(3rd Quarter, Fiscal Year Ending March 2026) Financial Results Presentation Materials

FLECT Co., Ltd. (Securities Code: 4414)

February 5, 2026

Financial results for the 3rd Quarter of the fiscal year ending March 2026

(3rd Quarter, Fiscal Year Ending March 2026) Financial Results Summary

1 Achieved record-high sales for the 3Q period (as detailed on page 6)

The benefits of strengthening our proposal organization have begun to materialize, leading to expanded transactions with certain existing customers and contributing to QoQ sales growth. Through disciplined operational management and productivity improvements driven by AI, the gross profit margin remains at a high level.

Cumulative 3Q

Sales	5,968 million yen	- 0.2% (YoY)
Operating income	791 million yen	+ 2.2% (YoY)
Net income	474 million yen	+1.6% (YoY)

2 Steadily acquiring new customers

Achieved expansion of transactions with some existing customers.

Major companies : Number of quarterly contract customers	65 companies	+14 companies (YoY)
Major companies : Quarterly average revenue per account (ARPA)	30.8 million yen	-7.0 million yen (YoY)

* Excluding customers with quarterly sales of 1 million yen or less

3 The number of engineers and other employees increased

Although employee departures exceeded expectations and the annual plan was revised downward, the number of employees still increased by 55 year on year and by 5 from the previous quarter.

As of the end of December 2025

Number of engineers and other employees*1	408 people	+55 people (YoY)
		+5 person (Compared to September 2025)

4 Downward revision of full-year earnings forecast

Although expansion among existing customers has been achieved, net sales did not increase enough to offset the slower-than-expected sales growth since 1Q; therefore, we revised our full-year net sales outlook downward. In addition, we expect to record an extraordinary loss in 4Q due to a loss on the valuation of shares in an associate.

Forecast of results for Full Year, FY2025

Sales	8,237 million yen	-14.2% (Initial vs. Revised)
Operating income	1,204 million yen	-15.7% (Initial vs. Revised)
Net income	644 million yen	-25.4% (Initial vs. Revised)

*1 Professional human resources such as engineers and managers in the Cloud Integration Services Division, excluding administrative personnel (as of the end of December 2025)

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(3rd Quarter, Fiscal Year Ending March 2026) Topics -1

We have obtained reseller certification for Salesforce licenses for the public sector and have launched an ID platform implementation package utilizing Auth0.

Certified as a reseller of Salesforce licenses for the public sector

— Strengthening our solution capabilities and creating new revenue opportunities in the public sector —

We have been certified by Salesforce Japan Co., Ltd. as a reseller of Salesforce licenses for the public sector.

This enables the direct provision of Salesforce licenses and related services to central government ministries and agencies, local governments, and affiliated organizations, which is expected to strengthen our solution capabilities and create new revenue opportunities in the public sector.

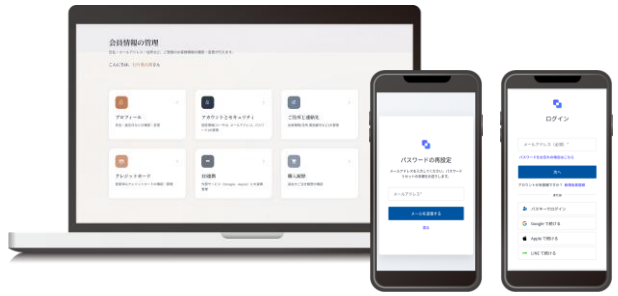
We will continue to focus on winning projects and strengthening our customer support system in the public sector.

Launch of an identity platform implementation package utilizing Auth0

–Achieving Enhanced Security and Improved Customer Experience for High-Quality, Seamless Implementation–

We have launched an identity platform implementation package built on Auth0, the customer identity platform service provided by Okta, Inc. (headquartered in the United States). Based on Auth0, this is a comprehensive identity platform implementation package whose functions have been enhanced and standardized by our company, which has one of the strongest track records of implementations in Japan. This enables us to provide one-stop support for implementing a high-quality, seamless identity platform while keeping initial costs under control.

Comprehensive ID Platform Implementation Package Centered on Auth0, Designed for Both Security and UX



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(3rd Quarter, Fiscal Year Ending March 2026) Topics -2

We are certified to ISO 9001, the international standard for quality management systems, and have also resolved to conduct a share buyback.

Certified to ISO 9001, the international standard for quality management systems

– Further strengthening our quality foundation to support customer experience in the AI era –

As the use of AI accelerates, opportunities to import and utilize companies' valuable data in systems are rapidly increasing, and the importance of "safety" in data handling and the "quality" of proper operations is higher than ever.

With this ISO 9001 certification, we have established a framework to operate our quality management system in an integrated manner with the information security and personal data protection initiatives we have cultivated to date. This will further strengthen the safe handling of data—indispensable for AI utilization—from both security and quality perspectives.

[Scope of Registration]
Registration Type: Quality Management System
Applicable Standard:JIS Q 9001:2025 (ISO 9001:2015 + Amd 1:2024)
Registration Number: JUSE-RA-2298
Registered Organization: FLECT Co., Ltd. Cloud Integration Division,1st Department
Scope of Registration: Planning, design, development, and operation of systems utilizing cloud services
Location: Head Office (Minato-ku, Tokyo), Osaka Branch (Osaka City, Osaka Prefecture)
Certification Body: Union of Japanese Scientists and Engineers ISO Center
Date of Registration: November 26, 2025

Decision on Acquisition of Treasury Shares

– Aiming to Resolve the Accumulated Earnings Tax Issue –

We have been considering the resolution of our accumulated earnings tax issue as an important management matter, and we approached KURO LLC. regarding the potential sale of a portion of our shares held by KURO LLC. As a result, we confirmed KURO LLC's intention to sell part of such shares. Although this acquisition of treasury shares alone will not satisfy the requirement that the controlling shareholder's voting rights ratio be reduced to 50% or less, which is necessary to resolve the accumulated earning tax issue, after considering our stock price, financial condition, and market trends, etc., we decided to acquire such shares as treasury shares. We believe that this acquisition of treasury shares will lead to an increase in the value per share, improved capital efficiency, and enhanced governance through the reduction of the controlling shareholder's ownership ratio.
We may utilize the treasury shares acquired through this acquisition in the future for M&A and capital and business alliances using shares as consideration, or for stock compensation plans.

[Details of the Acquisition of Treasury Shares]
Type of shares: We will acquire our common stock
Total number of shares to be acquired (maximum): 860,000 shares (up to 13.99% of total number of shares issued and outstanding (excluding treasury stock))
Total acquisition amount (maximum): 1.2 billion yen
Period: From February 6, 2026 to February 27, 2026
Method: Purchase through Off-Auction Own Share Repurchase Trading System (ToSTNeT-3)

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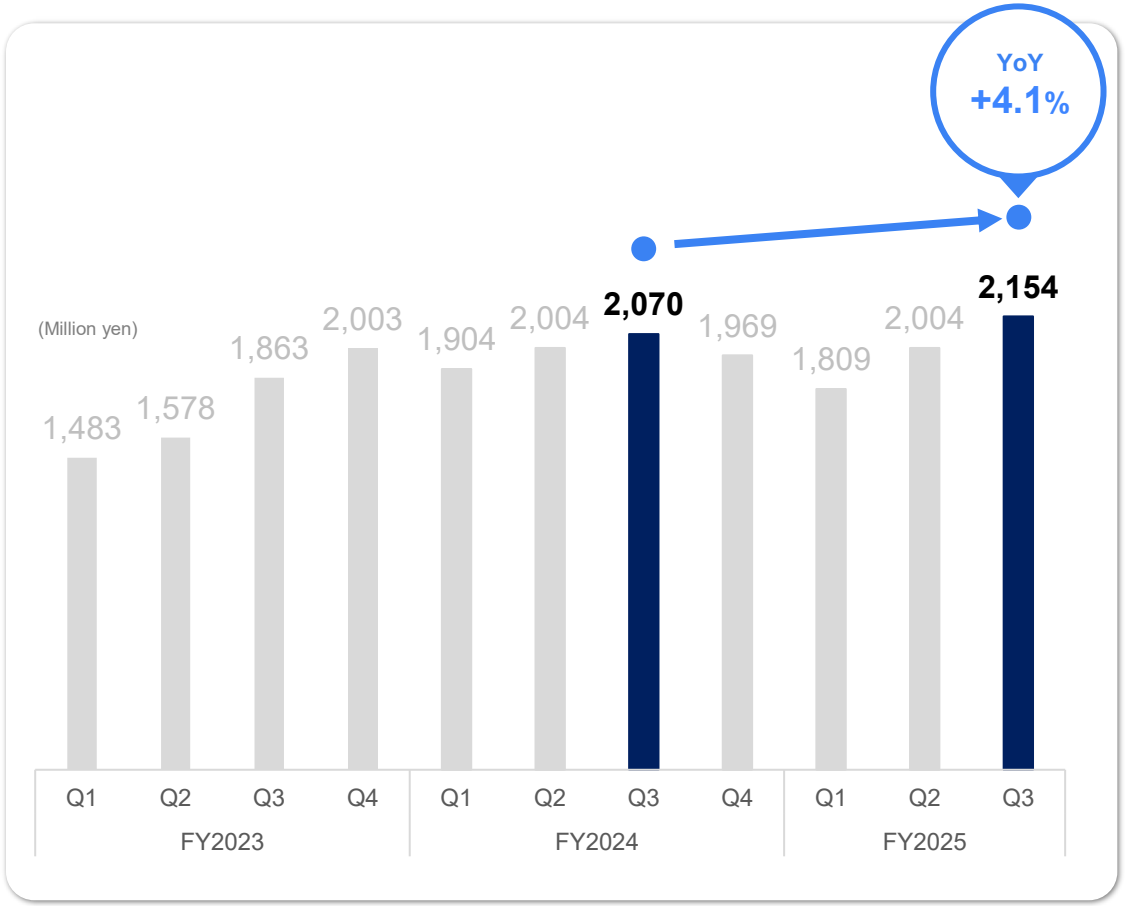
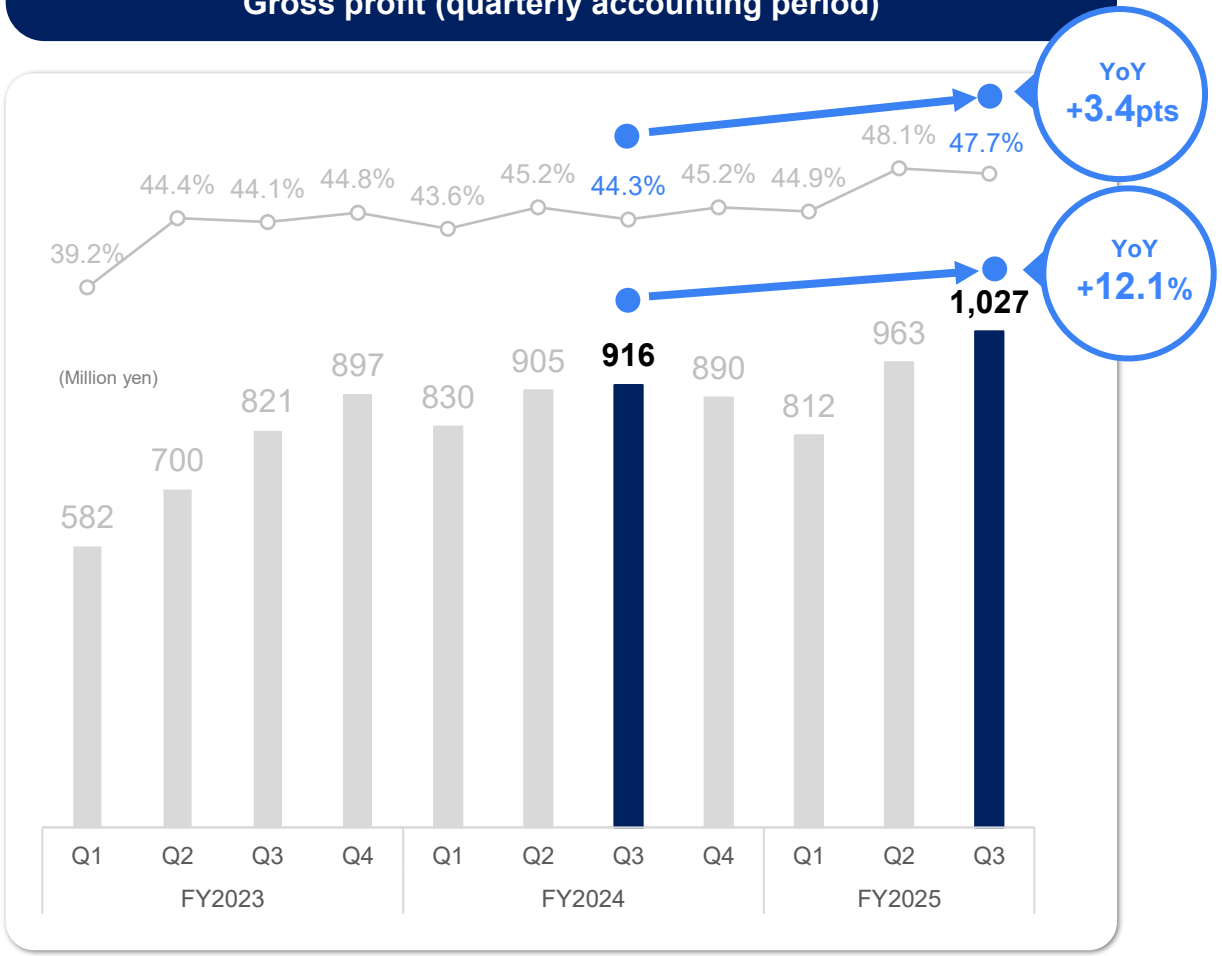
(3rd Quarter, Fiscal Year Ending March 2026) Results Trends

Net sales totaled 2,154 million yen (up 4.1% year on year). Our efforts to strengthen our proposal organization led to expanded transactions with certain existing customers, resulting in record-high net sales for the 3Q fiscal period. In addition, disciplined operations—through sound project execution, optimized engineer assignments, and the use of in-house AI—enabled us to achieve a high gross profit margin of 47.7% (up 3.4 pts year on year). Gross profit reached a record high of 1,027 million yen (up 12.1% year on year).

Sales (quarterly accounting period)



Gross profit (quarterly accounting period)



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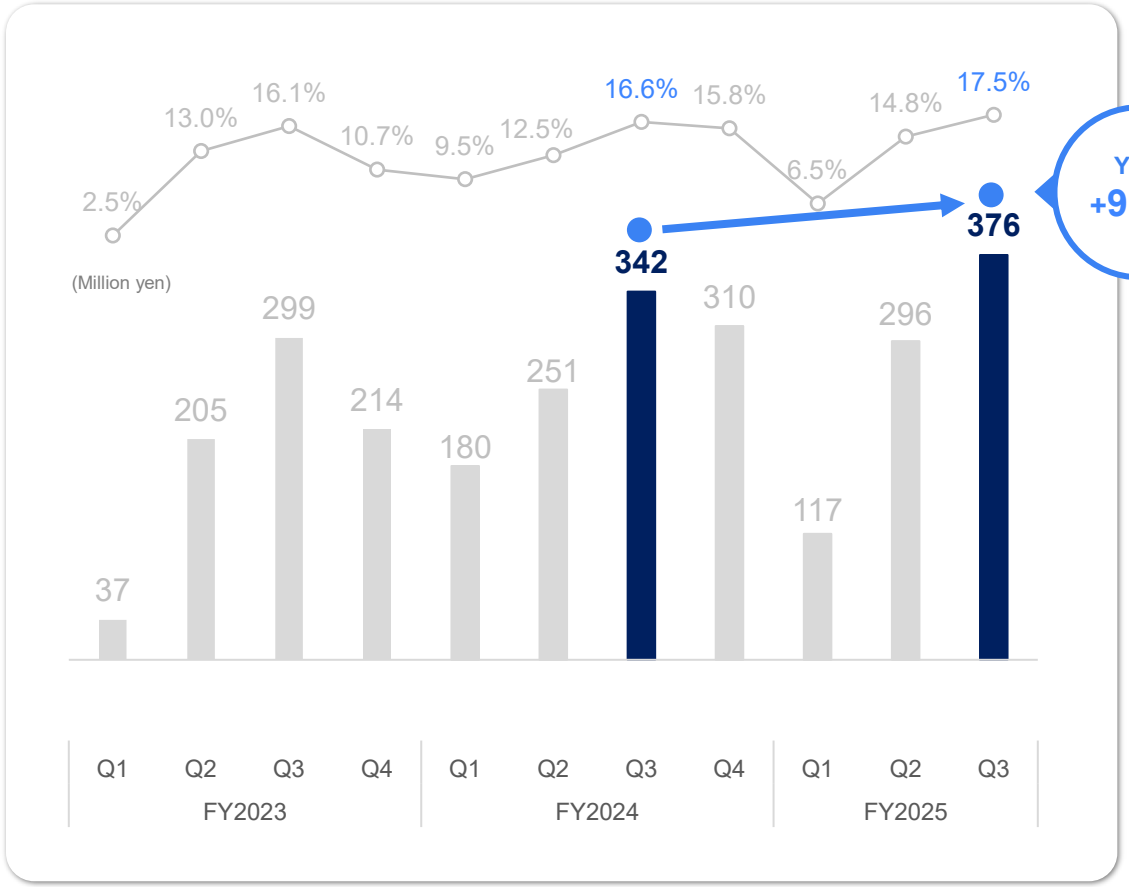
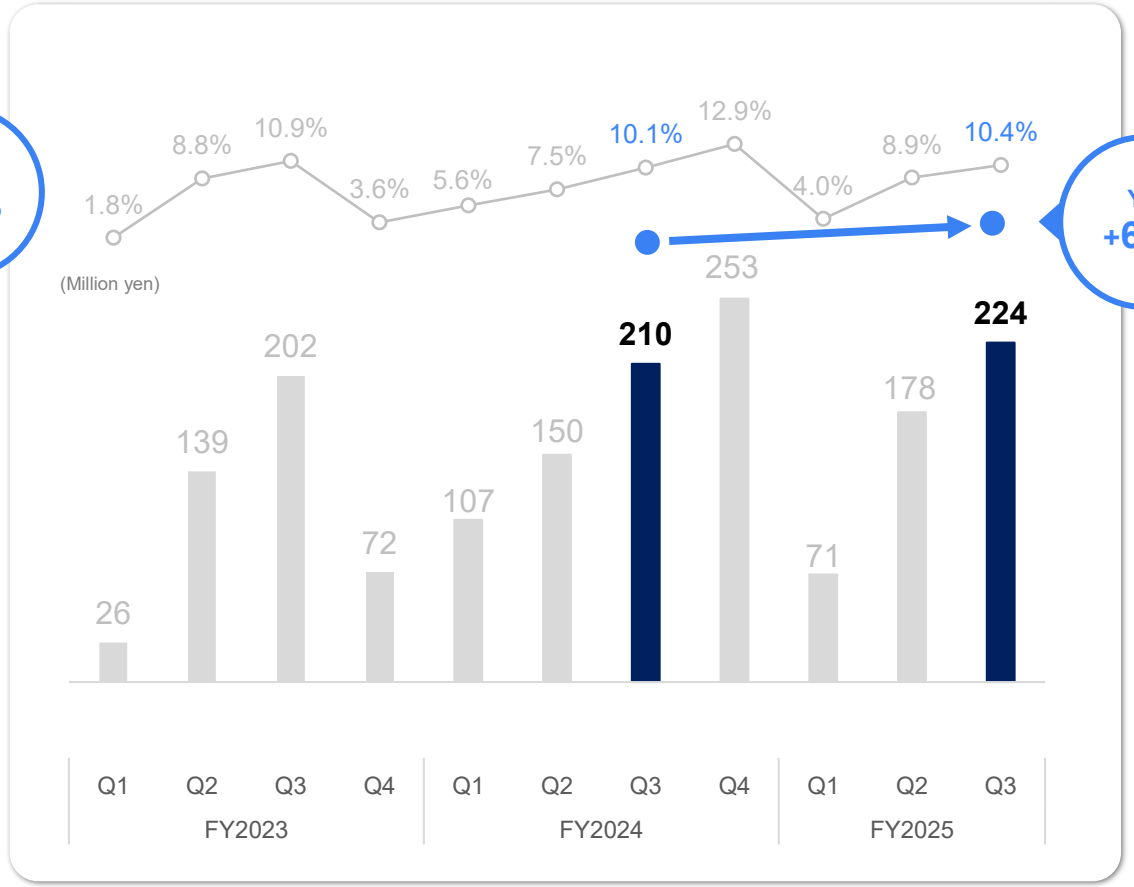
(3rd Quarter, Fiscal Year Ending March 2026) Results Trends

Driven by the increase in gross profit, operating income was 376 million yen (up 9.8% year on year), and net income was 224 million yen (up 6.8% year on year).

