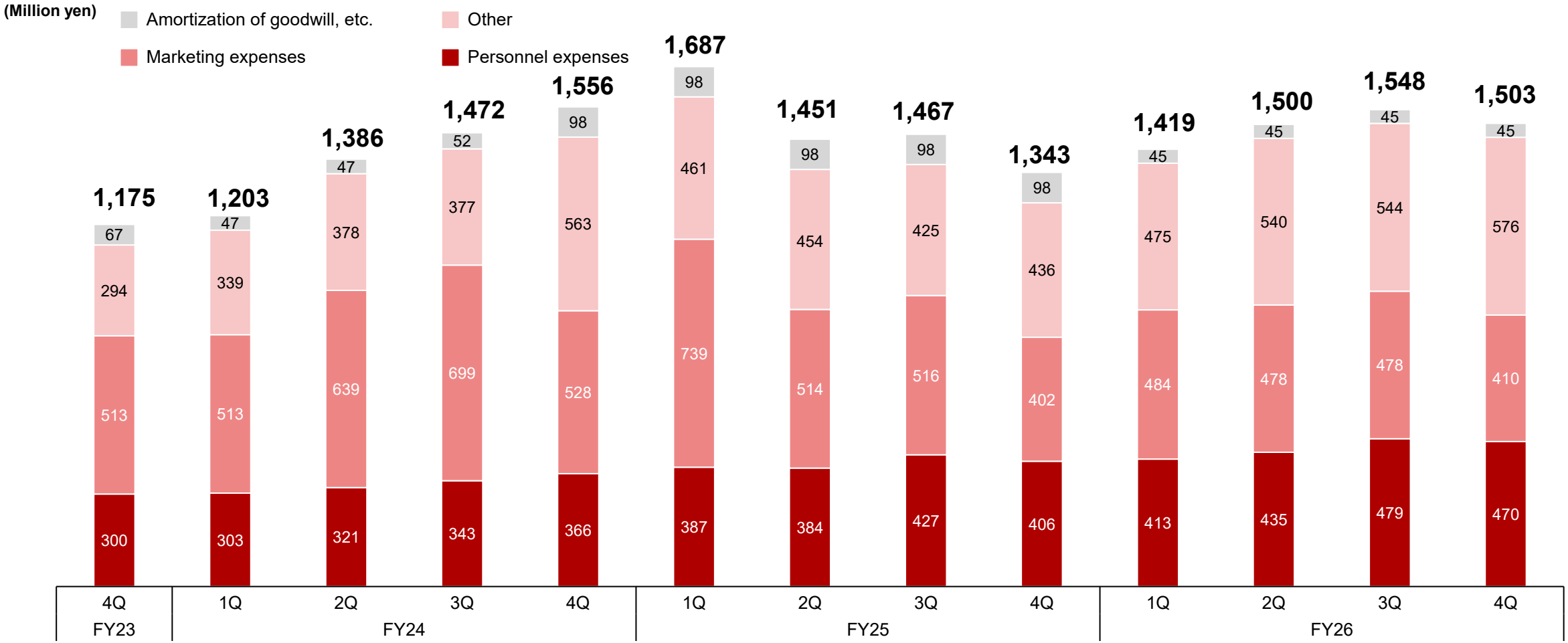
Trends in Selling, General and Administrative Expenses

- **SG&A expenses were controlled through a review of marketing initiatives associated with the shift toward enterprise customers**



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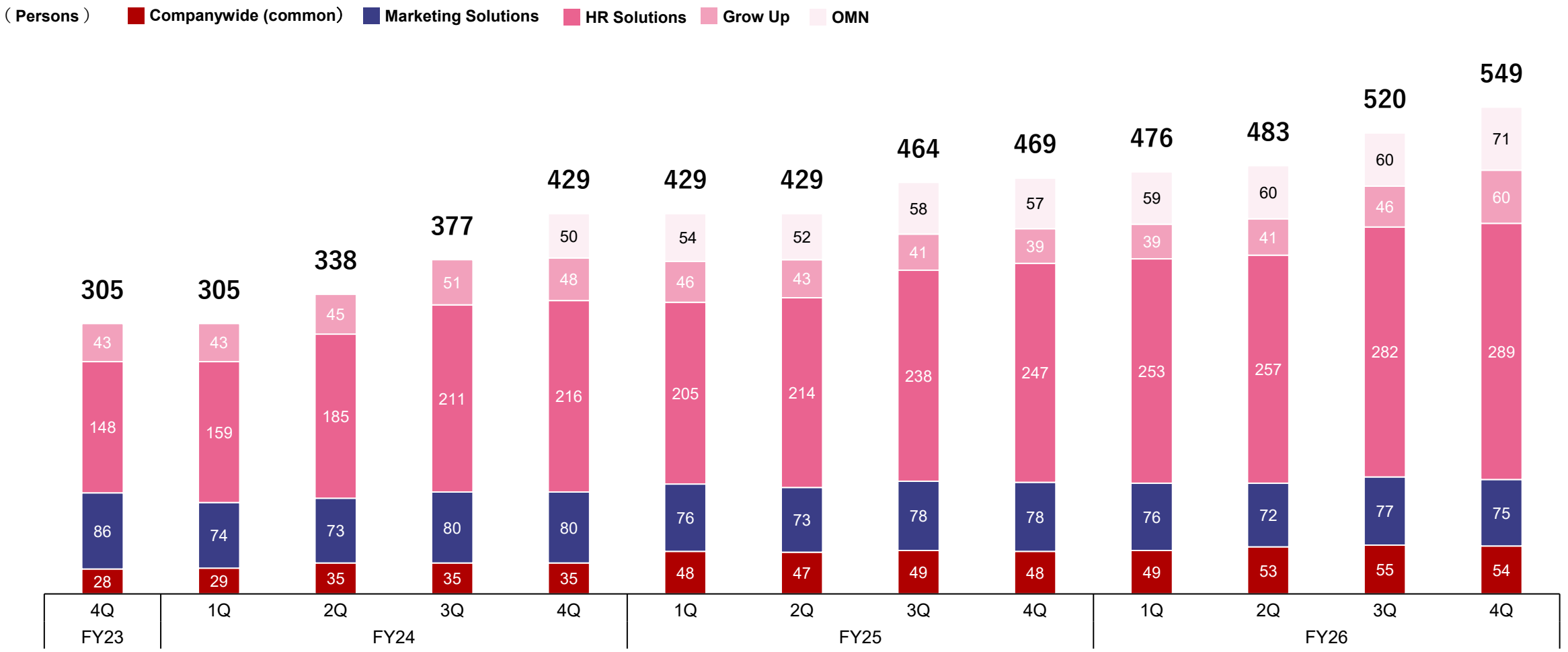
Trends in the number of employees

Recruitment of salespeople, engineers, and consultants is progressing according to plan



* The number of permanent employees as of the end of each quarter.
* Attack and D4DR are included in HR Solutions.

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Status of Balance Sheets

- Despite the acquisition of approximately 1.0 billion in treasury shares, cash and deposits remained at approximately the same level as at the end of the previous quarter due to the accumulation of profits
- Maintained a high level of financial soundness, with an equity ratio of 81.6%

(Million yen)		Jun. 30, 2026	Sep. 30, 2026	Compared to the previous quarter
Assets	Current assets	18,776	**19,169**	+393
	(Cash and deposits)	16,657	**16,526**	−131
	Non-current assets	1,775	**2,737**	+962
	Total assets	20,551	**21,906**	+1,355
Liabilities	Current liabilities	3,176	**3,903**	+727
	Non-current liabilities	122	**92**	−30
	Total liabilities	3,298	**3,996**	+698
Net assets		17,253	**17,910**	+657
Equity ratio		83.8%	**81.6%**	−

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02

Overview by Segment

－HR solutions－

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HR Solutions Financial Results Summary

- **In HR Solutions, net sales increased by 18.5% and operating profit increased significantly by 30.0%**
- **Achieved high profitability, with an operating profit margin of 49.1%, driven by reduced marketing expenses**

Net sales*1

15,697 Million yen

YoY change **+18.5%**
(FY2025 4Q: 13,244 Million yen)

Operating profit*1

7,711 Million yen

YoY change **+30.0%**
(FY2025 4Q: 5,930 Million yen)

Operating profit margin

49.1%

YoY change **+4.3 pt**
(FY2025 4Q: 44.8%)

Number of users*2

2,428 cases

YoY change **+295 cases**
(FY2025 4Q: 2,133 cases)

MRR*3

1,135 Million yen

YoY change **+16.2%**
(FY2025 4Q: 976 Million yen)

Revenue churn rate*4

0.38%

YoY change **+0.02pt**
(FY2025 4Q: 0.36%)

ARPU*5

470 thousand yen

YoY change **+2.5%**
(FY2025 4Q: 459 thousand yen)

*1 Figures for the entire HR Solutions segment. *2-5 are the total figures for Talent Palette, Yorisor, R-Shift, and R-Kintai.
*2 Number of monthly billed contracts as of September 30, 2025 and September 30, 2026
*3 Monthly Recurring Revenue. Total of the monthly fee of contracted subscription users in September 2025 and in September 2026
*4 Ratio of reductions as a result of cancellations to total monthly billed amounts as of September 2025 and in September 2026 (average for the past 12 months)
*5 Average Revenue Per User. Calculated by dividing the average MRR for 4Q of FY2025 and 4Q of FY2026 by the average number of paid billing enterprise users of each month for the same period

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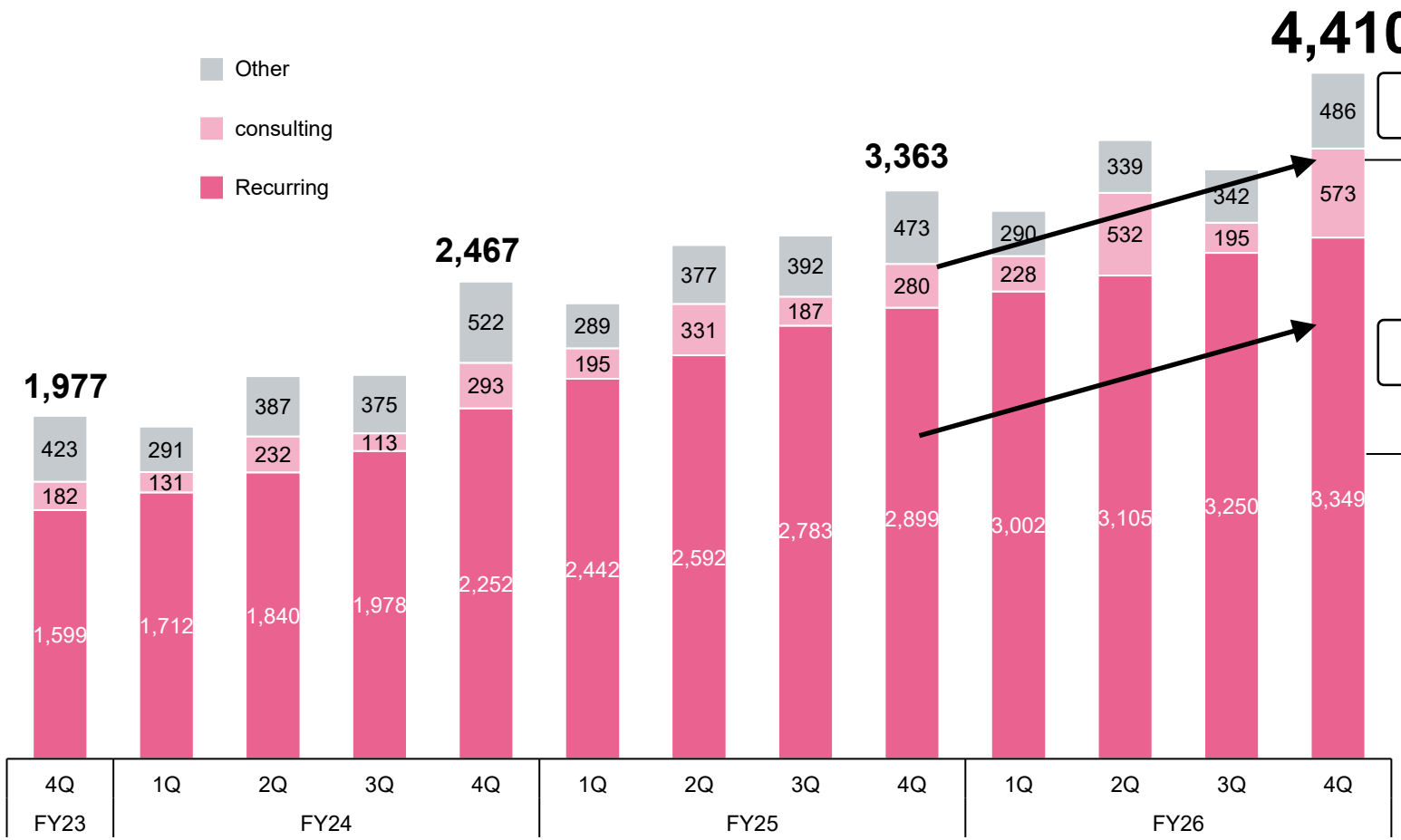
HR Solutions Net sales

Recurring revenue increased steadily due to the increase in the number of users and the rise in ARPU

- **Sales of the consulting business, a key area of focus, increased significantly by 104.3% YoY in Q4. Achieved strong full-year growth of 53.6%**

(Million yen)



+104.3%

+15.6%

Consulting

- By expanding our consulting structure, we aim to increase sales through consulting projects for large corporations

Recurring

- Recurring revenue increased steadily due to the increase in the number of users and the rise in ARPU
- Upselling and cross-selling to existing customers also contributed due to focusing on large enterprises

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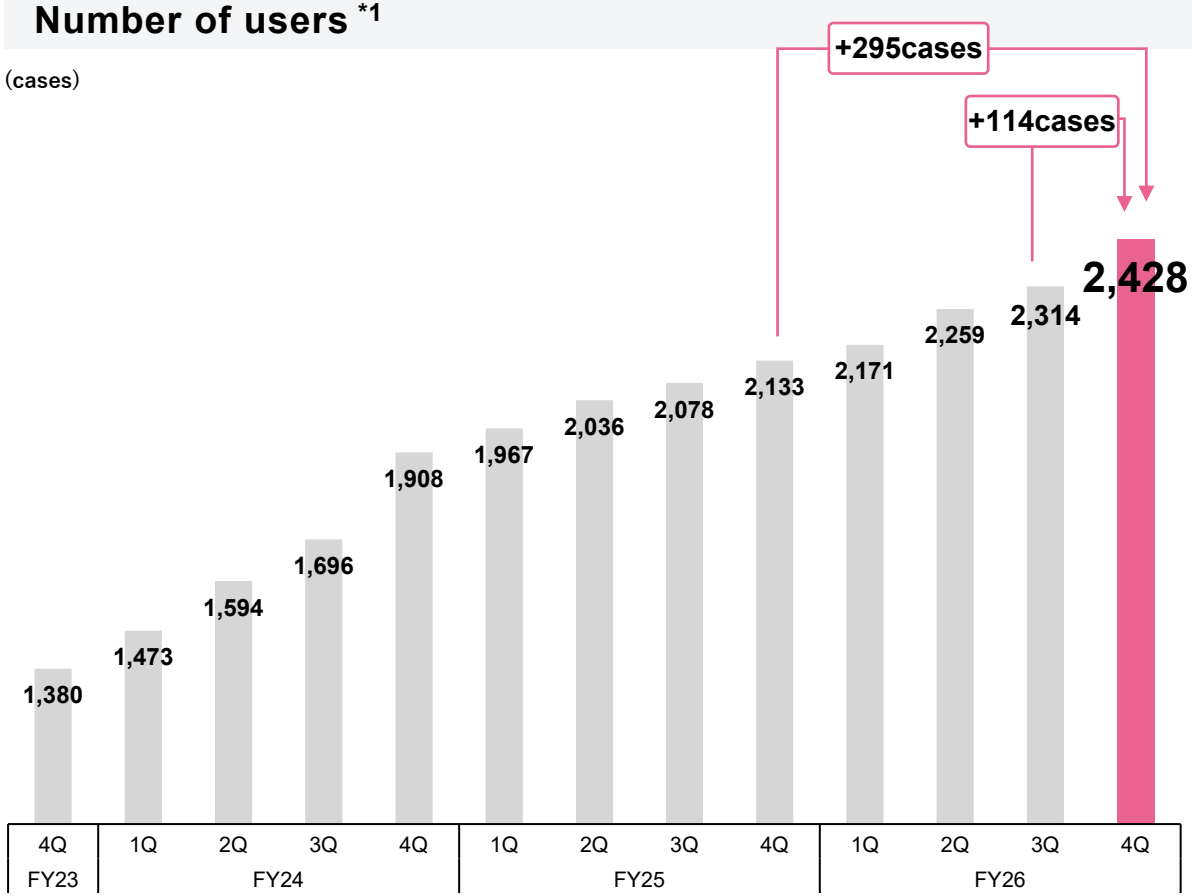
HR Solutions Number of Users, Revenue Churn Rate, ARPU

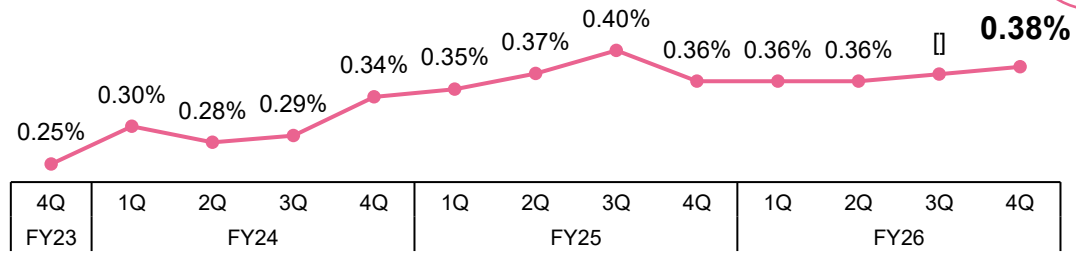
- Talent Palette obtained new customers centered on enterprises.
- Customer growth accelerated, driven by an increase in the number of Yorisoar users and higher sales of OEM products through partners

Number of users *1



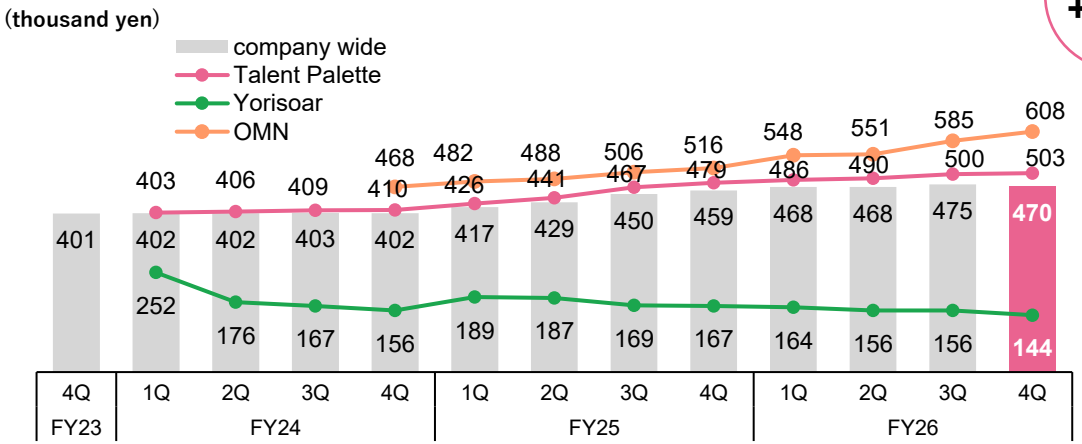
Revenue churn rate *2

YoY change +0.02pt



Average revenue per user (ARPU)*3

YoY change +2.5%



*1 Number of monthly billed contracts (Talent Palette, Yorisoar, R-shift, R-kintai)
*2 Ratio of reductions as a result of cancellations to total monthly billed amounts (average of the past 12 months at the end of each quarter)
*3 Average Revenue Per User. Average monthly revenue per paid billing enterprise user. Calculated as dividing the average MRR for each quarter by the average number of paid billing enterprise users of each month for the same period.

