
November 18, 2024

**FY 2024/9
Financial
Results
Briefing**

RECOMM Co., Ltd.

TSE Standard (3323)

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FY 2024/9 financial results summary

FY 2024/9 financial results summary (main results)



(Unit: million yen)

	FY 2023/9	FY 2024/9 revised plans	FY 2024/9	vs. Plans	YoY
Net sales	9,510	12,000	11,687	97.4%	122.9%
Operating income	450	460	269	58.6%	59.8%
Income before tax	490	460	307	66.8%	62.6%
Net income attributable to owners of parent	314	300	83	27.7%	26.7%
EBITDA (operating income + depreciation and amortization)	596	587	445	75.9%	74.6%

Differences from performance forecasts are shown below.

(Unit: million yen)

(Unit: million yen)	Previous forecast	Actual result	Difference (%)
Net sales	12,000	11,687	▲2.6%
Operating income	460	269	▲41.4%

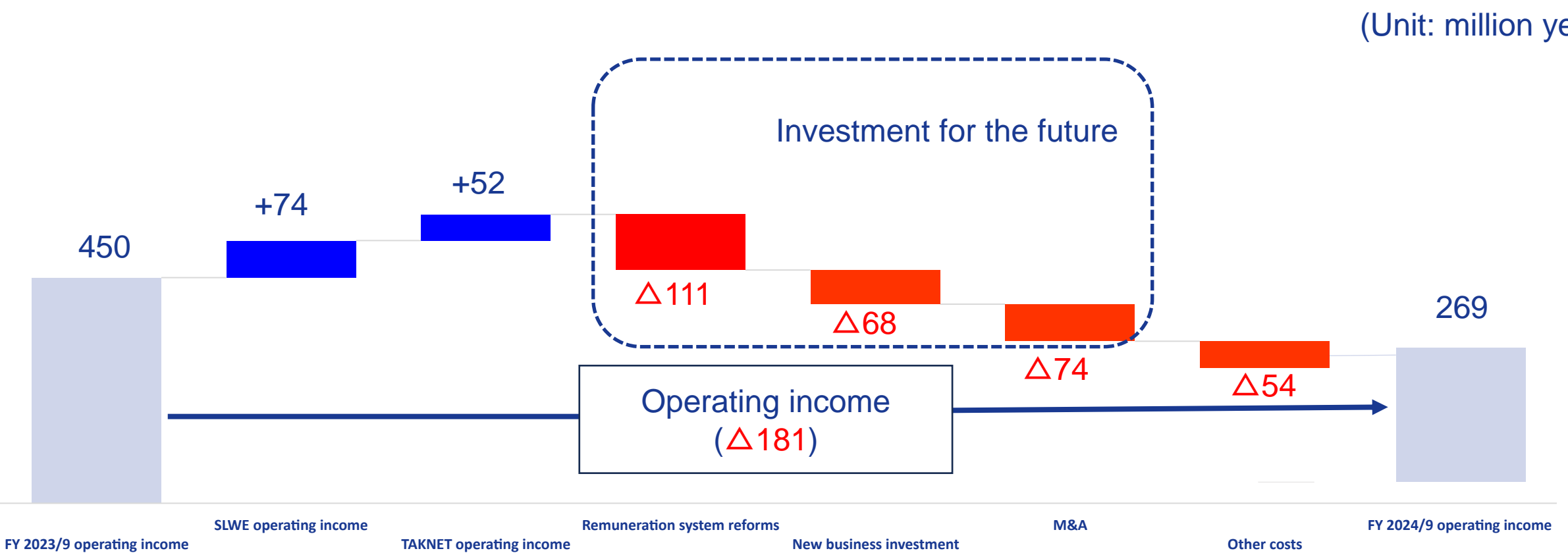
Main causes of differences from performance forecasts:

1. The year-end promotional campaigns in four overseas markets were less effective than expected. Also, construction during the year for bundled sales of radiative cooling materials and air conditioners was not completed due to delays in import procedures.
2. Slow sales by two wholesalers in Malaysia and delays in delivery of server products by the Singapore subsidiary.
3. M&A-related costs recorded ahead of schedule.
4. Operating income decreased due to delays in approval of subsidy revenues expected this year.

FY 2024/9 financial results summary (causes of changes in operating income)



(Unit: million yen)



* TAKNET operating income is for three months (July-September), since it was made a consolidated subsidiary in FY 2024 4Q

Financial results summary (results by segment)



(Unit: million yen)

	FY 2023/9 results	FY 2024/9 results	Change	YoY
Net sales	9,510	11,687	+2,177	122.9%
Overseas solutions business	4,633	6,618	+1,985	142.8%
Domestic solutions business	4,314	4,471	+157	103.6%
BPR business	562	599	+37	106.5%
Segment income	450	269	△181	59.9%
Overseas solutions business	388	342	△46	88.2%
Domestic solutions business	188	423	+235	225.2%
BPR business	85	30	△55	35.6%
Adjustments	△211	△526	△315	249.5%

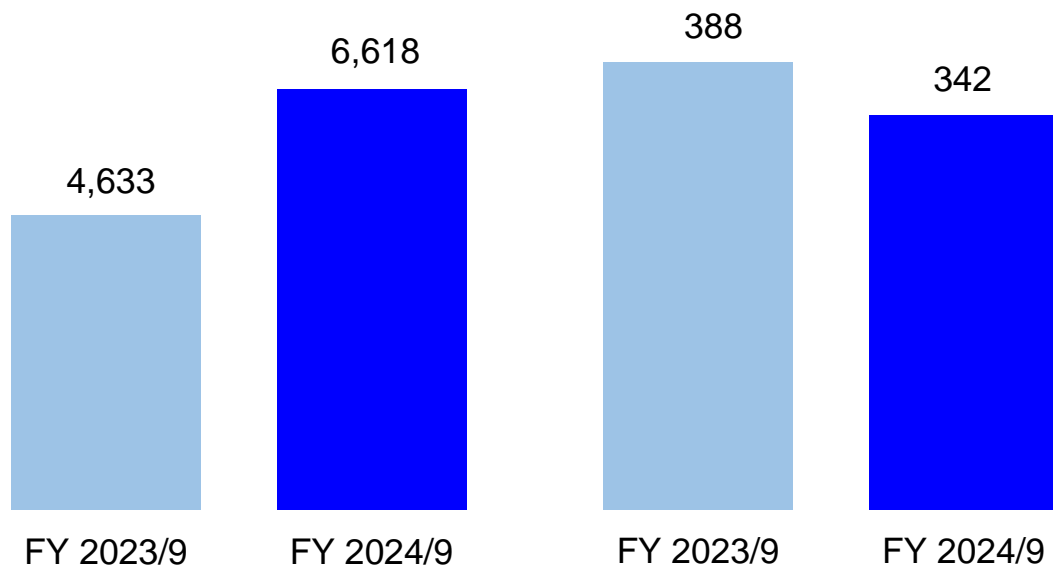
Sales up for fourth consecutive period

(Unit: million yen)

	FY 2023/9 Results	FY 2024/9 Results	Change	YoY
Net sales	4,633	6,618	+1,985	142.8%
Segment income	388	342	△46	88.2%

Net sales

Segment income



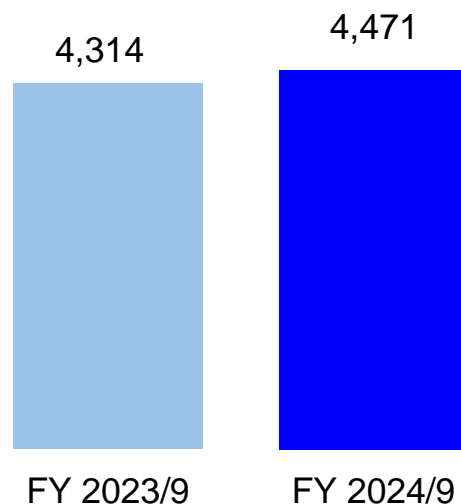
- Higher income from acquisition of subsidiaries in Malaysia and Singapore
- Direct-sales channel sales down due to challenging conditions in markets other than India
- Profit down due to higher selling and administrative expenses (warehouse rent, sales system improvements) accompanying sales growth

Financial results summary (domestic solutions business)

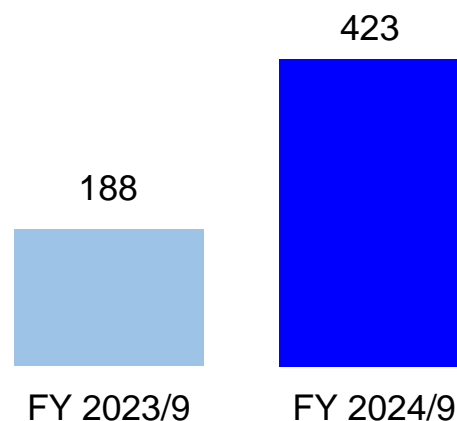
(Unit: million yen)

	FY 2023/9 Results	FY 2024/9 Results	Change	YoY
Net sales	4,314	4,471	+157	103.6%
Segment income	188	423	+235	225.2%

Net sales



Segment income

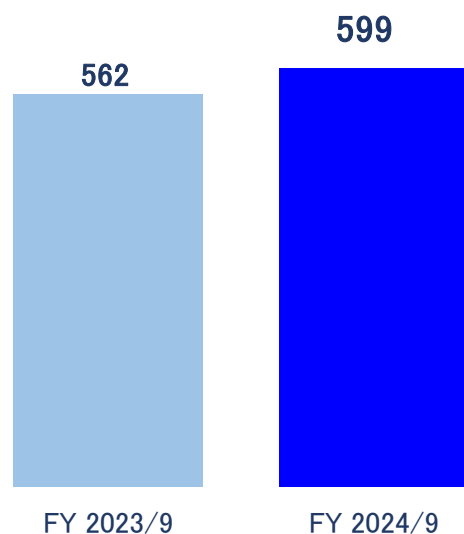


- Sales of cyber-security solutions were up sharply by 150.6% YoY
- Sales of other wholesale segments were down because of challenging business conditions
- Profit increased because of the recording of gains on the sale of trade rights of one franchise