Operating income (quarterly accounting period)



Net income (quarterly accounting period)



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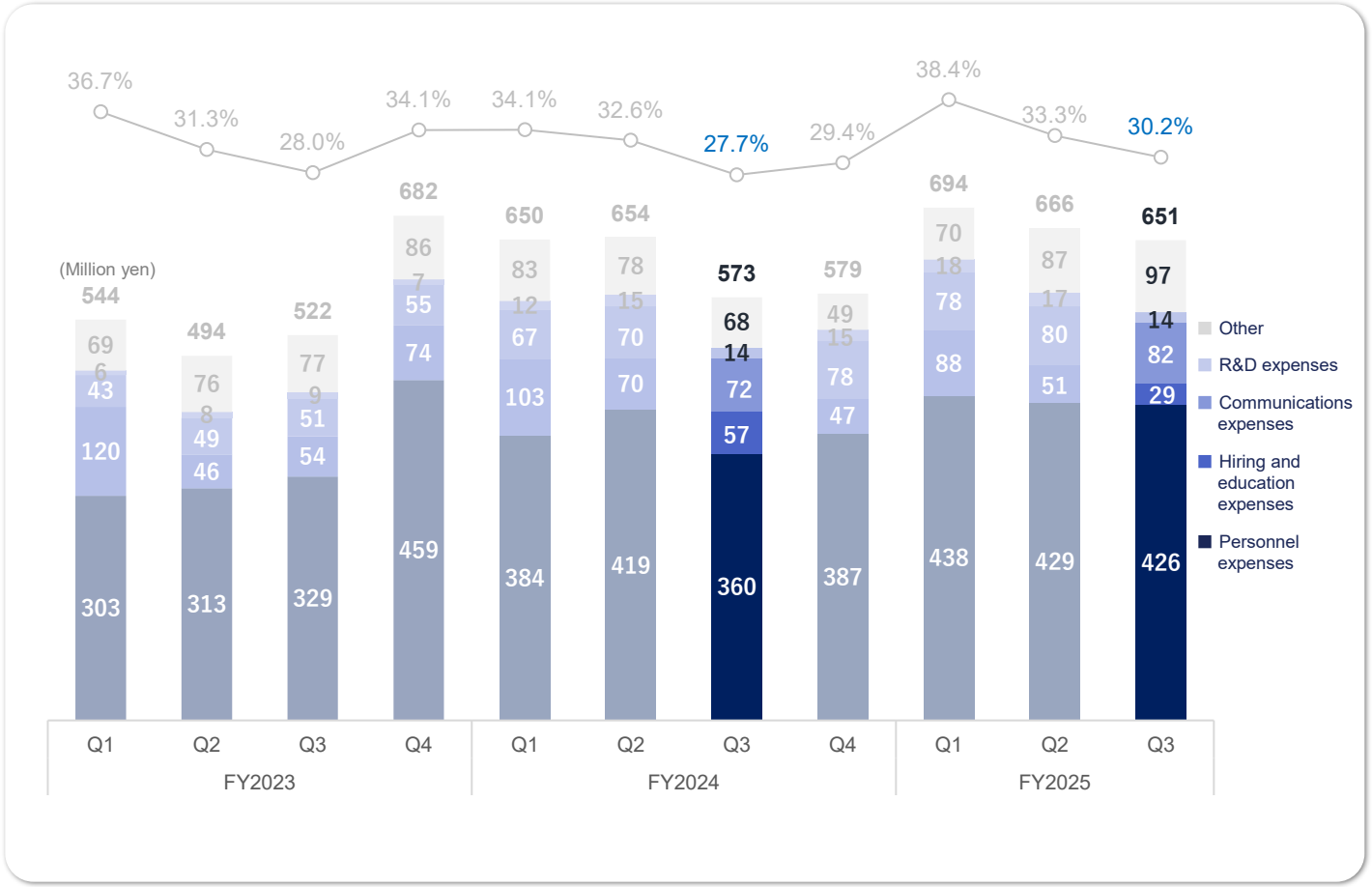
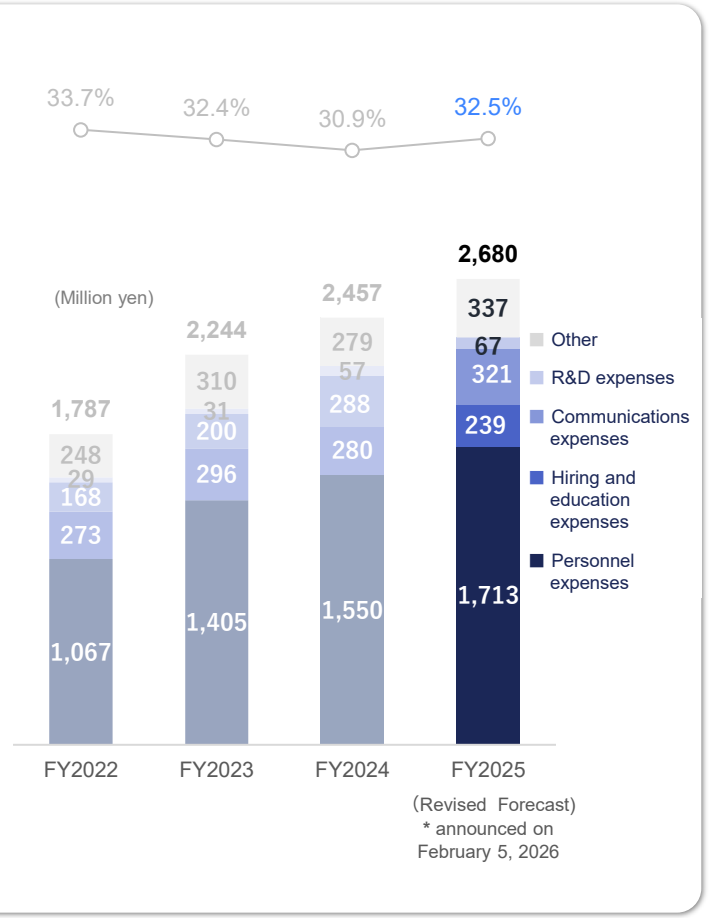
(3rd Quarter, Fiscal Year Ending March 2026) Selling, General and Administrative Expenses

Selling, general and administrative expenses for 3Q of the fiscal year ending March 2026 were 651 million yen (up 13.5% year on year), and the SG&A ratio was 30.2% (up 2.5 pts year on year).

Quarterly accounting periods



Full Year



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(Cumulative 3rd Quarter, Fiscal Year Ending March 2026) Financial Results Summary

Net sales for the cumulative 3Q of the fiscal year ending March 2026 were 5,968 million yen (down 0.2% year on year). Supported by strong DX demand, we achieved record-high 3Q sales. However, although we realized expansion of transactions with existing customers, sales did not increase enough to recover from the slower sales progress since 1Q, and we revised our net sales outlook downward. Through operational discipline, we maintained a high gross profit margin. Additionally, we partially restrained SG&A expenses, but this did not fully offset the decrease in net sales, and we also revised our operating income outlook downward. Furthermore, we expect to record a loss on valuation of shares in an associate as an extraordinary loss of up to 102 million yen in 4Q.
(*Details of the revisions are provided below.)

(Million yen)

	FY2024 1Q-3Q (Apr.-Dec.)	FY2025 1Q-3Q (Apr.-Dec.)	YoY		Results forecast for full year, FY2025 (Initial forecast)	Results progress rate
			Change in amount	Rate of change		
Sales	**5,979**	**5,968**	**-10**	**-0.2%**	**9,600**	**62.2%**
Gross profit	**2,652**	**2,803**	**+151**	**+5.7%**	**4,243**	**66.1%**
(%)	44.4%	47.0%	+2.6pt		44.2%	
SG&A	**1,878**	**2,012**	**+134**	**＋7.2%**	**2,814**	**71.5%**
(%)	31.4%	33.7%	＋2.3pt		29.3%	
Operating income	**774**	**791**	**+16**	**+2.2%**	**1,429**	**55.4%**
(%)	13.0%	13.3%	+0.3pt		14.9%	
Net income	**467**	**474**	**+7**	**+1.6%**	**863**	**55.0%**
(%)	7.8%	8.0%	+0.1pt		9.0%	

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(Full year, fiscal year ending March 2026) Revision of the Earnings Forecasts

We revised net sales downwards to 8,237 million yen (down 14.2% from the initial forecast), gross profit downwards to 3,885 million yen (down 8.5% from the initial forecast), operating income downwards to 1,204 million yen (down 15.7% from the initial forecast), and net income downwards to 644 million yen (down 25.4% from the initial forecast).

(Million yen)

	FY2025 (Fiscal year ending March 2026) forecast (Initial forecast)	FY2025 (Fiscal year ending March 2026) forecast (Revised forecast)	Compared with initial forecast	
			Change in amount	Rate of change
Sales	**9,600**	**8,237**	**△1,362**	**△14.2%**
Gross profit	**4,243**	**3,885**	**△358**	**△8.5%**
(%)	44.2%	47.2%	+3.0pt	
SG&A	**2,814**	**2,680**	**△134**	**△4.8%**
(%)	29.3%	32.5%	+3.2pt	
Operating income	**1,429**	**1,204**	**△224**	**△15.7%**
(%)	14.9%	14.6%	△0.3pt	
Net income	**863**	**644**	**△219**	**△25.4%**
(%)	9.0%	7.8%	△1.2pt	

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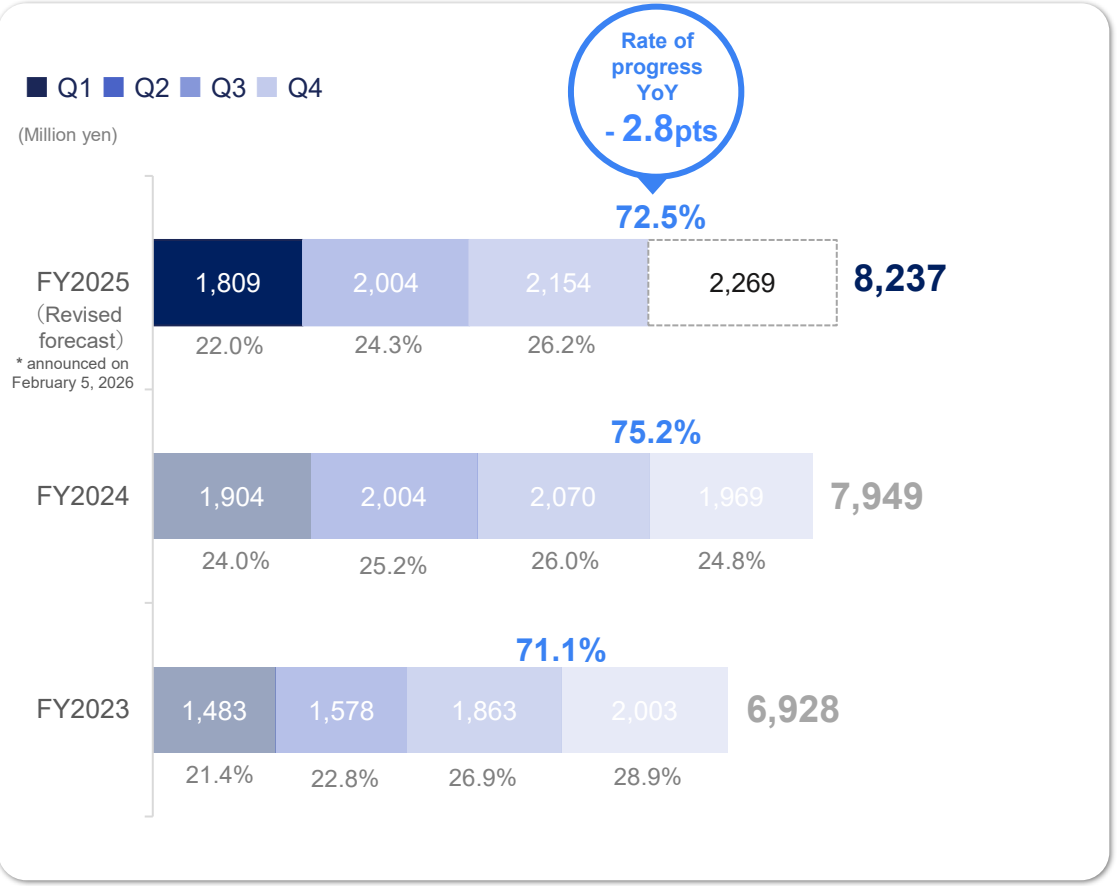
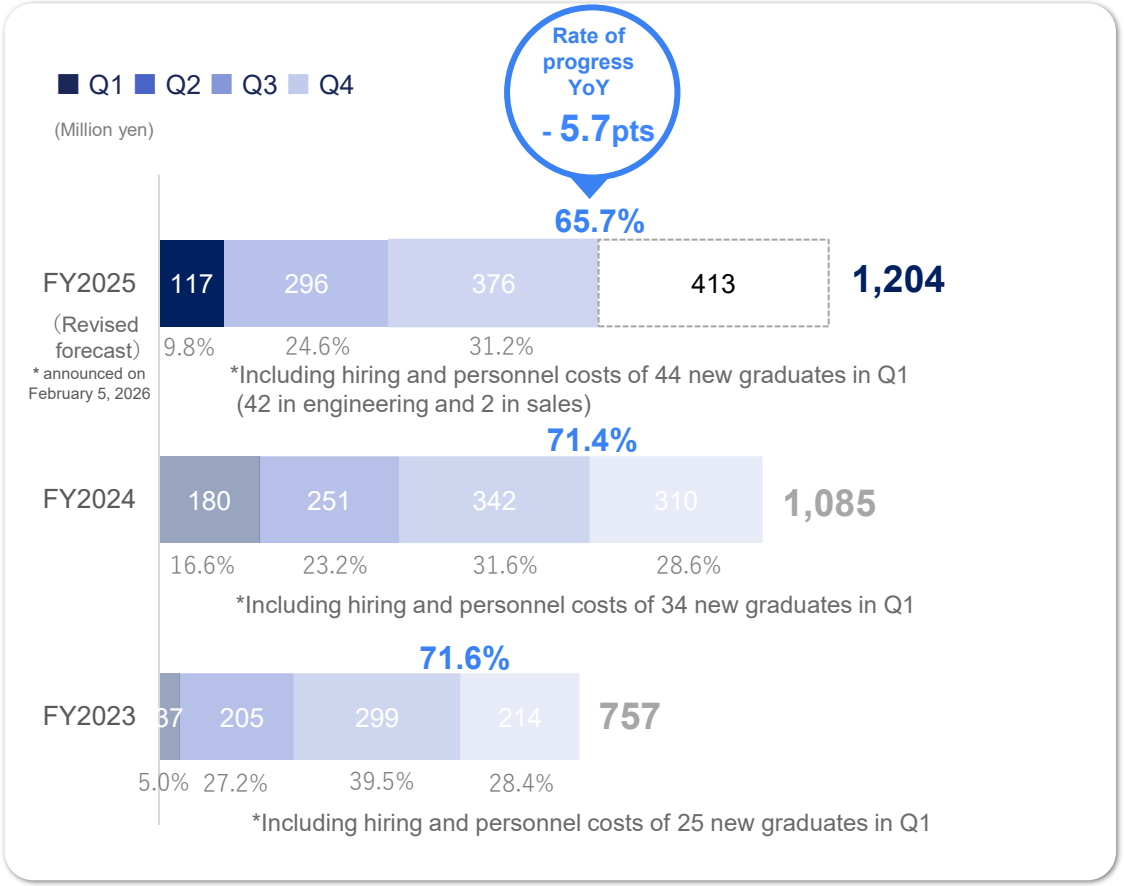
(3rd Quarter, Fiscal Year Ending March 2026) Results Progress

The sales progress rate is at 72.5%, and the operating profit progress rate is at 65.7%.

Sales - Progress rate



Operating income – progress rate



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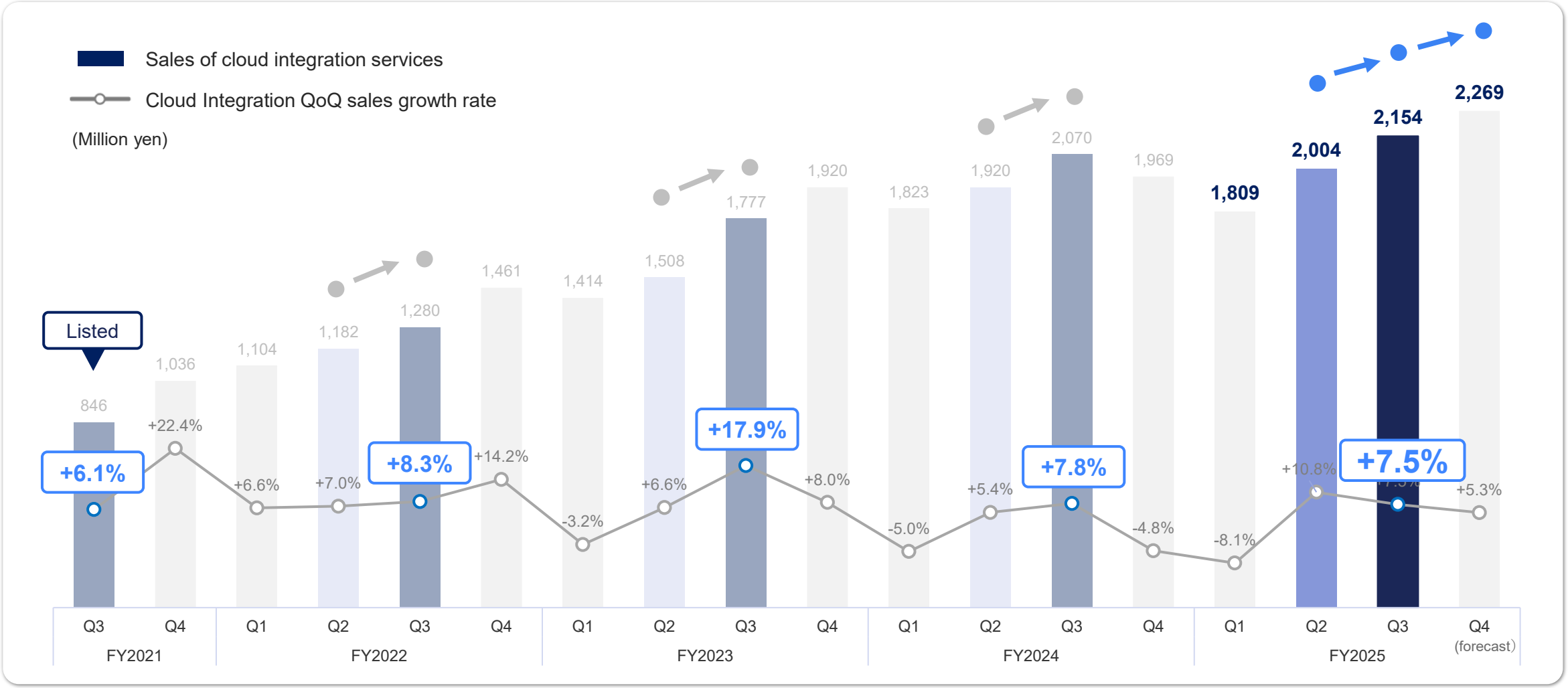
(3rd Quarter, Fiscal Year Ending March 2026) Quarterly Sales Growth Rate (QoQ) of Cloud Integration Services

The quarterly sales growth rate (QoQ) for Cloud Integration Services in Q3 was + 7.5%. Excluding Q3 of FY2024, when we received large additional orders from existing customers, the growth rate has remained consistent with previous years. Sales have continued to grow since Q1, and we expect quarterly sales growth of + 5.3% in Q4.



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(3rd Quarter, Fiscal Year Ending March 2026) Balance Sheet

The main changes were an increase in current assets of 363 million yen and a decrease in current liabilities of 69 million yen. The equity ratio stands at 70.6%, indicating a sound financial foundation.

(Million yen)

	FY2024 (March 31, 2025)	FY2025 (December 31, 2025)	Change in amount
Total assets	**4,198**	**4,543**	**+345**
Current assets	3,733	4,096	+363
Fixed assets	465	447	△18
Total liabilities	**1,476**	**1,333**	**△142**
Current liabilities	994	924	△69
Fixed liabilities	482	409	△72
Net assets	**2,722**	**3,209**	**+487**
Total assets	**4,198**	**4,543**	**+345**
Cash and deposits	2,128	2,182	+54
Interest-bearing liabilities	517	469	△48
Equity ratio	64.8%	70.6%	+5.8pt

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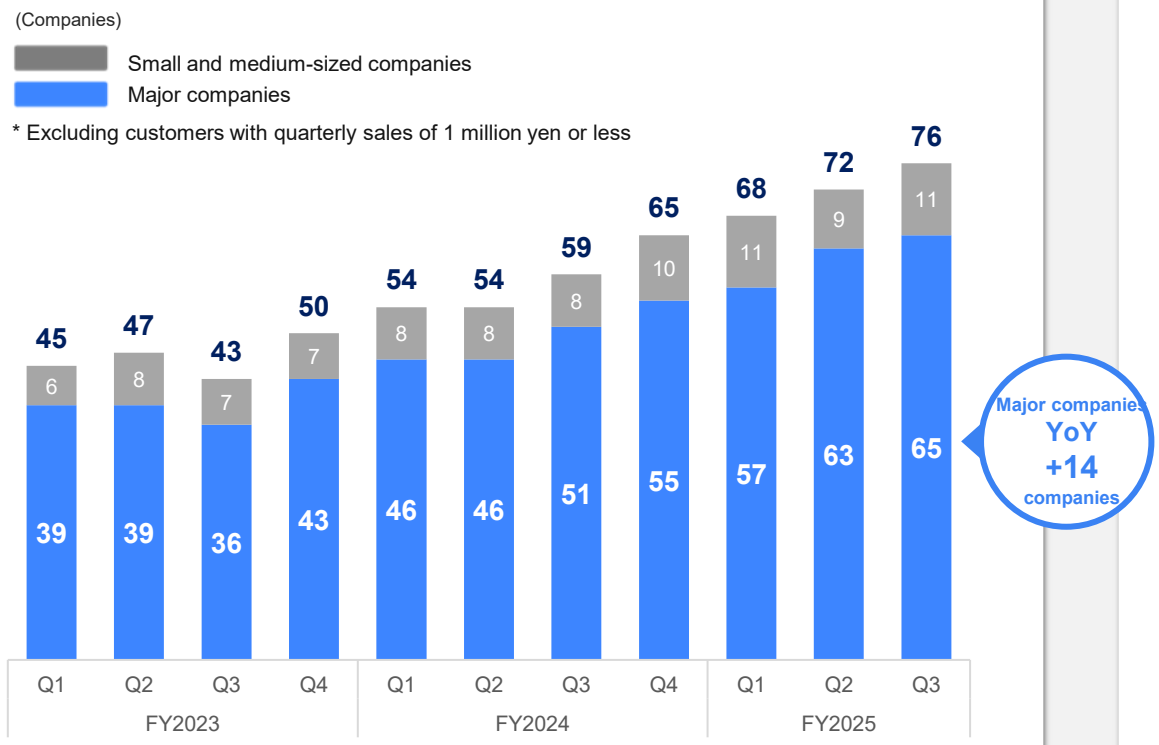
KPI Trends (Quarterly Basis)

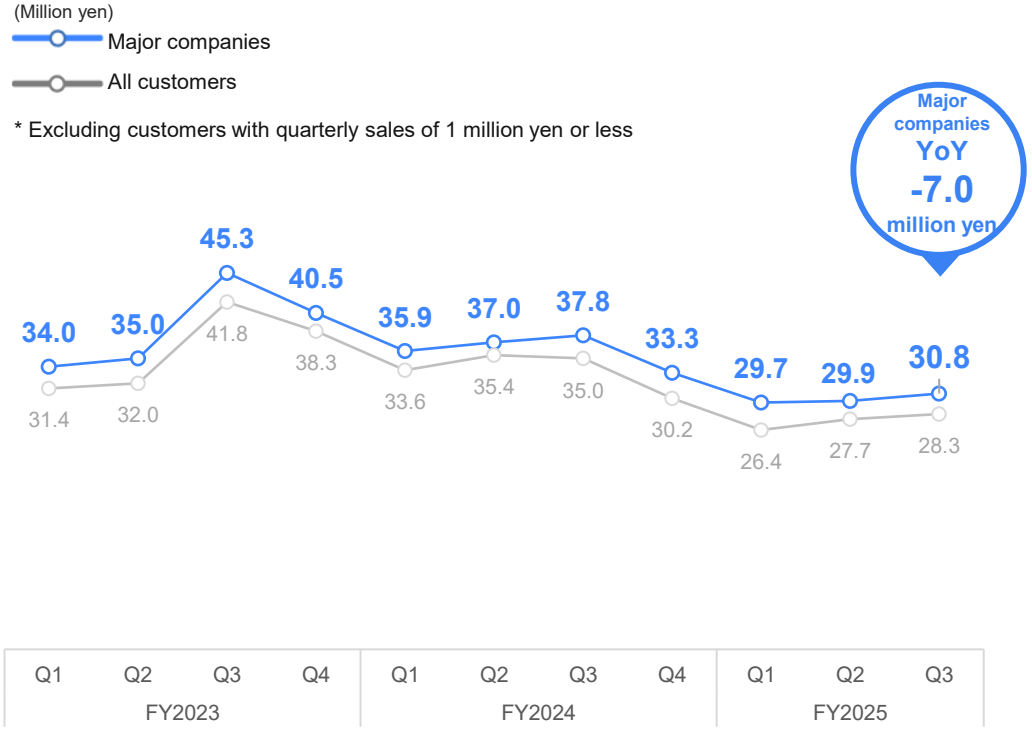
Number of quarterly contract customers*1

The number of major company quarterly contract customers in 3Q of the fiscal year ending March 2026 increased by 14 companies compared to the previous year to 65 companies as a result of acquiring new customers continuously.