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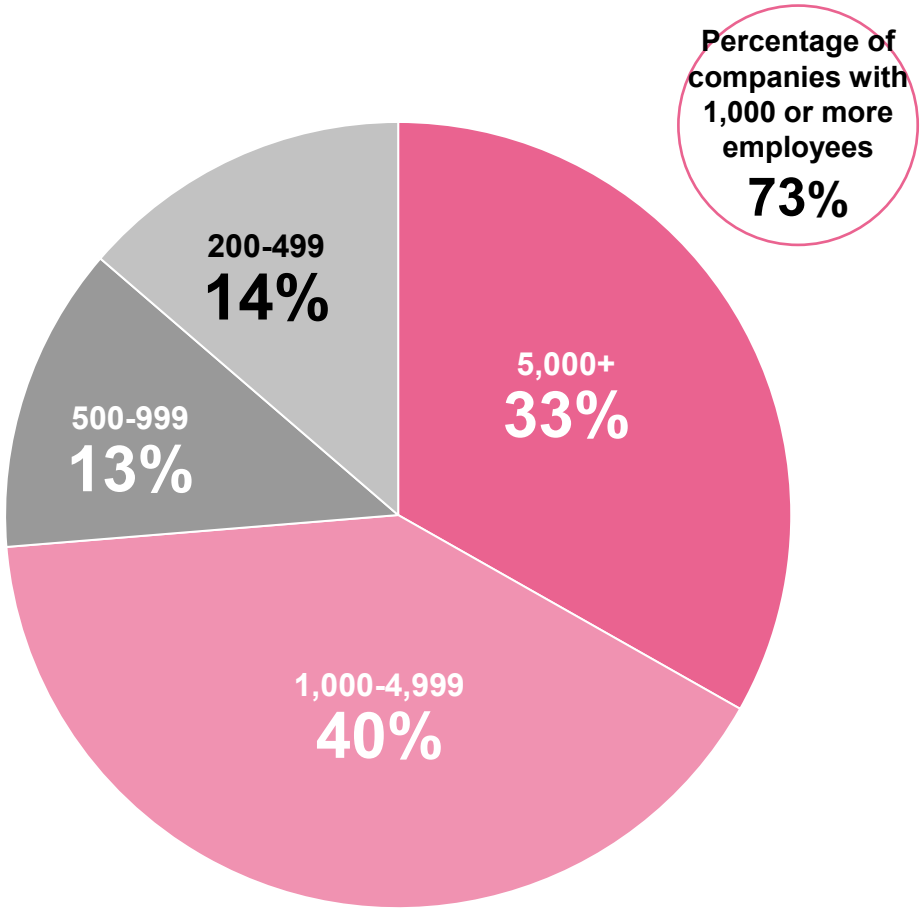
Reference

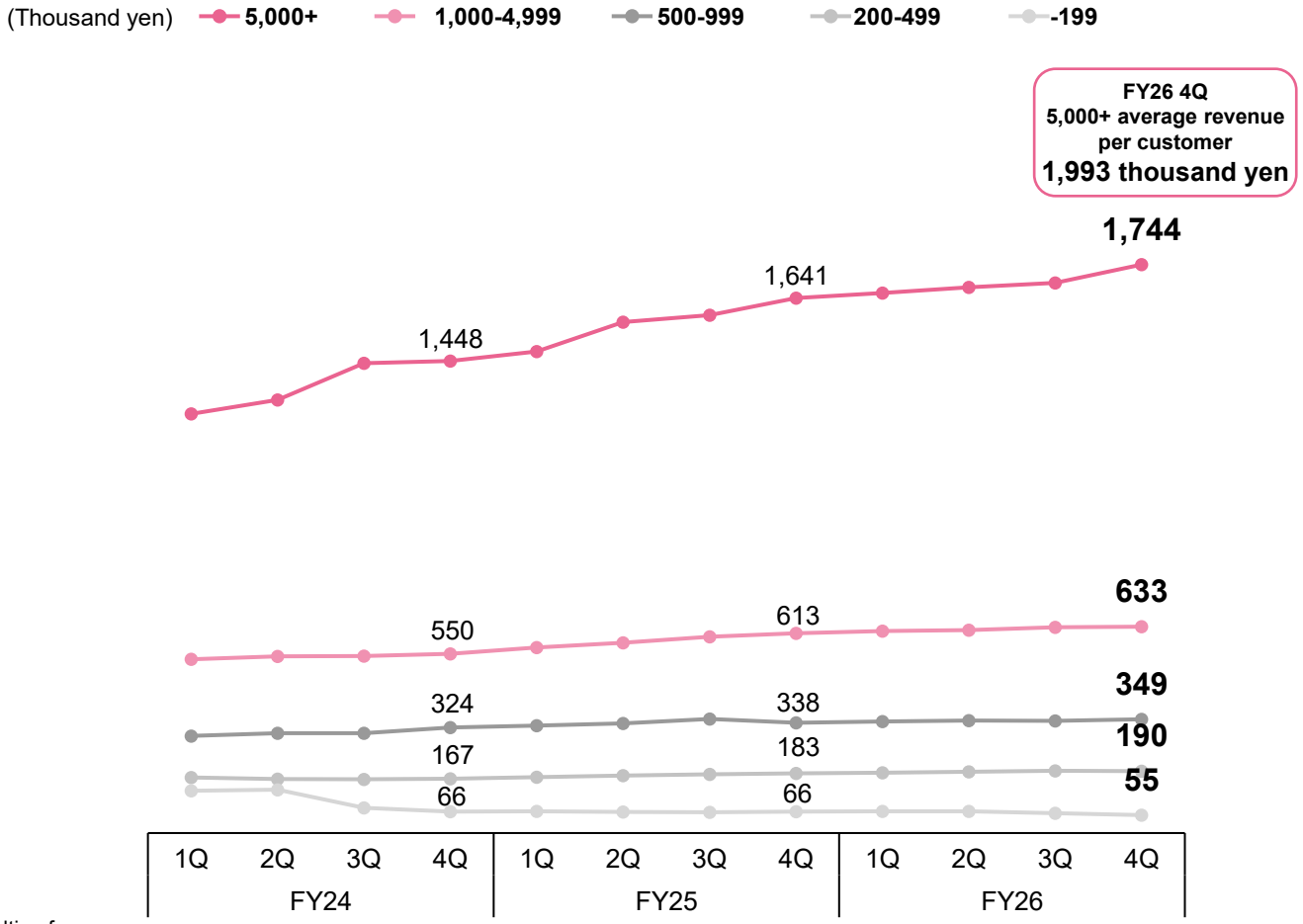
Talent Palette: Customer Composition by Size

- Enterprises account for over 70% of monthly usage fees (of which, major companies with over 5,000 employees account for over 30%)
- ARPU growth at major companies is driving expansion of sales. We aim to further increase ARPU, including consulting sales.

Recurring revenue by customer size (As of September 30, 2026)



ARPU by customer size



* Average revenue per paying user company, including consulting sales. Calculated as dividing the average MRR and consulting fees for each quarter by the average number of paid billing enterprise users of each month for the same period.

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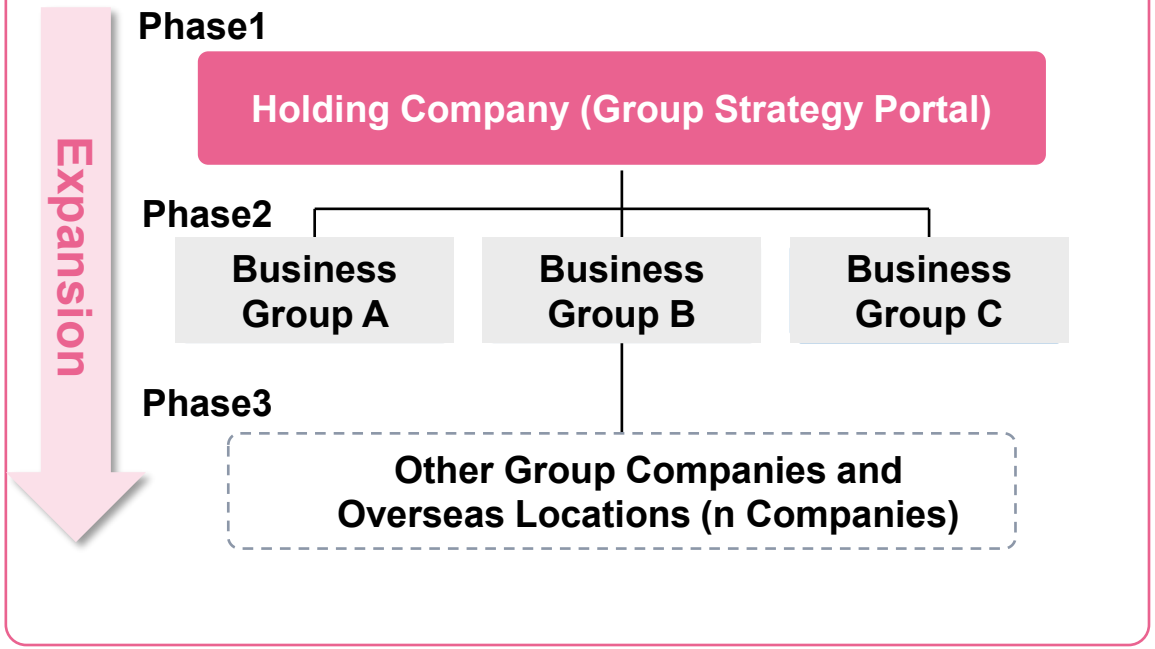
Reference

Case Study: Group-Wide Expansion at an Enterprise

- **Beyond adoption by individual operating companies, the holding company is leading the rollout to group companies, including overseas locations, increasing the number of companies using the platform**

Expansion Model for Group-Wide Deployment



Case Study: Group-Wide Deployment at an Enterprise

Food and Logistics Industries — **Advancing human capital management across 35 or more group companies**

- Visualized data across the entire group, with a focus on human resources information, and implemented related initiatives
- Supported each company's independent administration of its HR systems while utilizing the platform for improvement of efficiency and enhancement
- Established a group-wide foundation aimed at maximizing the effectiveness of human capital management

Retail — **Human resource development infrastructure for 20 or more group companies**

- Promoted utilization centered on human resource information management, with a focus on developing the next generation of specialist human resources
- Implemented a groupwide LMS framework that provides an environment enabling self-directed learning
- Provided learning information tailored to each individual

Diversified Electrical Equipment — **Database of engineers from 20 or more group companies**

- Deployment of human resource information and technical skills management for engineers at the head office and each Group company
- Utilization in assessing technical skill coverage and making decisions on future training investments

Support for Deployment at Overseas Group Companies

Advanced access permission settings by country and location

Multilingual support (20 or more master languages)

Compliance with GDPR and other data protection regulations

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02

Overview by Segment

– Marketing solutions –

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Marketing Solutions Financial Results Summary

- **The churn rate for Visualization Engine remains high, and the declining number of customers has resulted in lower net sales**
- **Although operating profit declined due to lower net sales, profitability remained strong, with an operating profit margin of 36.9%**

Net sales*1	Operating profit*1	Operating profit margin
3,580 Million yen	**1,319 Million yen**	**36.9%**
YoY change **-6.8%** (FY2025 4Q: 3,839 million yen)	YoY change **-22.8%** (FY2025 4Q: 1,709 million yen)	YoY change **-7.7 pt** (FY2025 4Q: 44.5%)

Assessment of Current Conditions and Future Strategy

1	**Maintaining the profitability of existing SaaS offerings** In response to declining net sales due to persistently high cancellations of Visualization Engine, implement measures to reduce churn and promote upselling to existing customers
2	**Contribution to the Group through profit generation** For the fiscal year ended September 30 2026, we secured segment profit of 1,319 million yen while curbing marketing investment. We will continue to prioritize profitability in our operations.
3	**Application of technologies and know-how to new businesses** Leverage our data analysis technologies and expertise in SaaS development and operations to develop and expand new growth areas such as AI PlusTalk.

※1 Figures for the entire Marketing Solutions segment.

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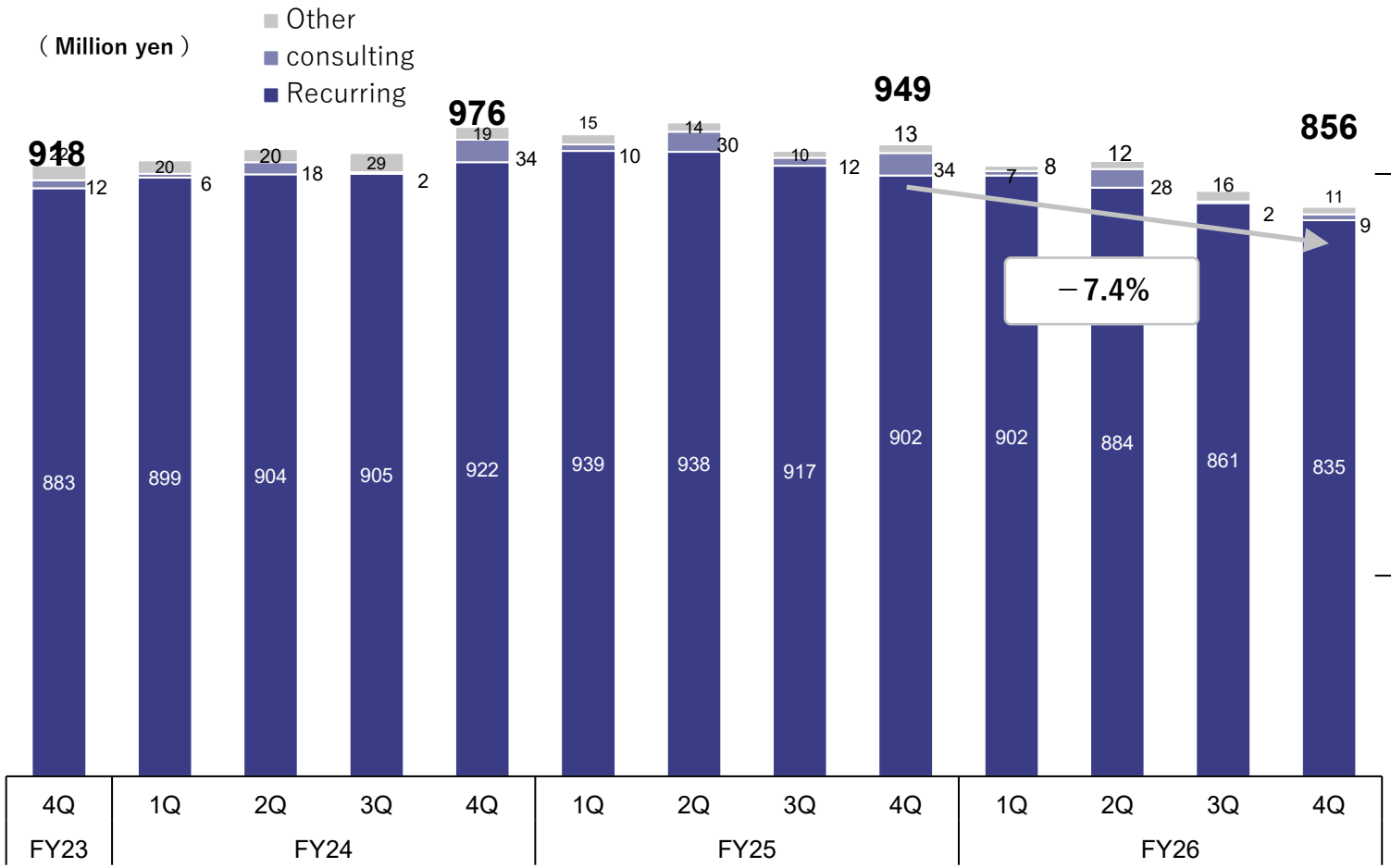
Marketing Solutions Net Sales

Recurring revenue decreased year on year due to a decrease in the number of customers of Visualization Engine



Consulting

- Support for implementation tailored to customers' issues
- Big data analytics support
- Support for the utilization of generative AI

Recurring

- Recurring revenue decreased year on year due to the impact of the declining number of users

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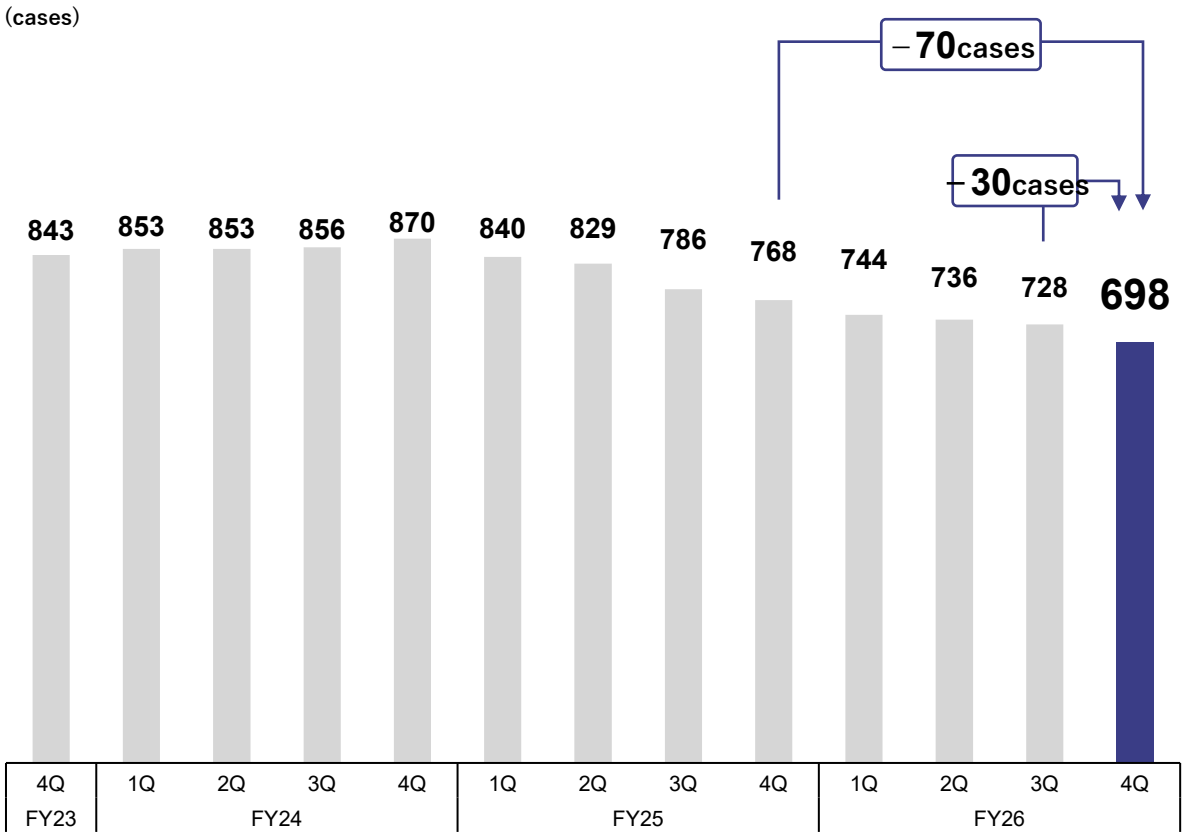
Marketing Solutions Number of Users, Revenue Churn Rate, ARPU
(Non-consolidated basis)

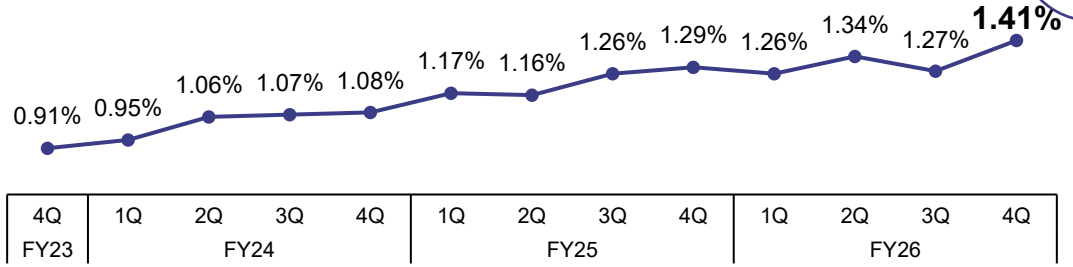
- **Visualization Engine cancellations remain high, while the number of users is decreasing**
- **ARPU remained largely unchanged year on year due to increased sales of the lower-priced AI Plus Talk**

Number of users*1



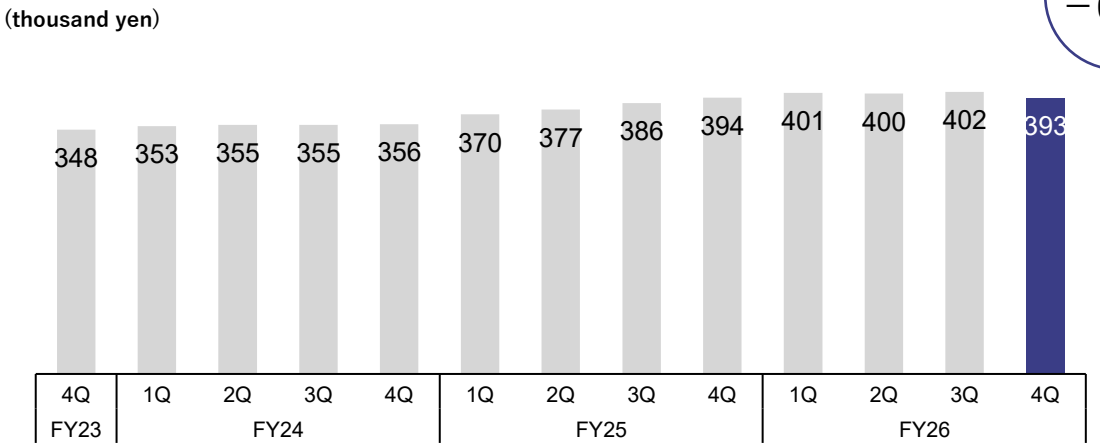
Revenue churn rate*2

YoY change +0.12pt



Average revenue per user (ARPU)*3

YoY change −0.0%



*1 Number of monthly billed contracts (Visualization Engine, Customer Rings, AI PlusTalk)
*2 Ratio of reductions as a result of cancellations to total monthly billed amounts (average of the past 12 months at the end of each quarter)
*3 Average Revenue Per User. Average monthly revenue per paid billing enterprise user. Calculated as dividing the average MRR for each quarter by the average number of paid billing enterprise users of each month for the same period.

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03

Topics

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Latest Topics

1. Significant Growth in the HR Consulting Business and Further Growth Initiatives
2. Full-Scale Expansion of AI PlusTalk with the Establishment of a Dedicated Team
3. Progress in Collaboration with RAKUS and Expansion of Integration with the Raku Raku Series
4. Head Office Relocation to Strengthen “Physical” Capabilities in Response to Generative AI
5. Changes to the Management Structure in Preparation for a Period of Major Transformation

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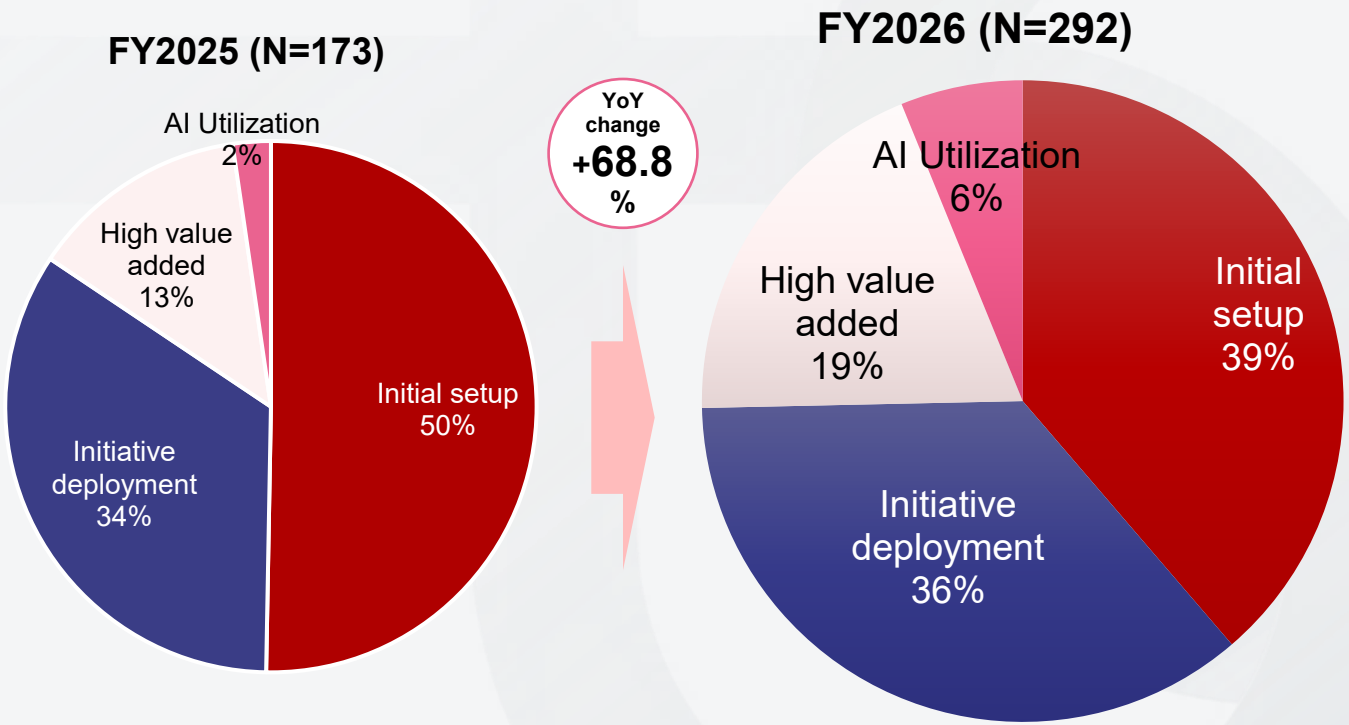
1 Significant Growth in the HR Consulting Business and Further Growth Initiatives

- **Significant revenue growth in the fiscal year ending September 2026, driven by an increase in the number of projects and expansion of high-value-added projects**
- **Further strengthening of the organizational structure and proposal capabilities in the fiscal year ending September 2027 through initiatives including the establishment of a dedicated HR strategy consulting team and collaboration with Cradle**

Changes in the Number of Consulting Projects and Themes



Category	Overview	Example Themes
Initiative deployment	Support for existing customers in expanding their use of system features	Support, etc. for setting up evaluation and skills functions, as well as deploying recruitment and training management
High value added	Support for resolving HR operational challenges beyond system utilization	Succession planning, defining talent requirements/position requirements/skills, 360-degree evaluation system design, engagement surveys, etc.