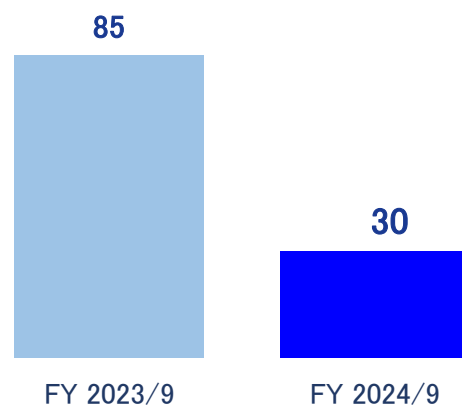
(Unit: million yen)

	FY 2023/9 Results	FY 2024/9 Results	Change	YoY
Net sales	562	599	+37	106.5%
Segment income	85	30	△55	35.6%

Net sales



Segment income



- Sales were up for the first time in two periods
 - Profits were down because of a YoY increase of 26% in selling and administrative expenses.
- Main causes of higher selling and administrative expenses:
1. Devalued yen
 2. Costs of hiring core employees to strengthen the sales management system
 3. Domestic center construction costs

	Previous consolidated fiscal year September 30, 2023	Current consolidated fiscal year September 30, 2024	Change
Current assets	7,957	8,364	+407
Noncurrent assets	2,886	4,281	+1,395
Total assets	10,843	12,645	+1,802
Current liabilities	4,308	5,012	+704
Noncurrent liabilities	1,581	2,337	+756
Total liabilities	5,889	7,350	+1,461
Equity attributable to owners of parent	4,690	4,963	+273
Noncontrolling interests	263	331	+63
Total capital	4,953	5,294	+341
Total liabilities and capital	10,843	12,645	+1,802

Total assets: **12,645 million yen** Up **1,802 million yen**

Cash and cash equivalents were up 349 million yen, inventories were up 104 million yen due to the acquisition of TAKNET and other factors, and goodwill was up 1,098 million yen.

Total liabilities: **7,350 million yen** Up **1,461 million yen**

Accounts payable-trade were up 204 million yen due to making TAKNET a subsidiary and other factors, and total borrowings were up 1,090 million yen as a result of borrowing 1,210 million yen to fund the acquisition of TAKNET.

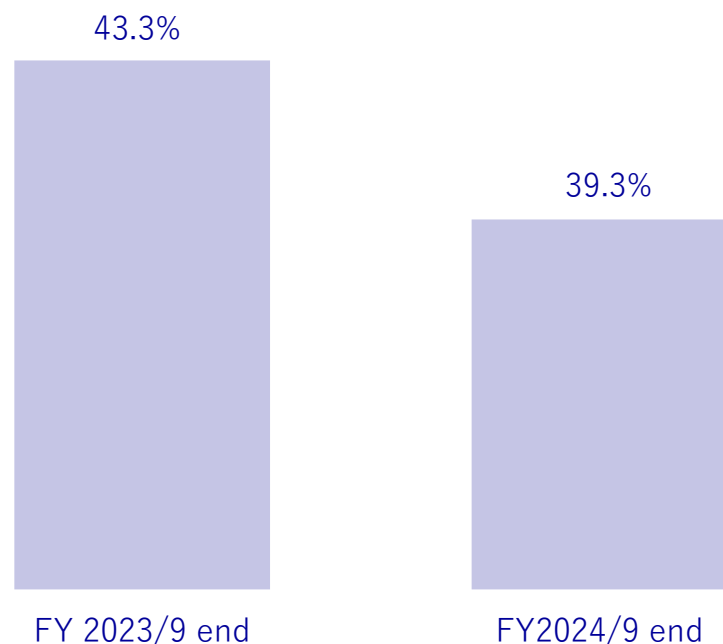
Total capital: **5,294 million yen** Up **341 million yen**

Other components of capital were up 324 million yen and noncontrolling interests were up 67 million yen, while retained earnings decreased by 53 million yen.

Equity capital ratio: 39.3%

Maintaining a stable level

Equity capital ratio



Cash flow from operating activities was 841 million yen, cash flow used in investing activities was 1,348 million yen due to M&A activities, and cash flow from financing activities was 816 million yen due to borrowing and other activities.

	Previous consolidated fiscal year October 1, 2022 – September 30, 2023	Current consolidated fiscal year October 1, 2023 – September 30, 2024	Change
Cash flow from/used in operating activities	△104	841	+945
Cash flow from/used in investing activities	△843	△1,348	△505
Cash flow from/used in financing activities	876	816	△60
Change in cash and cash equivalents	△52	349	+401
Ending balance of cash and cash equivalents	2,625	2,975	+350

Goals of remuneration system reforms

1. Increasing employee motivation
2. Securing even more outstanding human resources
3. Promoting growth of existing businesses and launch of new ones

Main details of remuneration system reforms

1. Increasing base salary at each employee level
2. Increasing initial pay of new (sales) employees to an industry-leading level of more than 300,000 yen
3. Reforming incentives for sales employees

2025 tentative hiring ceremony for new graduates



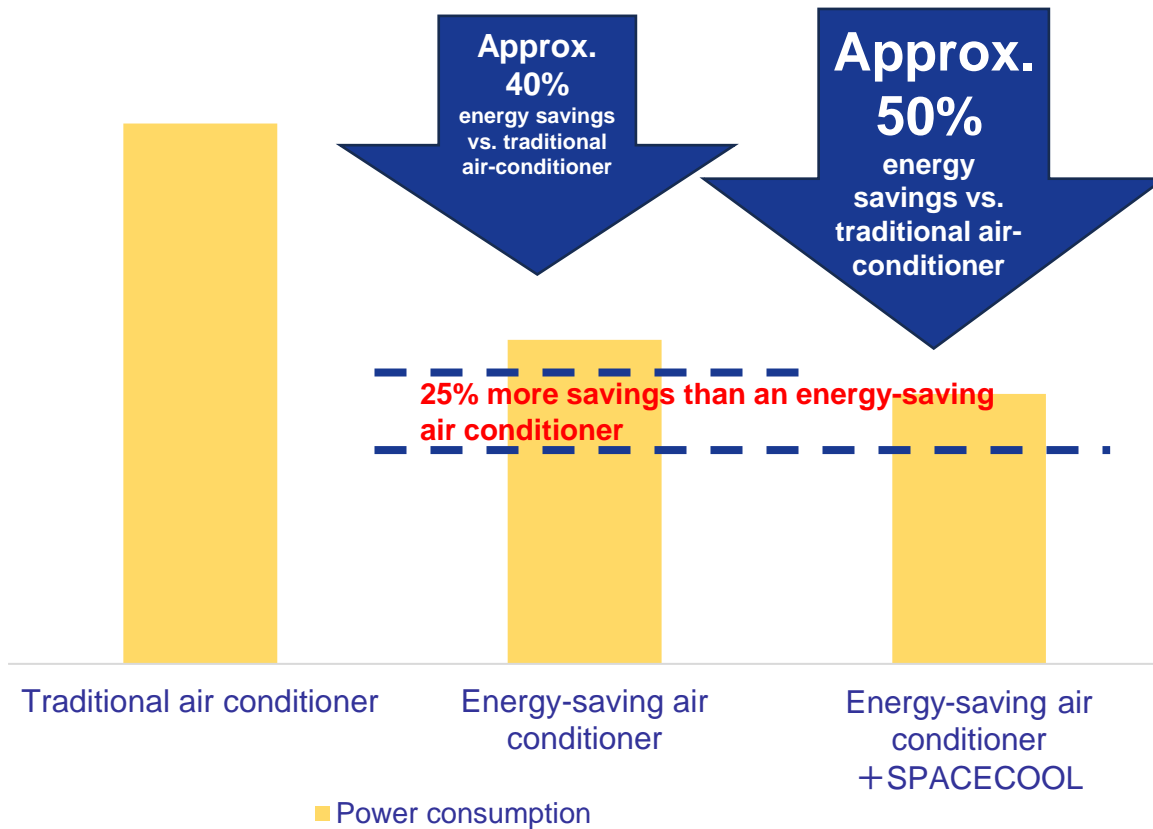
At work in the India office



RECOMM × SPACECOOL

Main features of SPACECOOL

1. Reduces temperature by as much as 6° C from the outside air temperature in direct sunlight
2. Enables zero-energy cooling
3. High solar reflectivity (95% or higher) and emissivity (95% or higher)



Installation effects



SPACECOOL magnetic sheet exterior



• Power
• CO₂
• Electricity charges
Reduced by 19.6%!