Quarterly average revenue per account (ARPA*2)

As new customers tend to start small and the expansion of transactions with acquired customers was slower than expected, the ARPA for major companies in 3Q of the fiscal year ending March 2026 was 30.8 million yen, a decrease of 7.0 million yen compared with the previous year.



*1 Number of contract customers in the quarterly accounting period excluding resales and quarterly sales of 1 million yen or less . Resales are where the company resells purchased licenses to customers and are excluded because the amount at the company is small.
*2 Abbreviation of average revenue per account (average sales per customer), or quarterly average sales per customer excluding resales and quarterly sales of 1 million yen or less.
Calculated by dividing quarterly sales excluding resales and quarterly sales of 1 million yen or less by the number of quarterly contract customers

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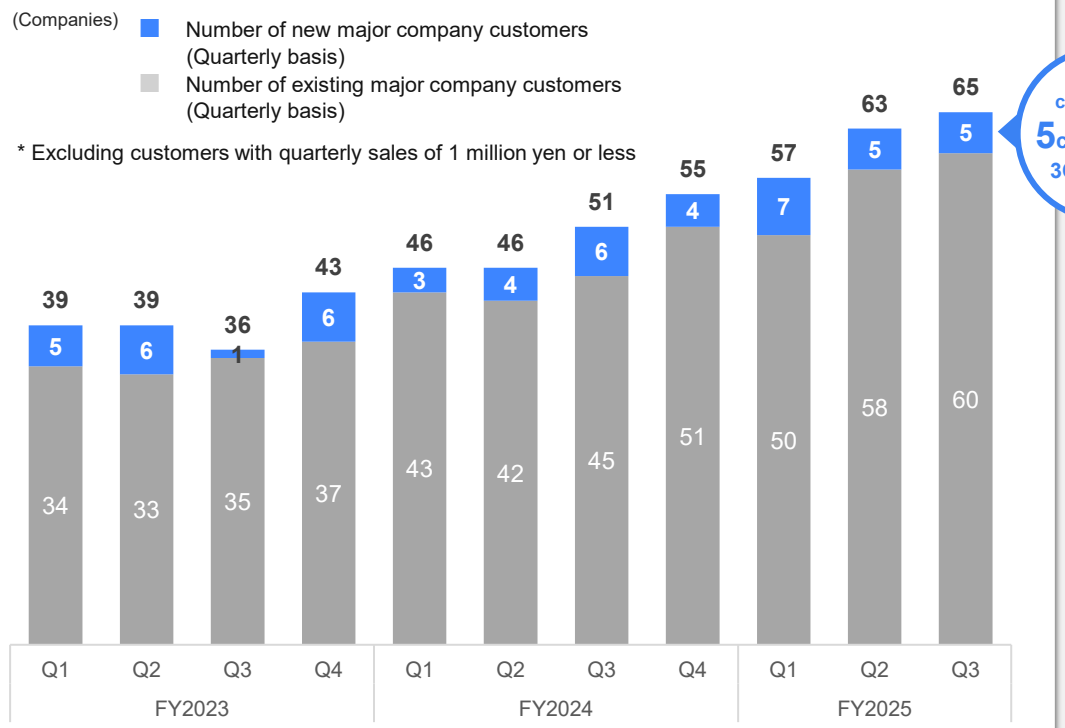
KPI Trends (Quarterly Basis)

Quarterly contract customers (major companies) *1 : New vs. Existing breakdown*2

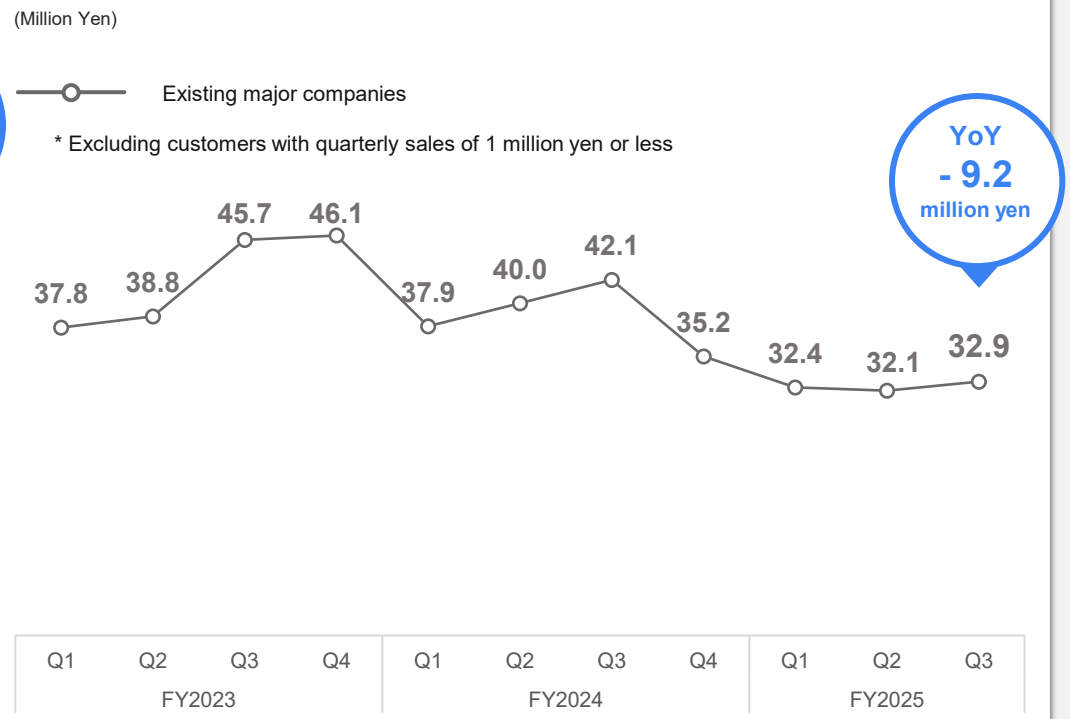
In 3Q of the fiscal year ending March 2026, we acquired 5 new major customer companies. The number of existing major company customers increased by 15 compared to previous year to 60 companies.



New customers 5companies 3Q FY2025

Quarterly average revenue per account (ARPA*3) Existing major companies

ARPA in 3Q of the fiscal year ending March 2026 decreased by 9.2 million yen compared to the previous year to 32.9 million yen.



YoY - 9.2 million yen

*1 Number of contract customers in the quarterly accounting period excluding resales and quarterly sales of 1 million yen or less. Resales are where the company resells purchased licenses to customers and are excluded because the amount at the company is small.
*2 Customers newly acquired in the current quarter are referred to as new customers and other customers as existing customers
*3 Abbreviation of average revenue per account (average sales per customer), or quarterly average sales per customer excluding resales and quarterly sales of 1 million yen or less. Calculated by dividing quarterly sales excluding resales and quarterly sales of 1 million yen or less by the number of quarterly contract customers

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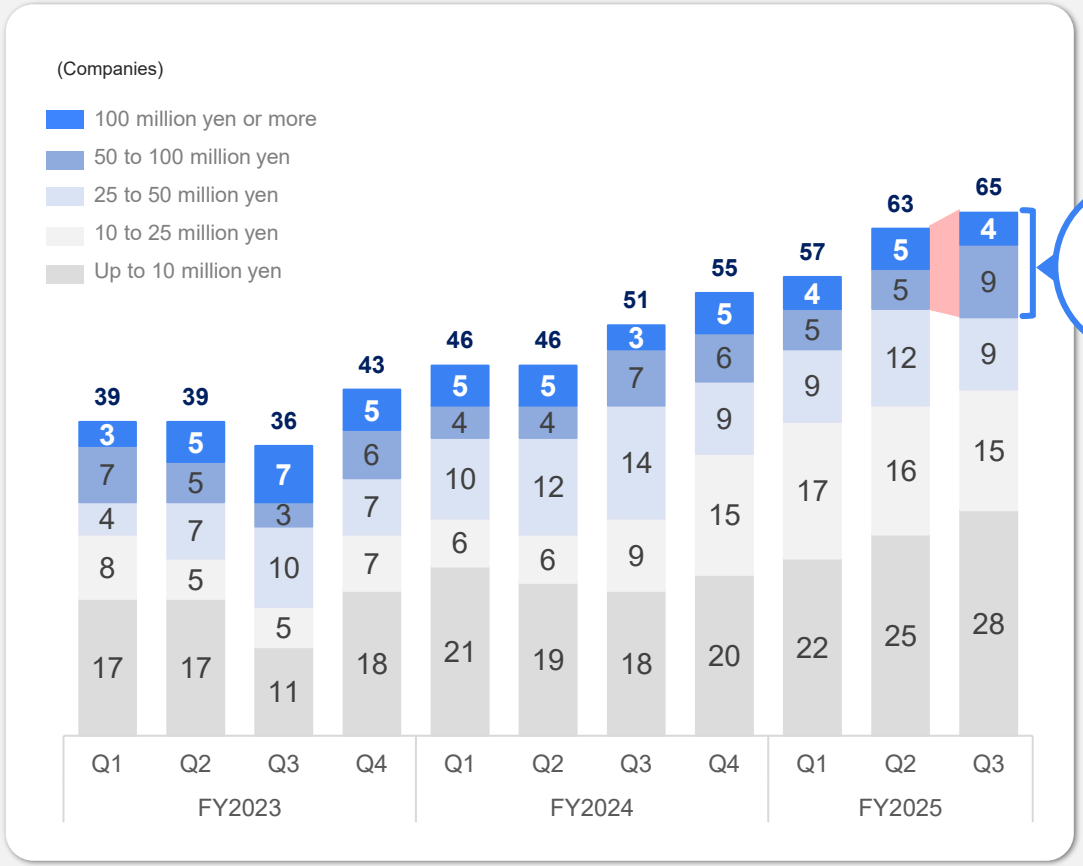
Number of contract customers and sales by sales amount (major companies)

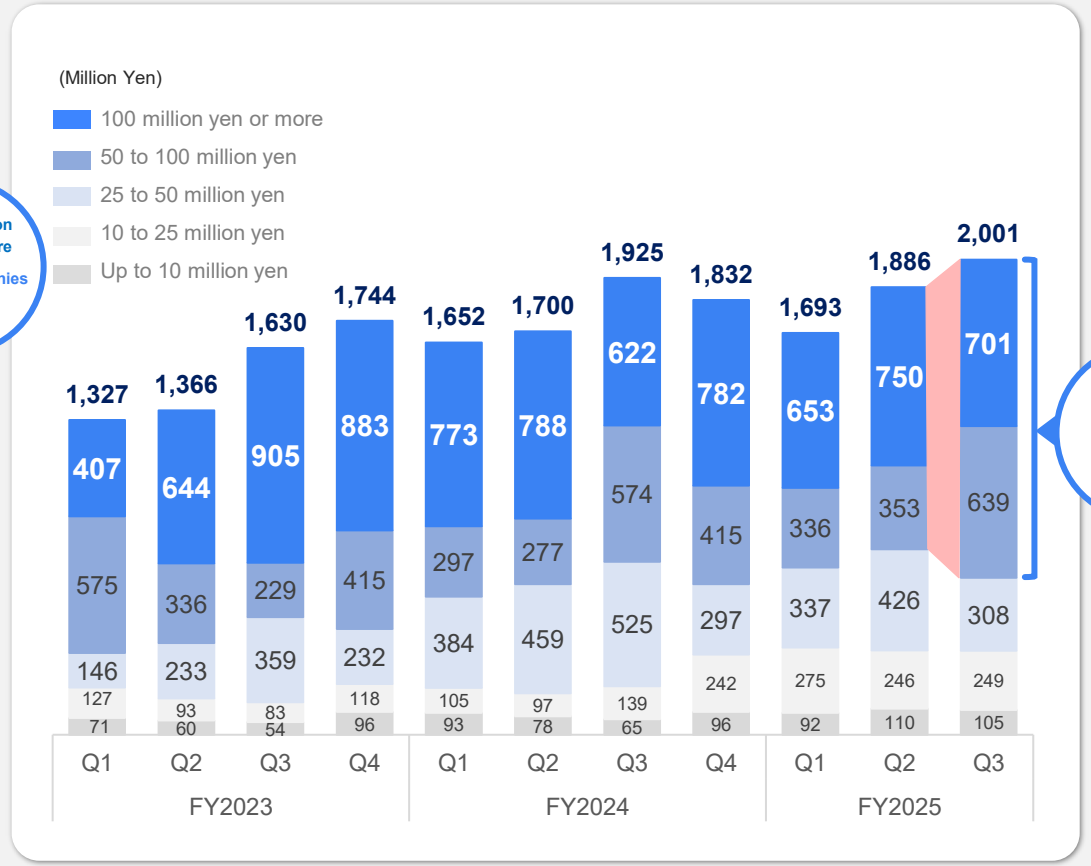
Number of quarterly contract customers by sales (major companies)*1

In 3Q of the fiscal year ending March 2026, the number of customers with quarterly sales of 50 million yen or more increased by 3 compared to the previous quarter.



Quarterly sales by sales amount (major companies) *2

In 3Q of the fiscal year ending March 2026, total sales to customers with quarterly sales of 50 million yen or more increased by 237 million yen compared to the previous quarter.



*1 Number of contract customers in the quarterly accounting period excluding resales and quarterly sales of 1 million yen or less . Resales are where the company resells purchased licenses to customers and are excluded because the amount at the company is small.
*2 Excluding sales from resales and customers with quarterly sales of 1 million yen or less

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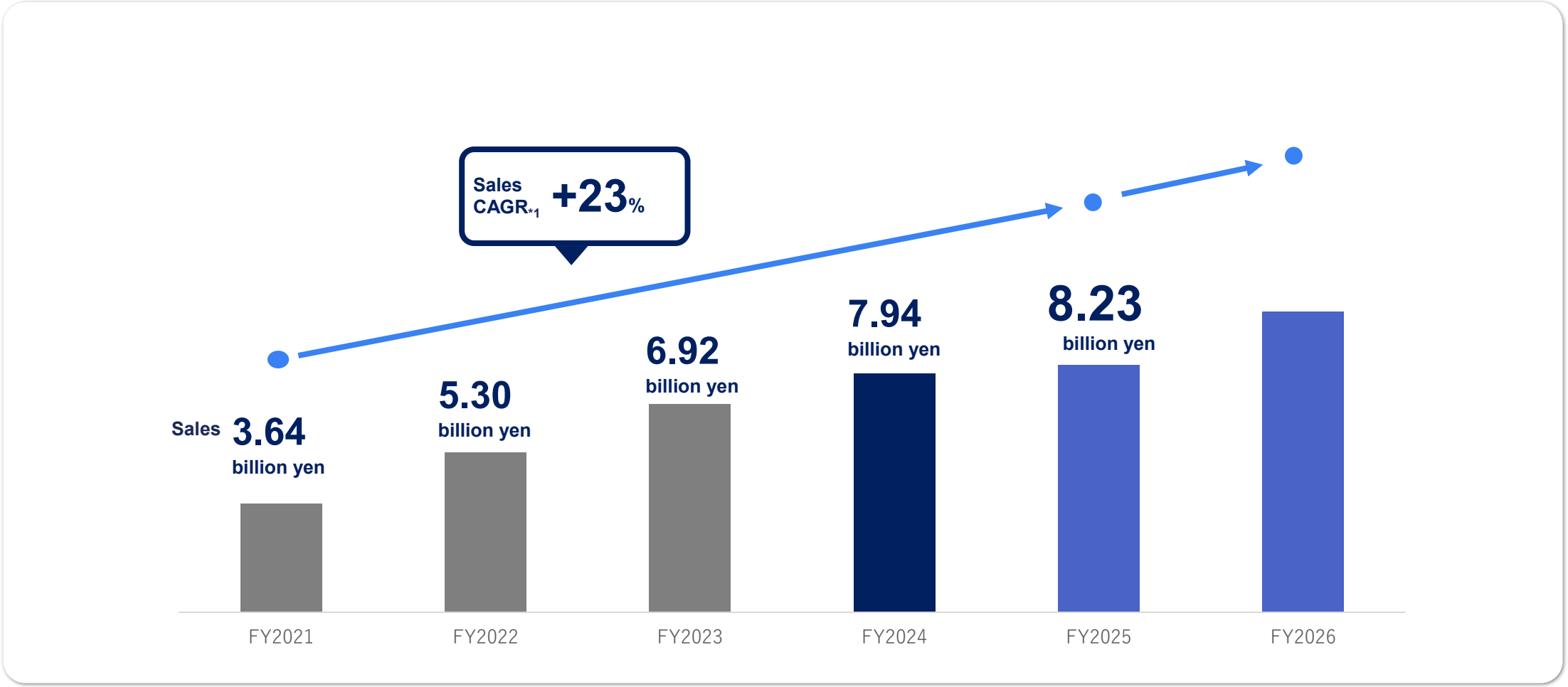
Growth Strategy

Medium to long-term growth plan

We will continue executing our growth strategies: creating large accounts, investing in talent, and investing in R&D.
As we do not expect to meet the cumulative ordinary profit requirement of ¥2.5bn for FY2024–FY2025, we will revisit the timing of a TSE Prime listing (targeted for FY2027). Following the 3Q period of FY2025, we also expect record-high sales for the 4Q period of FY2025. We aim for sustainable business growth in the coming fiscal years.



*1 Compound Annual Growth Rate from FY2021 to 2025.

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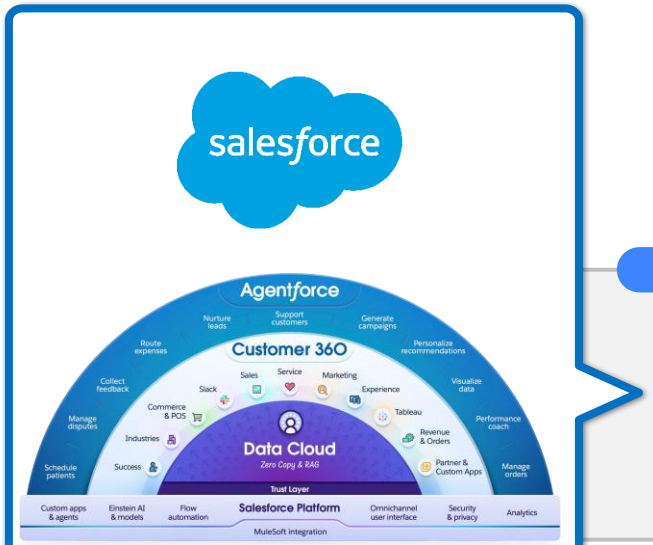
Creating Large Accounts-1
Enhancing and Developing Multi-cloud Services

In addition to multi-cloud application development, we will promote cross-selling through platform collaborative development to increase ARPA among existing customers. Further, we will also expand business channels by developing cloud partners towards increasing the number of contracted customers.



Promoting cross-selling of multi-cloud application development by broadly covering Salesforce cloud services that connect 360 degrees centered on customers

ID integration platform

ID authentication

okta

Promoting cross-selling by integrating IDs for all digital services

Cross-selling of collaborative development

Cross-selling of application development

EC × AI × IoT Mobility × Community × Online video × Application A × ...

Cross-selling of collaborative development

API integration platform

API integration

MuleSoft

Promoting cross-selling by linking all systems, regardless of whether they are in a cloud or on-premises, with coordination

Core system (ERP)
Other cloud systems

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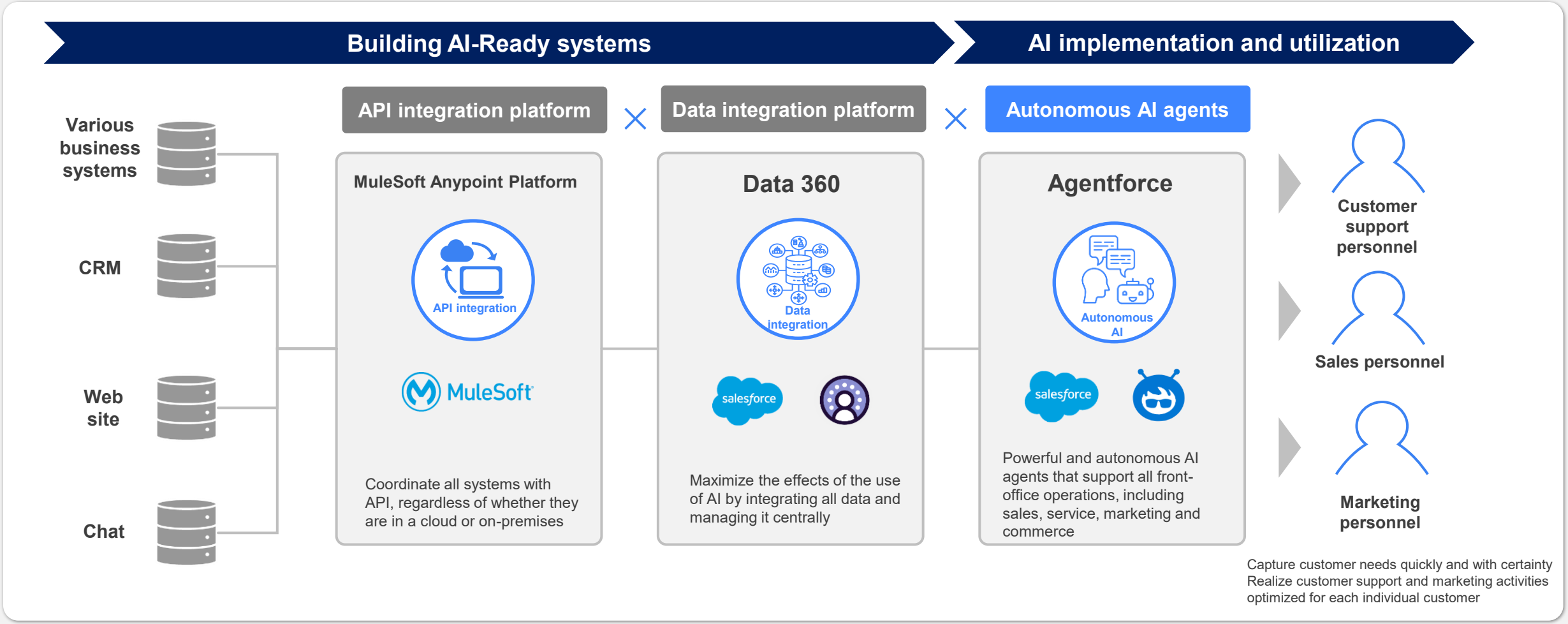
Creating Large Accounts-2
One-stop solutions for the AI and data infrastructure areas, where expansion is expected

We focus on supporting the implementation of “Agentforce,” an autonomous AI agent developed by Salesforce. To maximize the impact of AI adoption, we provide one-stop solutions by combining “MuleSoft,” an API integration platform that connects all systems, and “Data 360,” a data integration infrastructure that centrally manages data.