New Initiatives for FY2027

1 Establishment of an HR Strategy Consulting Team

- Establish a new team **specializing in consulting on strategic HR initiatives**, including organizational design and succession planning, to enhance the framework for delivering high-value-added services
- Utilize the expertise developed through the promotion of scientific personnel management while also **handling projects independent of Talent Palette**

2 Cradle Collaboration with Cradle

- **Consulting team collaborating with Cradle, which joined the Group in October 2026**
- Provide consulting services for the **design and implementation of well-being initiatives**, including DE&I and the advancement of women in the workplace

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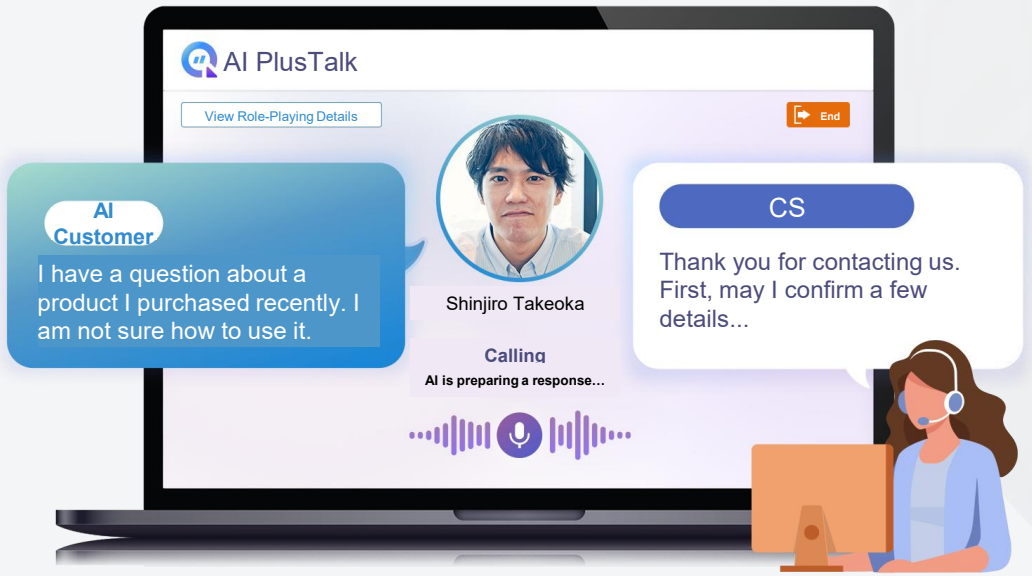
2 Dedicated Team Established for Full-Scale Rollout of AI Role-Playing Solution AI PlusTalk

- A next-generation training solution that supports everything from practical role-playing with realistic AI personas to evaluation and feedback
- Enables users to develop interpersonal skills for a wide range of business activities through role-playing various scenarios such as sales meetings, customer service at contact centers, and performance review feedback sessions

AIプラストーク

面談 も ロープレ もAIで。

Dialogue skills drive organizational performance.



Through "AI role-playing" based on internal data Supports employee development including customer interaction practice, one-on-one meetings, and performance reviews

Supports a wide range of role-playing scenarios

- [Sales] Interview role-playing
- [Customer Service] Operator training role-play
- [HR] Role-play for one-on-one meetings, performance reviews, and recruitment interviews
- [HR] Role-play for human resource development and various training

×

- Proprietary training materials and documents
- Automatic scenario generation

Role-playing assessment

Performance evaluation feedback



- AI instantly scores and measures dialogue performance
- Automatically tracks individual skills and practice volume, visualizing weaknesses

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2 Expanding in the HR field with AI Plus Talk as a human resource development solution

- A new AI-powered human resource development solution that uses AI role-playing to provide comprehensive support, from conventional learning to practical skill-building
- By incorporating a company's proprietary training content (teaching materials), the solution automatically generates customized development scenarios, enabling company-specific training

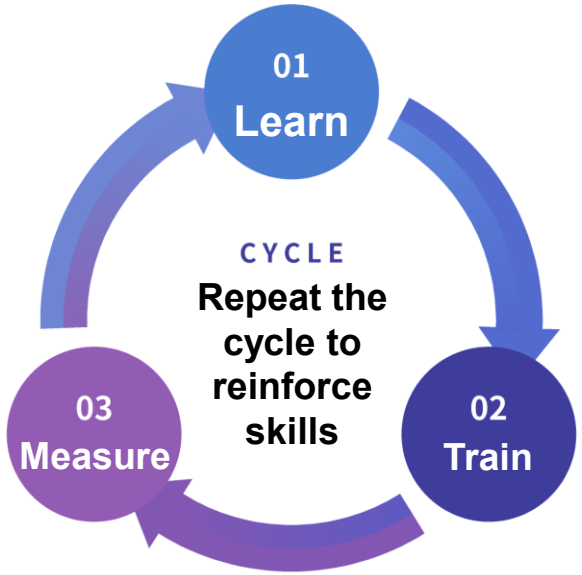
Supporting the entire "development cycle" within a single, new human resource development solution

Pre-generative AI solutions

Development focused primarily on learning through video-based training and other methods

AIプラストーク

The LEARN, TRAIN, and MEASURE development cycle enables self-directed human resource development without the need for an instructor



Analysis→Practice→Re-evaluation

STEP 01 LEARN

Learn

E-learning and group training (LMS) Automatically recommends learning content based on skill levels

- Manage course-based training and e-learning participation, and track completion and comprehension of mandatory training

STEP 02 TRAIN

Train

AI-powered role-play training Record each individual's practice activity and scores to highlight areas for improvement

- Automatically generate scenarios from in-house training materials, enabling unlimited voice-based practice around the clock
- AI instantly scores each interaction and visualizes individual areas for improvement in real time

STEP 03 MEASURE

Measure

Management and evaluation of real-world performance records Measure knowledge and speaking skills in detail, including real-world performance data

- Visualize role-play sessions and measure skills such as knowledge and speaking techniques in detail
- Also support the measurement of actual customer interaction data

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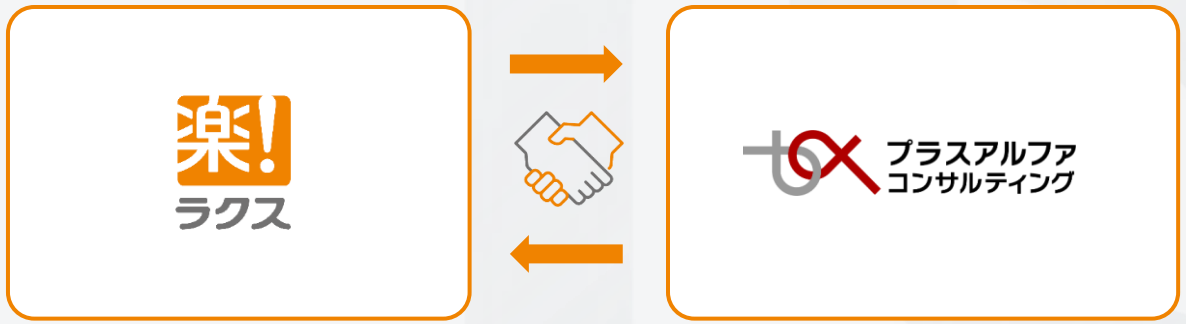
3 Progress in Collaboration with RAKUS and Expansion of Integration with the Raku Raku Series

- **Following the strengthening of our capital and business alliance with RAKUS, we are considering and discussing initiatives aimed at deeper collaboration**
- **As the first step, the two companies entered into mutual sales partnership agreements, enabling each company to sell the other's solutions**



Progress of the collaboration

- The two companies entered into mutual partnership agreements under which RAKUS can sell our various solutions and we can sell RAKUS's Raku Raku series
- While sales will primarily focus on Raku Raku Jinji Roumu, the two companies will also be able to leverage their respective networks to expand sales of other solutions

Future Outlook

- The two companies are considering enhancing integration capabilities across their various solutions, including integration between Talent Palette and Raku Raku Kintai

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4 Head Office Relocation to Strengthen “Physical” Capabilities in Response to Generative AI

- **Plans to relocate the Tokyo head office around June 2027 in preparation for an increase in workforce accompanying future business expansion**
- **To strengthen the “physical” dimension (face-to-face communication) and enhance added value, develop a well-equipped hub as a strategic investment**

Objectives for strengthening the “physical” dimension specifically in the era of generative AI	Increase opportunities for internal communication and **strengthen the “PAC Cycle”**, our core strength in cross-organizational collaboration	**Build trust and maximize experiential value** through face-to-face communication with enterprise customers
Establish a new head office as a hub for promoting the “physical” dimension	Establish a **comfortable relaxation space** that can also be used to host customer events	Include a full-service **restaurant**. Use the space not only to promote employee health, but also as a venue to **host customers and partners and build stronger relationships**





In connection with the head office relocation, we expect to record one-time expenses in the fiscal year ending September 30, 2027 (details are provided on the earnings forecast page).

* The image is for illustrative purposes only. The actual design, specifications and other aspects may differ.

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5 Changes to the Management Structure to Support the Growth Strategy in a Period of Major Transformation

- **Effective October 1, 2026, Katsuya Mimuro will assume the position of Chairman and Kenji Suzumura will assume the position of President, marking the transition to a new management structure.**



Our Progress to Date

Established a **highly profitable SaaS model** with our founding business, Visualization Engine

Expansion into the HR area through Talent Palette has driven **substantial revenue growth** while enabling the Company to **develop a highly profitable business model**

Key Priorities Under the New Management Structure

Continue to expand highly profitable SaaS offerings with Talent Palette at the core

Launch and scale up new services to create the next growth drivers

Through partnerships and M&A, **pursue step-change growth** and **expand the business portfolio**

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04

Earnings forecasts for the fiscal year ending September 30, 2027

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Management Policy for the Fiscal Year Ending September 30, 2027

- **Focus on creating new revenue growth drivers while continuing to advance the enterprise strategy for existing businesses**
- **Reaccelerate revenue growth through proactive investment in new businesses and the promotion of collaborations and M&A**

01 Full-Scale Rollout of New HR Solutions Businesses

Focus investment in personnel and development on growth-stage businesses to accelerate their growth

Consulting Business

Talent Palette タレントパレット

- **Actively recruit specialized talent and strengthen the organizational structure** to sustain high growth in the HR consulting business
- **Establish a new upstream consulting team** and enhance both the quality and scale of services

Industry-Specific HR Solutions

ヨリソル / HIcare Wellness ハイケアウェルネス

- **Establish a business division to dedicate resources previously shared with existing businesses**, accelerating business development and driving market share expansion
- Across the two solutions, **target combined net sales of over 1 billion yen**

02 Development of New Solutions for the Generative AI Era

Establish a cycle for developing and rapidly rolling out generative AI solutions

AI-Native Services

AIプラストーク

- For AI Plus Talk, pursue **rapid market development** through proactive investment
- To capitalize on the unique opportunities of the generative AI era, **establish a dedicated team to create new businesses** and actively drive these initiatives forward

03 Proactive Promotion of Collaborations and M&A

Achieve step-change growth through proactive initiatives

楽! ラクス / マイナビ / Cradle

- In collaboration with capital alliance partners RAKUS and Mynavi, steadily implement existing initiatives while **actively exploring new areas for collaboration**
- Promote cross-selling with Cradle, which joined the Group in October, while actively considering **new M&A opportunities and collaborations** in growth areas

Focus on advancing new businesses by leveraging the expertise and resources of existing businesses

Existing Businesses

Continue the enterprise strategy to drive net sales and earnings

Talent Palette タレントパレット
見える化エンジン
CustomerRings カスタマーリングス

Talent Palette

- Continue to drive performance as a **core pillar of net sales and earnings**
- Achieve both customer acquisition through **sales and marketing initiatives targeting senior executives**, informed by the deeper understanding gained through the enterprise strategy, and higher ARPU through **enhancement of generative AI capabilities**

Visualization Engine/ Customer Rings

- **Apply technological and other expertise to new businesses**
- **Contribute to earnings** as a highly profitable SaaS business operating since the Company's founding

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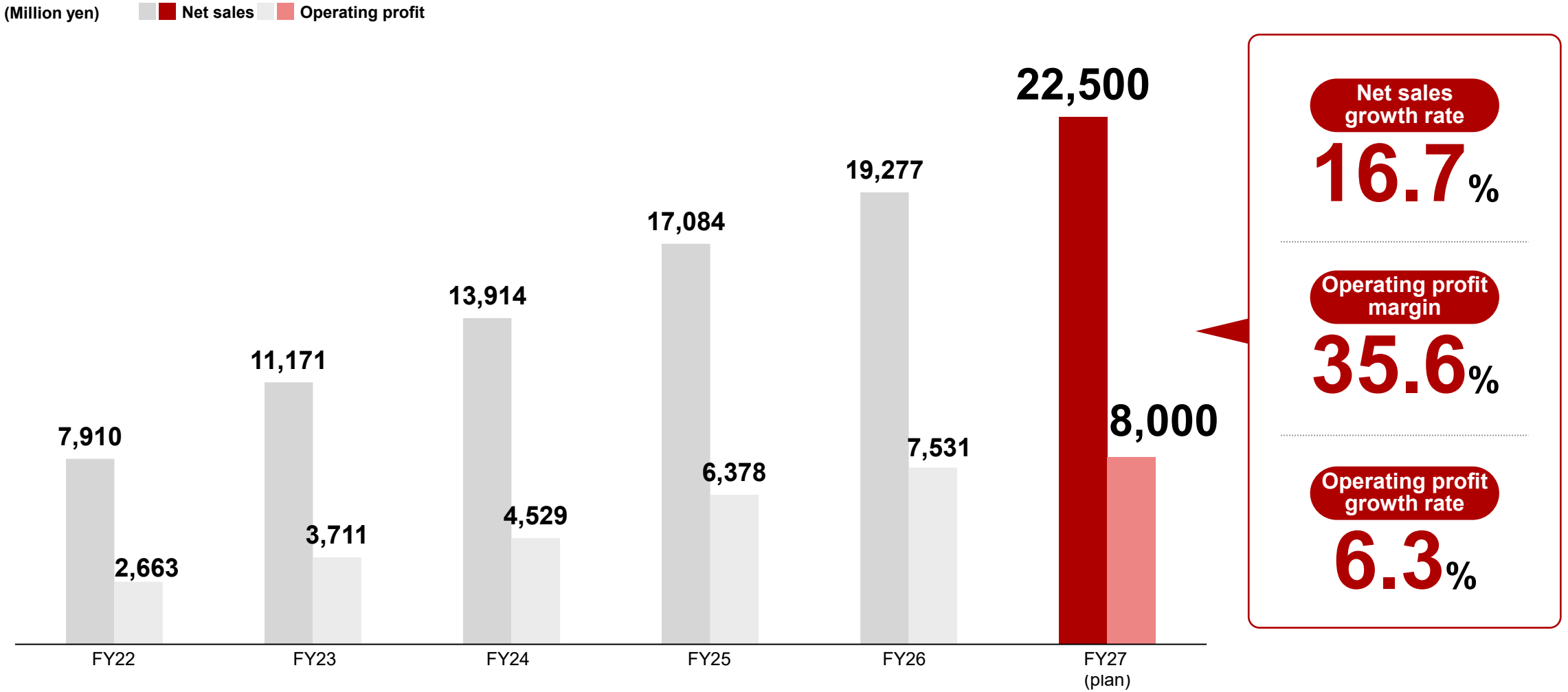
Earnings Forecasts for the Fiscal Year Ending September 30, 2027

- Plan to achieve a substantial increase in net sales, significantly exceeding the growth in net sales recorded through the previous fiscal year, through proactive growth investments
- In the fiscal year ending September 30, 2027, although growth investments will somewhat constrain the profit growth rate, the Company will maintain an operating profit margin of over 35%, achieving both high growth and high profitability



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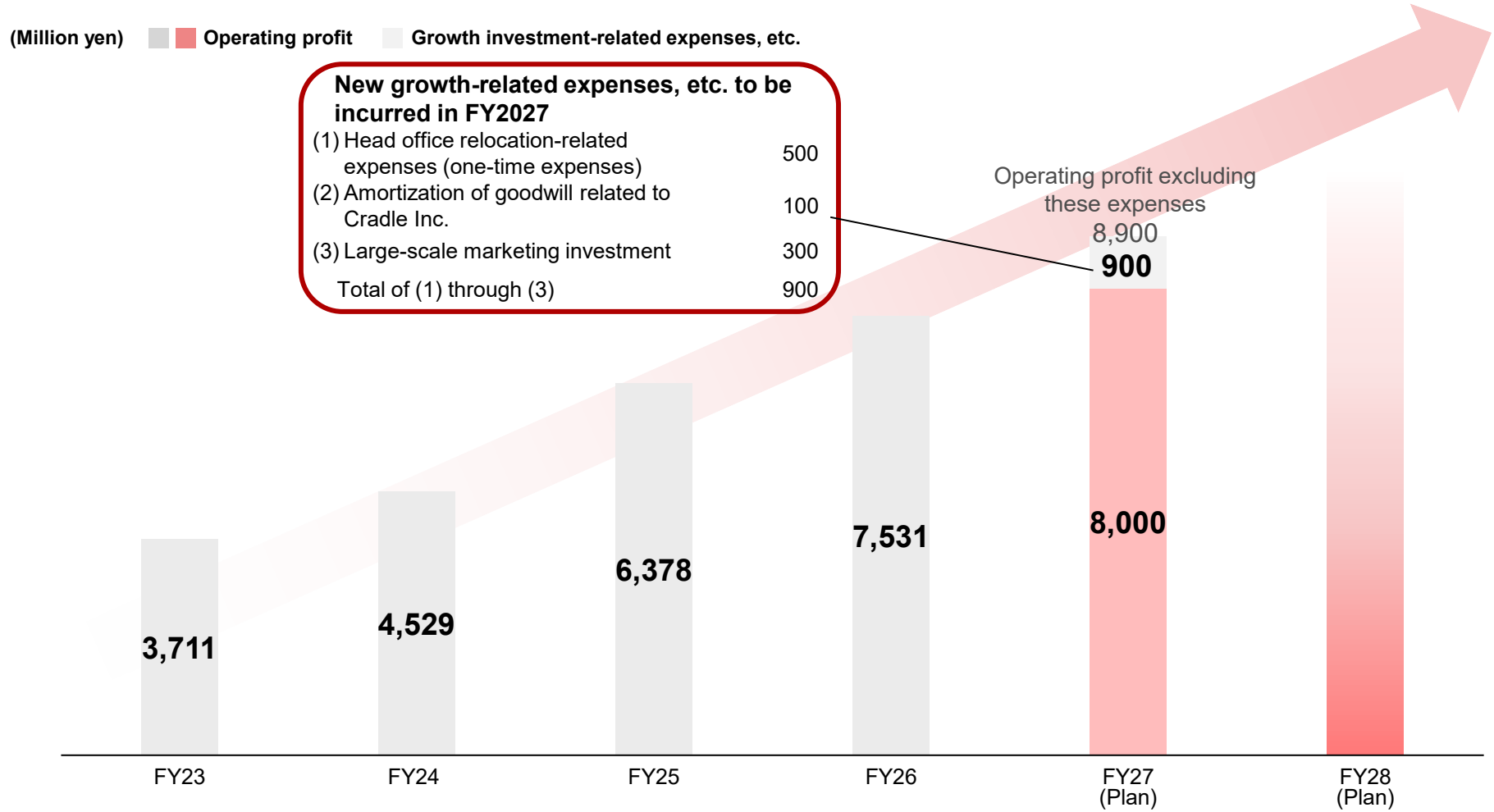
Planned Operating Profit Trend

- **The slowdown in operating profit growth in the fiscal year ending September 30, 2027 will be attributable to growth investment-related expenses, while the medium-term profit growth trend is maintained.**
- **In the fiscal year ending September 30, 2028, we anticipate significant profit growth, driven by growth in net sales and the elimination of one-time expenses included in growth-related expenses, among other factors.**



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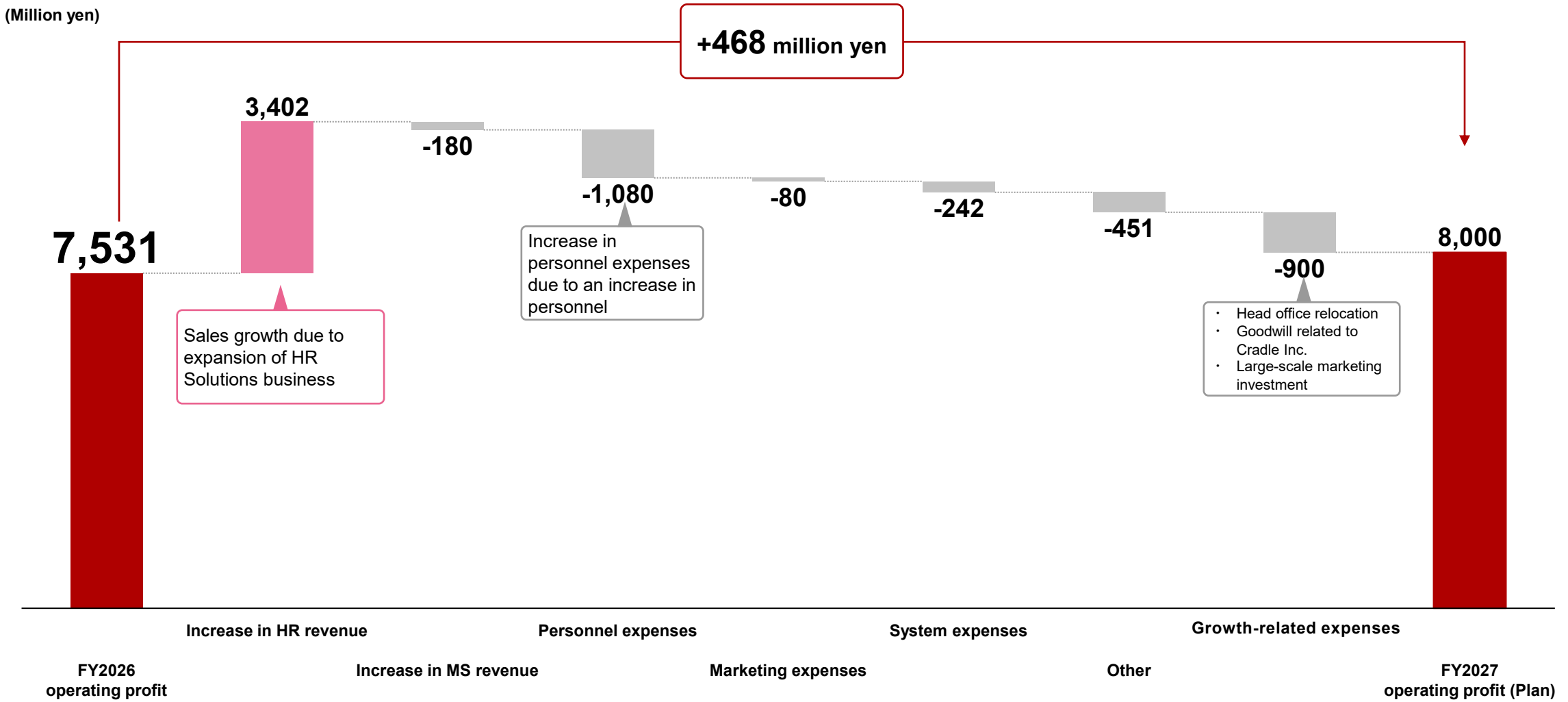
Factors Contributing to Changes in Operating Profit for the Fiscal Year Ending September 30, 2027