* Results may vary with installation environment
Conditions at time of installation
Measurement period: 7 days
High temperature: 32°C Low temperature: 25°C
Average precipitation: 59%
Orientation: Facing south



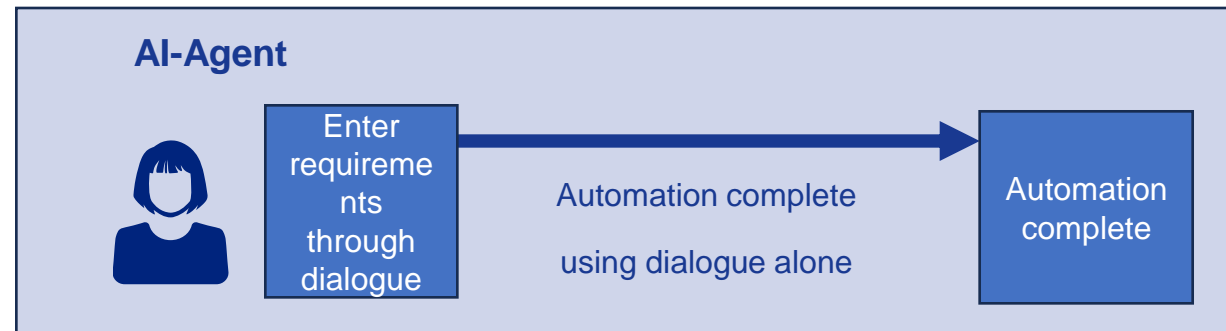
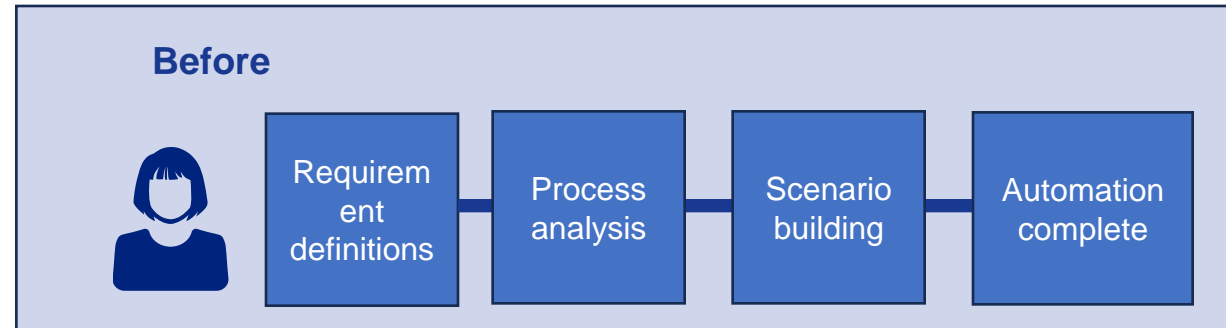
The world's first RPA solution using generative AI to automate operations

Japanese version went on sale in June 2024
English version went on sale in Malaysia in September 2024



Simply describe the work to be automated through a dialogue!

* May 2024 research by RECOMM and its partners
As of May 2024, no information was available on similar process automation products other than commercial RPA concepts capable of generating process automation concepts using natural language.



Aims of this M&A:

- Growing the IT solutions business by entering the AI server sales business and expanding internationally
- Entering the Singapore market

TAKNET: The top dealer of Supermicro products in Singapore with a 50% to 60% share *

(* February 2024 research by the Company)



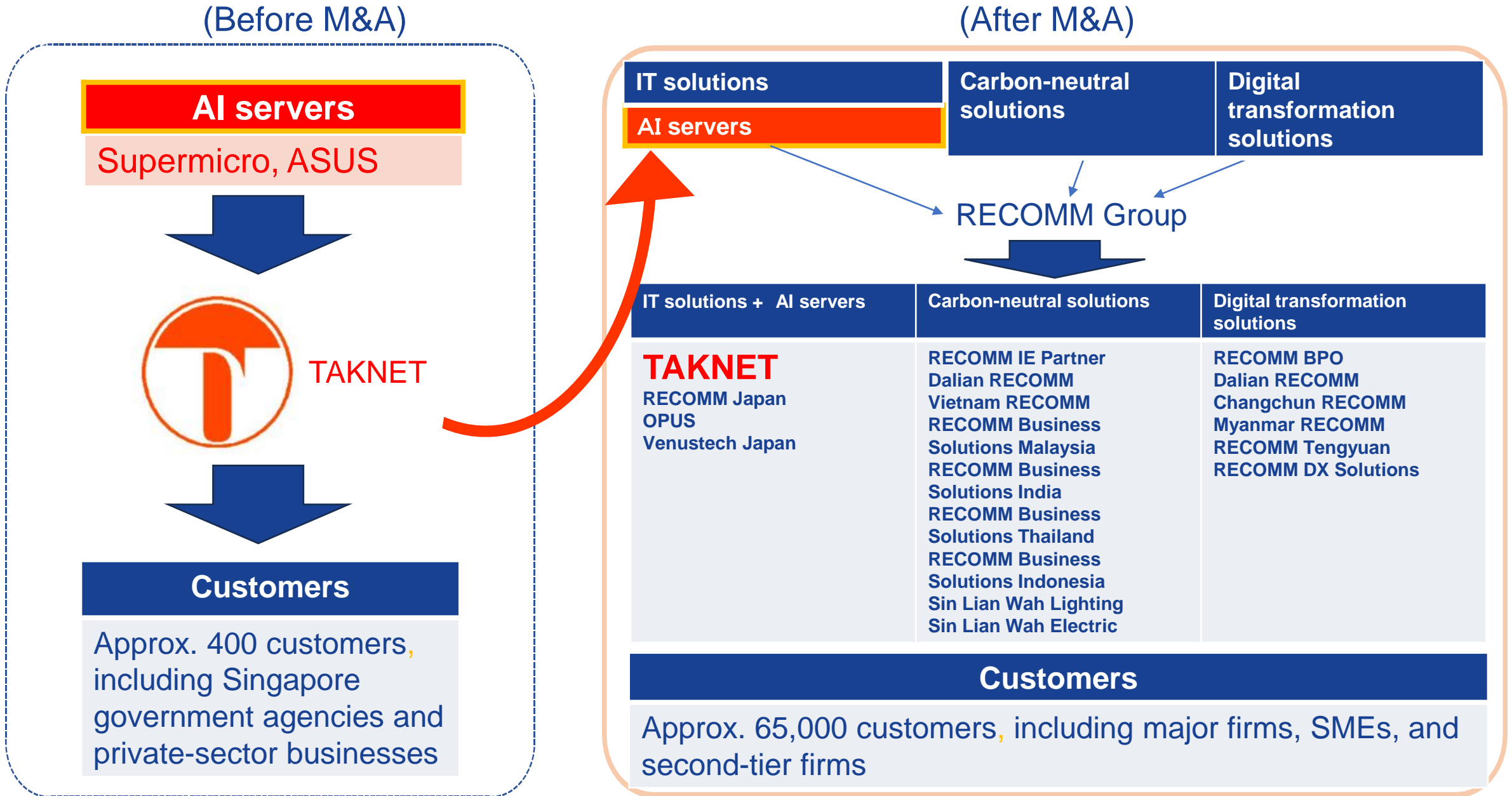
Name	TAKNET SYSTEMS PTE LTD
Address	362 Upper Paya Lebar Road #02-01, Da Jin Factory Building, Singapore
Representative	TAN AH KAW 
Established	November 1994
Lines of business	Sales of servers, high-end workstations, and storage solutions
Capital	SGD 500,000