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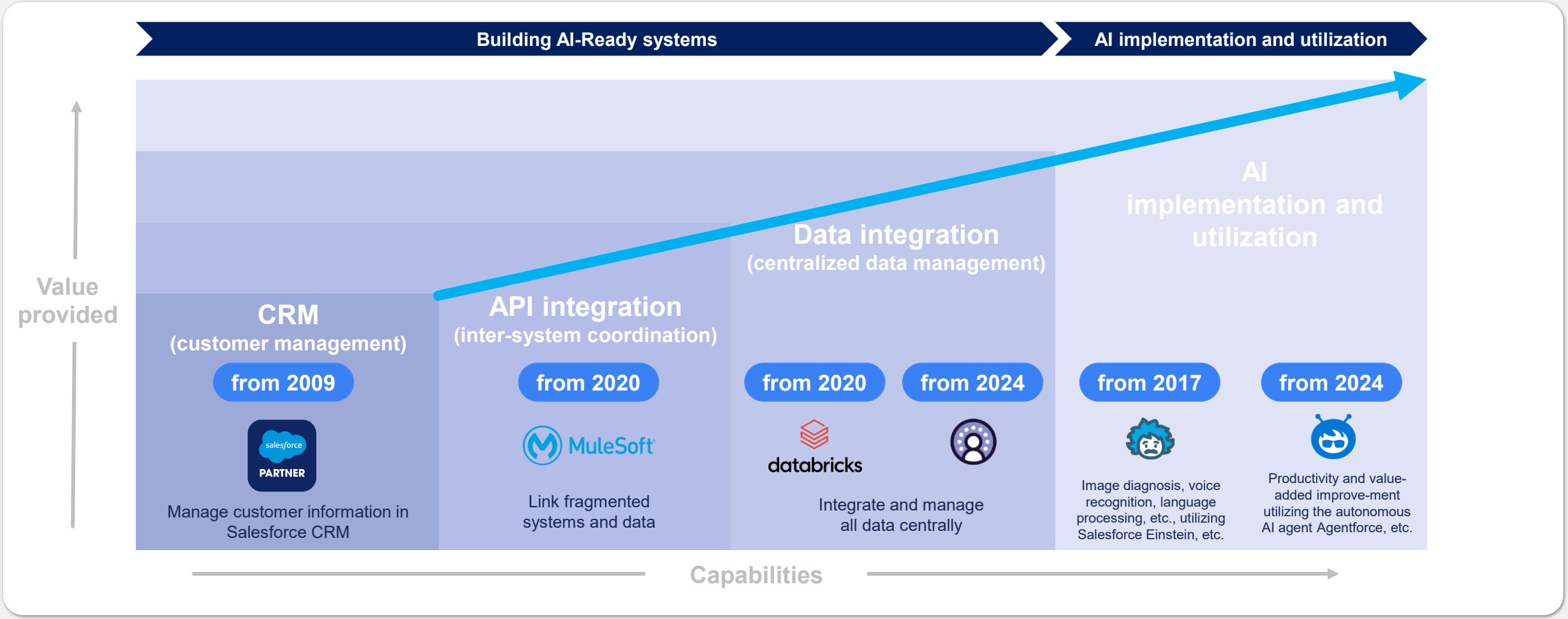
The expanding AI demand serves as a tailwind that boosts the strengths we have developed over the years

For some time, we have worked on “building AI-ready systems” based on CRM, API integration and data integration, as well as “AI implementation and utilization” in R&D and actual projects. Players with abundant knowledge and results in both “building AI-ready systems” and “AI implementation and utilization” are rare, and we will realize the further acceleration of growth thanks to the tailwind of the expansion of demand for AI.



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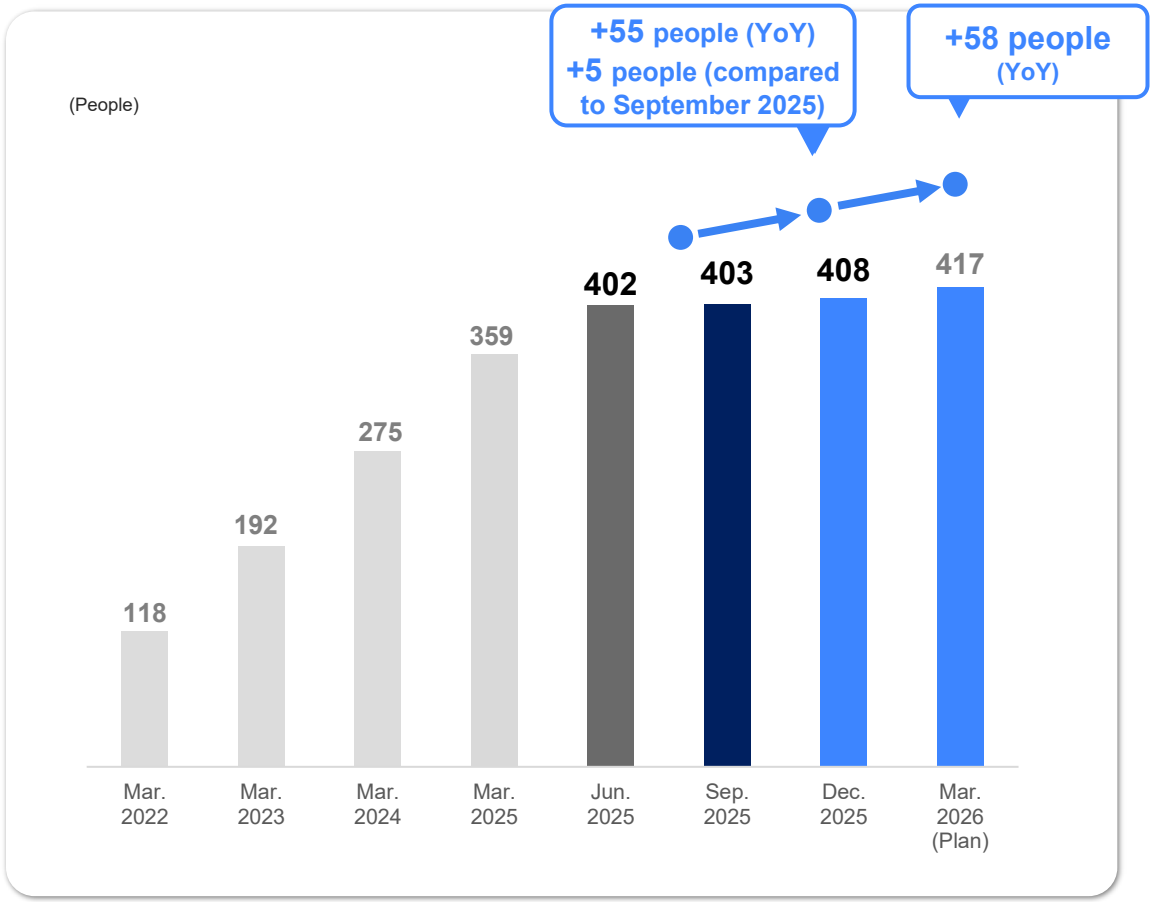
Organizational expansion centered on cloud engineers and other employees

The number of cloud engineers and other employees increased by 55 year-on-year, and by 5 compared with the end of September 2025.

Trend in the number of engineers and other employees*1



*1 Professional human resources such as engineers and managers in Cloud Integration Services Division, excluding administrative personnel

Promotion of acquisition of multi-cloud qualifications*2

- **Certified Technical Architect** (Top-level qualification)
- **Salesforce core Certification** 1,817 people
- **Heroku architects** 20people
- **Data Cloud Consultant** 185people
- **MuleSoft Certification** *3 428people
- **AWS Certification** 279people
- **Basic and applied qualifications in information processing using computers** 347people

*2 As of December 31, 2025
*3 Total number of people with 5 qualifications as a MuleSoft Developer Ⅰ, Senior MuleSoft Developer Ⅱ, MuleSoft Integration Foundations, MuleSoft Platform Architect, MuleSoft Platform Integration Architect

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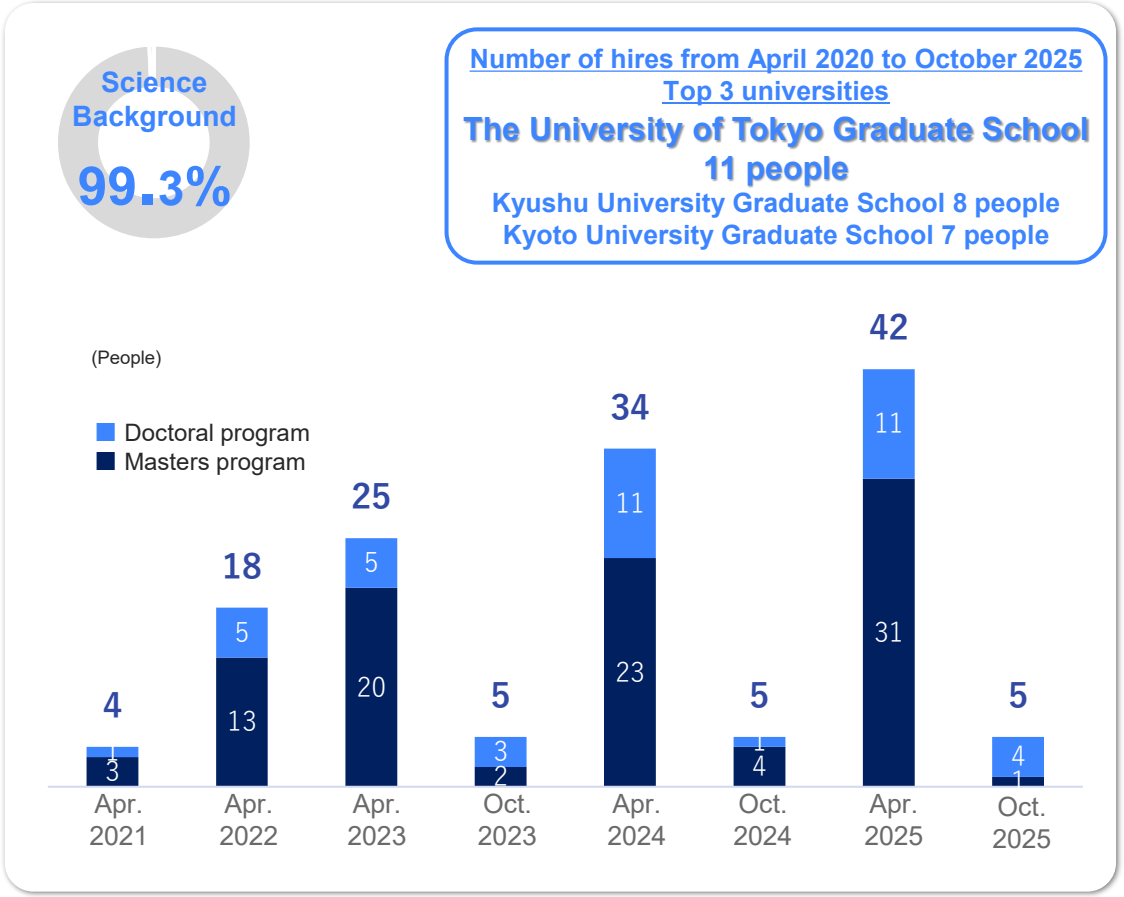
Strictly selected hiring of engineers based on high recruitment standards

We have established high hiring standards to identify human resources with strong basic computer skills. In hiring experienced engineers, the entry-to-join ratio is about 1 in 50 people so we select the best engineers strictly. Additionally, five new graduates with Master's or PhD degrees in science or engineering joined the company as engineers in October 2025.

Trend in hiring of experienced personnel (mid-career recruitments)



Trend in new graduate recruitment (engineers)



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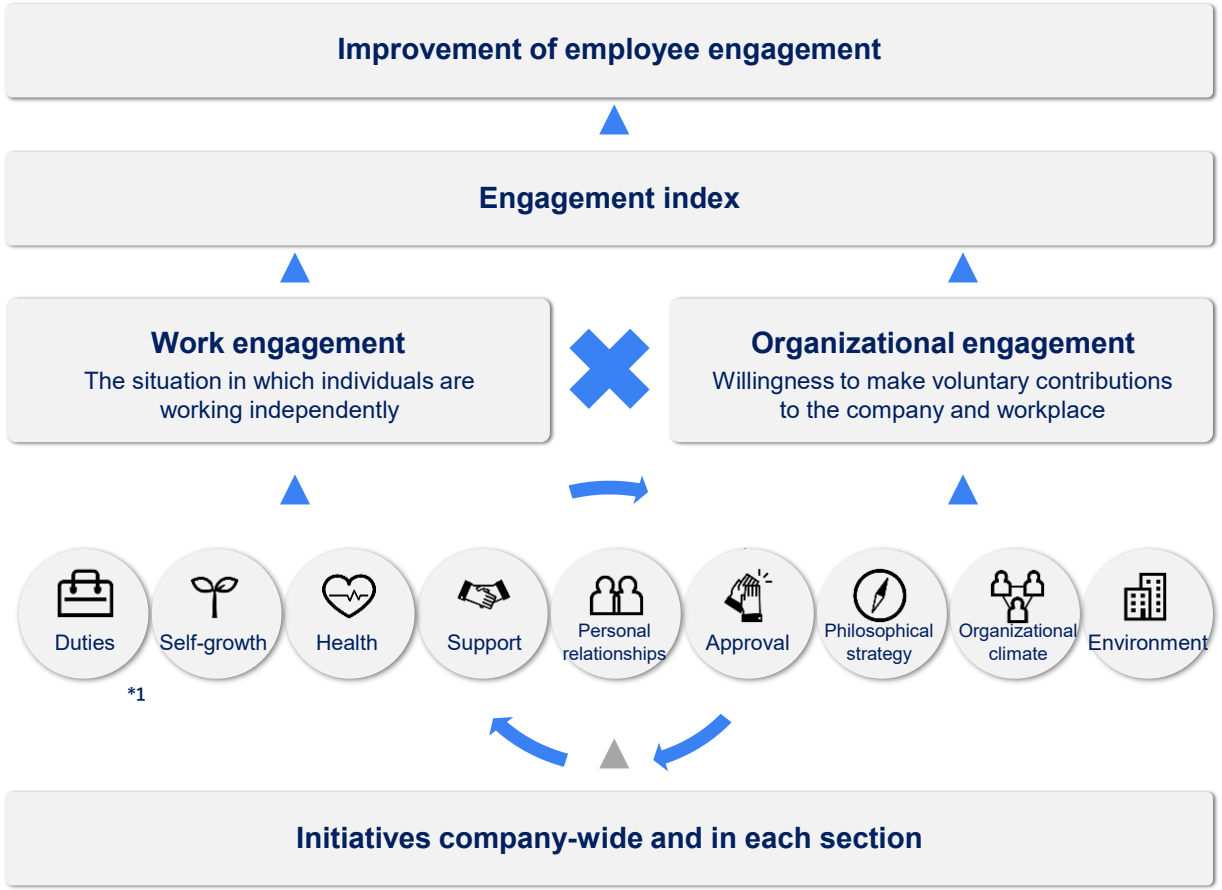
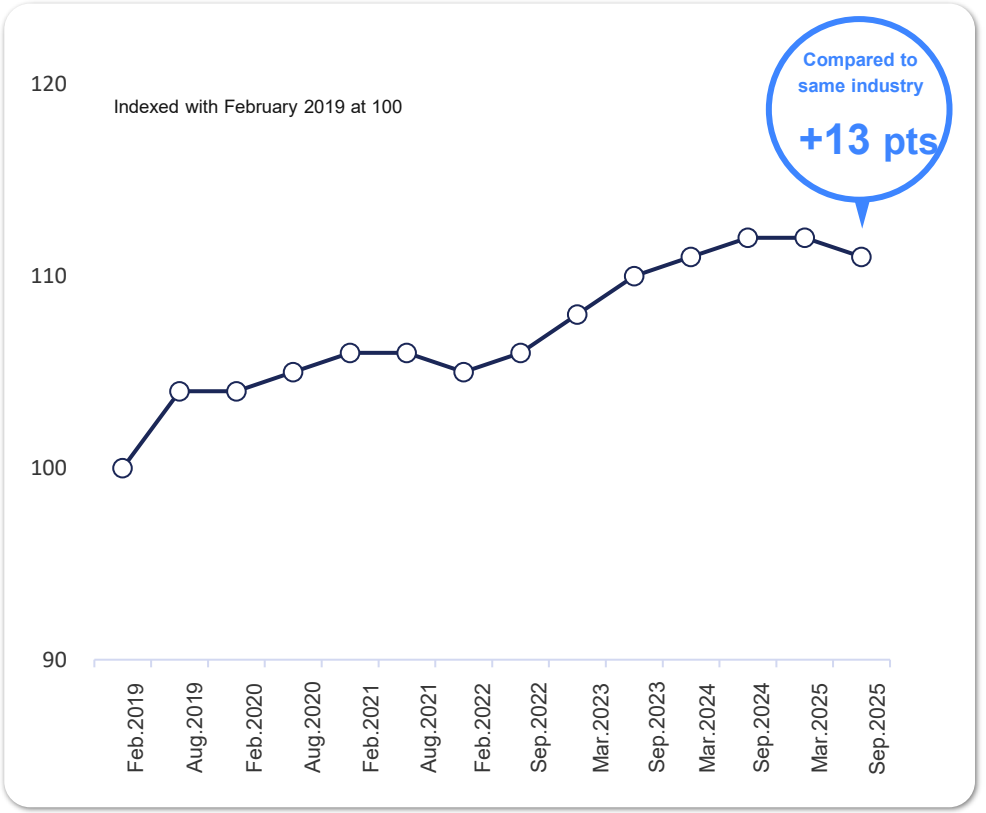
Follow-up mechanisms that increase employee engagement

We have established an operational system that regularly aggregates employee engagement scores, monitors them by department, and swiftly implements measures based on identified issues. We also accept feedback from employees and conduct individual follow-ups. By flexibly and proactively implementing initiatives in response to changes in employee conditions and external environments, our engagement score has been trending upward since measurements began.



Engagement score*2



*1 Described based on Atrae Inc.'s Wevox engagement survey items
*2 Wevox engagement scores for Cloud Integration Services, shown as a one-year moving average and indexed to 100 in February 2019.

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Social implementation of cutting-edge technologies through R&D

Aiming to solve corporate, industrial, and social issues with cutting-edge technology, we conduct R&D on cutting-edge technologies that are not yet in widespread use and areas that could attract attention in the future. As specific areas of research, we are promoting research on work automation and optimization through AI, real-time voice changers based on AI, etc.

Work automation and optimization through AI

We are conducting research to automate or save labor in planning and decision-making work that has always been performed by people by using OR (Operations Research)*1 technology.

Results of use / image

- Automation of vehicle test schedule preparation with Honda Motor Co., Ltd.
- Optimization of transportation and delivery plans by vehicle and freighter
- Automation of the preparation of project assignment proposals

HONDA × FLECT



Real-time voice changers based on AI

We are conducting R&D to convert the human voice, which is increasingly in need of privacy protection as biometric information, into another voice in real time using AI.

We are aiming to realize a superior voice experience for the listener at the same time as protecting privacy.

Image of use

- Voice privacy protection (telephone handling at call centers)
- Security measures (answering on an intercom)
- Superior voice experience (digital signage avatars)



We have made a partial release to the public as OSS (Open Source Software) and are currently highly acclaimed on GitHub with more than 15,000 Stars, proof of evaluation.

The company's technology has also been used in the real-time voice conversion technology for the voice of former Prime Minister Kishida, which was introduced at the "Dialogue with Next Generation Leaders on AI" held on May 9, 2023, at the Prime Minister's Official Residence.

*1 OR (Operations Research): Various approaches to support decision-making scientifically (mathematical optimization, data analysis, algorithms, etc.)