- Sales growth driven by the expansion of the HR Solutions business will continue to be the key driver of profit growth
- On the cost side, personnel expenses for HR Solutions and new businesses, as well as growth-related expenses, will increase



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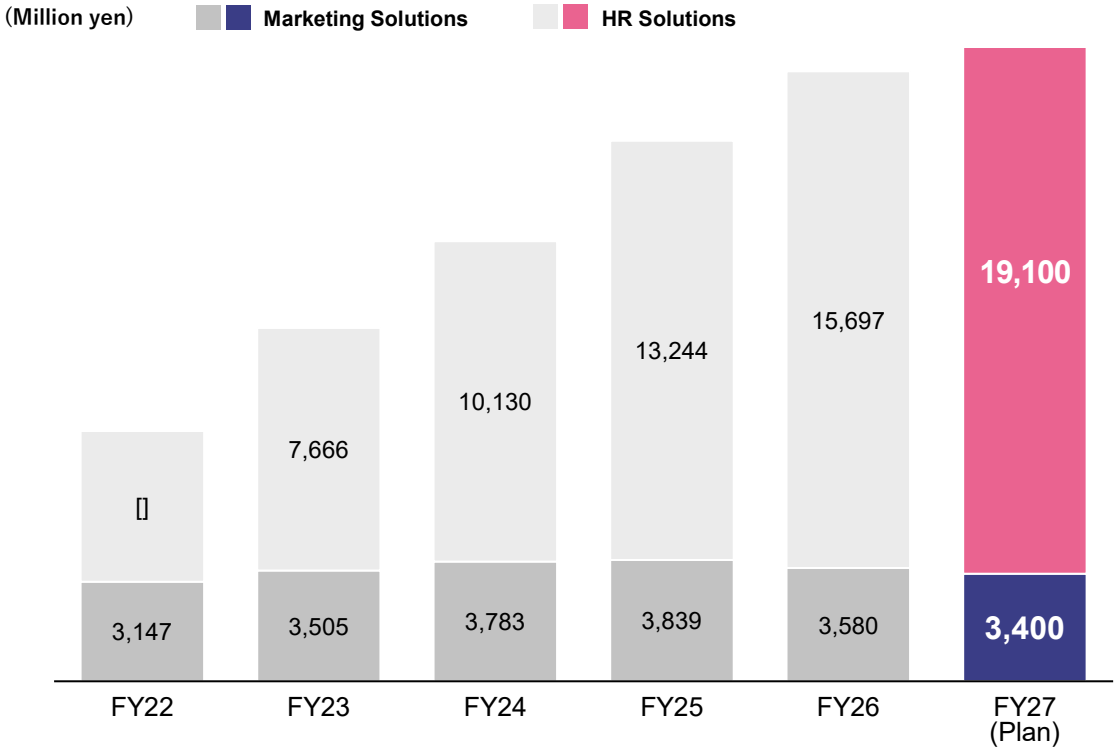
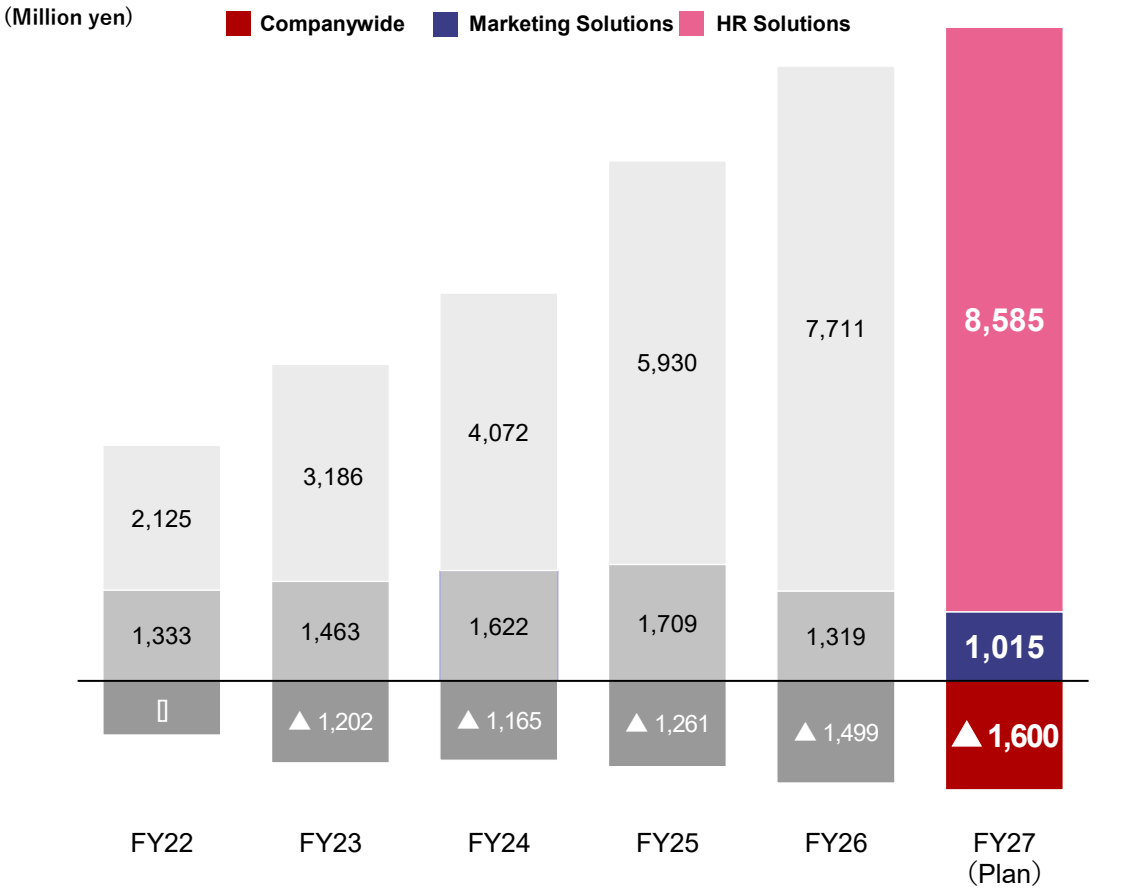
Earnings Forecasts by Segment for the Fiscal Year Ending September 30, 2027

- **Continued growth in net sales and profit is expected in HR Solutions**
- **Marketing Solutions will strengthen its generative AI capabilities while controlling costs for existing SaaS offerings to maintain profitability.**

Net sales*1



Operating profit*2



*1 Figures for fiscal year September 2023 and earlier have been retroactively calculated based on the new segment classifications introduced in fiscal year September 2024 and later.
*2 Company-wide figures include amortization of goodwill, etc.

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05

Medium-term Management Policy

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Medium-Term Management Policy

Simultaneously promote the creation of new businesses and the enhancement of profitability in order to achieve further profit expansion

Quantitative targets

Achievement of Net sales of 30 billion yen operating profit of 10 billion yen

1 Enterprise focus

- Strengthening differentiation through high-value-added services
- Business evolution through the integration of SaaS and consulting
- Market-leading information dissemination and deepening customer networks



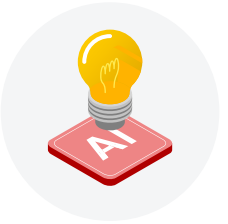
2 Driving partner strategy

- Promoting collaboration with partners specializing in the HR field
- Launching new revenue drivers leveraging partners' strengths



3 Business development utilizing new technologies

- Creating new pillars of growth through the rapid development of new services and businesses leveraging generative AI
- External partners through M&A and capital alliances



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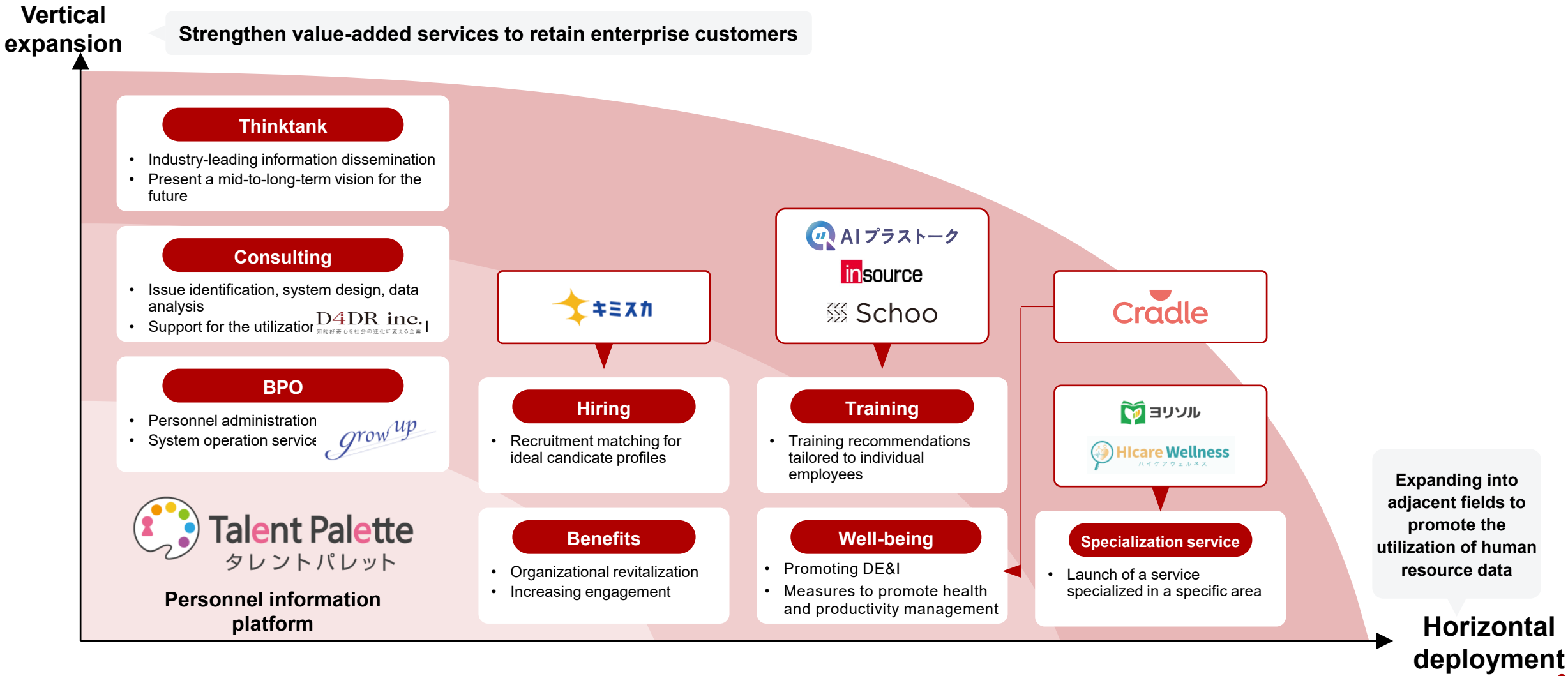
Growth Strategy

- **Aim for comprehensive business growth by combining horizontal expansion to promote data utilization with vertical expansion to lock in customers**
- **Also utilize external resources, such as partnerships with partner companies and capital alliances**



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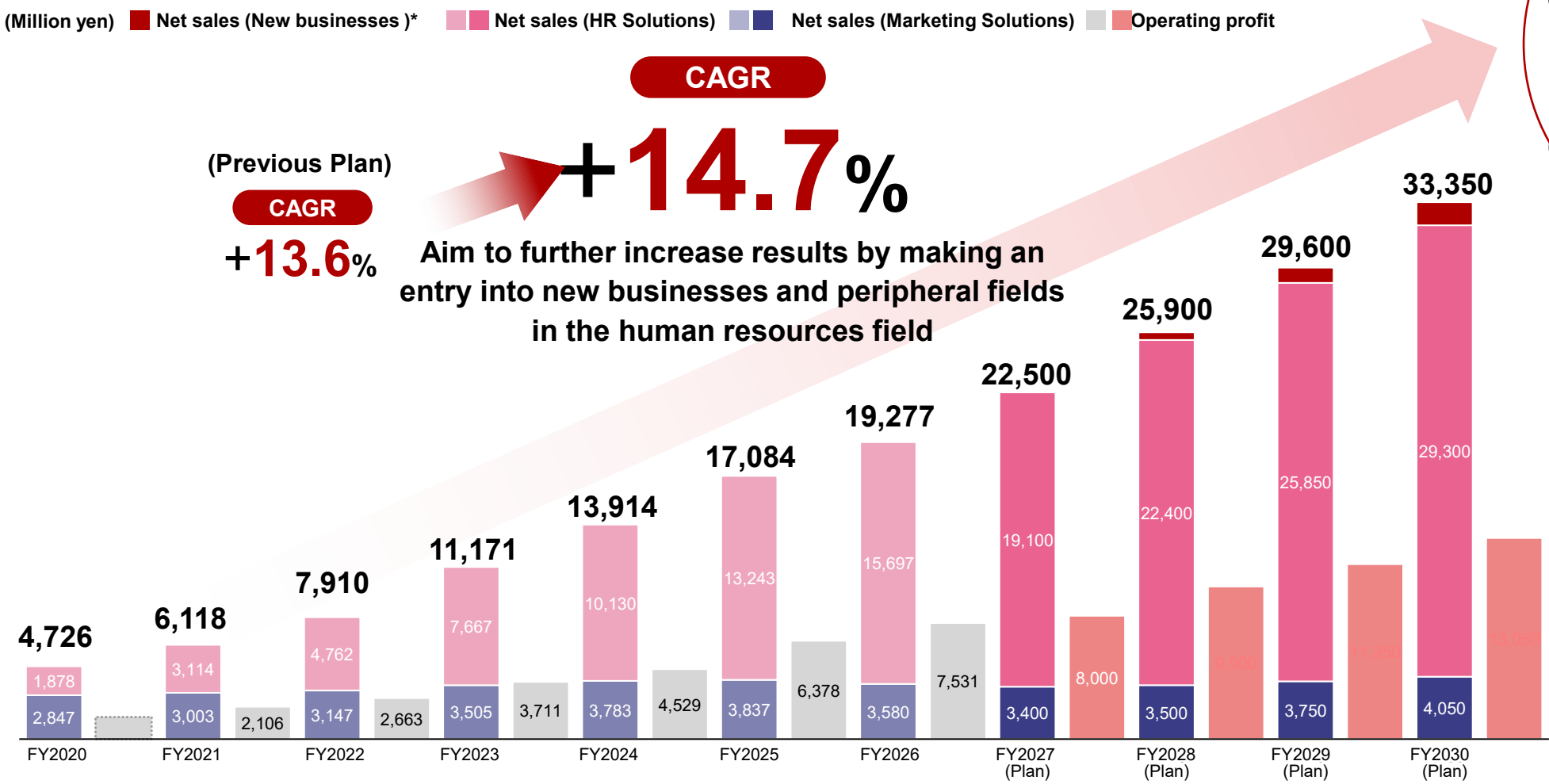
Medium-Term Growth Image

- In addition to continued expansion of HR Solutions, expected to develop HR-related areas and new businesses
- In the medium term, aim for sales of 30 billion yen or more and operating profit of 10 billion yen or more
- Updated the previous plan to accelerate sales growth through active investment in priority businesses

Net sales
Over **30** billion yen

Operating profit
Over **10** billion yen



* Specific details including future M&A are to be determined.

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06

Shareholder return policy

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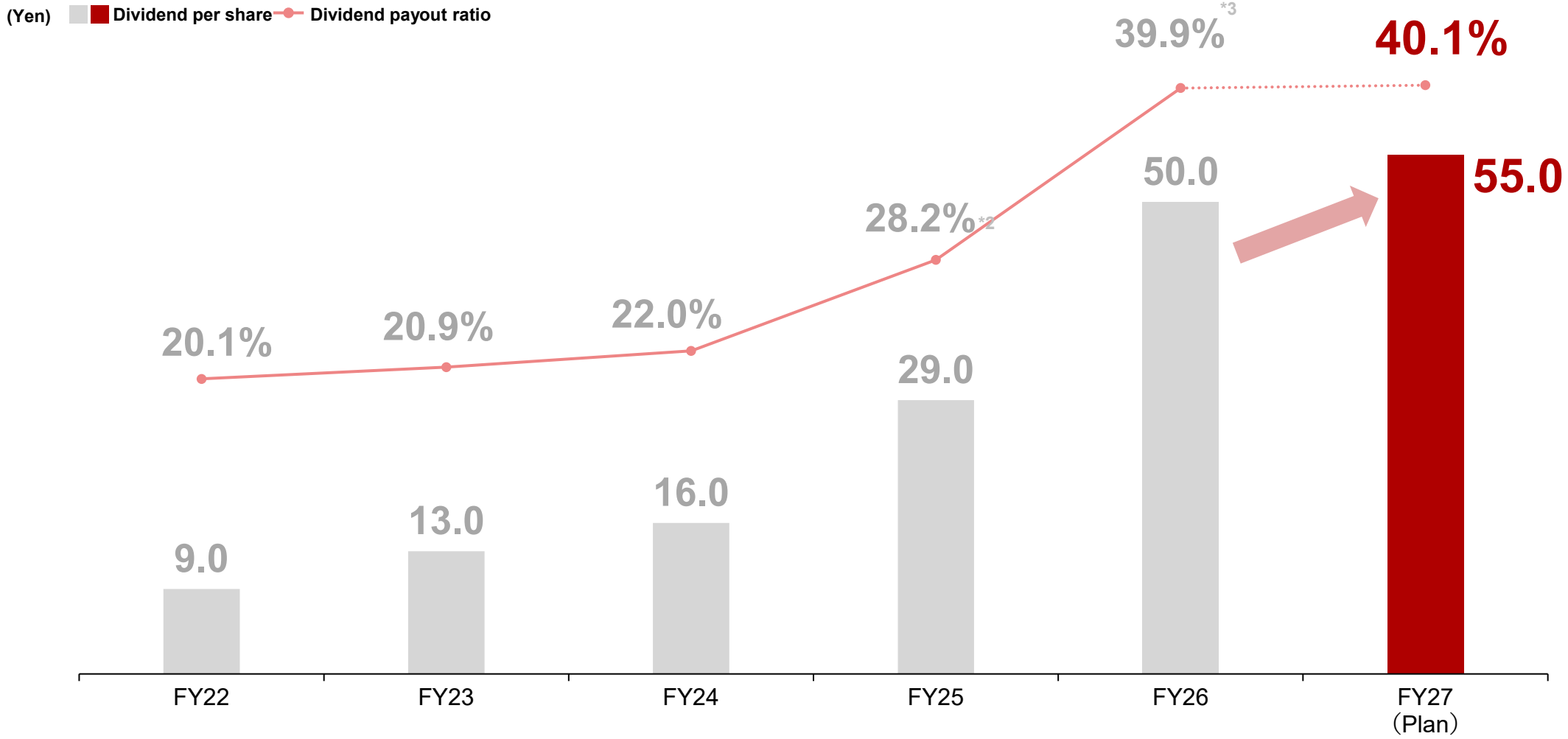
Year-End Dividend Forecast for the Year Ending September 30, 2027

- **Our policy is to determine the year-end dividend by applying the higher of a 40% payout ratio(*1) or 8% DOE (dividend on equity)**
- **Based on the above policy, the dividend per share will be 55.0 yen for the fiscal year ending September 30, 2027. A year-on-year dividend increase of 5 yen**



*1 The dividend payout ratio is calculated by the number of shares issued at the end of the year x dividend per share / profit
*2 The dividend payout ratio for FY2025 is calculated by excluding the impact of extraordinary losses due to impairment
*3 In FY2026, the Company acquired approximately 1.0 billion yen of treasury shares, resulting in a total payout ratio of 58.8%

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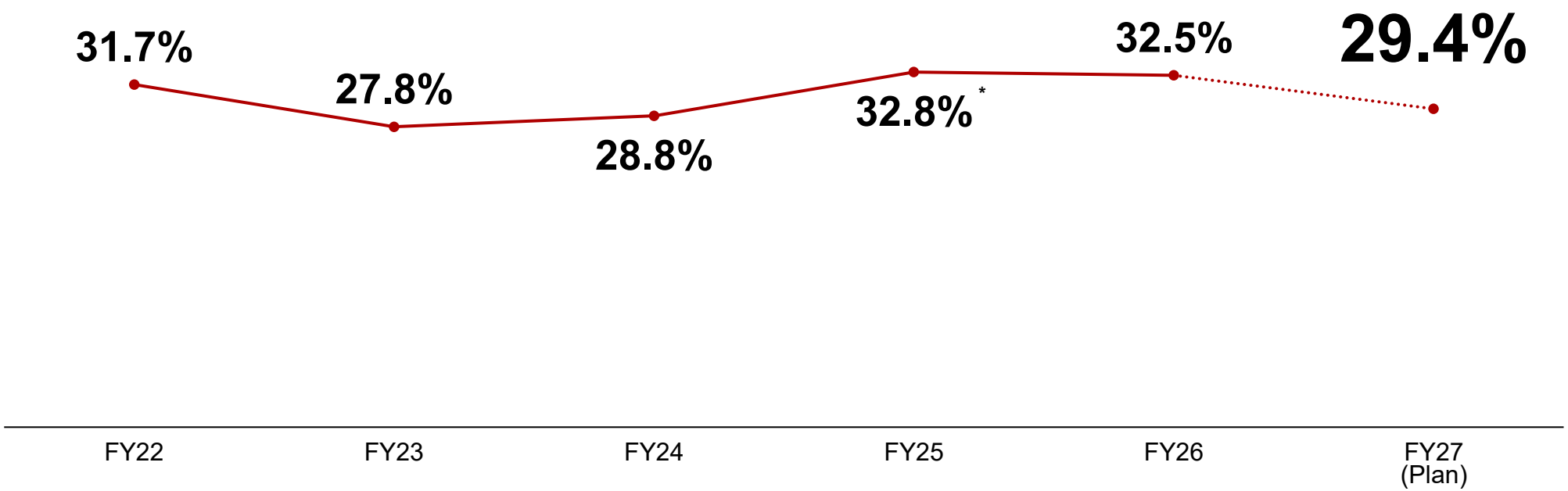
Measures Aimed at Achieving Management Conscious of Cost of Capital and Stock Price

- **The Company's ROE has consistently remained well above the average for companies listed on the Tokyo Stock Exchange Prime Market**
- **Under the plan for the fiscal year ending September 30, 2027, the ratio is expected to decline slightly year on year due to growth investments, but remain at around 30%**

ROE



* ROE for FY2025 is calculated by excluding the impact of extraordinary losses due to impairment

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07

Reference materials

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Company outline

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Company outline

Company name	Plus Alpha Consulting Co., Ltd. (Tokyo Stock Exchange Prime: 4071)
Representative	Kenji Suzumura, Representative Director and President
Location	Main office：25F Shiodome Sumitomo Building, 1-9-2 Higashi Shimbashi, Minato-ku, Tokyo Osaka Branch：13F Osaka Nakanoshima Building, 2-2-2 Nakanoshima, Kita-ku, Osaka-shi, Osaka Fukuoka Branch：4F Grand Cabin Tenjin-minami, 3-3-33 Yakuin, Chuo-ku, Fukuoka-shi, Fukuoka
Consolidated subsidiary	Grow Up Co., Ltd. / D4DR inc. / OM Network / Cradle inc.
Established	December 25, 2006
Capital	564,652 thousand yen (as of September 30, 2026)
Business content	Providing cloud services for data analysis platforms
Number of employees	549 consolidated (as of September 30, 2026)
URL	https://www.pa-consul.co.jp/

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MISSION・VISION

MISSION

Create PLUS ALPHA value for our customers' businesses.