Some brands handled



Some customers



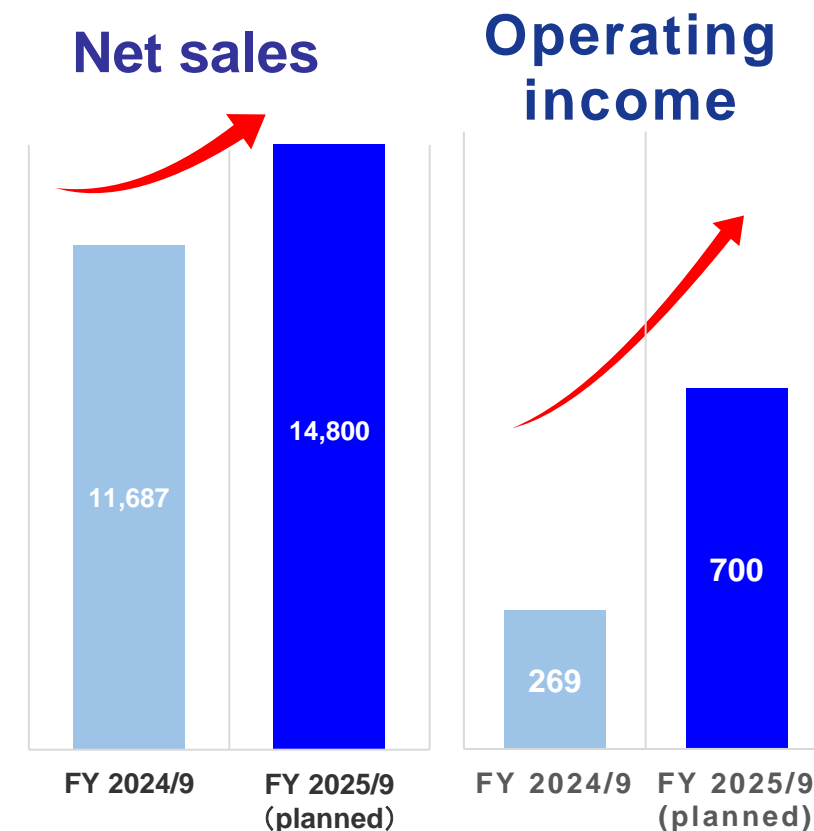


FY 2025/9 full-year plans and dividends forecasts

New record highs on all indicators

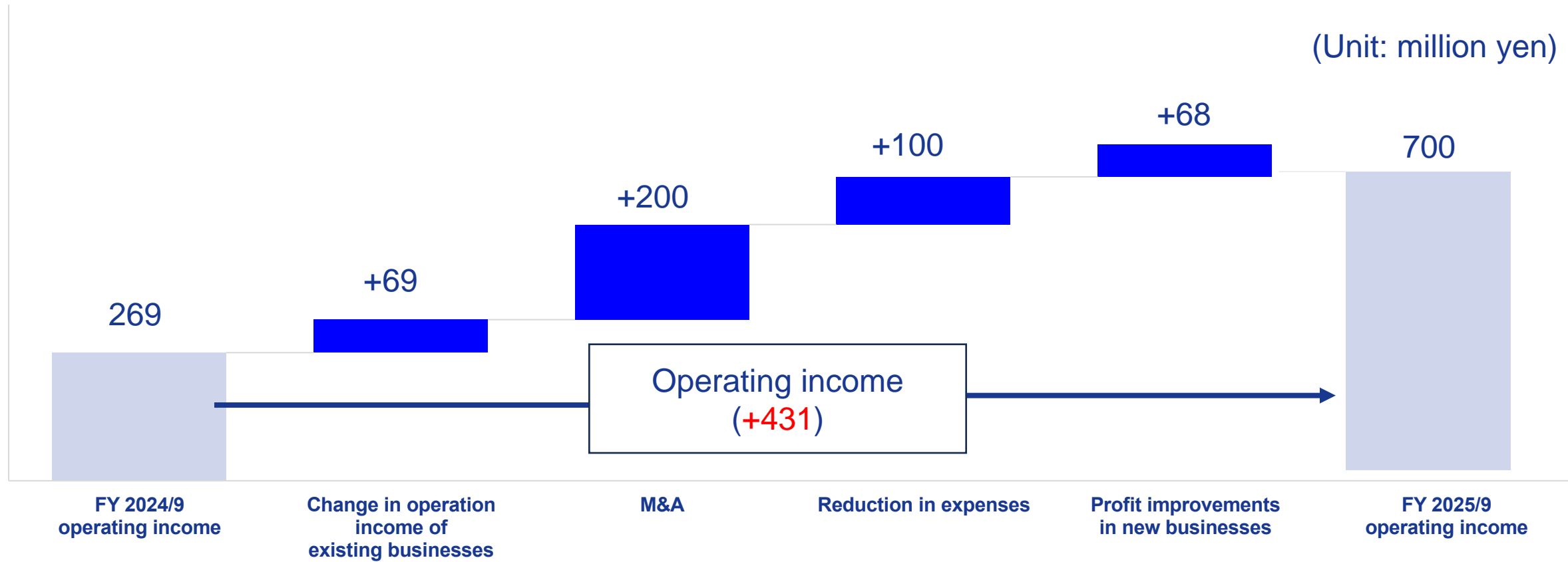
(Unit: million yen)

	FY 2024/9 (Actual)	FY 2025/9 (1H plans)	FY 2025/9 (2H plans)	FY 2025/9 (full-year plans)	YoY
Net sales	11,687	6,800	8,000	14,800	126.6 %
Operating income	269	220	480	700	259.8 %
Income before tax	307	220	480	700	227.9 %
Net income attributable to owners of parent	83	120	310	430	518.1 %
EBITDA	445	285	545	831	186.7 %



FY 2025/9 plans (causes of changes in operating income)

(Unit: million yen)



- Main details of reduction in expenses:
- Lower officer compensation
 - System integration
 - Other expenses

FY 2025/9 plans (by segment)



(Unit: million yen)

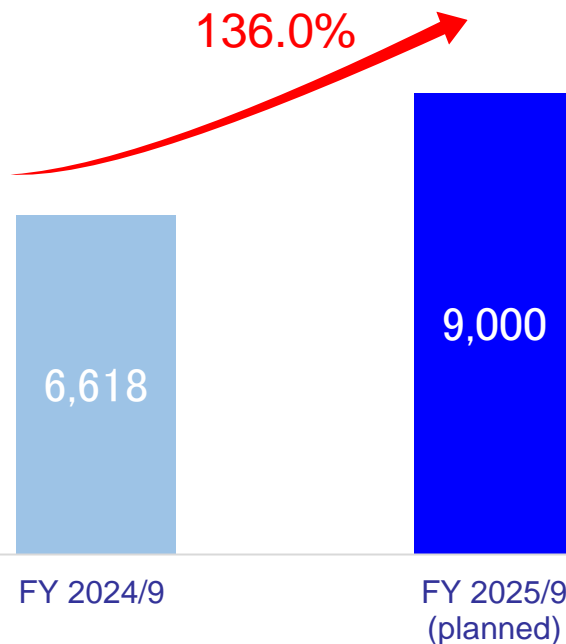
	FY 2024/9 (Actual)	FY 2025/9 (1H plans)	FY 2025/9 (2H plans)	FY 2025/9 (full-year plans)	YoY
Net sales	11,687	6,800	8,000	14,800	126.6%
Overseas solutions business	6,618	4,000	5,000	9,000	136.0%
Domestic solutions business	4,471	2,400	2,600	5,000	111.8%
BPR business	599	400	400	800	133.6%
Segment income	269	220	480	700	262.0%
Overseas solutions business	342	250	375	625	182.8%
Domestic solutions business	423	107	188	295	69.6%
BPR business	30	30	40	70	231.1%
Adjustments	△526	△167	△122	△289	54.9%

FY 2025/9 plans (overseas solutions business)

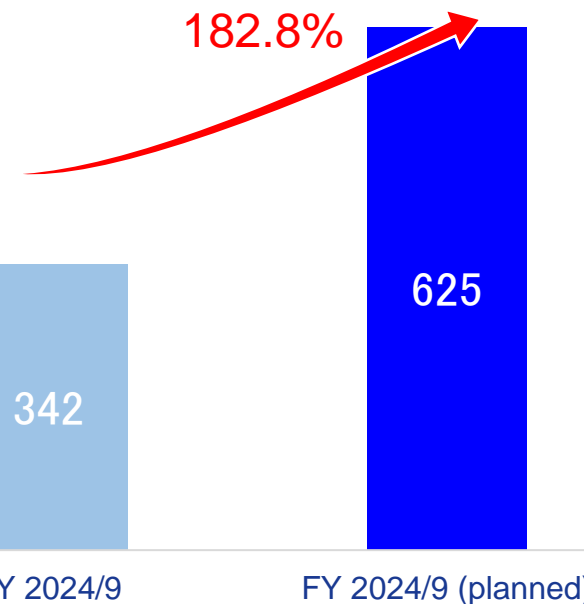
(Unit: million yen)

	FY 2024/9 (Actual)	FY 2025/9 (1H plans)	FY 2025/9 (2H plans)	FY 2025/9 (full-year plans)	YoY
Net sales	6,618	4,000	5,000	9,000	136.0%
Segment income	342	250	375	625	182.8%

Net sales



Segment income



<Main measures>

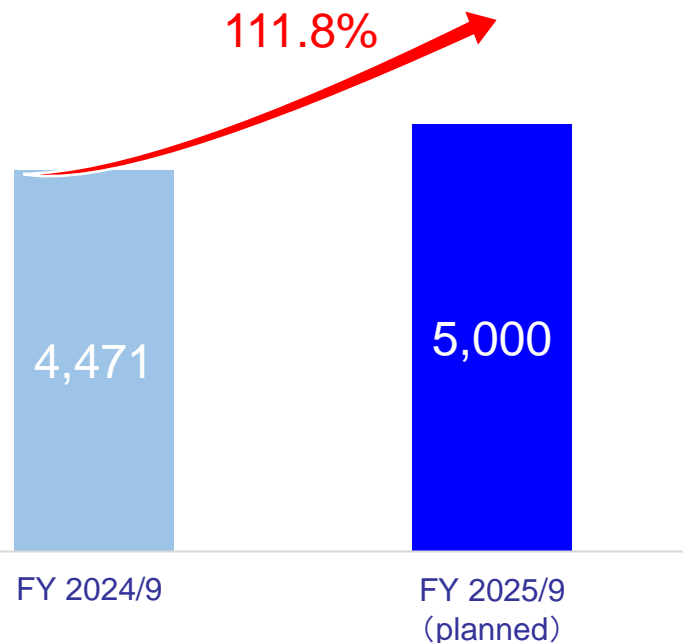
- Strengthening bundled sales of SPACECOOL and air conditioners
- Cutting cost rates through centralized Group-wide purchasing
- Reducing back-office expenses through internal digital transformation
- Improving earnings through cross-border M&As

FY 2025/9 plans (domestic solutions business)

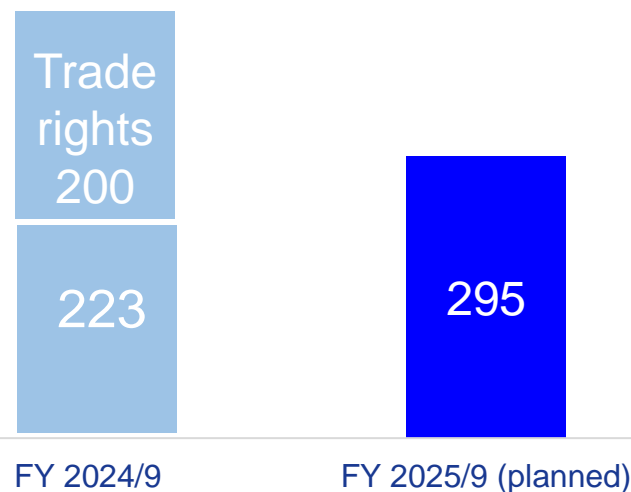
(Unit: million yen)

	FY 2024/9 (Actual)	FY 2025/9 (1H plans)	FY 2025/9 (2H plans)	FY 2025/9 (full-year plans)	YoY
Net sales	4,471	2,400	2,600	5,000	111.8%
Segment income	423	107	188	295	69.6%