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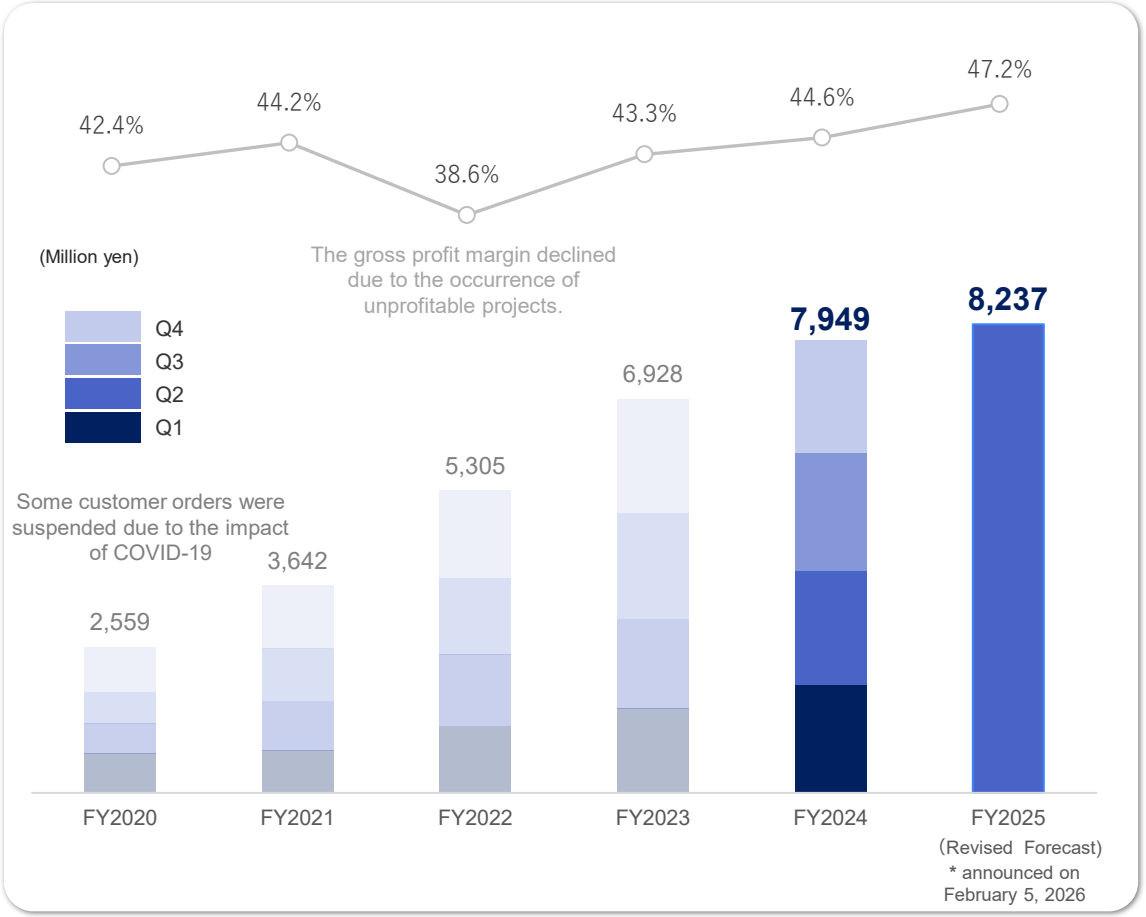
Appendix - Results Trends

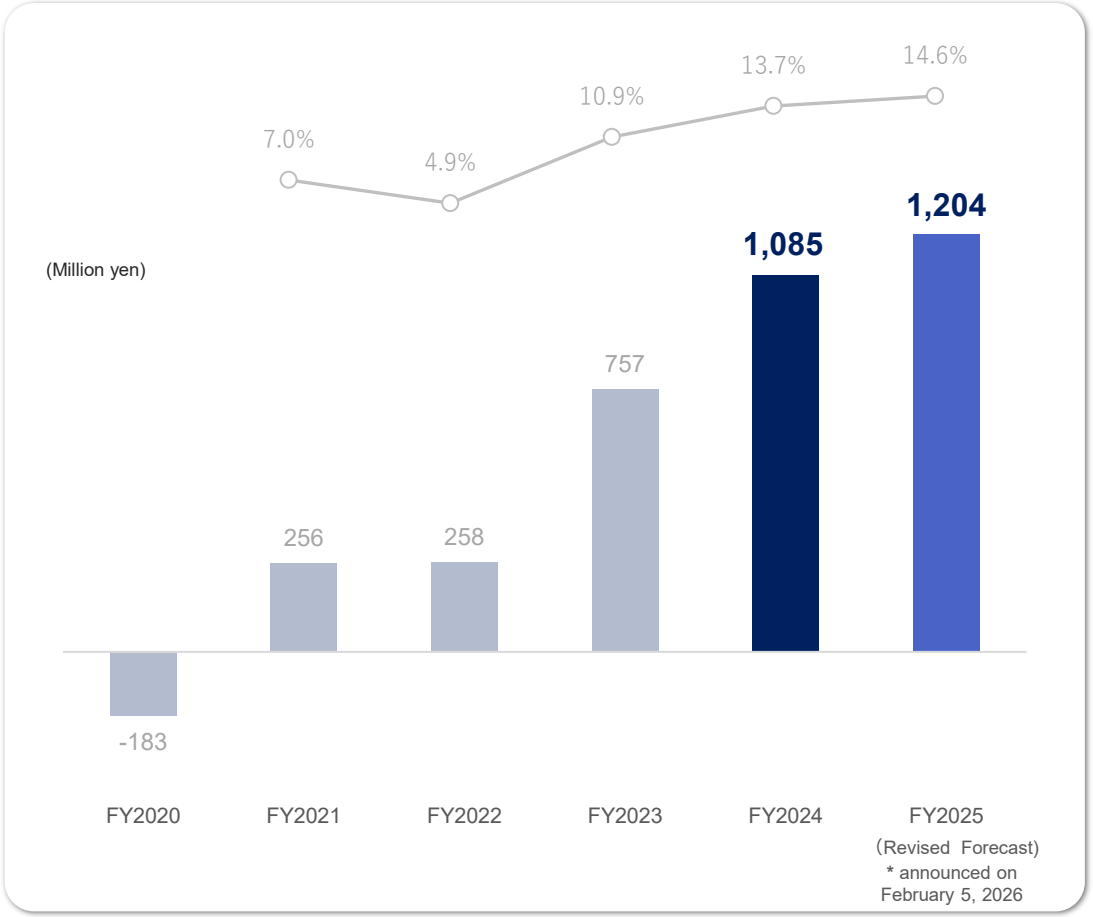
Results Trends

Against the backdrop of strong demand for DX support among major companies, sales for the fiscal year ended March 2025 were 7,949 million yen (up 14.7% year-on-year) and operating income was 1,085 million yen (up 43.3% year-on-year), record highs. We are planning record high results in the fiscal year ending March 2026 too, with sales of 8,237 million yen (up 3.6% year on year) and operating income of 1,204 million yen (up 11.0% year on year).

Sales / gross profit margin



Operating income / Operating profit margin



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Appendix - Company Profile

Company Profile



Company Name	FLECT Co., Ltd.
Established	August 2005
Capital Stock	754 million yen (as of December 2025)
Number of Employees	438 (as of December 2025)
Address	13F, Tokyo Shiodome Bldg., 1-9-1 Higashi-Shinbashi, Minato-ku, Tokyo
Business Description	Cloud Integration Services Professional services supporting corporate DX We support “Proactive DX” that can realize new customer experiences through our cutting-edge cloud technology. This is a one-stop service for digital transformation in existing and new business initiatives, ranging from service planning, designing, multi-cloud development, to actual implementation.

Vision



Representative Director CEO
Koji Kurokawa

Realizing an Ideal Future with the Cloud

In a society where all people and things are digitally connected, we realize new digitally optimized customer experiences and support customer-centered business innovation.

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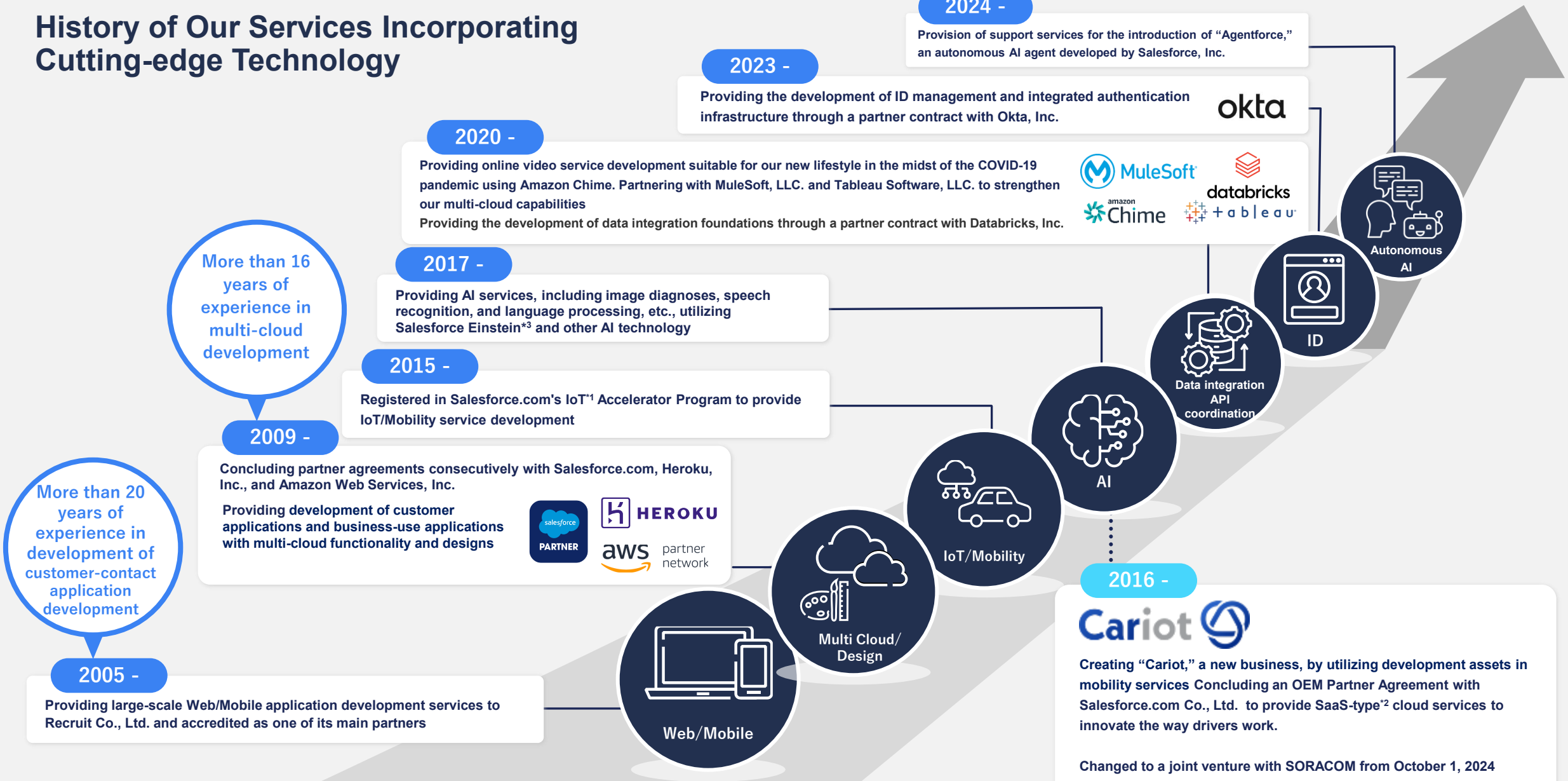
History of Our Services Incorporating Cutting-edge Technology



2005 -

Providing large-scale Web/Mobile application development services to Recruit Co., Ltd. and accredited as one of its main partners

2009 -

Concluding partner agreements consecutively with Salesforce.com, Heroku, Inc., and Amazon Web Services, Inc.

Providing development of customer applications and business-use applications with multi-cloud functionality and designs

2015 -

Registered in Salesforce.com's IoT*1 Accelerator Program to provide IoT/Mobility service development

2016 -

Cariot

Creating "Cariot," a new business, by utilizing development assets in mobility services Concluding an OEM Partner Agreement with Salesforce.com Co., Ltd. to provide SaaS-type*2 cloud services to innovate the way drivers work.

Changed to a joint venture with SORACOM from October 1, 2024 (Changed to a subsidiary of SORACOM)

2017 -

Providing AI services, including image diagnoses, speech recognition, and language processing, etc., utilizing Salesforce Einstein*3 and other AI technology

2020 -

Providing online video service development suitable for our new lifestyle in the midst of the COVID-19 pandemic using Amazon Chime. Partnering with MuleSoft, LLC. and Tableau Software, LLC. to strengthen our multi-cloud capabilities

Providing the development of data integration foundations through a partner contract with Databricks, Inc.

2023 -

Providing the development of ID management and integrated authentication infrastructure through a partner contract with Okta, Inc.

2024 -

Provision of support services for the introduction of "Agentforce," an autonomous AI agent developed by Salesforce, Inc.

*1: IoT (Internet of Things): Physical things that can be operated via the Internet
*2: SaaS (Software as a Service): Service to provide applications that used to be provided as packages over the Internet
*3: Salesforce Einstein: Name of the AI (artificial intelligence) service provided by Salesforce.com, Inc.
*4: Salesforce.com Co., Ltd. changes company name to Salesforce Japan Co., Ltd. as of February 2022

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Our Domestically and Globally Acclaimed Advanced DX Achievements

Our DX achievements in domestic AI services are critically acclaimed, and received the Salesforce Global Innovation Award in 2019, the first of its kind in Japan.

May 2018 — **Salesforce "Innovation Partner of the year"**
Awarded for our achievements in the Einstein (AI) Project

November 2019 — **Salesforce Partner Innovation Award**
First Japanese company awarded for achievements in our Einstein (AI) Project in Japan

May 2020 — **Salesforce "Innovation Partner of the year"**
Awarded for our achievements in a multi-cloud development project

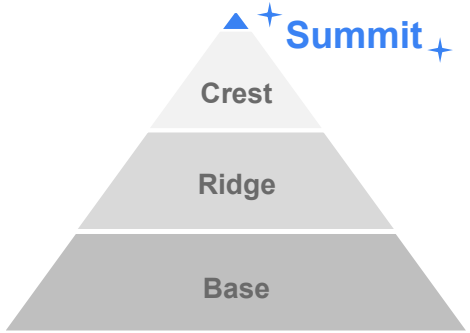
March 2022 — **MuleSoft Japan**
"MuleSoft Japan Partner Enablement Award 2022"
Awarded for our achievements in MuleSoft business

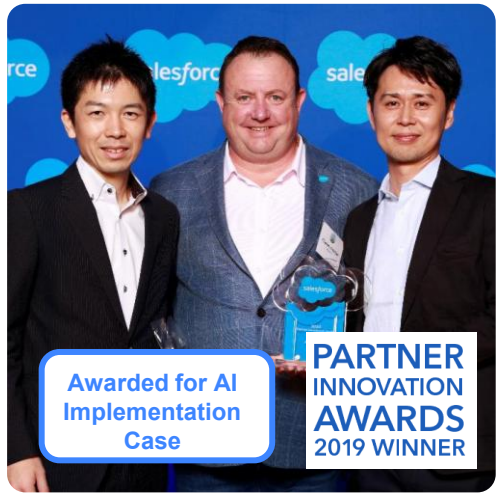
May 2023 — **MuleSoft Japan**
"MuleSoft Japan Partner Enablement Award 2023"
Awarded for our achievements in MuleSoft business

April 2024 — **Salesforce Japan Partner Award 2024**
"Japan Partner of the Year <MuleSoft>"
Awarded in recognition of wide-ranging knowledge and high-level technical capabilities in MuleSoft

April 2025 — **Salesforce Japan Partner Award 2025**
"Japan Partner of the Year <MuleSoft>"
We received the award after the size of our business in MuleSoft collaboration results and certifications were evaluated highly.

salesforce PARTNER
Top partner rank 「Summit」 certification





Top partner rank 「Expert」 First certification in Japan



Certified for Customer Identity Cloud Service Delivery Specialization
okta Proof of high level of expertise in Auth0



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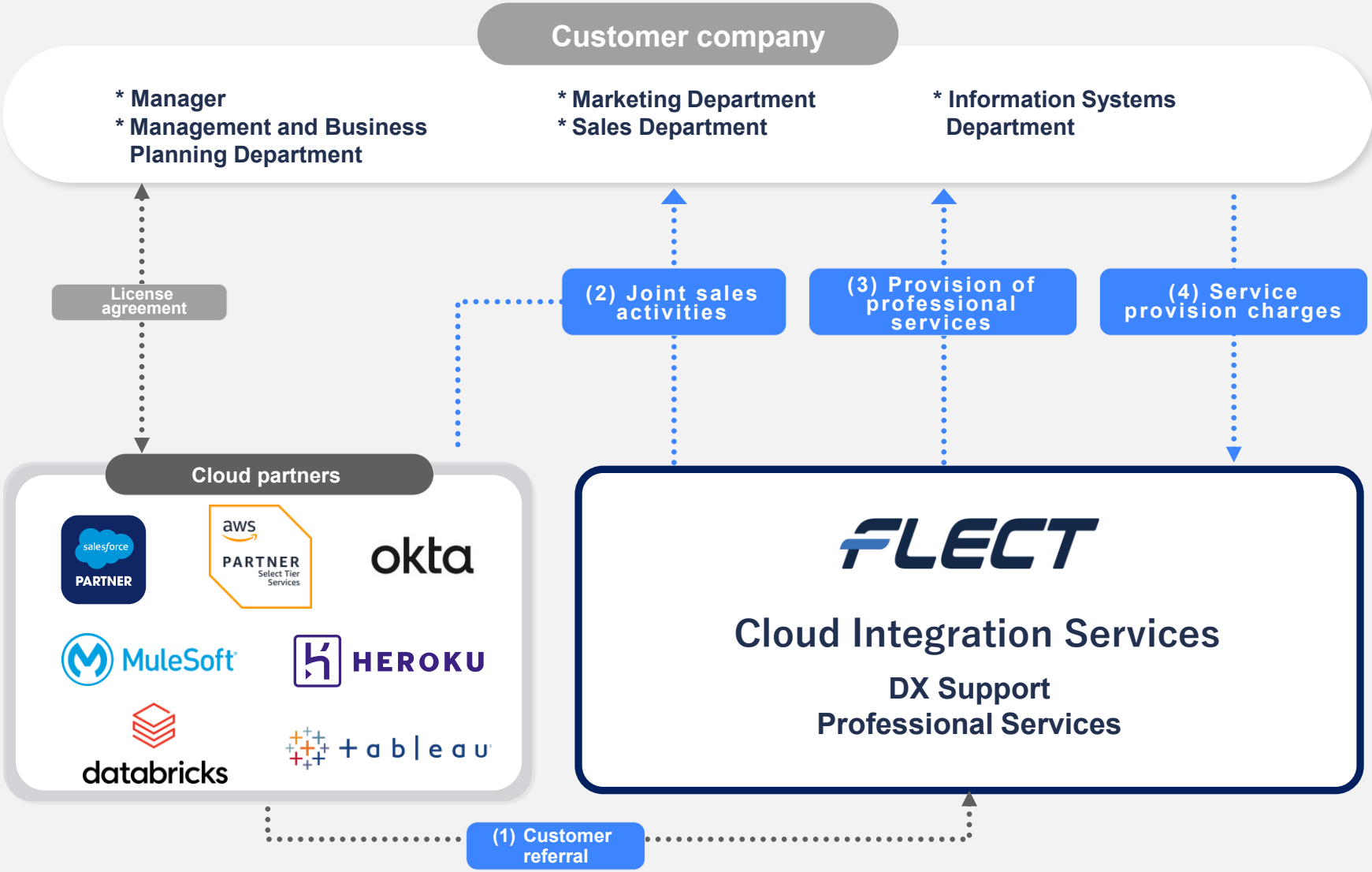
Service Flow

We receive customer referrals from cloud partners, engage in joint sales activities, and provide professional services directly to client companies.



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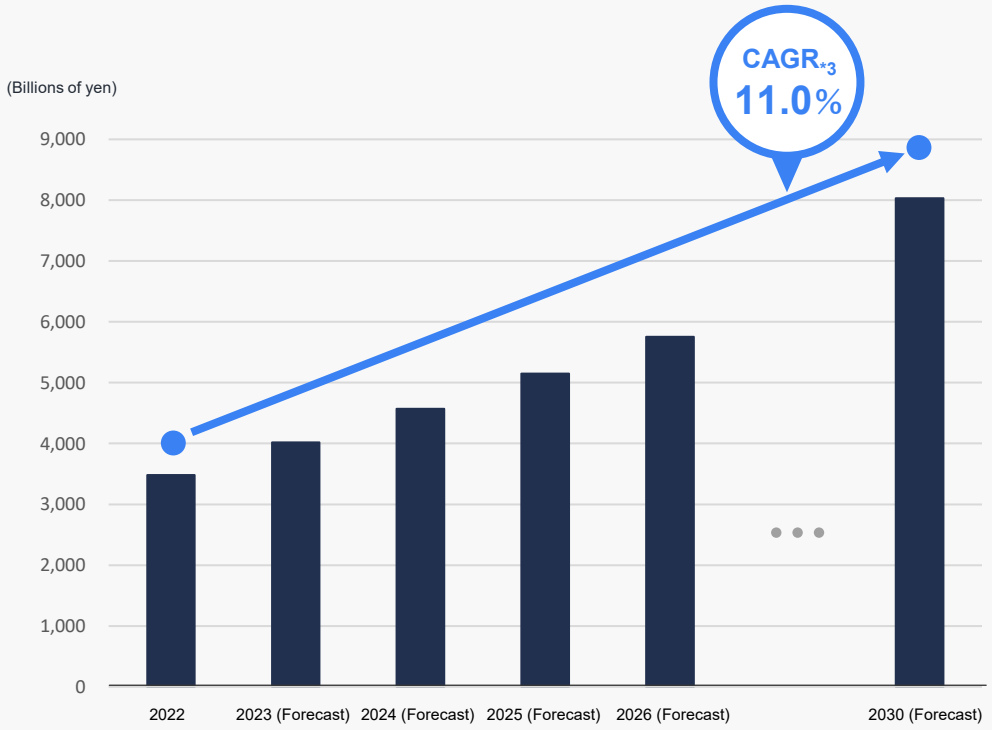
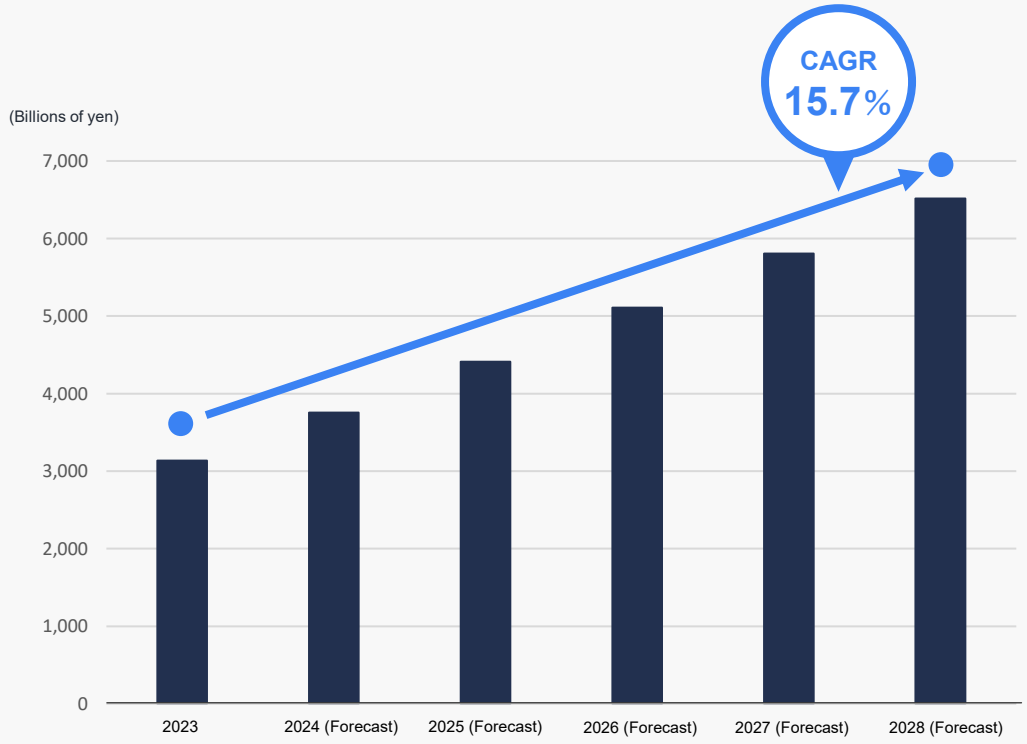
Both DX and Cloud Markets in Japan Are Steadily Expanding

The domestic DX market is expanding at a CAGR of 11.0% from 2022 to 2030.*1



The domestic public cloud market is expanding at a CAGR of 15.7% from 2023 to 2028.*2



*1: Quoted from “2024 Future Prospects of the Digital Transformation Market,” Fuji Chimera Research Institute, Inc.
*2: Quoted from “Sales Prospects in the Domestic Public Cloud Service Market,” International Data Corporation Japan (IDC)
*3: CAGR (Compound Annual Growth Rate) is an annual geometric mean calculated from multiple-year growth rates.