By "visualizing" the enormous amount of information filling the world—texts, numerical values, images, sounds, etc.—and providing "realizations" that are helpful to our customers' businesses, we will create"＋α" (PLUS ALPHA) value for our customers.

VISION

Continuing evolving as a company of visualization platforms.

Information volume and digitalization have continued to increase exponentially in an array of fields.
We will propose solutions that will help improve creativity and productivity, with the aim of continual evolution as a company.
Our visualization platforms will revolutionize various industry mechanisms by working closely with our customers, employees, and partners.

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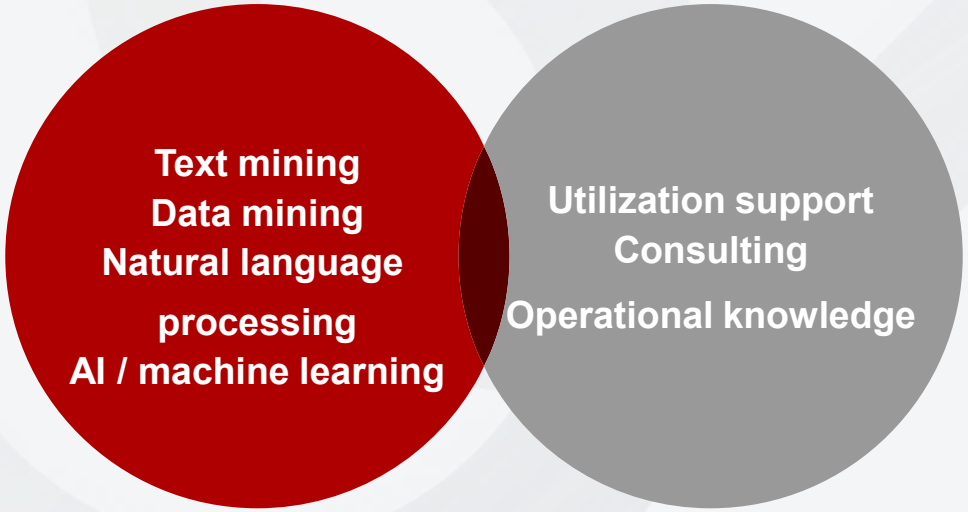
Business Concept

Support data utilization across various industries by visualizing and platformizing big data

Explosive growth of information volume driven by digitalization across all scenarios
= Creation of big data

- Customer information
  Customer feedback
- SNS
  X (formerly Twitter)
- Product information
  Purchase history
- EC access logs
  IoT / life logs
- Business daily reports
  Intellectual properties /papers
- Personnel / labor information
  Interview records

Visualizing vast amounts of information through technology and providing it as a platform
Providing support up to data utilization through consulting



Serving various sectors

HR Solutions

- Talent Palette タレントパレット
- ヨリソル
- キミスカ
- HIcare Wellness ハイケアウェルネス

Marketing Solutions

- CustomerRings カスタマーリングス
- 見える化エンジン
- AIプラストーク

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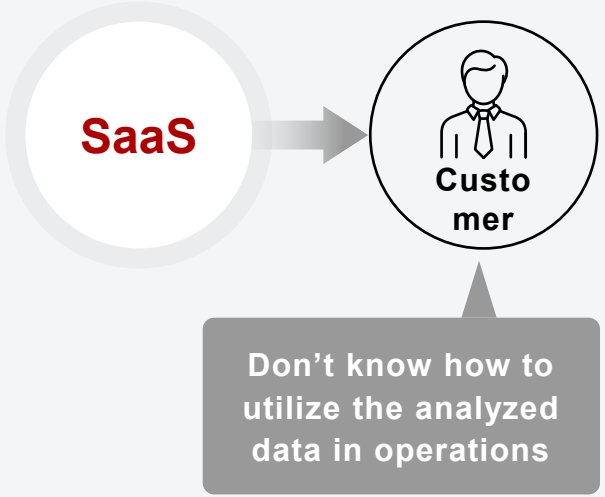
Business Model

Maximize results and deliver optimal solutions tailored to each customer by combining the strengths of SaaS and consulting

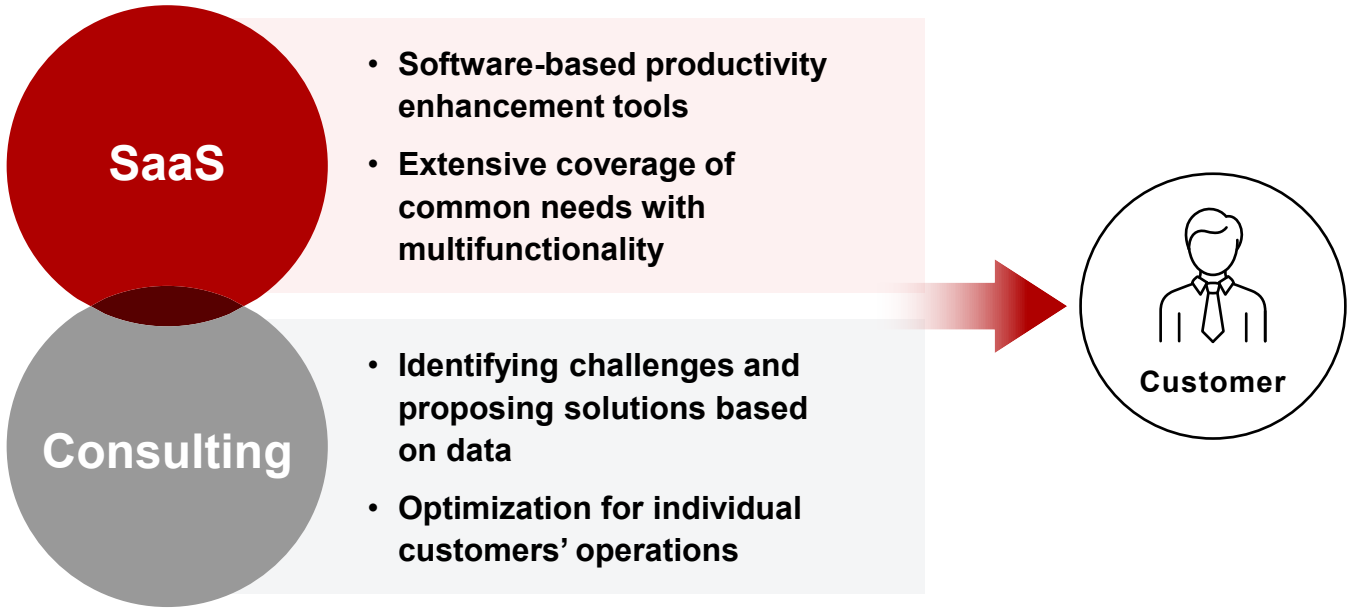
When only providing SaaS

Providing only tools means customers cannot fully leverage the data or handle the output, resulting in insufficient outcomes



Plus Alpha Consulting’s business model

In addition to providing SaaS, offer consulting services to help master them and maximize results



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Main Services

Developing SaaS solutions based on expertise in data analysis and utilization, and expanding into multiple domains including the HR/personnel area and the marketing area.

HR Solutions

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

Main target areas and services

HR/personnel area

Talent Palette タレントパレット

- Analysis of employee information for HR measures such as personnel development and optimal placement
- Monthly subscription according to the number of employees

Education area

ヨリソル

- Visualization by central management of information on teachers, students and parents, and promotion of educational data use and utilization
- Monthly subscription according to the number of students and teachers

Marketing Solutions

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

Main target areas and services

Marketing area

見える化エンジン

- Text mining analysis for the use of customer feedback data from call logs, X (formerly Twitter), etc.
- Monthly subscription according to the amount of analyzed data

CRM area

CustomerRings カスタマーリングス

- Customer analysis using purchase histories, web access logs, etc., and automation of marketing initiatives
- Monthly subscription according to the number of customers/
- e-mails delivered

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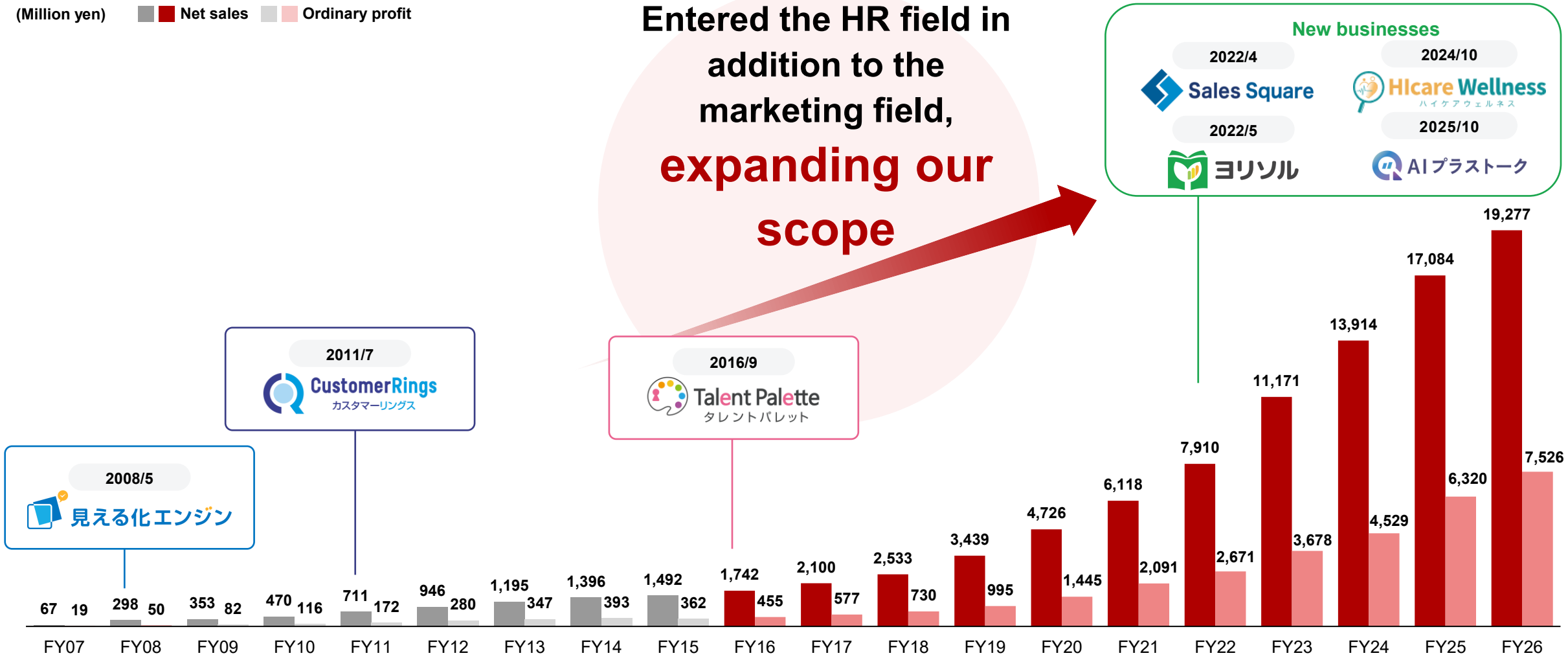
Growth Through Introduction of New Services

- Since the Company was founded, expanded content of business by introducing business-specialized products in intervals of several years
- Leveraging expertise cultivated in the marketing field, we expanded our business into the personnel and HR field starting in 2016, and have launched numerous new businesses in recent years



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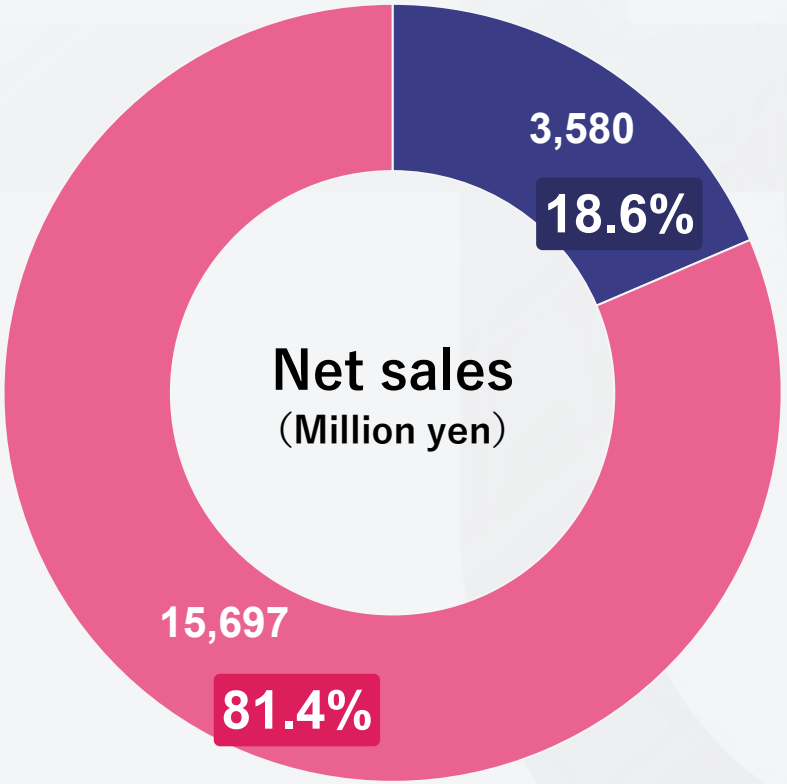
Business Composition

For the FY2026, the HR Solutions business accounted for 81.4% of sales and 85.4%* of profits, significantly driving growth





HR Solutions

Talent Palette タレントパレット
ヨリソル
HIcare Wellness ハイケアウェルネス
キミスカ
TARGET
D4DR inc. 知的好奇心を社会の進化に変える企業
ICMN

Marketing Solutions

CustomerRings カスタマーリングス
見える化エンジン

※Amount of operating profit of FY2026 (before elimination of shared expenses, excluding one-time expenses associated with M&A)

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Competitive Advantages

01

High technical expertise in data visualization



Possesses extensive technology and expertise in visualizing big data in a way that is useful for customers' practical operations

02

Organizational capabilities supporting the rapid evolution of services



Established a system where sales, development, and consulting work together to enhance added value

03

Leveraging insights through consulting



Implement the needs identified through consulting into the generic features of SaaS

04

New business development capabilities based on SaaS business infrastructure



Horizontal expansion of existing SaaS business infrastructure to launch revenue-generating ventures in a short period

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Competitive Advantage (1)
High Technical Expertise in Data Visualization

Not only analyzing big data, but also visualizing it in formats such as maps and outputting it transforms it into “data for practical use”

Example1

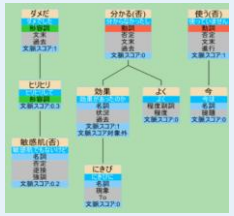
Syntax analysis, word maps

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

Output examples

見える化エンジン

Syntax analysis



Word maps



Example 2

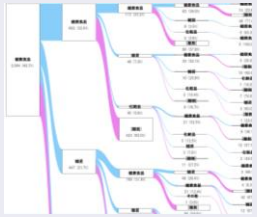
Purchasing pattern analysis

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

Output examples

CustomerRings
カスタマーリングス

Purchasing pattern analysis



Example 3

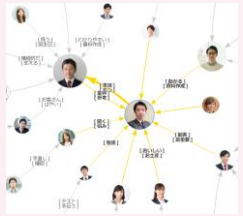
Network diagram

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

Output examples

Talent Palette
タレントパレット

Network diagram



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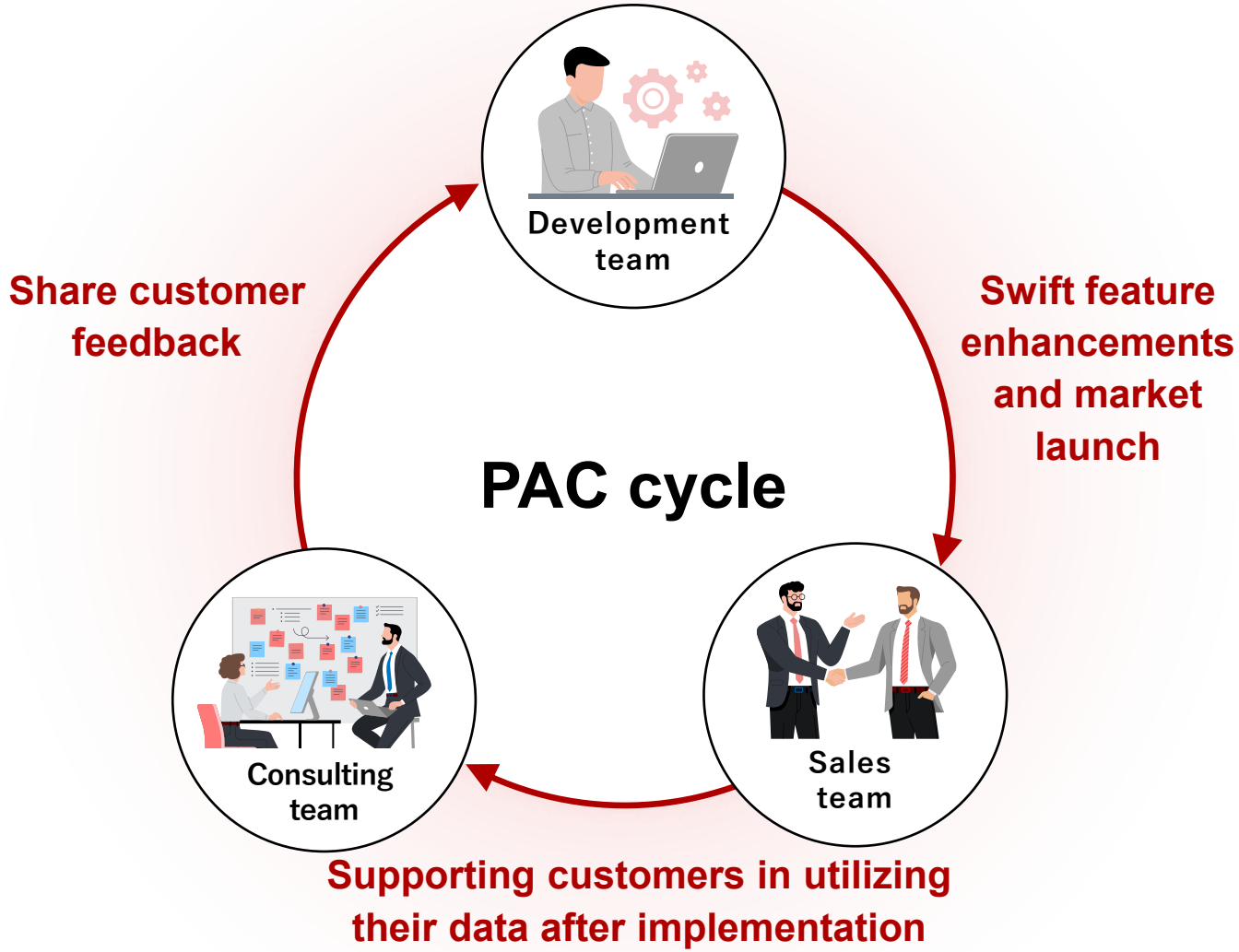
Competitive Advantage (2)
Organizational Capabilities Supporting the Rapid Evolution of Services

Establish the “PAC cycle” to identify needs through consulting with leading companies and rapidly implement them as generic functions



Realizing the rapid evolution of services

Differentiation
by rapid functional evolution

ARPU improvement
by creating high added value

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

Partner relationships
on equal footing with clients

Early market launch
of new functions and businesses

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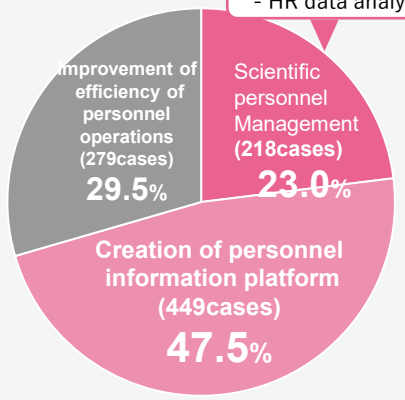
Competitive Advantage (3) Leveraging Insights Through Consulting

Based on consulting achievements with various leading companies, we have incorporated over 8,600 features as standard over approximately ten years, realizing high-value-added services

Approximately 70% of consulting projects involve the creation of a personnel information platform or scientific personnel management