Net sales



Segment income

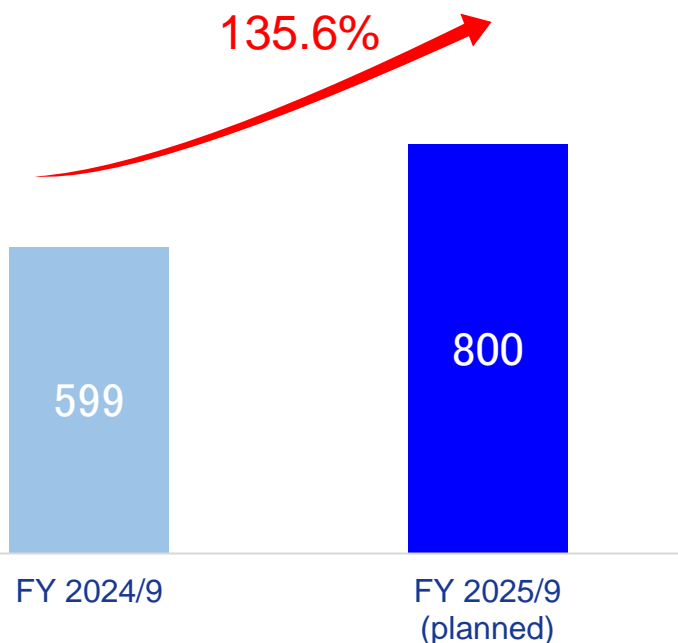


- <Main measures>
- Enhancing sales while actively promoting hiring activities
 - Full-fledged launch of dedicated remote appointment section
 - Growing Robo Worker sales and finding new partner firms
 - Cutting cost rates through centralized Group-wide purchasing

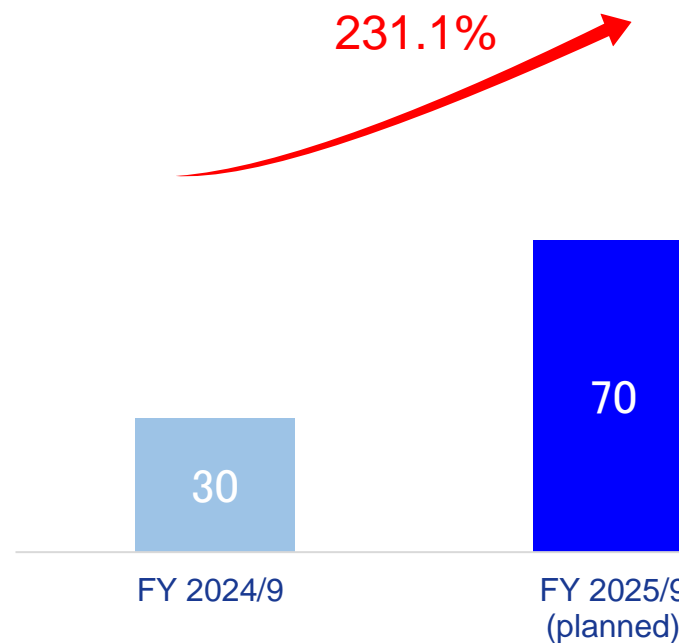
(Unit: million yen)

	FY 2024/9 (Actual)	FY 2025/9 (1H plans)	FY 2025/9 (2H plans)	FY 2025/9 (full-year plans)	YoY
Net sales	599	400	400	800	135.6%
Segment income	30	30	40	70	231.1%

Net Sales



Segment Income



<Main measures>

- Growing unit prices per existing customer through collaboration between the BPO Center and sales
- Securing new customers through bundled sales of Robo Worker and BPO services
- Reducing back-office expenses through internal digital transformation
- Improving earnings of domestic centers

1. Promoting Group management

Enhancing sales of global strategic products worldwide (Robo Worker & SPACECOOL)

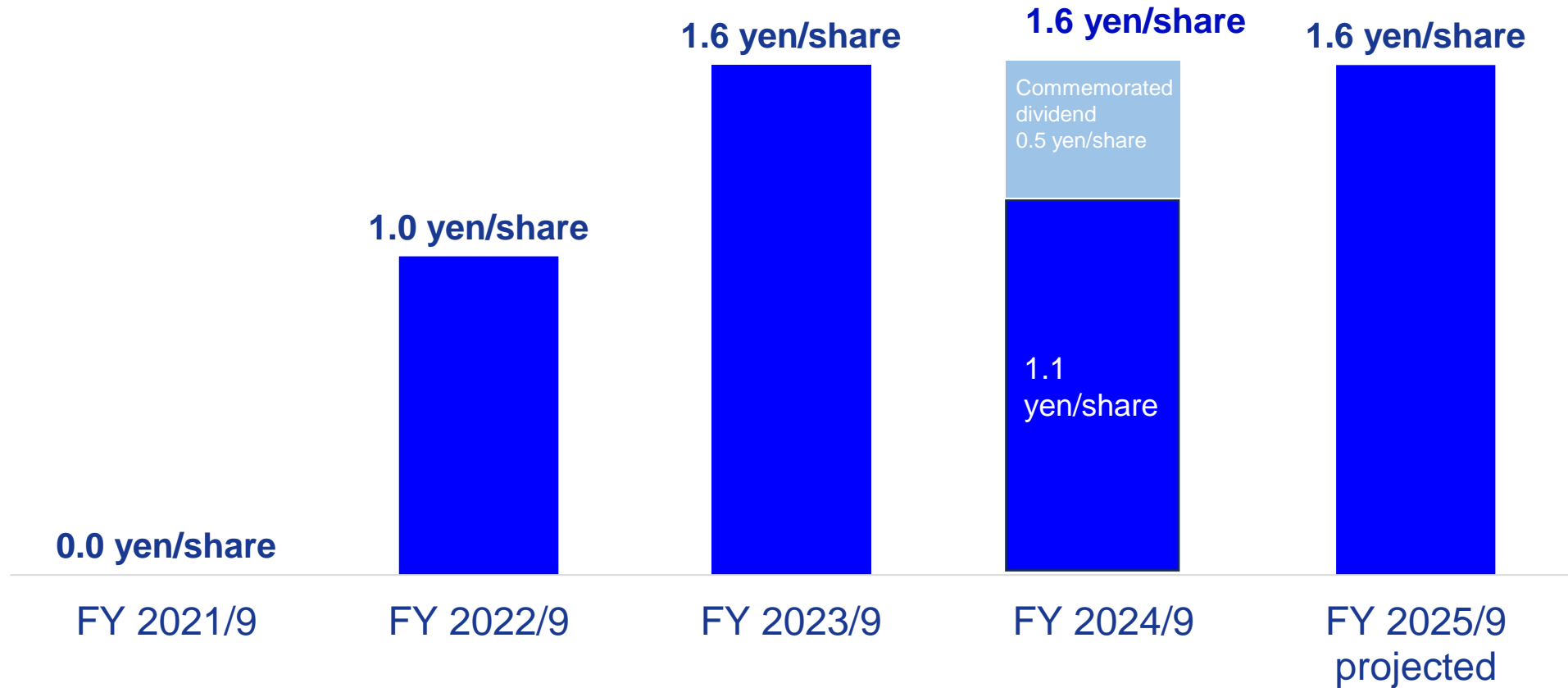
2. Improving sales productivity

Thoroughly saving time not devoted to business discussions and improving contract rates through internal digital transformation activities

3. Growing strategic partnerships

Growing partners for global strategic products by promoting local market development in multiple markets