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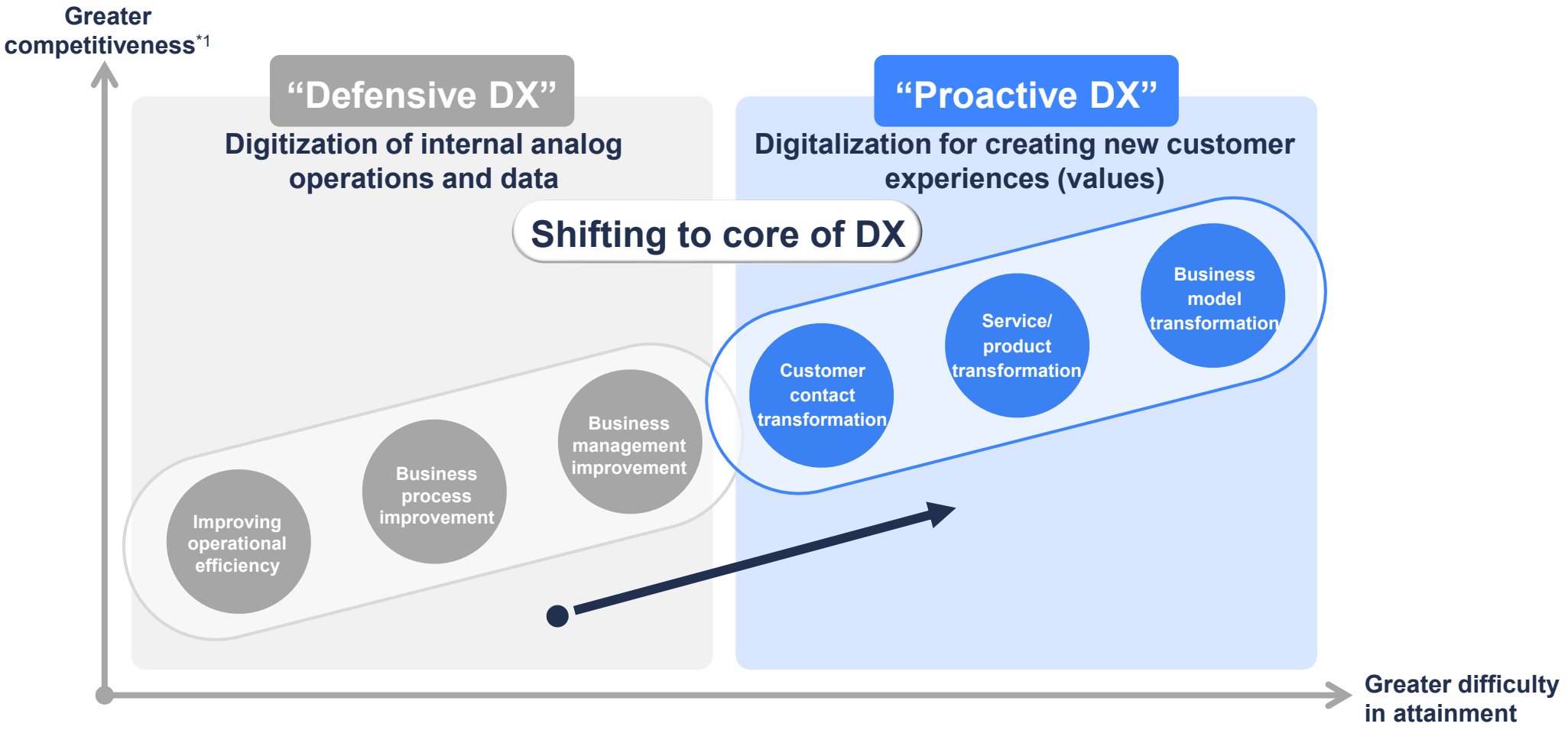
Core of DX Lies in “Proactive DX” that can Enhance Corporate Competitiveness

Companies can enhance their competitiveness by shifting from “Defensive DX,” digitizing internal analog operations and data through replacement of paper documents with data in order to cut costs, to “Proactive DX,” creating new customer experiences designed to enhance revenue and customer engagement.



*1: Compiled proprietarily based on “Survey on Digitization Initiatives in Japanese Companies,” NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, Inc.

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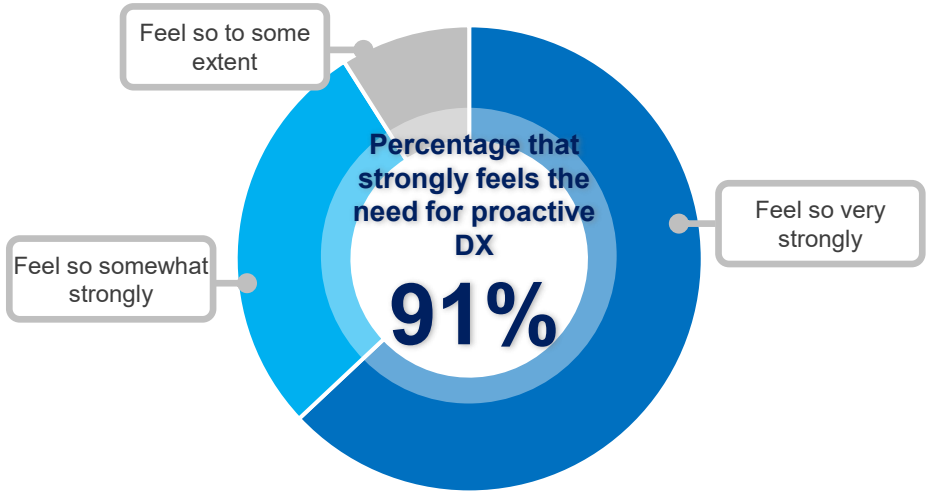
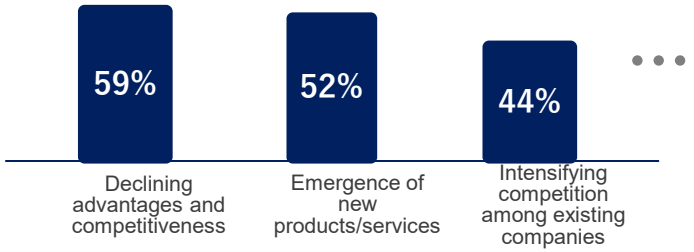
Current DX Status in Japan

About 90% of the companies have strong needs for “Proactive DX.”

This is due to their concerns about the potential decline of their own advantage and competitiveness.*1



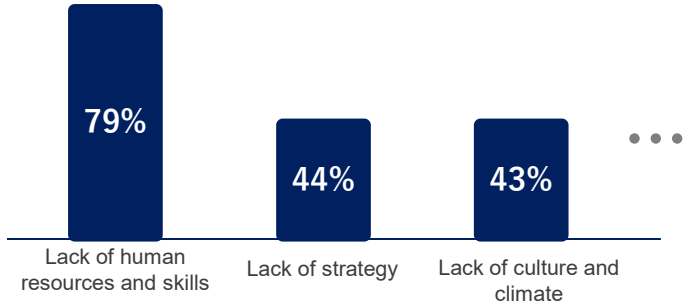
Challenges associated with concerns about the proliferation of digital technology



On the other hand, only 8.3% of companies have produced results with proactive DX that creates new value for customers*2
Issues in the promotion of DX include people and organizations, such as “a lack of human resources and skills”*3



Challenges in promoting DX



*1 Compiled proprietarily, based on “A Study on Functions and Roles of Human Resources Promoting Digital Transformation,” (May 17, 2019) Information-technology Promotion Agency, Japan (IPA) (https://www.ipa.go.jp/files/000073700.pdf)
*2 *3 Prepared at the company based on JUAS “Corporate IT Trends Survey Report 2024”

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Supporting “Proactive DX” that can Realize New Customer Experiences Through Our Cutting-edge Cloud Technology

We are building API integration, ID integration, and data integration platforms, and working on the development of community services, e-commerce services, IoT services, and other application coordination utilizing the Salesforce platform. In addition, we also provide one-stop solutions combining AI, data integration, and API integration. Our customer base is centered on major companies*1 that are promoting DX positively, with major companies accounting for 94%*2 of sales.



KOMATSU
ANA
NTT docomo
信頼される安心を、社会へ。 SECOM
RECRUIT
Panasonic
JGC 日揮グローバル株式会社
HONDA
ブリヂストンリテールジャパン株式会社
JPX JAPAN EXCHANGE GROUP
経済産業省 Ministry of Economy, Trade and Industry
大塚商会
ヤマト運輸
CASIO
KOKUYO
ADVANTEST
慶應義塾 Keio University Tokyo, Japan
WOWOW
OK

*1: Major companies: Those listed in Nikkei 225, Nikkei 400, or Nikkei 500; or their group companies or those whose sales are equivalent (100 billion yen or more)
*2: Figures for the 1Q fiscal year ending March 2026

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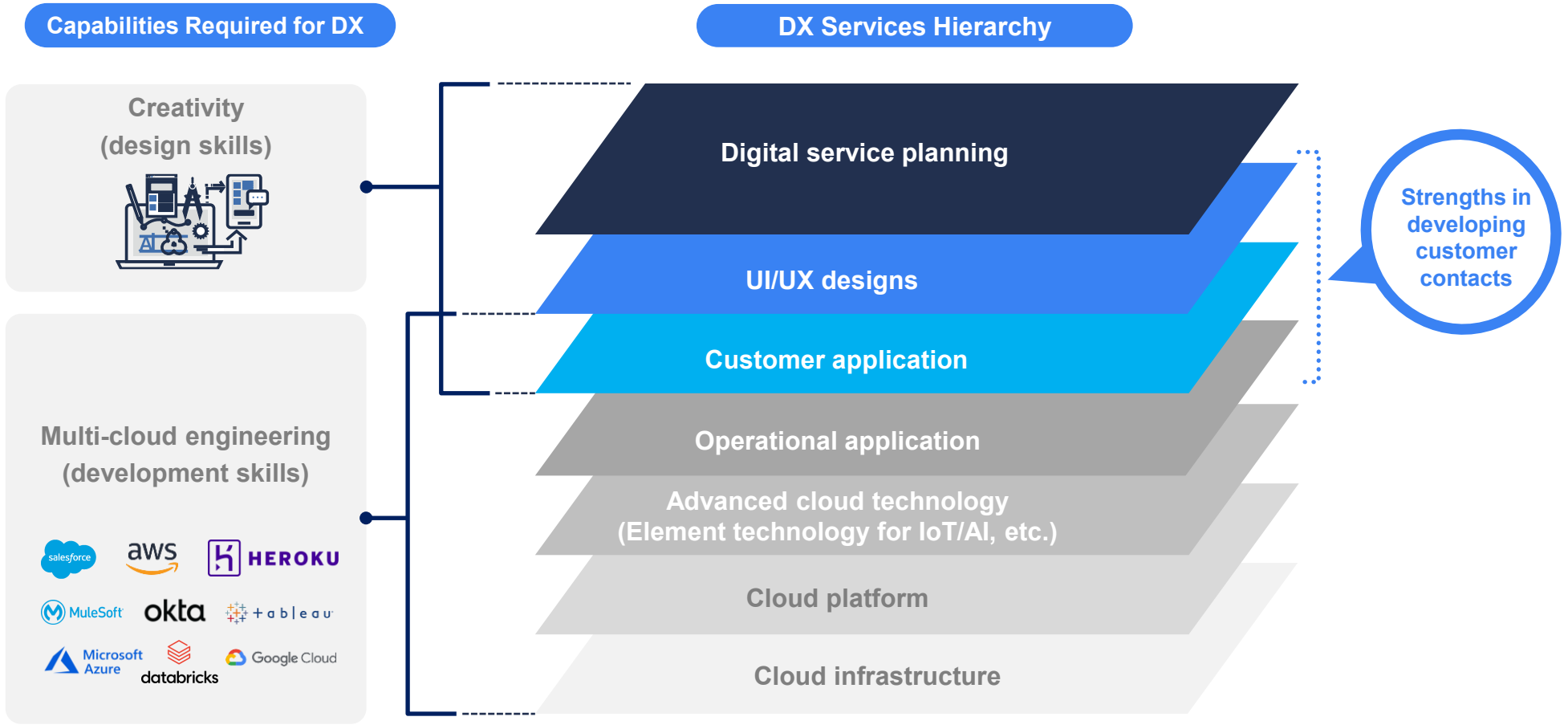
One-stop Service that Creates Digital Services

We take advantage of the “Creativity (design skills)” that can achieve proactive DX and the “multi-cloud engineering” capabilities (development skills), and of the strengths in developing value-creating customer contacts (front end).



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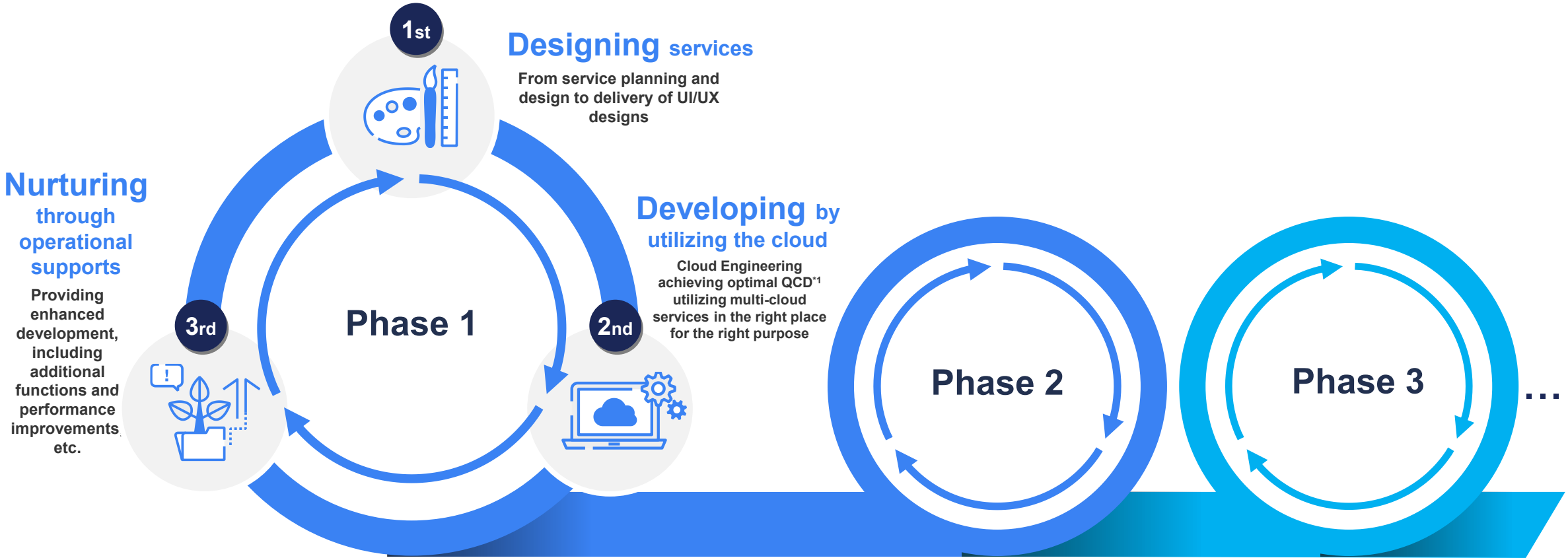
High Agility in Adapting to Changes (Ability to Think and Move Quickly)

An average period of a single project cycle is about three months. A project does not end with the initial construction but supports DX service growth by repeating the delivery cycles.



*1: QCD: Quality, Cost, Delivery

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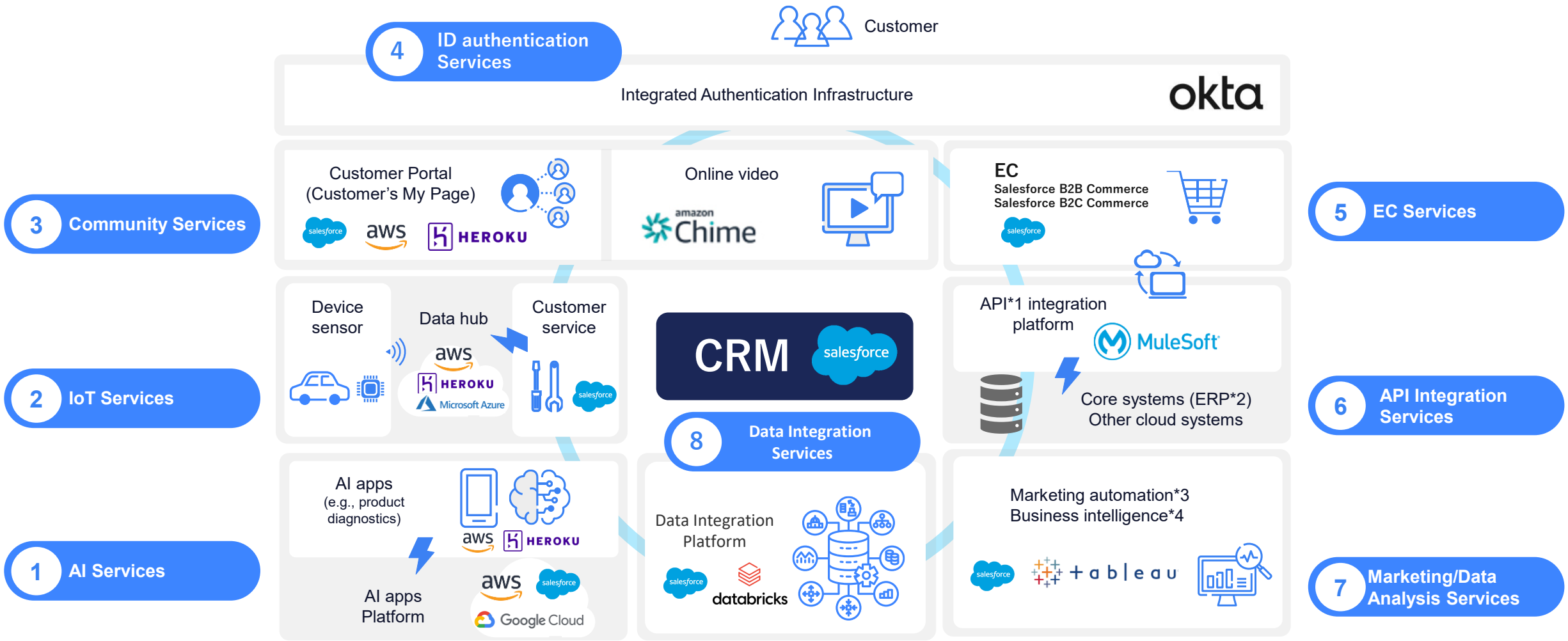
High Technological Capabilities of Multi-cloud Functions Enabling Business Transformation based on DX

Instead of simply building a single digital service, we develop multiple digital services and bundle them together to help business models to be transformed.