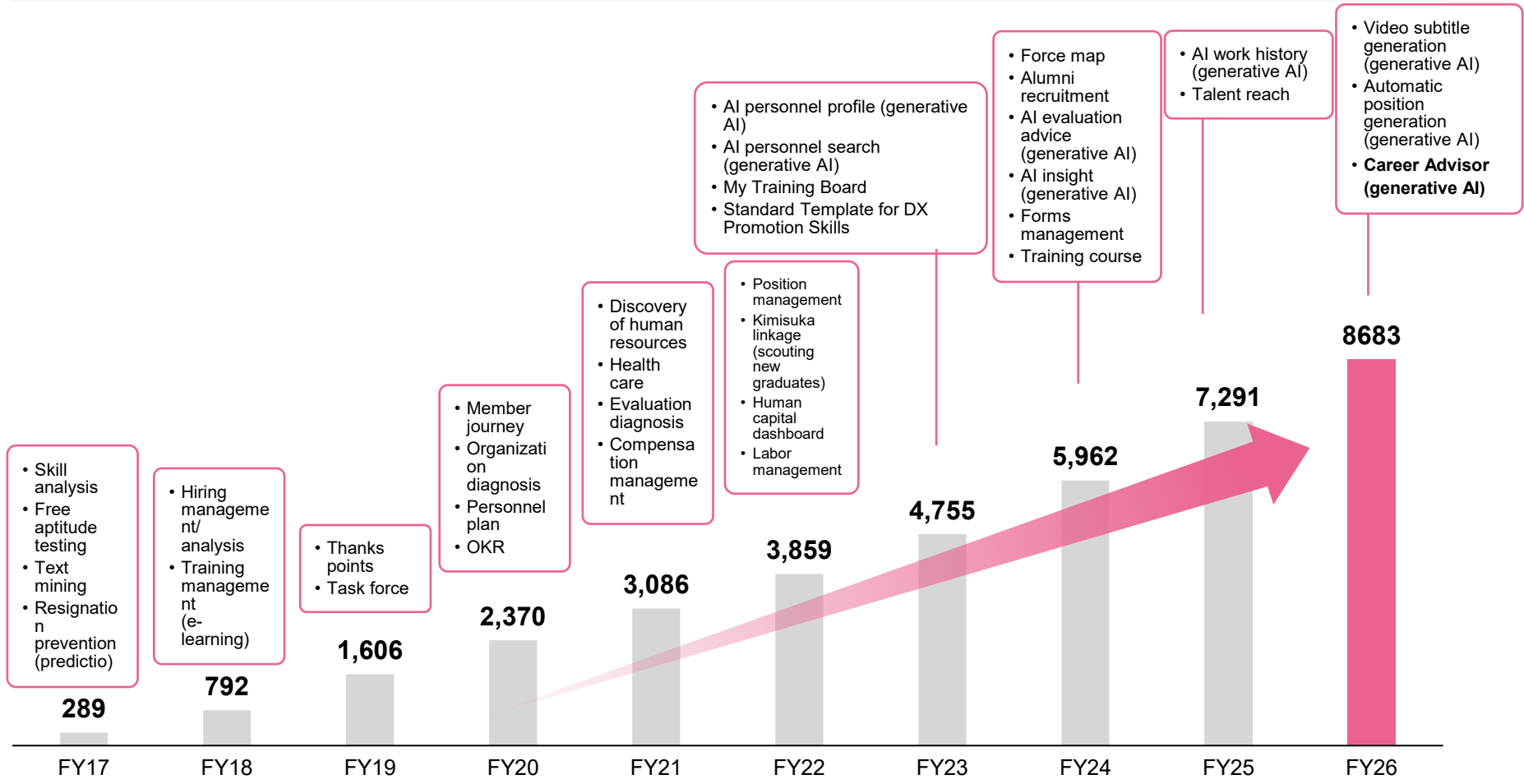
Talent Palette
タレントパレット

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



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

Talent Palette Version Upgrade Feature Count (Cumulative) and Major New Features



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Competitive Advantages (4)
New Business Development Capabilities Based on SaaS Business Infrastructure

- Based on over a decade of SaaS business expertise, rapidly building new businesses with minimal investment through horizontal deployment of technology
- Simultaneously advancing existing high-profit, stable businesses and new high-growth businesses to continuously achieve high profit margins and high growth rates

High-growth business

Realized quick launch of business and achieve early profitability

Talent Palette
タレントパレット

New businesses

Launched businesses in short period

ヨリソル
HIcare Wellness ハイケアウェルネス
Sales Square セールス スクエア
AIプラストーク

Accumulating know-how from existing businesses

Highly profitable business

見える化エンジン

Stable growth business

CustomerRings カスタマーリングス

Apply know-how to develop new businesses

Technology to visualize big data	Establishment of rapid evolution cycle organizations	Text mining Language processing technologies	
Marketing methods	Back-office frameworks	Customer success	Sharing of mass data system foundations

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HR Initiatives Supporting PAC's Organizational Strength

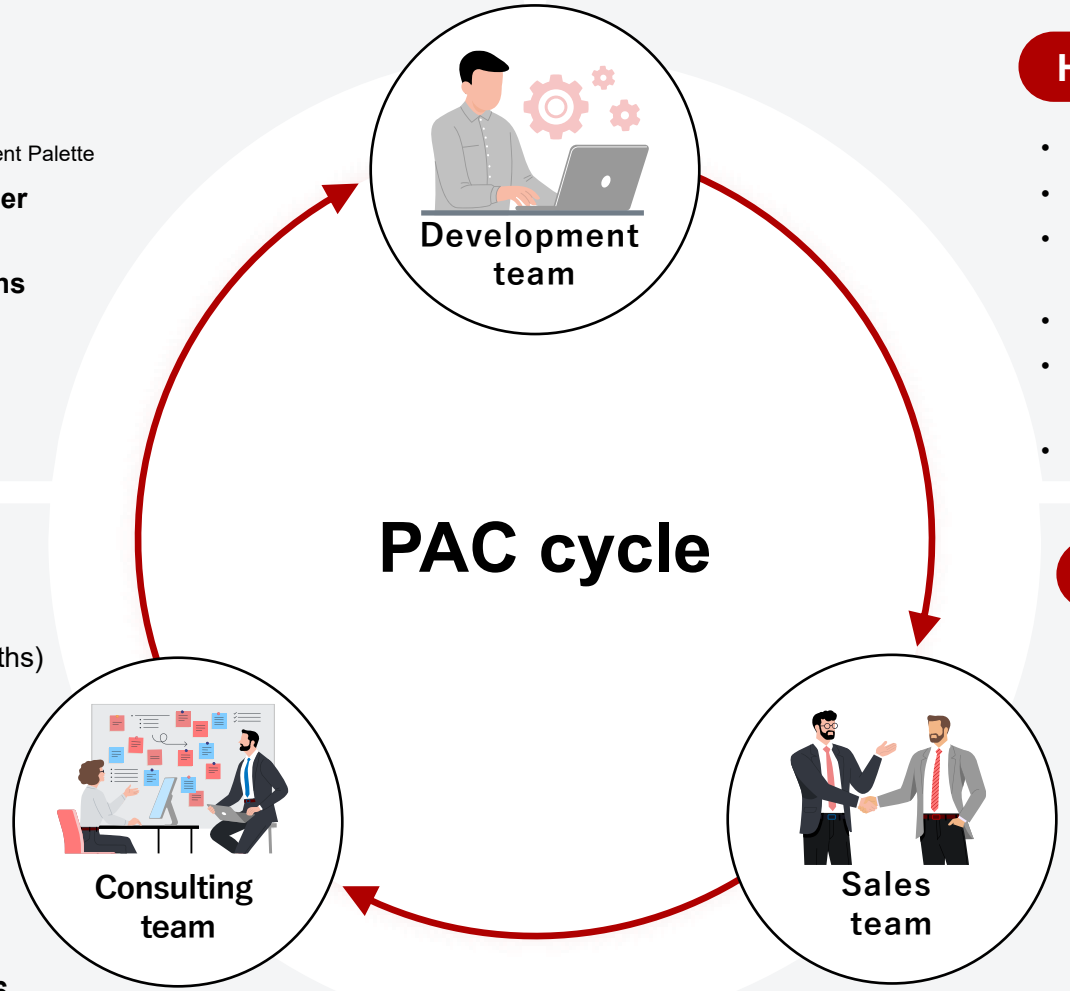
Strengthen human capital through HR initiatives to maintain and enhance organizational capabilities

Communication measures

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

Penetration of strategy

- **Strategy meetings**(held once every six months)
  A total of six days by business, all employees can participate
- **Overall meeting (held monthly)**
  Sharing of company measures and department measures
- **"Penguin Contest" for new businesses**
  approx. 40 people participated in FY2026



Human resource development

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

Workplace environment

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

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Structure to Enhance Added Value for Enterprise Customers

- **The Consultant, Concierge, Support Desk, and Development teams respond promptly to requests from customers that have implemented Talent Palette**
- **By maximizing the value delivered to customers, we achieve increased ARPU + reduced revenue churn rate = maximized customer value (increased LTV).**

Approx. 50 people



Consulting

- Support for utilization of system design and skill information
- Configuration of system settings and implementation flow
- Operational design, etc.



Support desk

Customer inquiries and chat support

- Online configuration support
- Resolution of functional uncertainties during individual consultation sessions, etc.

Approx. 30 people

Customers

Companies implementing Talent Palette タレントパレット



Concierge

- Support for promoting the utilization of functions and settings
- Implementation of subcommittees for resolving issues
- Issue resolution in individual consultation meetings, etc.

Approx. 40 people



Development

- Enhancement of functionality and technological advancements that contribute to improved customer convenience
- Enhancement of functionality to swiftly incorporate customer requests
- Cutting-edge technologies devised by Plus Alpha Consulting (AI, voice analysis, etc.)

Approx. 60 people

Effects of maximizing value provided to customers

- Increase in ARPU (Promotion of upselling, etc.)
- Reduction of revenue churn rate
- Improvement of LTV

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Why Talent Palette Will Not Be Replaced by Generative AI

- **Talent Palette has established itself as being difficult to replace through its ability to handle complex individual requirements, security support, and proprietary data accumulation demanded by enterprises.**
- **The value proposition is enhanced through services that combine SaaS, consulting, and generative AI.**

Areas easy to replace with AI

- Routine automation: chatbots, FAQs, email creation, etc.
- Content creation: General document creation, meeting summarization, image creation
- Simple data aggregation: Numerical aggregation and visualization

VS

Areas difficult to replace with AI (Talent Palette)

- Complex Requirements for Individual Companies:
  Company-specific processing for personnel systems and other areas
- Advanced security:
  Confidential information, access control
- Accumulation and Utilization of Proprietary Data:
  Various personnel and organizational time-series data

▽ Providing a general-purpose HR services utilizing AI

Common weaknesses of AI-powered services

- Responding to complex operational requirements of individual companies
- Risk of hallucination
- Concerns about information leakage

▷

Strengths of Talent Palette

- Functions covering complex operations and security requirements
- Providing consulting services to support the implementation of various personnel initiatives
- Promoting scientific personnel management to enable the accumulation and utilization of vast amounts of data

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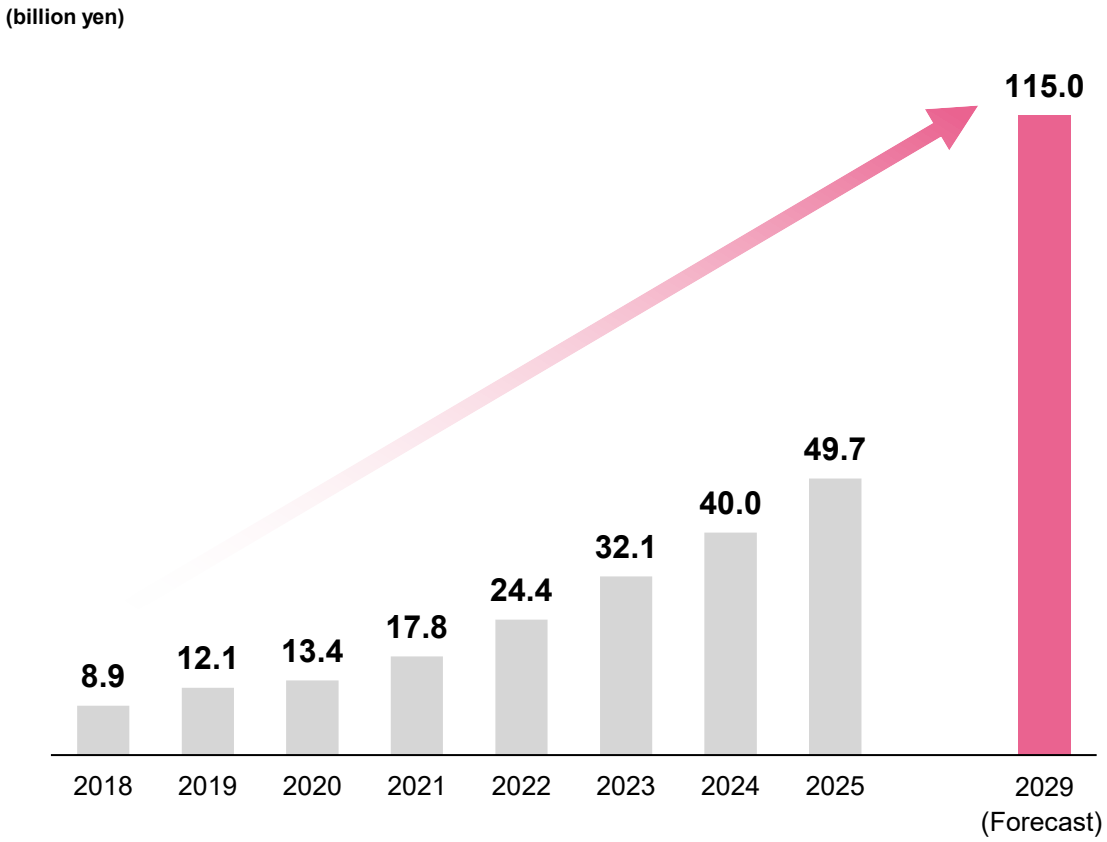
Reference

HR Solutions Market Data

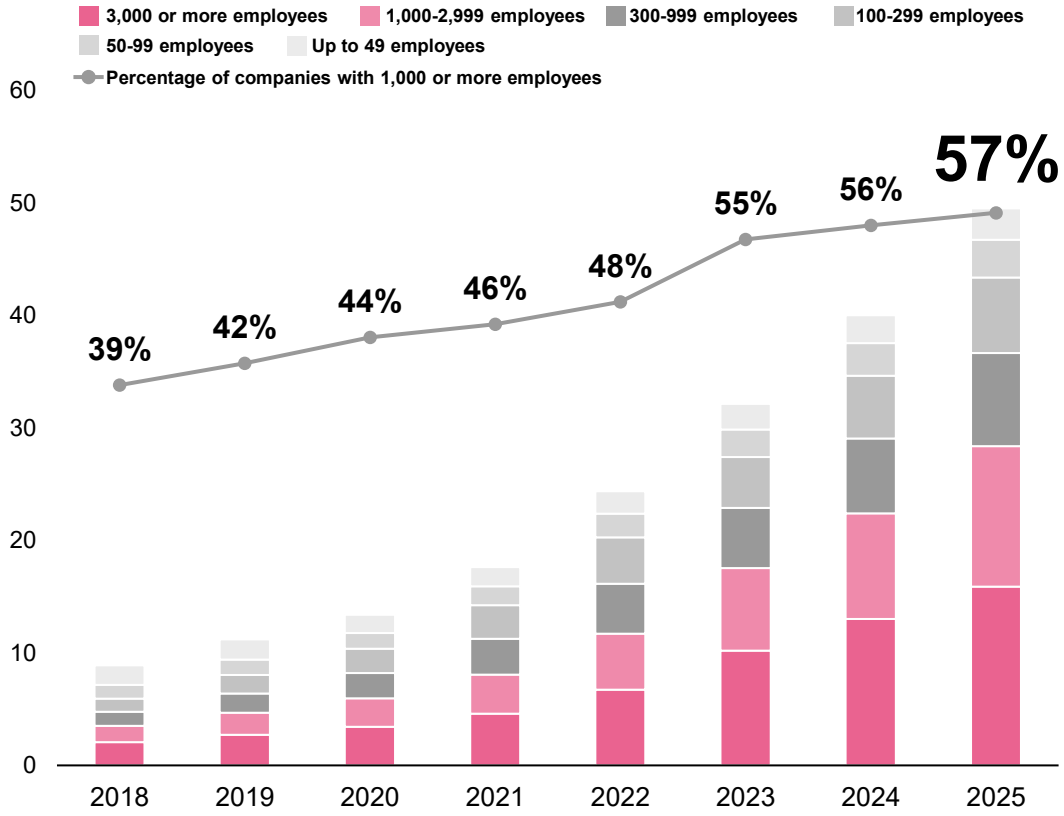
Personnel and assignment cloud market size (overall)

The market size is projected to exceed 110 billion yen by FY2029



Personnel and assignment cloud market size (by number of employees)

The majority of the market consists of companies with 1,000 or more employees, and the proportion of these is on an upward trend



*Source: Prepared by Plus Alpha Consulting based on “HRTech Cloud Market Facts and Outlook”

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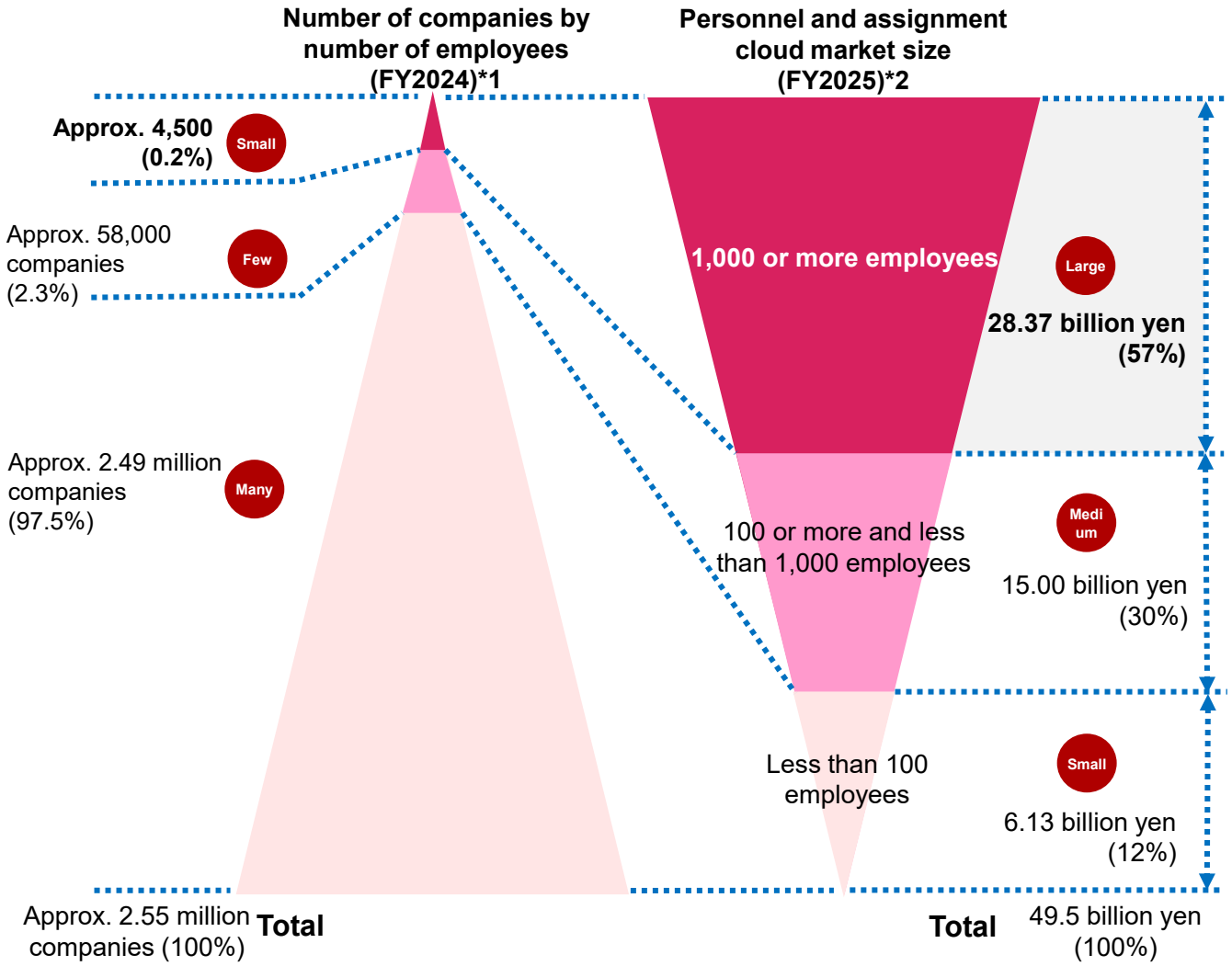
HR Solutions Market Data

Market structure of the personnel and assignment cloud market



Characteristics of the enterprise market (companies with 1,000 or more employees)

- Enterprises account for over 50% of the market share, with a large market size and high growth potential
- Easy to leverage the strengths of Talent Palette, our products hold the top market share.
- Higher revenue per project and greater profitability

Leveraging our strengths, we will further focus on and deepen our presence in profitable growth markets

*1 Source: Prepared by Plus Alpha Consulting based on “Economic Census”
*2 Source: Prepared by Plus Alpha Consulting based on “HRTech Cloud Market Facts and Outlook”

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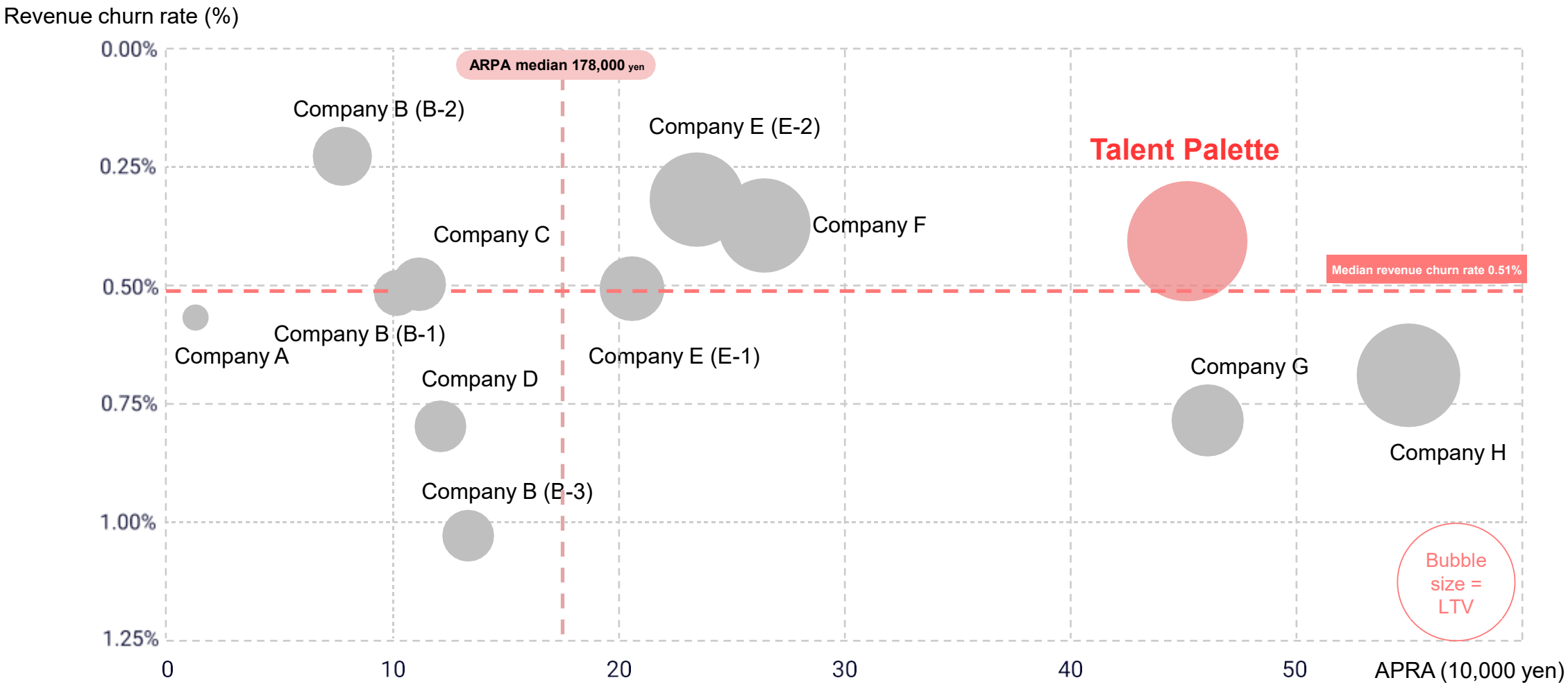
LTV of Talent Palette

SaaS LTV Analysis



* Source: Prepared by Plus Alpha Consulting based on “SaaS industry Report 2025” by SMARTCAMP Co., Ltd.