Dividend: 1.6 yen

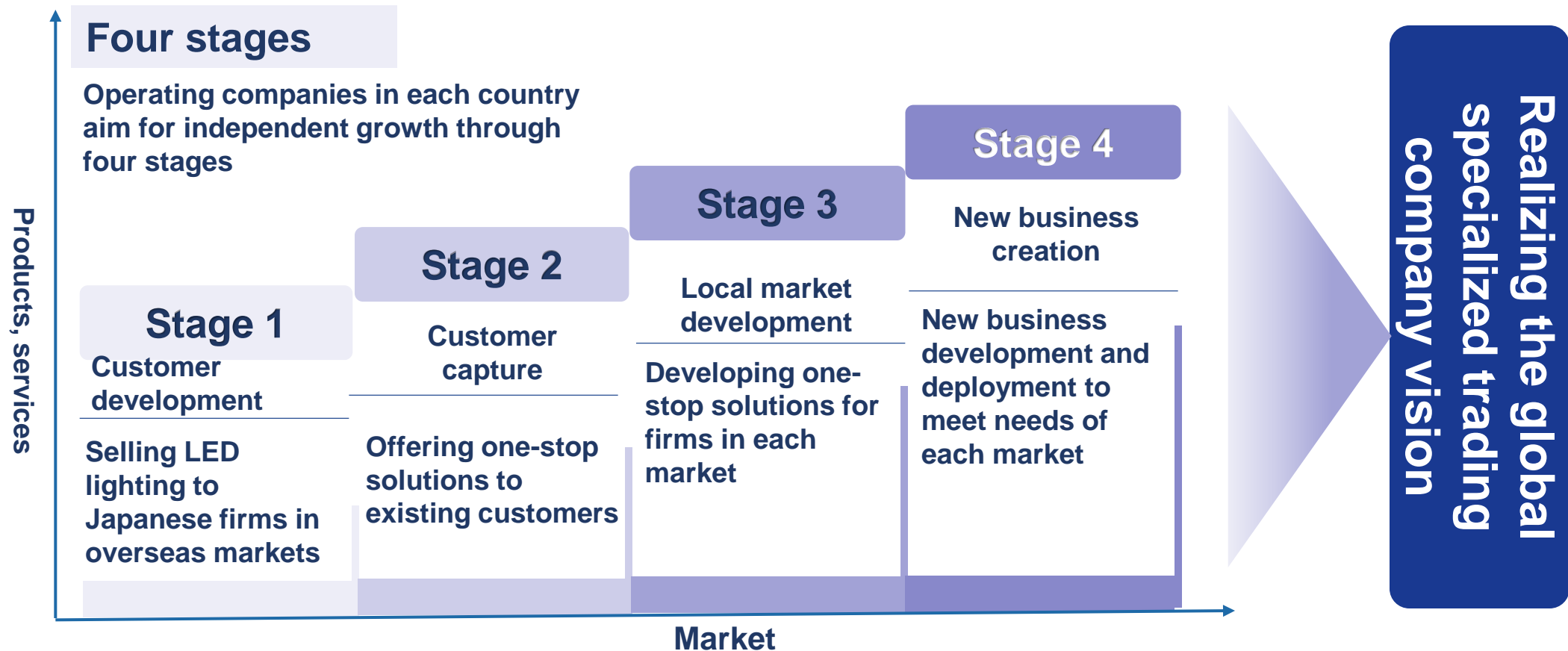


2025-2027 Medium-Term Management Plan

Basic strategy

Basic strategy: Global specialized trading company vision

Global specialized trading company vision: Accelerating global business growth by proposing solutions to global customers based on state-of-the-art profits and services and our strengths in direct marketing



Goals

- We will do business aiming to achieve the following three targets by FY 2027/9.

**Net sales
CAGR**

20%
or higher

Ratio of operating income
to net sales

10%
or higher

ROE

20%
or higher

Issues and policies in working to achieve the new Medium-Term Management Plan targets

- We will address delays in product and service development and customer development, the main reasons we failed to achieve the previous Medium-Term Management Plan's target net sales CAGR of 31.3%, by accelerating growth based on establishment of systems not dependent on human resources (digital transformation of sales).

Assessment of results of priority strategies of previous Medium-Term Management Plan

Product and service development	Overseas	Enhancing current stage and moving to next stage (Building up sales to LED customers)	△
	Overseas	Enhancing current stage and moving to next stage (Development of firms in overseas markets)	×
	Stock	Creating new maintenance services and subscription models through establishment of a stock business promotion section	△
Customer development	Overseas	Development of global strategic products	×
	DX promotion	DX promotion support using BPR analysis	△
	DX promotion	Advancement of BPR business operations through DX	△
	Decarbonization	Introducing high-performance energy-saving products under our own Rentia brand of LED lighting	○
	Decarbonization	Expanding the lineup of products to promote decarbonization	△
Partner development (including M&As), facility development	Overseas	Growing strategic partnerships	○
	DX	BPR business development in China	×

Issues

- ✓ **Difficulty of balancing new business development with new product development**
Impossible to make time available for development without increasing productivity
- ✓ **Low productivity per salesperson**
Inability to generate results exceeding the labor input in labor-intensive sales activities
- ✓ **Difficulty of hiring salespersons**
Not easy to fill vacancies due to external environmental conditions
- ✓ **(Overseas) Not enough brands targeting local firms**
Brand-building activities are essential, but it is hard enough just to devote time to sales

Policies of new Medium-Term Management Plan

Vision:
Sales DX × M&A

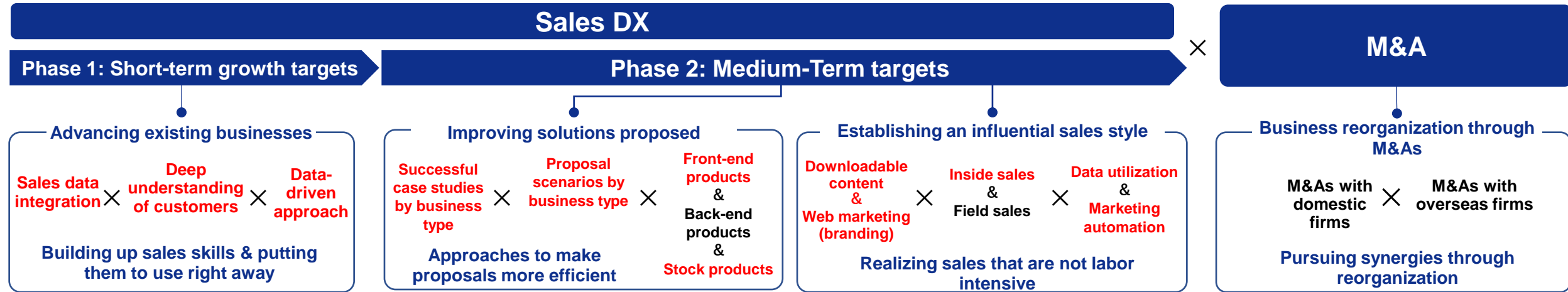
- ✓ Executing data-driven approaches by improving existing sales to build a base of customer data
- ✓ Aiming to realize sales much more efficient than traditional sales, through sales DX
- ✓ Also increasing value of new Group firms added through M&As, by transplanting sales DX to them
- ✓ Realizing sustained growth through both improving RECOMM itself and accelerating M&As

Efforts to achieve the new Medium-Term Management Plan targets

- We will build a structure able to achieve efficient sales activities even with limited staff, through sales DX. We also will transplant this system to M&As to increase their value. (* The aim is to achieve massive business growth in a short time using both sales DX and M&As.)

► Vision for sustained business growth (* Business growth by fusing sales DX and M&As)

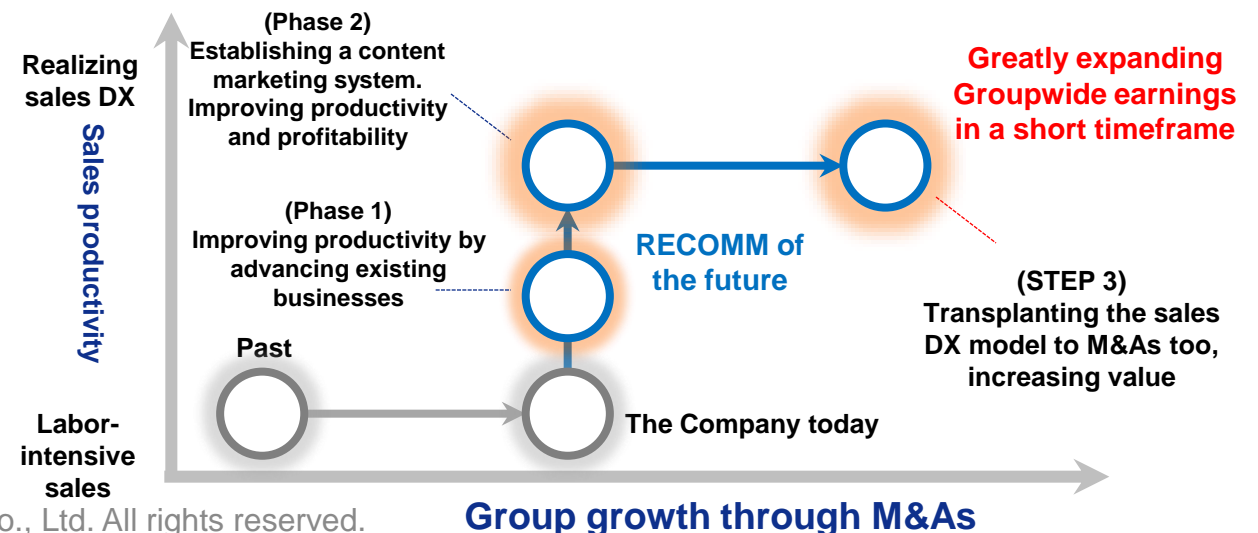
* Items in red are not yet final or involve issues



► Scenarios for business growth through DX × M&A

- Realizing sales DX of which only RECOMM is capable (improving productivity and profitability)
- Increasing value of M&As (transplanting sales DX model to M&As too)
- Growing Groupwide earnings foundations (as sources of further M&As and partnership development)

Toward sustained growth of more than 20%/year

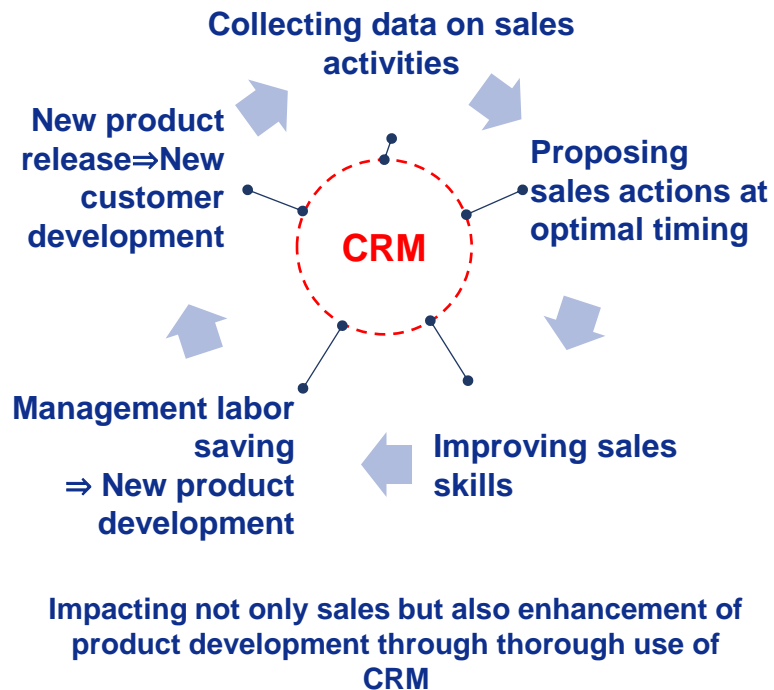


Sales DX overview

- We will link data to the CRM system in a short timeframe and thoroughly implement sales based on the system.
- The aim is to improve all three aspects of sales, customer development, and product development through sales activities based on customer information.