*1: Application Programming Interface: Interface specification used for multiple software products to exchange information with each other
*2: Enterprise Resource Planning: An integrated core operational system
*3 Marketing Automation: A tool to automate marketing activities
*4 Business Intelligence: A tool to collect, accumulate, analyze, and process large amounts of data to support management strategy decisions

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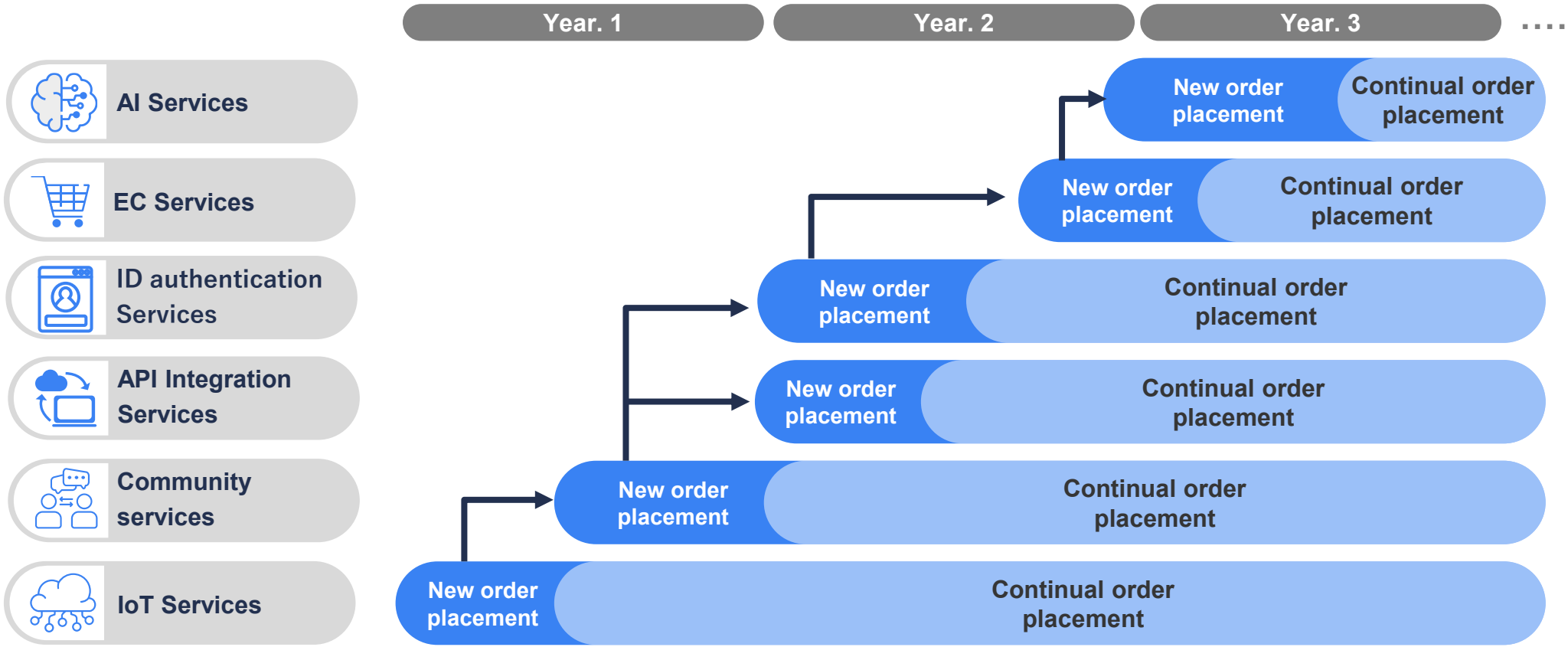
Continuous Orders for DX Projects and Expansion with Cross-selling

We will continue to develop digital services while simultaneously promoting the development of multiple digital services.



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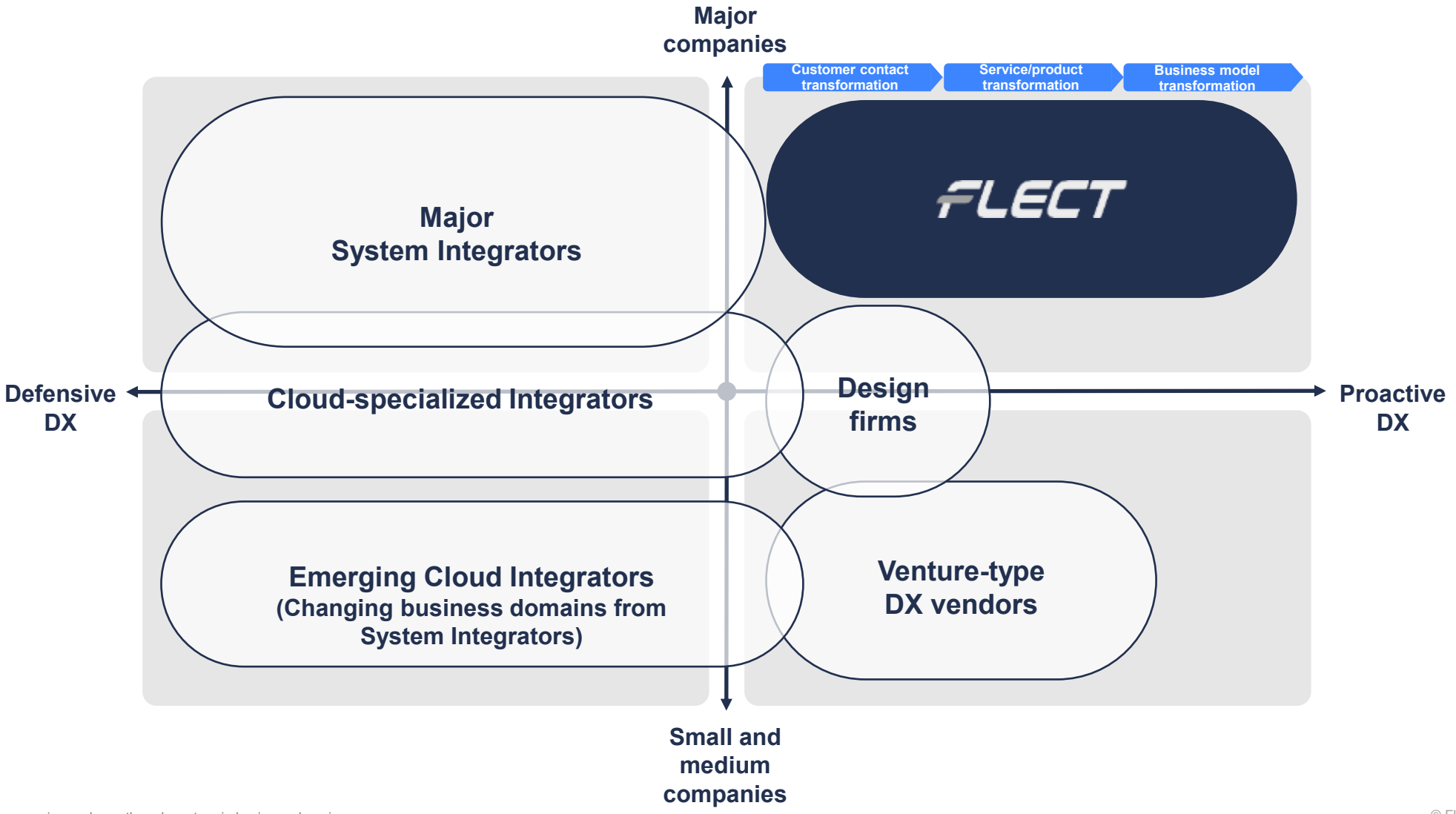
Unique Positioning in the DX Engineering Business

With the “proactive DX targeted at major companies” as our primary business domain, we provide comprehensive support from innovating customer contact points to innovating business models.



* The above diagram, based on our views, shows the relevant main business domains.

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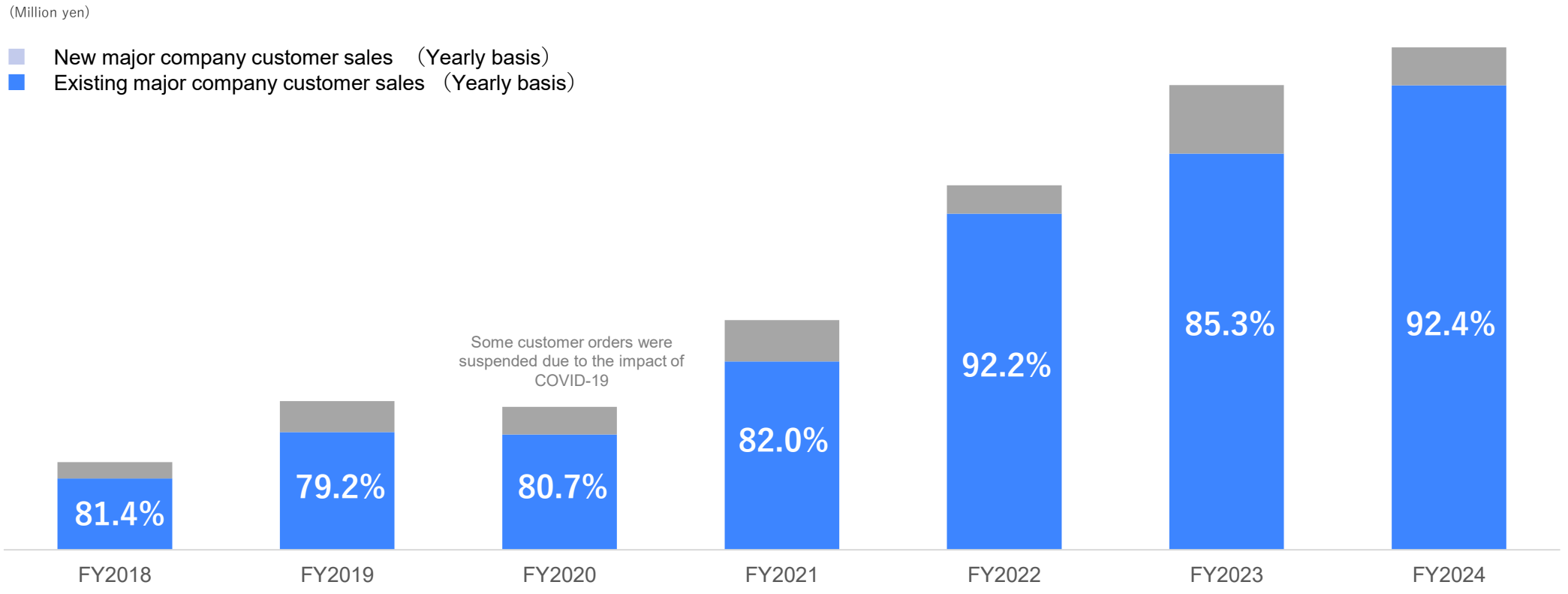
Sales composition ratio of existing major companies*1

Through continuous orders and cross-selling of DX projects, we have achieved a high level of recurring sales, despite being a flow business. In the fiscal year ended March 2025, 92% of our sales come from existing major companies.



*1 Sales composition ratio of existing major companies: The sales composition ratio of customers who had contracts prior to the previous fiscal year out of sales to major companies

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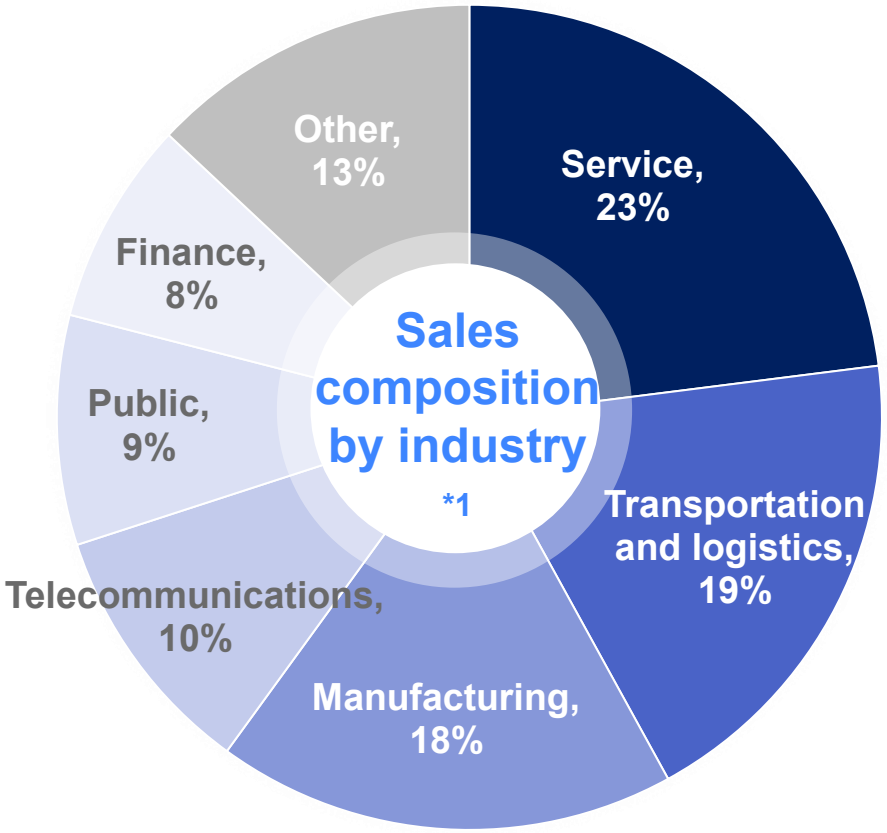
Supporting major companies in diverse industries

We provide DX support to major companies representative of Japan. Industry types are varied, and our structure is less susceptible to trends in specific industries.



* Partial excerpt of logos we are licensed to publish

*1. Based on sales to major companies in fiscal year ended March 2025

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Case studies of DX Support - 1

KOMATSU

「SMART CONSTRUCTION Fleet」

We developed a dynamic management app for dump trucks.

IoT

ANA

Support for the introduction of the MuleSoft Anypoint Platform®

We are supporting the building of an API platform that uses MuleSoft to maximize the value of customer experience.

API MuleSoft

NTT docomo

An “online community,” a common backyard platform between DOCOMO, sales agents and docomo shops

We are realizing the greater efficiency of backyard operations using the Salesforce platform.

Portal Salesforce

ブリヂストンリテールジャパン株式会社

Building of a visit reservation system

We are maximizing the improvement of customer experience and marketing effectiveness based on authentication infrastructure using Okta and multi-cloud development including various Salesforce products.

ID Portal Okta Salesforce

Panasonic

Construction Customer Database

This system utilizes MuleSoft as the API integration platform to realize data coordination between CRMs introduced at group companies efficiently.

API MuleSoft

HONDA

Joint paper on “Automated Test Scheduling Using VRP Methodology”

We aimed to shorten the development period and reduce costs for new models, and succeeded in reducing work time, which was previously 90 hours, to just 6.

AI(OR)

KOKUYO

Sales DX in internal systems

Synchronizing and sharing customer information, regardless of time or location, has enabled team members to access the latest information easily.

SFA Salesforce

JGC 日揮グローバル株式会社

The “Corret” integrated communication platform

We used the Salesforce platform to manage communications with numerous stakeholders, including customers, efficiently.

Portal Salesforce

慶應義塾 Keio University Tokyo, Japan

“K-Support” educational support system for faculty and staff and portal site for students

Support for the development of “test form input,” “grade input,” “syllabus input,” “course request input” and the “student portal”

Portal Salesforce

WOWOW

“WIP” authentication infrastructure system

We renewed the authentication infrastructure system to realize the reduction of system load and the enhancement of security during times of concentrated logins.

ID Keycloak

NTTビジネスソリューションズ

Support for the introduction of the MuleSoft Anypoint Platform®

We supported the building of an API integration platform based on MuleSoft for “elgana®,” a business chat service. This will realize the improvement of customer experience through service coordination.

API MuleSoft

美しい時代へ── 東急グループ 東急建設株式会社

The “Kenki Navi” IoT service for monitoring the operation of construction equipment

We realized the “visualization” of the operating rates, locations and CO_2 emissions of construction equipment with GPS and SIM functions and a cloud system.

IoT Salesforce

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Case studies of DX Support - 2

経済産業省 Ministry of Economy, Trade and Industry

A staff information DB and attendance management system

We built a staff information DB and attendance management system using Salesforce.

Government | Salesforce

Ministry of Health, Labour and Welfare

Contracted for development related to the FY2025 EMIS Project

We developed main functions of the Emergency Medical Information System (EMIS), used in disaster medical care, utilizing Salesforce and the MuleSoft API integration platform

Government | Salesforce | API | MuleSoft

Ministry of Foreign Affairs of Japan

Development and System Architecture Project for the Overseas Allowance Payment System FY 2025

Building a new Overseas Allowance Payment System utilizing Salesforce

Government | Salesforce

the Japan Association for the 2025 World Exposition

The introduction of services and infrastructure for stakeholders and operation and maintenance

We improved visitor services by streamlining the work of expo personnel.

Government | Portal

Organization for Small & Medium Enterprises and Regional Innovation, JAPAN

Secondary development and operation and maintenance duties for "Digiwith".

Integrating Salesforce, Agentforce, Data 360, and other services to expand the functionality and improve the quality of the digitalization support portal "Digiwith."

AI | Portal | Salesforce

National Institute of Advanced Industrial Science and Technology

"a financial accounting-related application system service," "a chemical substance / research results export system service" and "a research note system service."

We build highly convenient, cloud-based systems using Salesforce.

Government | Salesforce

NTT SMILE ENERGY

Implementation Support with Okta (Auth0)

Building an Integrated Authentication Infrastructure with Okta (Auth0)

ID | Okta | AWS

Otsuka 大塚倉庫株式会社

The "Order.net" corporate EC platform

We realized the streamlining of ordering and order receipt work and customer satisfaction simultaneously.

EC | Salesforce

SOME THING

The "MARCRAY" Ground improvement quality assessment App

We realized the greater work efficiency of ground improvement work with imaging diagnosis using AI, which has eyes equivalent to an expert's.

AI | Salesforce

O-net

An online video call service for "at-home matchmaking" that can be used at home

We developed online video calling functions using AmazonChimeSDK. We realized an easy-to-use UI/UX for customers.

Online Video | AWS

GROOVE X

An advance reservation website and portal website for the "LOVOT" family-type robot

We built My LOVOT, the LOVOT Web Store and customer service infrastructure to realize the centralized management of information and the improvement of customer experiences.

Portal | EC | Salesforce

Moving

Marui Group "in-building logistics system"

We developed an "in-building logistics system" within Marui Group, and succeeded in reducing the number of man-hours which was being spent on manual and visual operations.

Logistics | Salesforce

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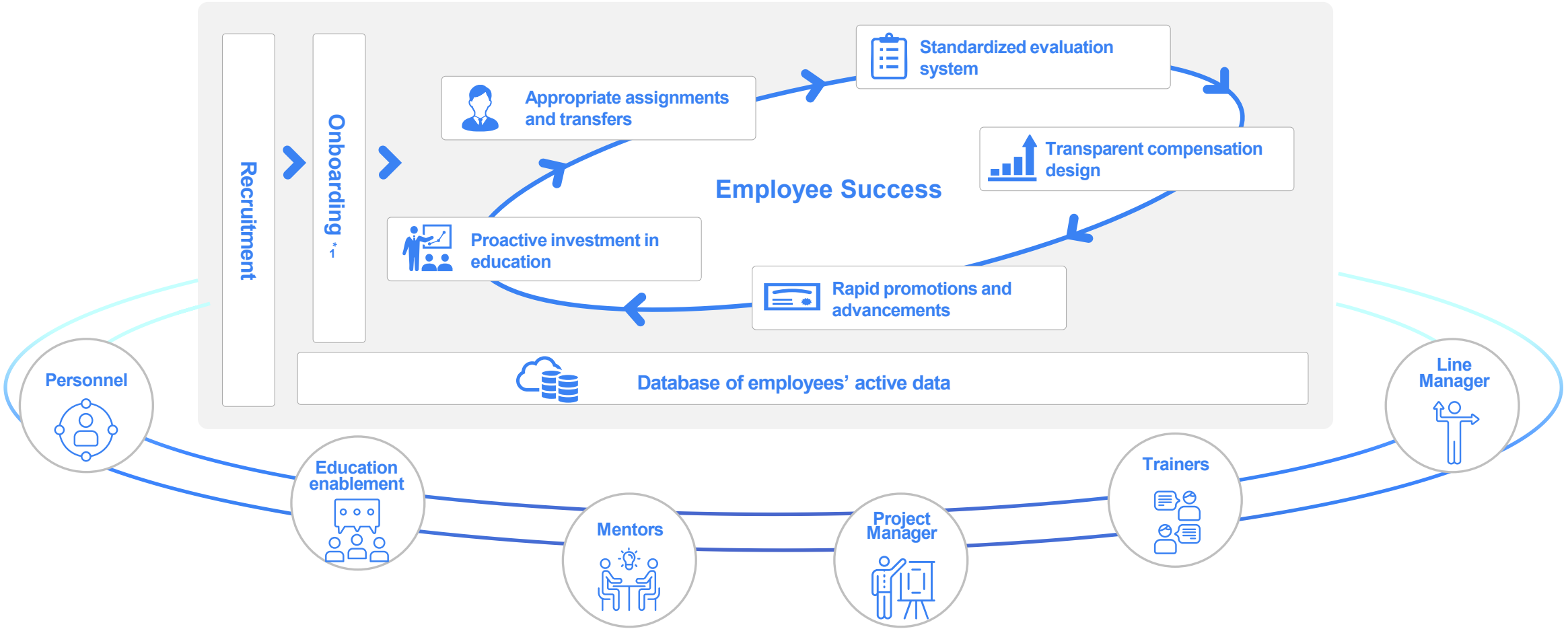
Mechanisms that maximize the effectiveness of human resource investments

We are building structures and systems that enhance the reproducibility of employee career advancement, leading to increased employee satisfaction and company growth. Supporters such as Human Resources, Education Enablement (Promotion), mentors, trainers, and managers provide multifaceted follow-up from recruitment to training and employees' daily work, maximizing the effectiveness of our investment in human resources.



* 1 Onboarding means initiatives to help human resources new to the organization such as new employees and mid-career hires adapt to the workplace, prevent early job turnover, and promote their establishment and competitiveness.

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An attractive environment to realize career advancement as an engineer

Our business and personnel and training systems make us attractive and we are chosen by many engineers.