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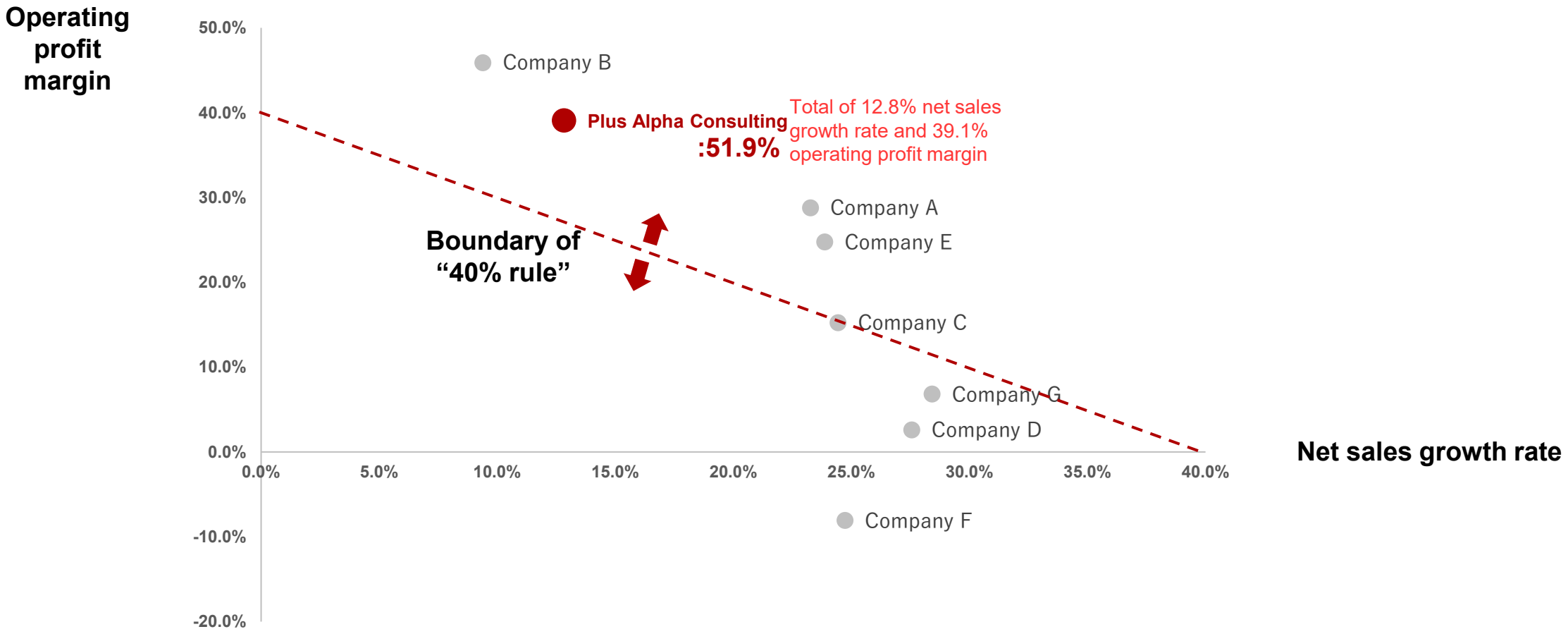
Our Growth Potential and Profitability

- **For the fiscal year ended September 30, 2026, the sum of our net sales growth rate and operating profit margin significantly exceeded the “40% Rule”** *1

Comparison of net sales growth rate and operating profit margin *2



*1 The “40% Rule” is a concept that considers a SaaS company to be healthy if its annual sales growth rate plus operating profit margin exceeds 40%.
*2 Graph prepared by Plus Alpha Consulting based on figures disclosed in each company’s annual securities report (net sales for the previous fiscal year, net sales for the current fiscal year, and operating profit for the current fiscal year)

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HR Solutions business overview

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HR Solutions Business Overview

A platform that enables HR digital transformation and scientific personnel management strategy through the analysis and utilization of HR data

Talent Palette
タレントパレット

Applying unique analytical capabilities incorporating marketing thinking to the HR field to realize scientific personnel strategy

Employee visualization function for optimal staffing and talent promotion

Recruitment functions such as streamlining hiring processes, preventing mismatches, and predicting employee performance

Learning promotion features such as employee performance analysis and e-learning

Learning promotion features such as analysis and prediction of employee turnover and motivation measurement

Text mining to facilitate incorporating employee feedback into management decisions

Intuitively visualizing the state of personnel and organization



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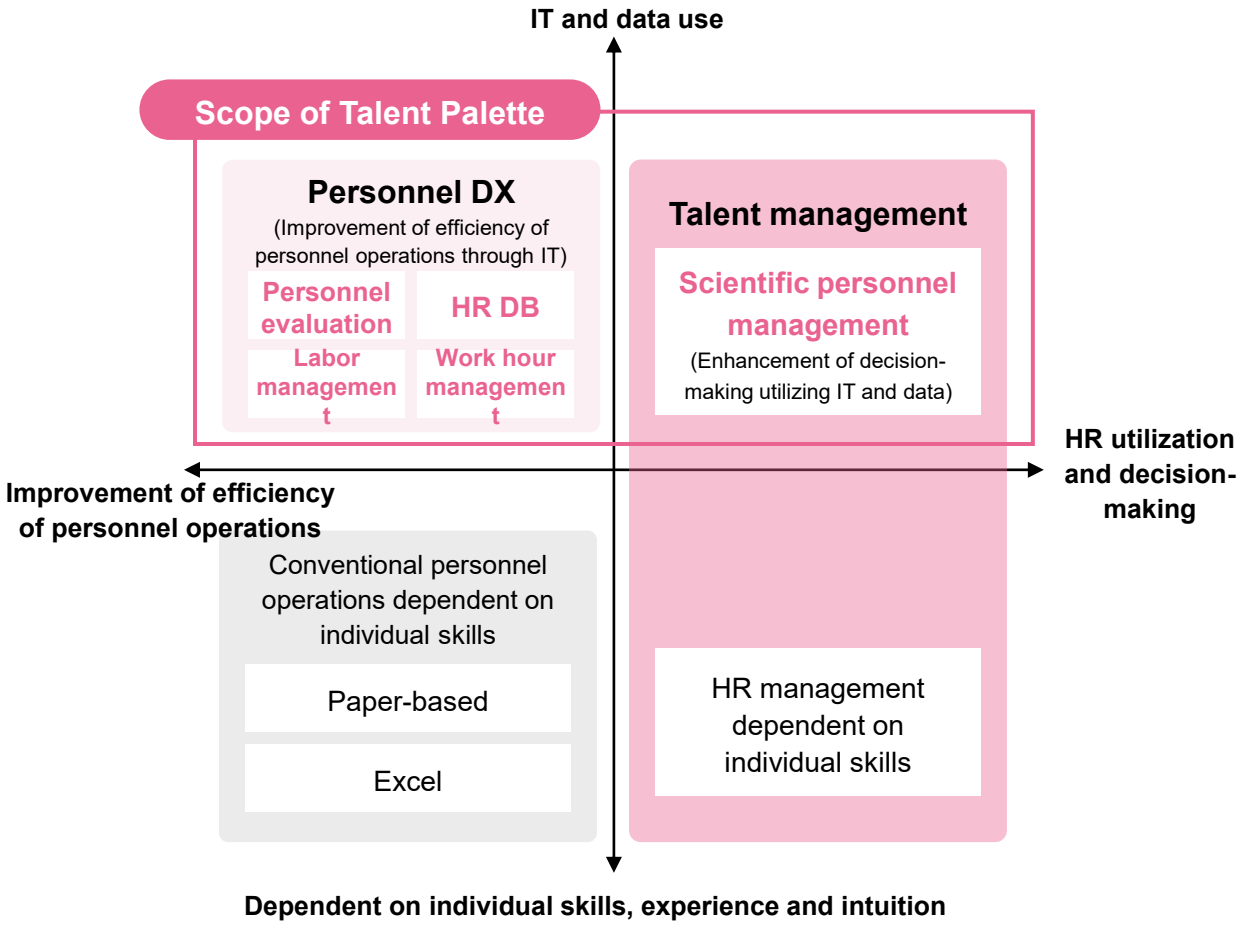
Characteristics of Talent Palette (1)
Applying Marketing Methods to the HR Sector

By applying our marketing methods to the HR sector for the first time in the industry, we not only increase efficiency in HR operations but also support the decision-making process

Application of marketing methods

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

Scope of support for Talent Palette in personnel operations



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Characteristics of Talent Palette (2) All-In-One Service Provision

- From personnel DX to scientific personnel management, we provide all-in-one services tailored to the scale of our client companies
- We provide added value for enterprises by realizing data-driven scientific personnel management
- We support small and medium-sized enterprises in streamlining operations through tool integration and IT-driven personnel DX

Visualizing employees

Support for personnel decision-making

Scientific personnel management

Enhancement of decision-making utilizing IT and data

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

Training management
Recommendation of optimal training according to skill status

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

Skill management
Skill improvement analysis, personnel portfolio management

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

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

Personnel DX

Improvement of personnel operations using IT

Internal job posting

Pulse surveys

Prevention and analysis of rejection of informal offers

TPI aptitude testing

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

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

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

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

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

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

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

Direct recruiting
Enabling direct scouting of students matching the company

Thanks points
Increasing engagement through employees expressing gratitude to each other

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Characteristics of Talent Palette (3) Highly Regarded by Enterprises

- **Number of corporate customers broke the 5,000 mark. The percentage of implementation in large enterprises with 1,000 or more employees (on a contract basis) is 44%**
- **They highly value the granular features and advanced consulting services for enterprises**

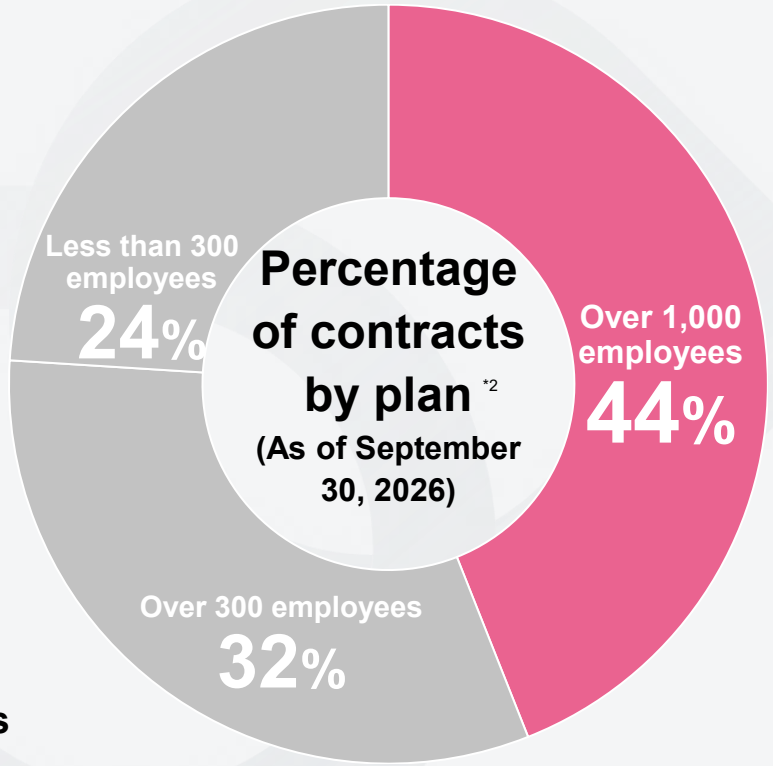
HR management market

No. 1 share ※1

Number of implementing companies

Approx. 5,000 companies

Number of contracts: 2,295 companies
As of September 30, 2026



Features highly appreciated by large enterprises

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

*1 ITR: "ITR Market View: Human Resource Management Market 2026" Human Resource Market: Share of Sales by Vendor (FY2024-FY2025 Forecast)
*2 Percentage excluding products supplied to partner companies on an OEM basis

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Companies Implementing of Talent Palette

Growing into a talent management system chosen by many leading companies and enterprises

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

Panasonic / 三菱重工 / YAMAHA / SUBARU / DENSO / ニチレイ / SAPPORO / Ajinomoto / YKK AP / RICOH / BRIDGESTONE / 住友電装 / 日清製粉グループ / THERMOS / Kao / お口の恋人 LOTTE / 亀田製菓 / ロート製薬 / HIROTEC / Calbee / Nikon / NISSIN / 東洋製罐グループ / brother / Rinnai / MIZUNO / Niterra / SEKISUI HOUSE / 大林組 / NISSHA / TOKUYAMA / AGC / FUJIBO / ミサワホーム / 三井住友建設 / スターゼン

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

MIZUHO / 三井住友信託銀行 / 第一生命 / MS&AD / 野村證券 / JA横浜 / SOMPO ホールディングス / ゆうちょ銀行 / 静岡銀行 / 福岡銀行 / 中国銀行 / 岐阜信用金庫 / 横浜銀行 / ちばぎん / 西日本シティ銀行 / YMfg / ほけんの窓口

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

中部電力 / 東北電力 / 九州電力 / J-POWER / ほくでん / 九電工 / COSMO / 西部ガスホールディングス / 四国電力 / TOKYO GAS / ENEOSホールディングス株式会社 / SoftBank / peach / Osaka Metro / Sg logistics / ヤマト運輸 / LOGISTEED / 一般財団法人 北陸電気保安協会 / 兵庫県 / 生駒市 / 秋田県庁 / 新潟市 / つくばエクスプレス

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

AEON / welcia / 株式会社セブン-イレブン・ジャパン / 三菱商事 / ニトリ / J. FRONT RETAILING / H2O RETAILING / ISETAN MITSUKOSHI / UNITED ARROWS LTD. / 松屋 / 洋服の青山 / Seibu Holdings / alfresa group / sojitz / 東横イン / SEIBU PRINCE HOTELS & RESORTS / MINISTOP / Nojima / CSP セントラル警備保障 / サミット / EDION / スギ薬局 / ZOZO / TOWER RECORDS / HIS / Joshin / さくら薬局グループ / 芝浦工業大学 / baskin BR robbins サーティワン / DAISO ダイソー / ベルク / HANDS / くら KURA / 学校法人三幸学園 / AENA / HottoMotto ほっともっと / しまむら / Japanet / OPEN HOUSE / 大東建託 / コーナン / 三井住友トラスト不動産 / odakyu RESORTS / 総合メディカル株式会社 / Takano Yuri / 日清医療食品株式会社 / SOMPOケア

IT, system development, call centers, entertainment

NTT DATA / CTC / SCSK / WAP / IIJ / NS Solutions / MUFG 三菱UFJインフォメーションテクノロジー / Altius Link / LIFULL / UNIADEX / ぐるなび / CCC / MSYS / Bell System24 / 株式会社 日立社会情報サービス / BANDAI NAMCO Studios Inc. / SEGASammy

Staffing, advertising, mass media, specialized services

マイナビ / エン・ジャパン / ManpowerGroup / B-NEXT / Timee / JETRO / 日テレ / tv asahi / 毎日新聞 / ADK / スポニチ

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Evolution of Talent Palette Through Generative AI

By leveraging generative AI in the personnel area, we will further promote data utilization and evolve “scientific personnel management” into a more accessible concept

Various personnel data

Talent data

Personnel information and evaluations, transfer history, attendance records, recruitment information, etc.

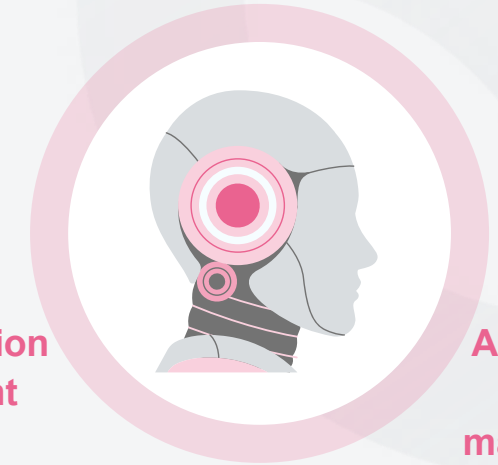
Human resource data

Aptitude tests, skill data, interview records, employee feedback, etc.

Non-personnel data

Performance data, financial accounting data, various management indicators, etc.

Utilization of generative AI



Consolidation into Talent Palette

Accelerating not only management, but also utilization

Expanding possibilities of personnel through AI

- **Automatic generation of personnel profiles**
- **AI search (discovery of human resources, reasons for recommendation)**
- **Optimal assignment simulation**
- **AI insights (issue analysis and improvement plan development)**
- **Performance evaluation and goal setting support, feedback coaching**
- **Recruitment matching and interviewer training support**
- **Career advisors**

+

Consulting on utilization of generative AI

Consultants with deep industry expertise support prompt tuning

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Expansion of Talent Palette Business

- By utilizing accumulated HR data, we have built highly accurate services surrounding personnel. Seeking to prevent churn, increase ARPU, and acquire customers in new markets
- Promoting the expansion of business not only using PAC's know-how, but also by utilizing partnerships and capital alliances with partner companies

Staffing / hiring	Training / development	Benefit programs / events	Health care	Labor management
Matching of HR similar to employees working actively at a company	Recommend appropriate training for employee evaluations, skills, and aptitudes	Propose measures including benefit programs to solve organizational issues	Offer health-promoting measures tailored to employee health checkups and working patterns	Improvement of efficiency of various application operations Becoming more advanced such as data collection and recommendations

Expanding business into new subscription models through the combination and optimization of diverse personnel information

Talent Palette
タレントパレット

Personnel information platform
(Evaluations, skills, aptitude, motivation, career, etc.)