Overview of Companywide sales DX promotion based on the CRM system

Virtuous cycle generated by sales DX based on CRM use



Management improvement effects

Positive effects on management

Increasing rate of successfully receiving orders

- ✓ Sales staff able to approach customers at the customers' desired timing
- ✓ Fully able to visit customers at the timing of the replacement

Accelerating human-resource development

- ✓ Data-driven sales enables even younger sales staff to take action to increase rates of successfully receiving orders
- ✓ Quickly putting human resources to effective

Improving new product development abilities

- ✓ Improving development abilities by securing the time needed for new product development
- ✓ Shifting the focus of managers, which has been consumed by management tasks, toward new product development

Companywide impact

Impacts on individual businesses

Improving performance of domestic businesses

- ✓ Promoting optimal sales activities and accelerating human-resource development to secure new customers by developing new products and services
- ✓ Building new stock models and increasing the percentage of stock businesses, controlling separation rates, and increasing the rate of product adoption per customer

Improving performance of overseas businesses

- ✓ Accelerating human-resource development can be expected to impact development of customer firms in overseas markets by training national human resources
- ✓ Also expected to impact product development

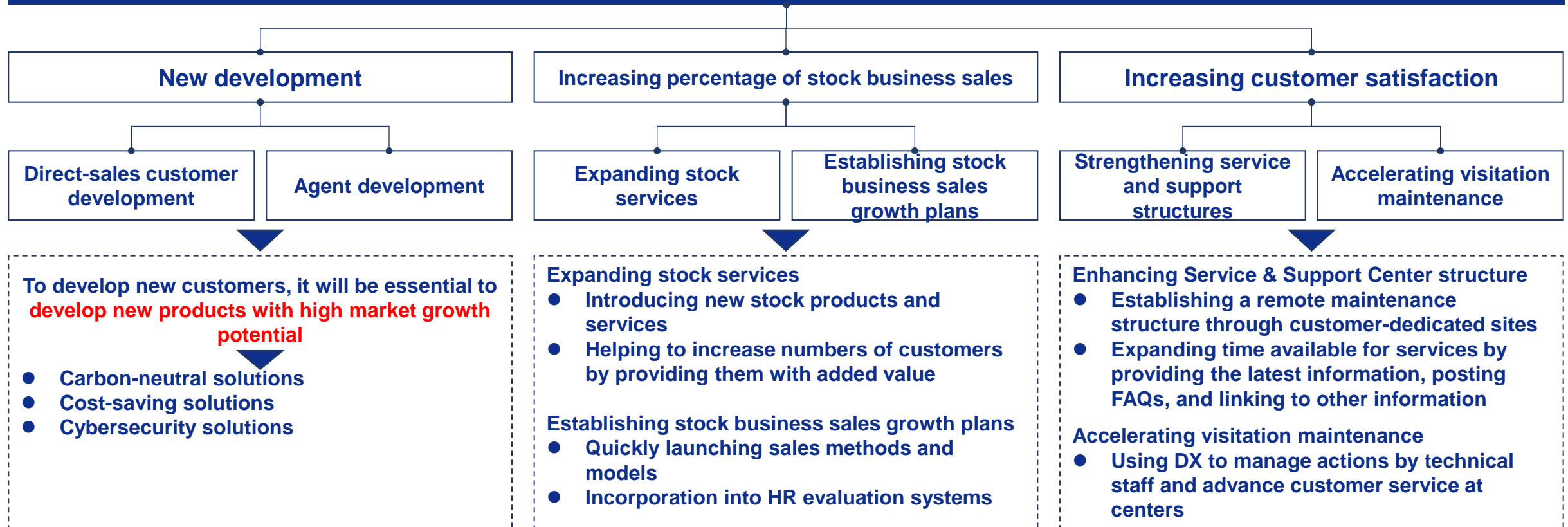
New customer development in the DX business

- ✓ Efficient new customer development can be expected in the DX business based on customer data from other businesses

Priority measures in domestic businesses

- In domestic businesses, we will develop new businesses, increase the percentage of stock business sales, and increase customer satisfaction.
- We will establish target sales for each measure and shift toward business models with more solid revenue bases.

Priority measures in domestic businesses



Main policy on domestic businesses

**Shifting toward stock-based business models with more solid revenue bases
⇒ Deploying measures to secure new customers and increase customer satisfaction**

Priority measures in overseas businesses

- We will target firms in each market through development of national human resources and more precise marketing.
- We will accelerate strategies by developing human resources able to communicate to firms in each market the high quality of our product brands and refining our targets.

National human-resource development

More precise targeting of firms in each market

Past three years

Next three years

Ability in demand
Accurately communicating high-performance Japanese products to Japan-affiliated firms in the local market

Vision of needed human resources
Those able to communicate product appeal accurately in the local languages

National human-resource development



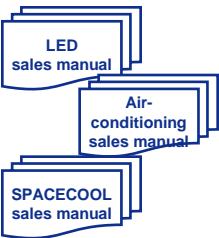
Concentration of sales knowledge accumulated since our founding and sales methods of ideal sales staff

Absorbing verbalized methods and knowledge through various methods

Trying out absorbed methods and knowledge in the actual sales field

Evaluating efforts made based on clear standards, and making improvements

Product-specific sales manuals



Overseas training trips

Sending sales staff for training in benchmark markets for each product

On-the-job training (OJT)

Supporting experienced senior colleagues in actual customer sales

Setting up action standards based on CRM

Implementing actions proposed using CRM

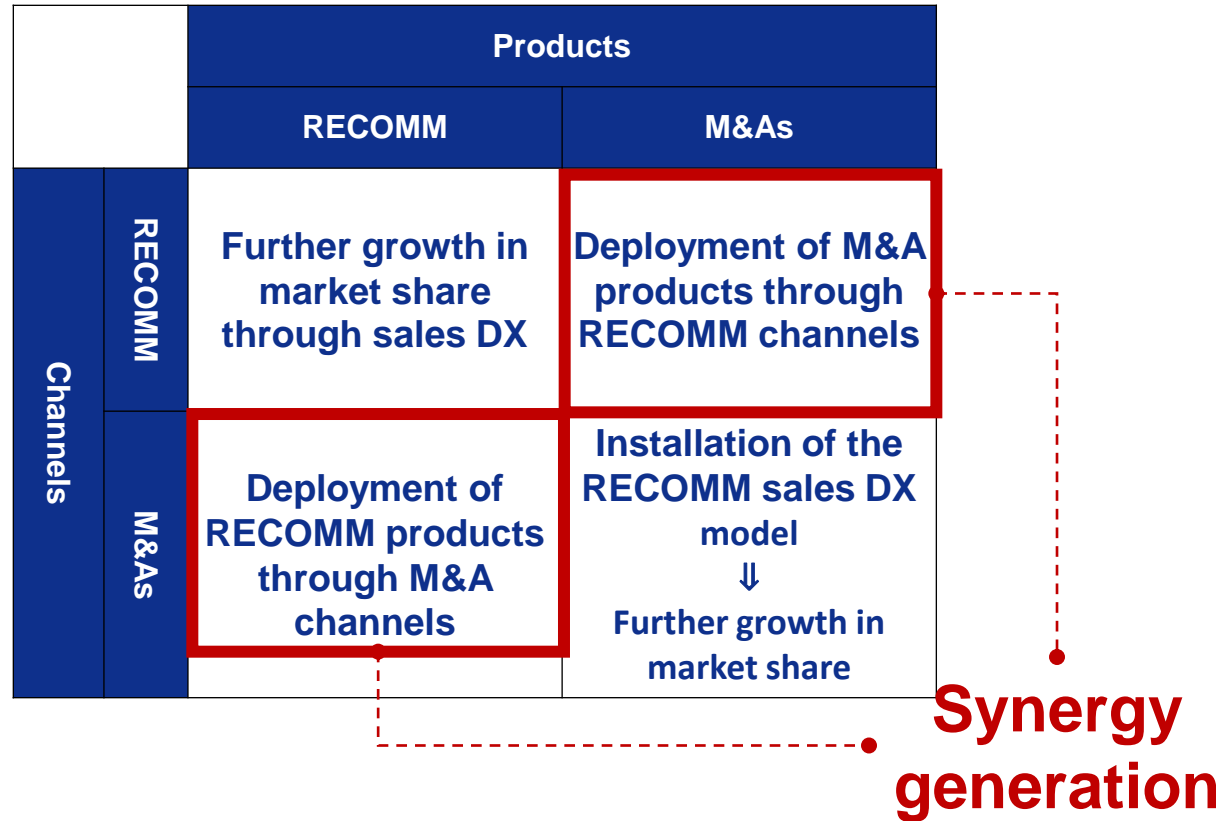
Through the cycle of regular training, OJT, and improvements, building a system for more efficient development of national human resources

Target allocation illustration	Target customers	Target priority
	Japan-affiliated firms	○ ▶ Sales will continue
	Leading firms trading with Japan-affiliated firms	○ ▶ Priority target: Sales will be promoted to build up case studies
	National firms more sensitive to quality	△ ▶ Active development will be promoted based on the above case studies
	National firms looking for low-priced products above all	× ▶ Not targeted