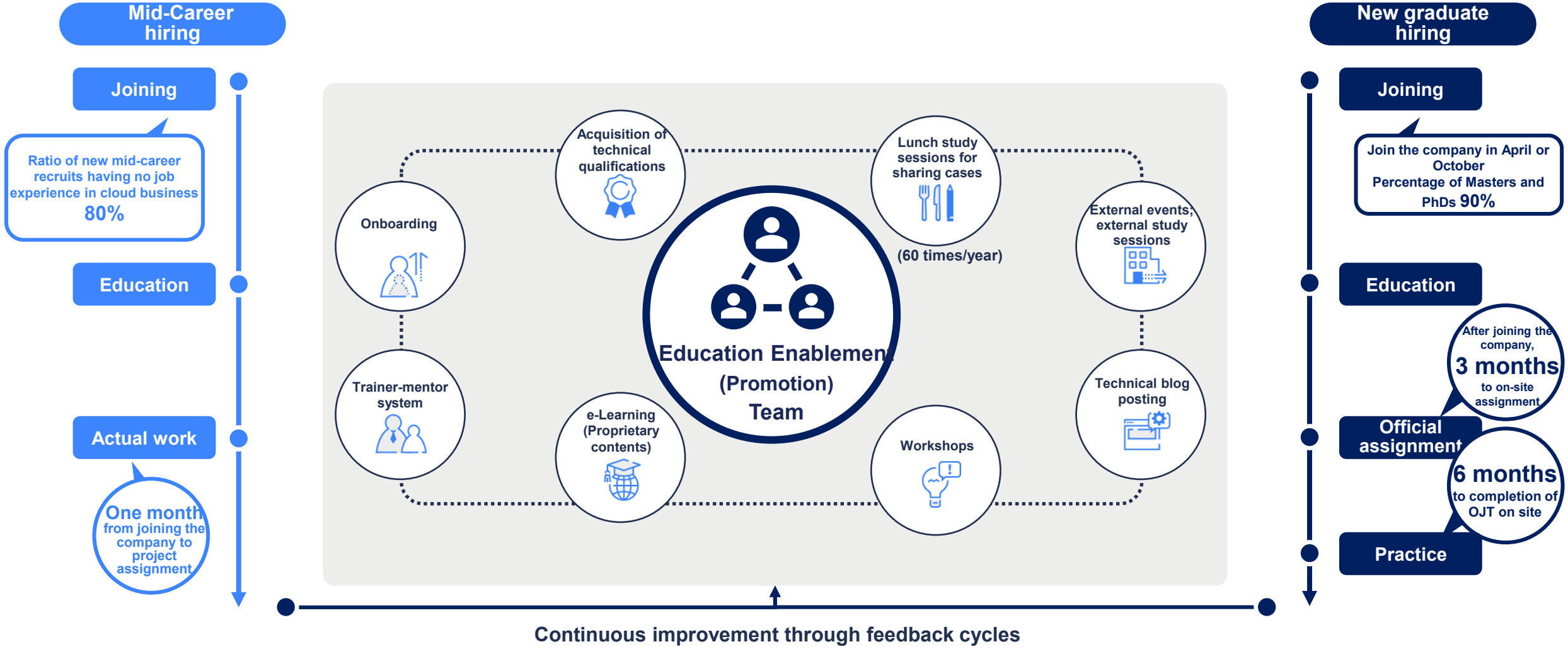


1	Multi-cloud	Experience with multi-cloud platforms such as Salesforce, AWS, MuleSoft, Okta, etc.
2	Cutting-edge technology	Experience with cutting-edge technologies such as AI/IoT.
3	DX support for major companies	Experience with project for the DX of major companies representative of Japan.
4	Involvement from upstream processes	Experience with project covering end-to-end processes from upstream to downstream, including service planning.
5	Development system	A comprehensive support system for career advancement centered around the education promotion team
6	Flexible Working Styles	Work with a full flex-time system and the possibility of full remote work. Gain experience in cutting-edge cloud projects even if you live in rural areas

© FLECT CO., LTD.

Promotion of systems fostering Multi-disciplinary expertise and human resource development

With a team dedicated to education enablement (promotion) as a focal point, we constantly promote employee education and systemic improvement activities.



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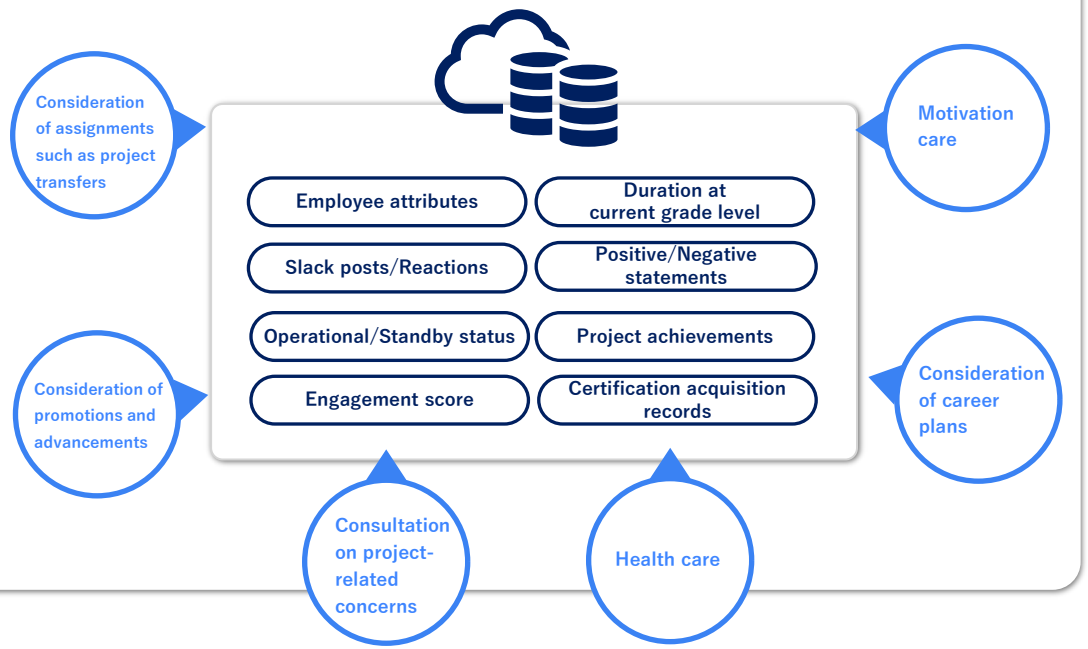
Utilization of the data collection infrastructure for employee attributes and activity data.

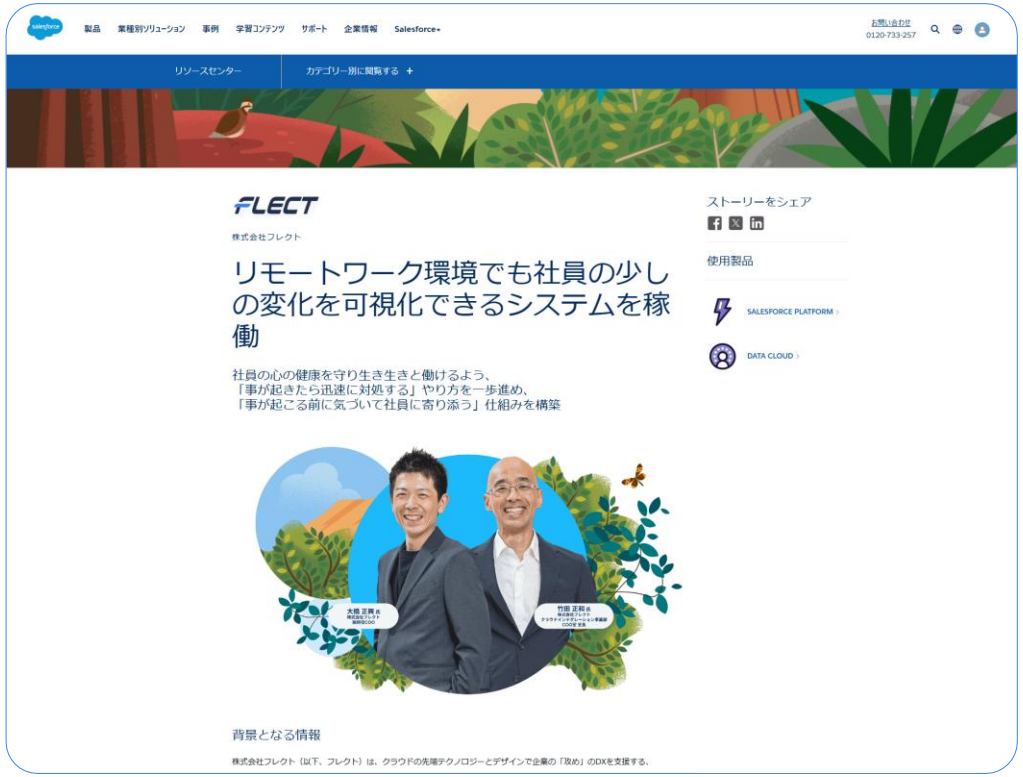
We utilize employee data as a basis for decision-making in career plan design and work assignments. Additionally, by understanding employee conditions in remote work environments and using this information for follow-up, we achieve early care. These data infrastructure and visualization systems have been introduced as advanced case studies by Salesforce.

Integrate employee data, appropriate and swift follow-ups.

- **We integrate all data related to employees and conduct monitoring.**
- **By visualizing even subtle changes for each employee, we operate a system that automatically notifies managers about employees who require follow-up.**



Published on Salesforce's case study page



https://www.salesforce.com/jp/resources/customer-stories/flect/

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Excellent engineers with diverse backgrounds are actively successful.

A diverse group of engineers, including new graduates, veterans from large companies, and full remote workers are actively successful.

Hiring of experienced personnel (mid-career hiring)



May 19, 2023

From a major company to Flect. New challenges that even veterans can start on

https://www.talent-book.jp/flect/stories/52029

Career

Major telecommunications company
Think tank SIer

I joined the company after working for a major company. I use my extensive experience in upstream processes, to lead cloud integration projects as a PM.



August 10, 2023

Consistently motivated to learn and explore a wide range of technical fields - from front-end engineering to the cloud domain

https://www.talent-book.jp/flect/stories/52360

Career

Front engineer
No cloud experience

From no cloud experience to developing an e-commerce site for a major tire manufacturer using Salesforce. My work and personal life are in harmony due to full remote work and flexible hours.

New graduate hiring



January 15, 2024

Actively successful from the first year in a diverse environment - The Flect identity discussed by members who joined the company at the same time

https://www.talent-book.jp/flect/stories/53608

Major

Masters program in information engineering
Doctoral program in mathematics
Masters program in life sciences

Even in the first year after joining, you can play an active role with discretion as an engineer. I was also selected as a project manager in my first year.



August 25, 2023

It is interesting because there is no goal or correct answer. Shaping the ideal future from a thoroughly customer perspective

https://www.talent-book.jp/flect/stories/52489

Major

Masters program in information engineering

I was selected as a project leader in my first year with the company. I was also involved in upstream processes such as the definition of requirements and moved to the forefront of cloud integration.

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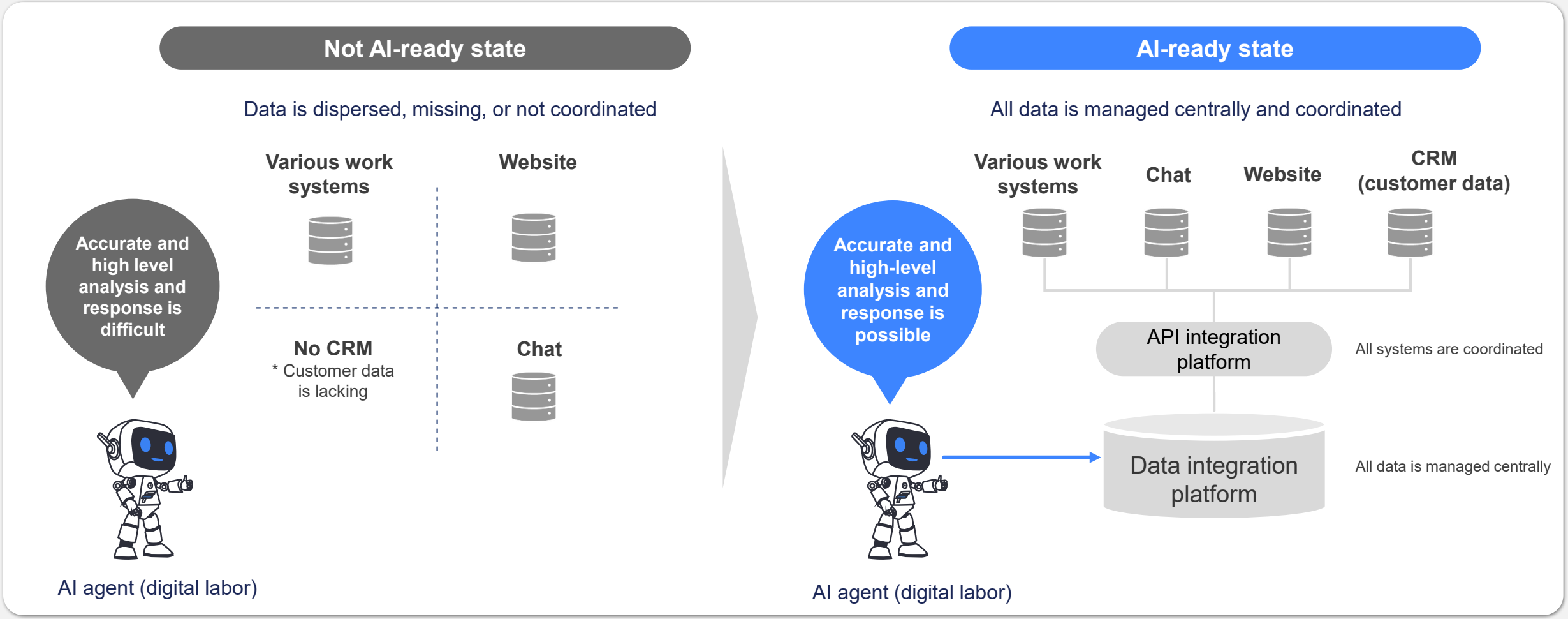
Building AI-ready systems maximizes the effectiveness of AI utilization

The centralized management of data can be raised as one of the important points for maximization of the effectiveness of AI utilization. This is because there are cases in which it is difficult for AI to provide an accurate and sophisticated analysis and response when data is dispersed, insufficient, or not organized, and it does not demonstrate sufficient effects. API integration, which connects all systems and gathers data, is also an important point in the realization of centralized data management.



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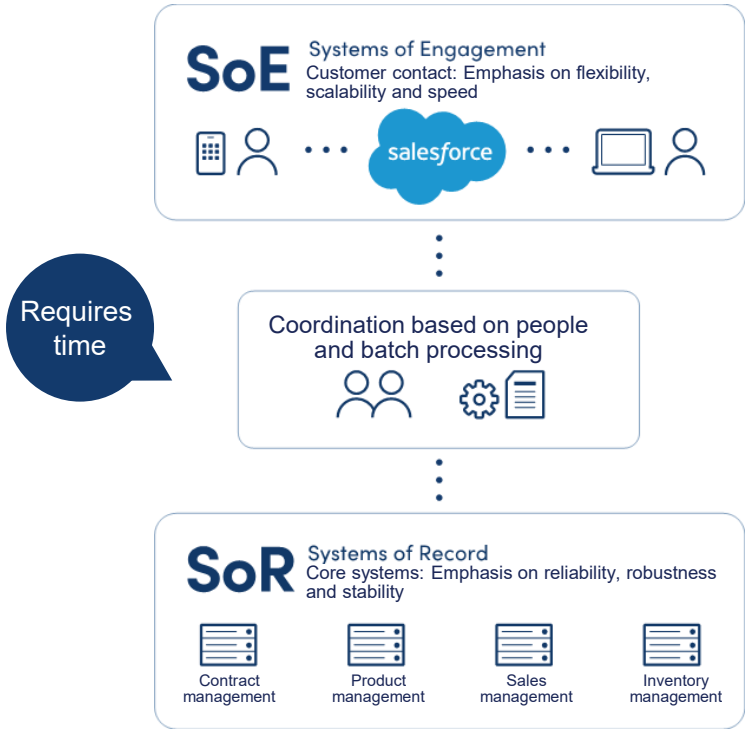
MuleSoft API integration platform

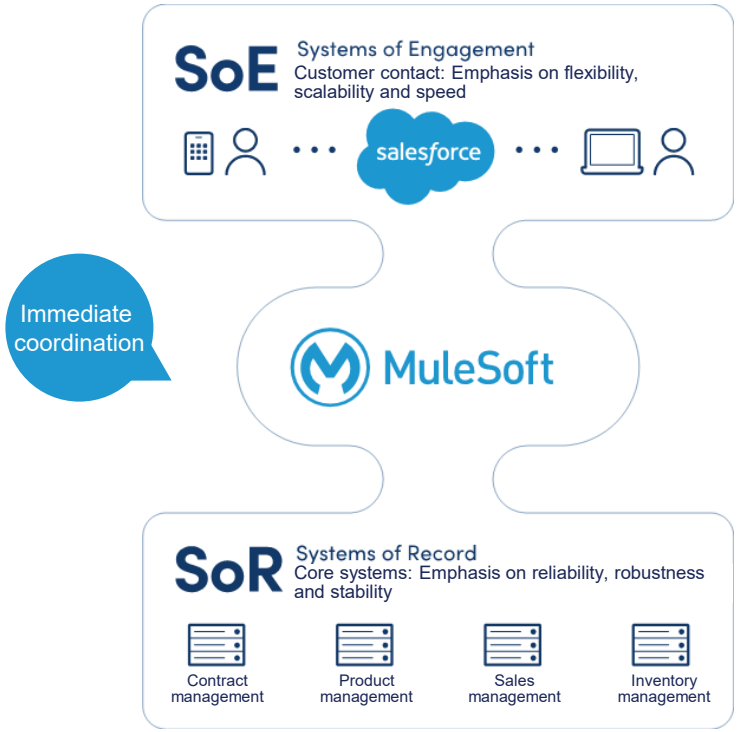
We use the platform provided by MuleSoft, LLC., a leading API integration platform provider, to connect all system, whether in the cloud or on-premises, with API integration. Linking disconnected systems realizes the improvement of customer experience.

MuleSoft API integration platform

The customer experience is impaired as systems are disconnected



The customer experience is improved as all systems are coordinated



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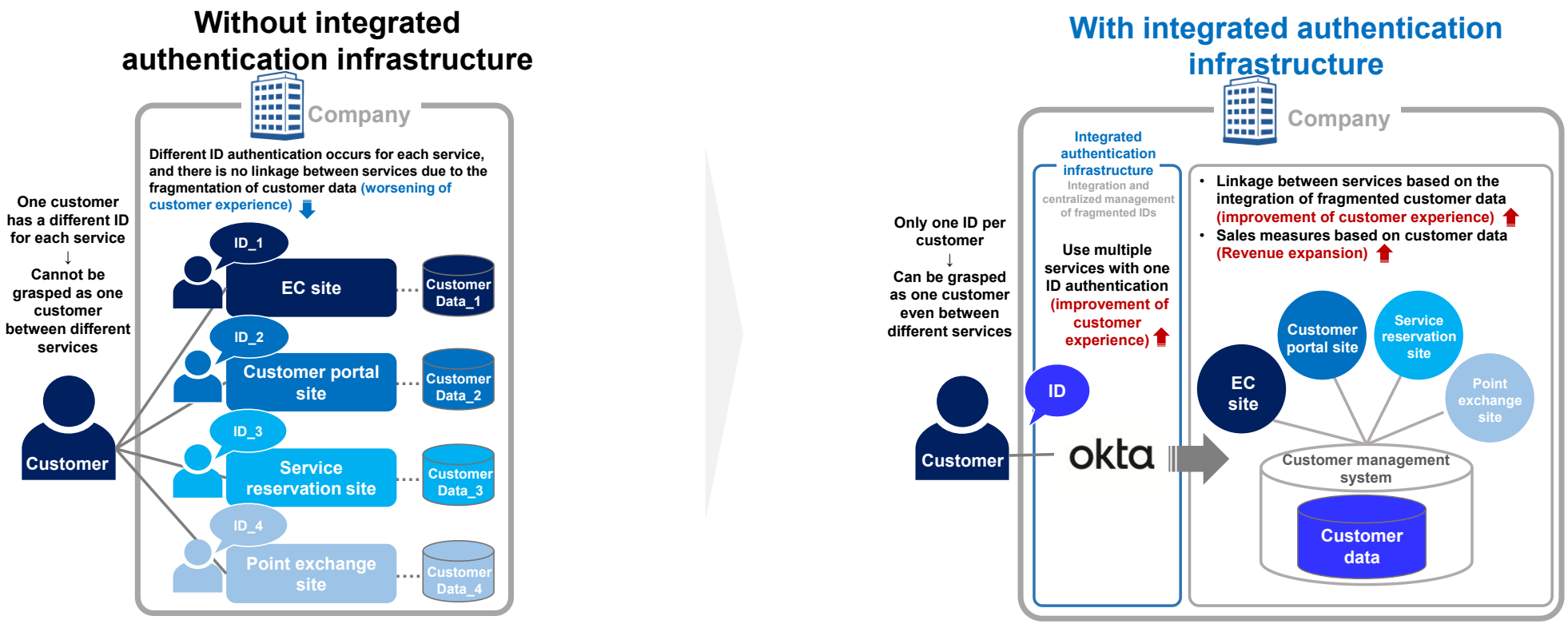
Okta ID integration platform

We use the platform provided by Okta, Inc., a major identity management service provider to integrate identities across all digital services. Integrating disconnected customer data realizes the improvement of customer experience.

Okta ID integration platform



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Sustainability Initiatives

In 2020, we joined the SDGs Public-Private Partnership Platform for Local Revitalization operated by the Cabinet Office, and have contributed to the SDGs through various initiatives

Society

Job satisfaction and job opportunities

- Provision of opportunities to improve skills and advance career with the theme of maximizing value of resume
- Provision of care for job satisfaction by monitoring the Employee Engagement Scores
- Recruitment of diverse human resources, such as local residents (full remote work), those with no cloud experience, foreign nationals, and elderly staff
- Short-time work and leave for childcare

Promotion of education

- Promotion of education by education enablement team
- Provision of a variety of educational opportunities, including the holding of internal and external technical study sessions, support for acquisition of qualifications, and in-house original e-learning

Technology innovation

- Research and development of advanced cloud technologies, social implementation of technological innovation through DX support for companies

Economic growth and productivity

- Improvement of productivity and creation of new customer experience value through DX support for companies
- Provision of diverse ways of working to maximize performance, including full remote work



Governance

Corporate governance

- Checks by a majority of outside directors
- Fair decision-making with a composition of directors with diverse knowledge

Compliance

- Establishment of a solid management foundation through compliance



Environment

CO_2 emissions

- Support for mobility service development, contribution to CO_2 emissions reduction
- Contribution to reducing CO_2 emissions by eliminating physical servers

Conservation of natural resources

- Promotion of paperless operations with DX support



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Management Team



Founder/
Representative Director and CEO

Koji Kurokawa

Starting a company as a student and accumulating entrepreneurial experience in IT for 20 years

Based on his experience of founding a predecessor IT company, Mr. Kurokawa established FLECT Co., Ltd. in 2005. As Representative Director and CEO, he launched its cloud services and established the business bases and has steadfastly directed its course at the helm. With the mission of “Pursuit of Everyone’s Fulfilment of Life through the Internet,” he firmly intends to maximize the happiness all stakeholders of the Company can enjoy and values it can present.



Director, in charge of Technology Strategy

Masaoki Ohashi

Selected one of the 99 people capable of changing the IoT in Japan

Mr. Ohashi joined Sony Ericsson Mobile Communications in 2004 and was first engaged in the development of smartphone middleware. He joined FLECT Co., Ltd. in 2007, and was appointed director in 2009. He then took charge of its cloud business, and successfully led it onto a path of growth.



External Director, Audit and Supervisory Committee Member

Yosuke Tetsukawa

Representative Partner, Improve Tax Co.
Certified Public Accountant



External Director, Audit and Supervisory Committee Member

Akihito Fujiwara

Former Standing Audit and Supervisory Board Member, Recruit Holdings Co., Ltd.



External Director, Audit and Supervisory Committee Member

Shuya Ogawa

Attorney at Law, Partner, TMI Associates

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