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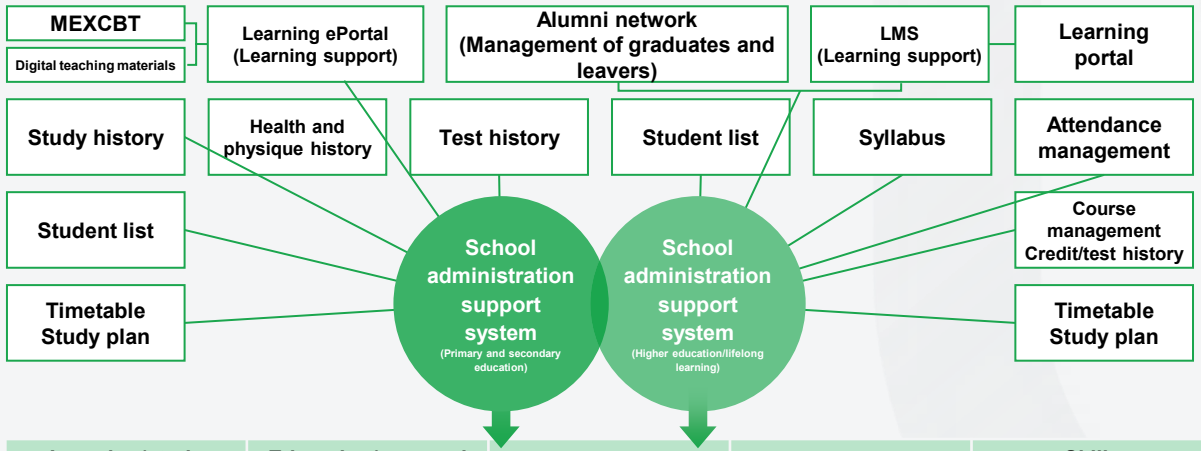
Service Overview of Yorisoar Service for Education Industry

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

ヨリソル

Promoting the utilization of educational data in teaching and school administration, as well as providing operational support through generative AI functions



Learning/study portfolio	Education/personal dashboard	Applicant management	Data unification	Skills Competencies
Prevention of dropout Prevention of non-attendance	Pulse surveys	Aptitude tests	Contacting parents	Teaching staff management and evaluation
Generative AI	Payment management	Access management	Personality test (digram diagnosis)	App support

Centrally manage and visualize information on faculty, students, parents, and others



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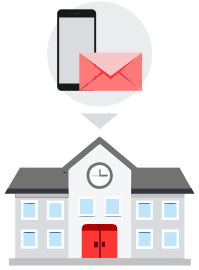
Service Overview of Yorisoar Service for Education Industry

Centralizing data from applicants to graduates. We achieve improvements in the quality of education by visualizing and utilizing individual learning as data

Applicant management



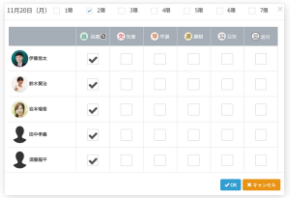
- Web application
- Application form creation
- Incoming payment management

Enrollment management



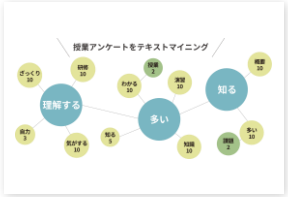
- Basic information management
- Attendance management
- Certificate issuance
- Learning portfolio

LMS



- Attendance and grade management
- Issue management
- Progress management
- Timetable management

Learner understanding



- Class surveys
- Aptitude test
- High performer analysis
- Detection of signs of dropout

Communication



- Parents and guardians page
- Bulletin board and chat
- Email and LINE distribution
- Safety confirmation

Teaching and other staff management



- Personnel appraisal
- Skill management
- Training management
- Transfer simulation

Graduate management



- Hiring forms management
- Employment and further education destination management
- Personal pages for graduates
- Donation history management



All learner information integrated into a single student ID

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Organizations Implementing Yorisoar Service for Education Industry

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

Secondary education (Junior high schools and high schools)

ドルトン東京学園 中等部・高等部

星槎名古屋中学校 SEISA みんなで歩こう！みんなで笑おう！

三田学園 中学校 高等学校 SANDAGAKUEN Junior High School・Senior High School

Hakodate La Salle 函館ラ・サール学園

学校法人 開桜学院 日々輝学園高等学校 広域通信制 | 単位制 | 普通科

明光義塾高等学院

学校法人 岩田学園 岩田中学校・高等学校

初等教育（幼稚園・小学校）

サムエル幼稚園

さやか星小学校 SAYAKABOSHI Elementary School

Higher education (Universities)

帝塚山学院大学

学校法人 鶴鳴学園 長崎女子短期大学

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

大阪産業大学

いのち・こころ・環境の未来を創造する大学 人間環境大学 UNIVERSITY OF HUMAN ENVIRONMENTS

自主創造 日本大学

KANAGAWA DENTAL UNIVERSITY EST. 1910

千葉経済大学 CHIBA KEIZAI

千葉経済大学短期大学部 CHIBA KEIZAI

Cram schools and prep schools

SONOMAMA

駿台 SUNDAI

株式会社 類設計室

ディグラム・ラボ produced by Kihara Seitaro

類学舎

Higher education (Vocational schools, Japanese language schools)

学校法人 鈴木学園

学校法人 河原学園

学校法人 岩崎学園

学校法人仙都学園 専門学校 東北動物看護学院

学校法人 今村学園 今村学園ライセンスアカデミー

学校法人 十全青翔学園 静岡医療科学専門大学校

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

フォーラム情報アカデミー専門学校

明日香日本語学校 Asuka Japanese language school

独立行政法人 国立病院機構 金沢医療センター附属金沢看護学校 Kanazawa Medical Center Kanazawa School of Nursing

学校法人 静岡医療学園 静岡医療学園専門学校 厚生労働大臣指定 静岡県認可の専門学校

介護と保育の oobo 学校法人 大庭学園

東京衛生学園専門学校

Local governments (boards of education), recurrent

Kyoto Prefecture Board of Education

Nara Prefecture Board of Education

Toyonaka City Board of Education

Takagi-mura Board of Education

Itabashi City Board of Education

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Implementation of Yorisoar Service for Education Industry in Boards of Education

- **The introduction of the service is progressing within boards of education, enabling the realization of educational DX to achieve greater efficiency in school administration**
- **It can cater to a wide range of needs, including improving educational quality through visualization of student information such as early detection of student absenteeism**

Kyoto Prefecture Board of Education

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

Nara Prefecture Board of Education

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

Toyonaka City Board of Education(Osaka Prefecture)

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

Takagi-mura Board of Education

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

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New “HIcare Wellness” Service for the Medical and Nursing Care Sector

An industry-specific talent management system based on Talent Palette that centrally manages data for doctors, nurses, caregivers, and other professionals in the nursing care and medical sector

HIcare Wellness
ハイケアウェルネス

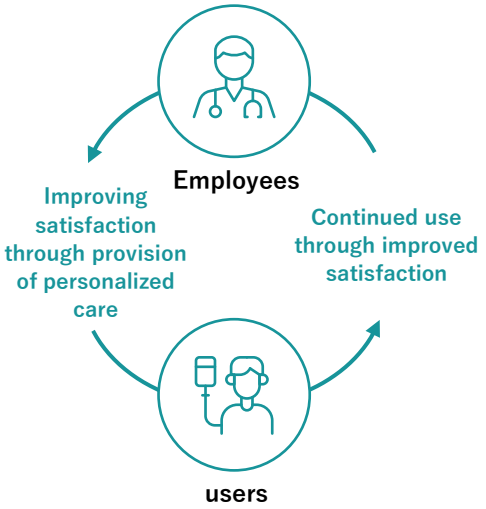
Realizing improvement of operational efficiency and quality of care through employee training, shift management, and increased motivation

Data input /import

Employee data

User data

Visualization of nursing care and healthcare sites through the utilization of data



Improving efficiency of operations and concentrating on the care that should be focused on

Realization of personalized nursing care and healthcare

Visualization of nursing care and healthcare sites through the utilization of data



* Includes certain concepts for features planned for future development

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Companies Adopting the New “HIcare Wellness” Service for the Medical and Nursing Care Sector

Realizing improvement of operational efficiency and quality of care through employee training, shift management, and increased motivation. Adoption is expanding across a wide range of organizations, including social welfare corporations, private hospitals, and university hospitals.

Nursing Care and Welfare



Hospital



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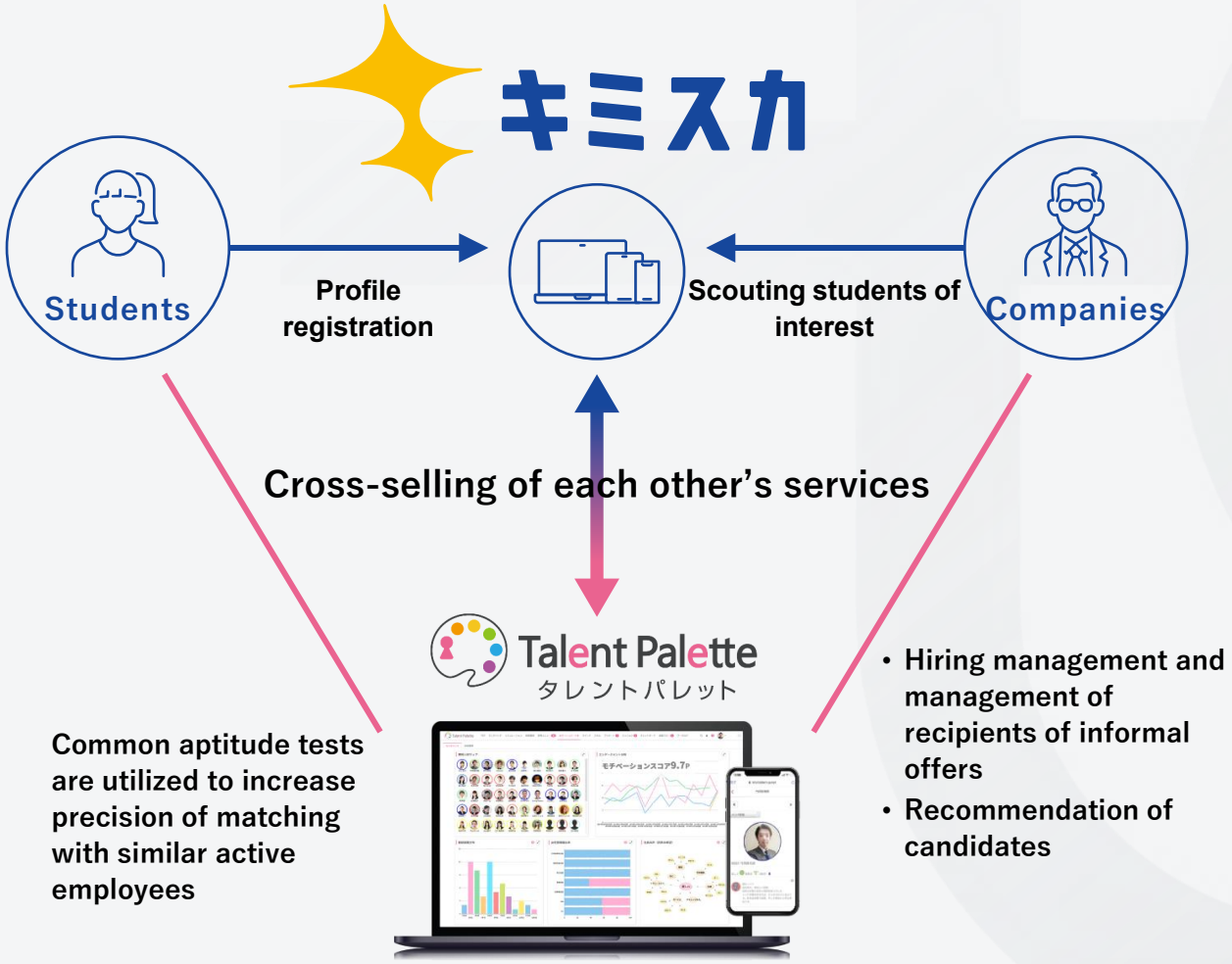
Kimisuka Service for Direct Recruiting of New Graduates

- The acquisition of Grow Up, which operates the Kimisuka service for direct recruiting of new graduates marked our entry into the new graduate recruitment business
- Through the integration of Kimisuka and Talent Palette, we enable the recruitment of new graduates suited to each company while also promoting cross-selling



Benefits of combining Kimisuka and Talent Palette

1 Increase of added value through the enhancement of hiring operations

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

2 Promotion of cross selling of each other's services

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

3 Sharing of knowhow on functional development and the hiring business

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

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Platform Concept with Coverage Spanning from Students to Working Professionals

We aim to build a platform that enables the continuous accumulation and utilization of data from students through working professionals and into retirement

Applicants

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

Accumulation and utilization of student data

ヨリソル



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

Linkage

Job matching for students

キミスカ



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

Linkage

Accumulation and utilization of employee data

Talent Palette
タレントパレット



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

Adult education (specializing in IT)

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

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Marketing Solutions business overview

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Characteristics of Visualization Engine

Instantly visualize customer feedback and purchase motivations. Platform for utilization of voices of customers with No. 1 share* used by over 1,900 companies

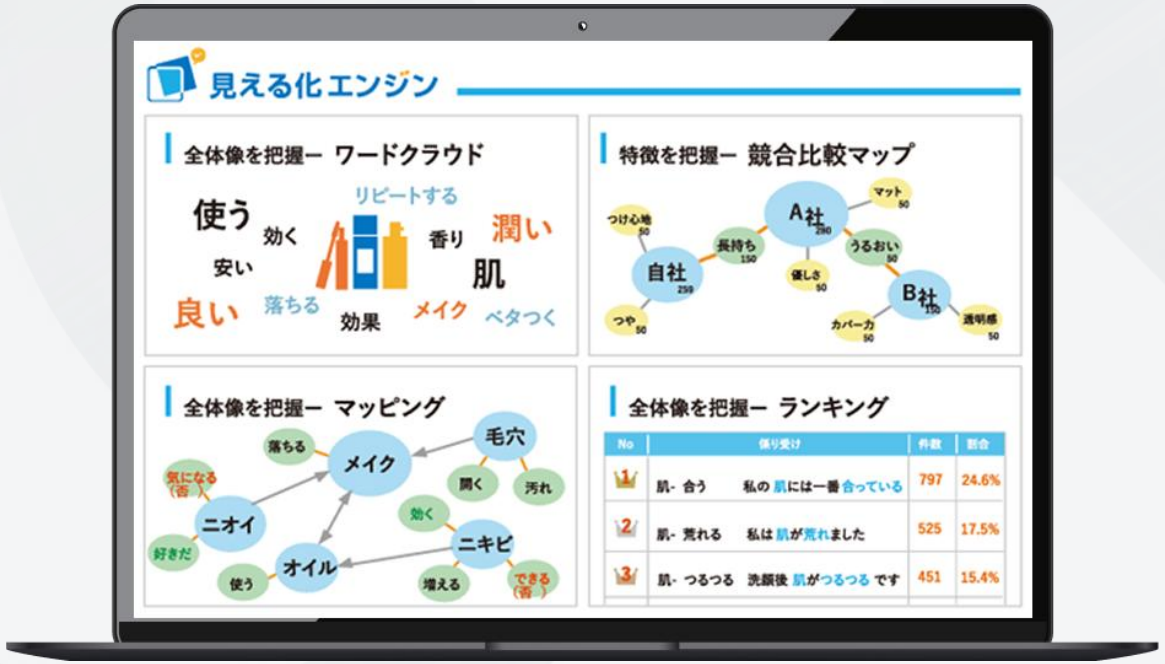
見える化エンジン

Japan's leading text mining technology combined with generative AI to visualize the voices and sentiments of customers and support CX improvement

Information gathering → Market analysis → Planning-Hypothesis testing → Effect verification

The latest UI/UX making it possible to intuitively overview and drill down into data	Proprietary natural language analysis technology supporting social media and posts by Gen Z
Analyzing diverse and vast customer feedback through text mining	Dashboard functionality provides one-stop support from analysis to systemization

Utilizing voices of customers in marketing through visualization via text mining



*Fuji Chimera Research Institute, Inc. "New Markets in the Software Business"

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Companies that have introduced visualization engine※1

Achieved No.1 share of implementation for 15 years

Manufacturing

SUNTORY
BANDAI
SEKISUI
ネスレ Nestlé Good Food, Good Life
おいしさと健康 Glico
MATSUTANI
今日を愛する。LION
ちふれ
Panasonic
nippn
KAI

Finance / Bank

MIZUHO みずほ銀行

Retail distribution business

AOKI
Belle Maison
TSUTAYA
CBON To create and produce the beauty
JTB 感動のそばに、いつも。
DUSKIN
ORBIS
一蘭
SHIPS

IT / Communication / EC

LINEヤフー

Infrastructure Communications finance

ANA
SKY
阪神高速道路株式会社
大阪ガス Marketing

Pharmaceutical

EARTH アース製薬
東邦薬品株式会社
Daiichi-Sankyo

Other Service

Lions

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Overview of AI PlusTalk Service

A next-generation training solution that supports everything from practical role-playing with realistic AI personas to evaluation and feedback.

AIプラストーク

Combining AI and big data to improve the quality of conversations across a wide range of business settings.



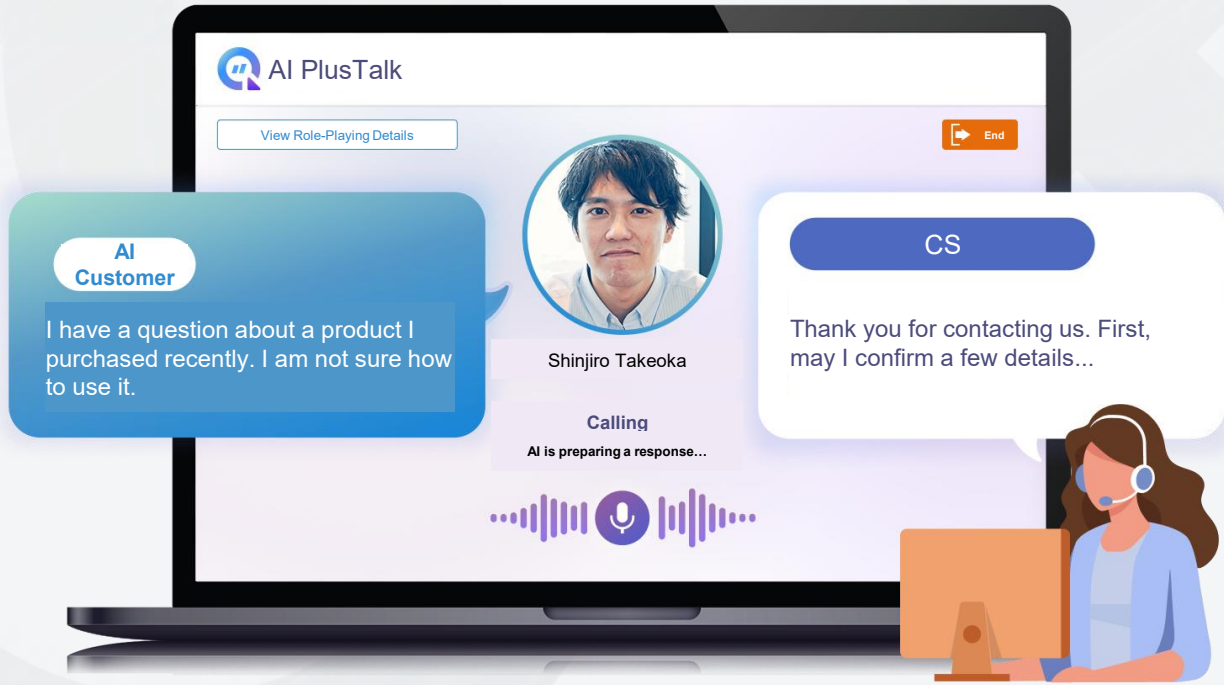
AI uses actual conversation histories and internal data to recreate realistic personas, such as customers, prospective clients, and job candidates

Through role-playing, AI instantly provides objective evaluations and specific advice for improvement

Naturally articulating insights and challenges in an environment with a high degree of psychological safety

Accumulating and utilizing organizational information assets through dialogue with AI

Supports employee development through AI role-playing based on internal data, including customer interaction practice, one-on-one meetings, and performance reviews.



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Example of Usage of AI PlusTalk by Fuji Electric Co., Ltd.

- Creating a new training environment to enhance technical support expertise and practical questioning skills

富士電機 Innovating Energy Technology

Fuji Electric Co., Ltd.

User department: Customer Service Department

Usage methods

Realistic personas generated based on inquiry data accumulated at call centers handling a wide range of equipment supporting industrial and social infrastructure such as industrial inverters and railway door drive units.
Through role-playing scenarios ranging from assessing equipment conditions to identifying root causes, the program aims to enhance operators' technical support expertise and advanced questioning skills.

Effect

- AI engages in realistic interactions as if it were an actual product user, establishing specialist knowledge and enhancing problem-solving capabilities
- Reduces evaluator subjectivity and training workloads while standardizing customer service quality
- Establishes a practical, highly reproducible training model at the initial adoption site and promotes its rollout to call center locations nationwide

About "AI PlusTalk"

A training system that efficiently enhances new employees' communication skills through roleplaying and evaluation using persona scenarios based on real data such as customer interaction histories, response manuals, surveys, and word of mouth.

Generating personas and scenarios from actual data



Enables practical practice with scenarios suited to various industries and conditions

Quantitative and qualitative feedback



Accurately identify your own strengths and weaknesses through objective AI-based assessment

Reduction of education costs



Reduce the time and personnel costs of trainers to **achieve efficient human resource development**

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Example of Usage of “AI PlusTalk” by NTT AD, Inc.

- **We are expanding in a variety of scenes ranging from call centers and customer service to hiring interviews and one-on-one HR interviews.**



NTT AD, Inc.

Number of employees: 257 (as of April 2025) / User department: RP Business Division

Usage methods

At the call center receiving consultations and inquiries regarding fiber optic line sales from sales staff of collaborating businesses we operate, we aim to improve the customer service skills of sales staff by creating personas representing potential fiber optic line consumers and using them as role-playing counterparts.

Effect

- **Roleplaying response evaluations are automated, significantly reducing administrative workload**
- **Practice handling difficult situations that are challenging in actual sales environments**
- **We plan to utilize it in other departments going forward**

About “AI PlusTalk”

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Example of Usage of “AI PlusTalk" by Yamato Contact Service Co., Ltd.

- **We are expanding in a variety of scenes ranging from call centers and customer service to hiring interviews and one-on-one HR interviews.**

ヤマトコンタクトサービス

Yamato Contact Service Co., Ltd.

User department: TA-Q-BIN Contact Center Department

Usage methods

AI Plus Talk is used to train new operators and peak-period support staff at a call center handling inquiries regarding Yamato Transport’s TA-Q-BIN delivery service. By creating an environment where trainees can repeatedly practice basic customer service skills and learn what information to obtain from customers through AI role-playing exercises that simulate actual inquiries, the company is improving training efficiency and standardizing service quality.

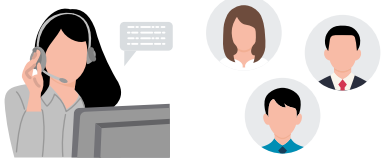
Effect

- Renewed training program to be centered on AI role-playing, significantly reducing the training period from two weeks to three days
- Increased the average number of inquiries handled immediately after operators began working independently from five to eight per hour
- Reduced follow-up calls caused by failures to confirm necessary information, improving service quality and operational efficiency
- Reduced the burden of instructor-led, in-person training and the associated training workload
- Also used to train peak-period support staff, enabling them to become productive quickly

About “AI PlusTalk”

A training system that efficiently enhances new employees’ communication skills through role-playing and evaluation using personas and scenarios developed from analyzed and collected information, including customer interaction histories, response manuals, surveys, and online reviews.

Generating personas and scenarios from collected and analyzed information



Enables practical practice in scenarios suited to various industries and conditions

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Reduction of education costs



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Characteristics of Customer Rings

A generative AI-powered CRM/MA tool that automates communication with customers by integrating and analyzing customer information and purchase histories based on big data

CustomerRings
カスタマーリングス

A customer feeling marketing platform that enables “tangible” customer insights through big data analysis



An intuitive interface that does not hamper users’ thinking	Approach via optimal channels and timing, such as email, social media, and web customer service
Supporting 1-to-1 marketing strategies such as CRM analysis and enhancement of initiatives	Equipped with an AI agent. Simply select an objective to fully automate the entire process from analysis through evaluation

Diverse analytical functions and rich outputs that provide tangible insights into each customer’s behavior and preferences



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Companies that have introduced Customer Rings

Examples of implementation: Supporting digital marketing / CRM enhancement of more than 850 growing companies in total

Health foods

フジッコ
KAGOME
AJINOMOTO
株式会社あじかん
ZENCARE
Real Style
ワダカルシウム製薬
Otsuka
TeaLife
Sixth sense Lab.
株式会社九州自然館

Cosmetics/ salon

euglena
ファンファレ
THE BODY SHOP
エステティック MISS PARIS
NEAL'S YARD REMEDIES
DECENCIA
ETVOS
すべては、敏感肌のために。
アンファー
Vitabrid C12
MTG
VERNAL

Apparel

OAL
PUNYUS
REGAL CORPORATION
HRC

Food

morinaga
JOYL Joy for Life
湖 KOIKEYA
よろこびがつなぐ世界へ KIRIN

Travel and tourism

VALUE MANAGEMENT
びゅう

Insurance and finance

りそな銀行 RESONA
au 損保
メディケア生命 住友生命グループ

Media and publishing

高知新聞社
徳島新聞社
西日本新聞

General mail order sales, other mail order sales

SARAYA
釣りがつなぐ笑顔の先へ… キャスティング
GREEN DOG
蒲巻百貨店
LESTAS

BtoB mail order sales

配管部品.com
Orie Printing Supplies
TAT

Member services

Hiroo Thoroughbred Club
CCC
JAL

HR/ career

資格キャリカレ
bstyle
KRASYS

Contact

ホテラル
TeAmo
Lcode

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