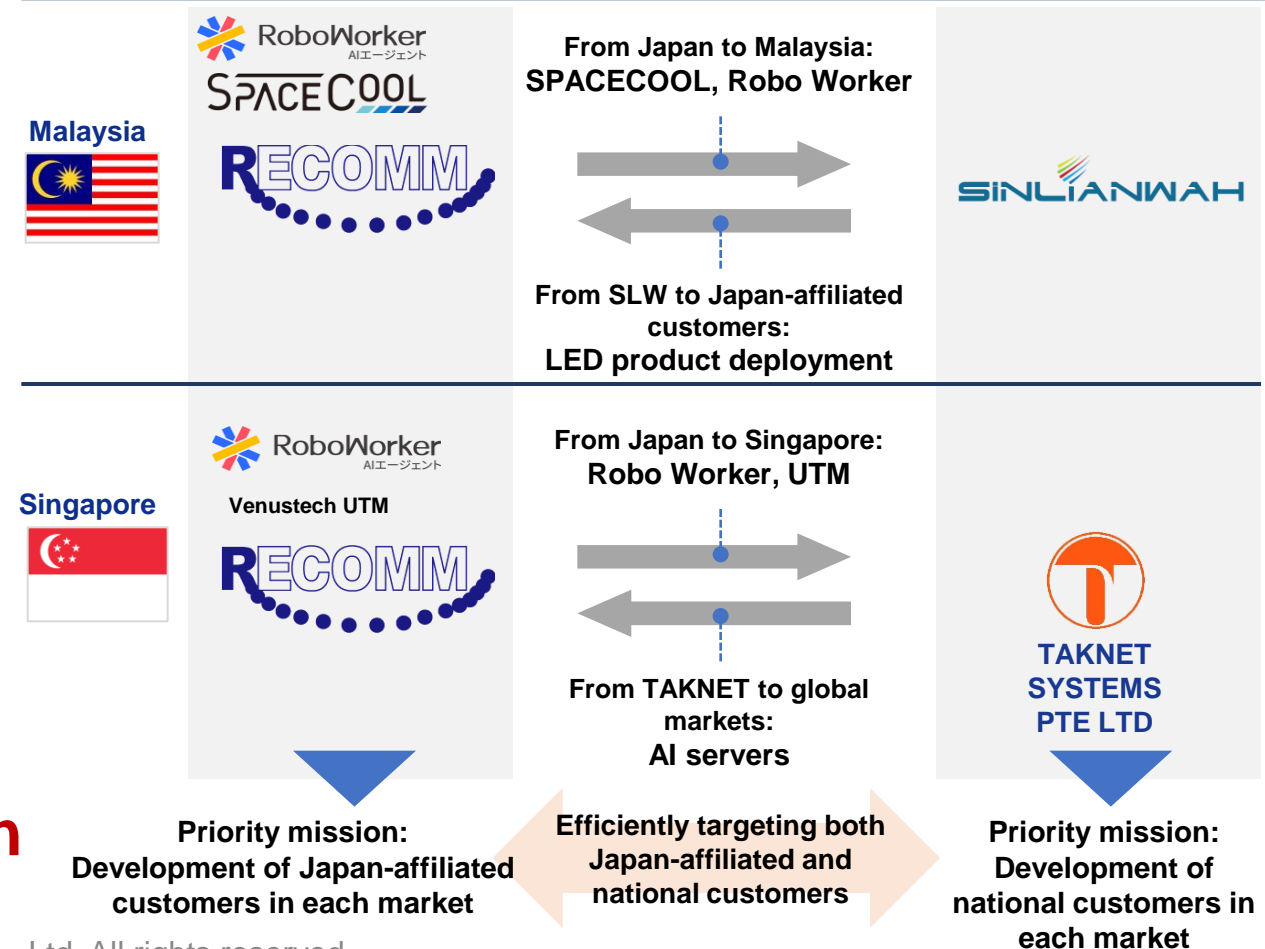
Priority measures at overseas M&As

- We will aim to improve business results further through synergies leveraging the advantages of M&As and RECOMM.
- The RECOMM Group will promote development of customer firms in each market via local Japan-affiliated firms and M&As.

Illustration of generating synergies through our businesses and M&As



Strategic synergy generation scenarios (exs.)



Priority measures in the DX business

- We will promote solutions matched to industry needs through both RPA and BPO based on more precise targeting.
- We also will promote market development leveraging BPR proposals combining both BPO and RPA.

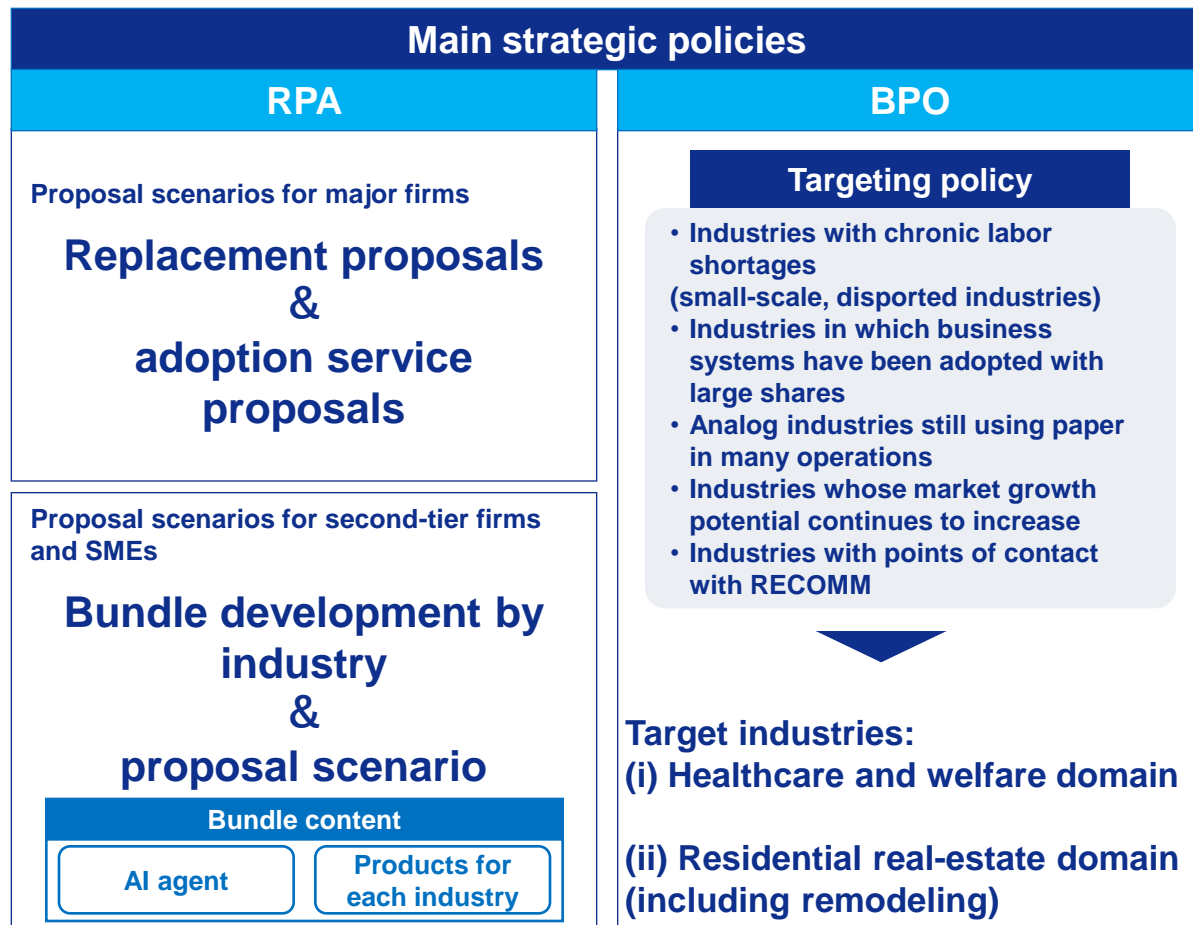
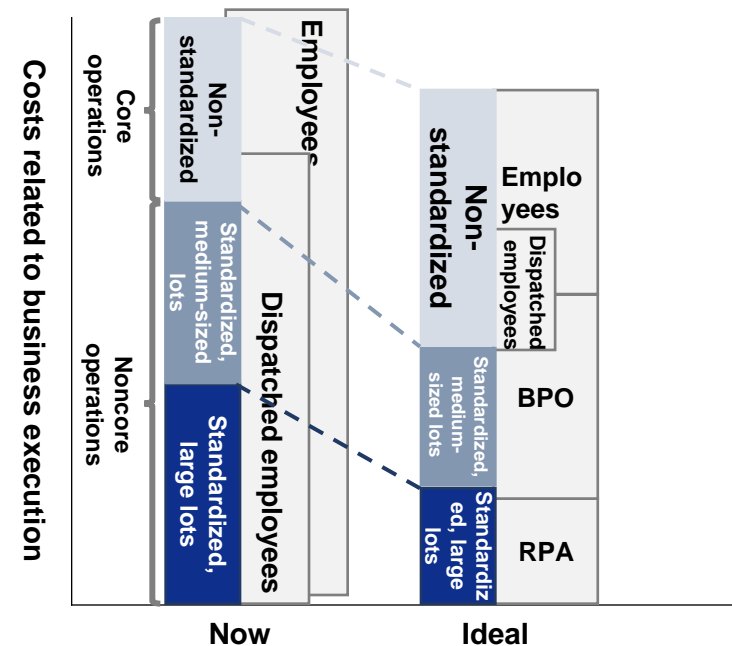


Illustration of service provision combining RPA and BPO

Accelerating BPR proposals combining RPA and BPO

Developing an environment for concentrating on core operations (development, sales, planning, etc. while cutting total costs



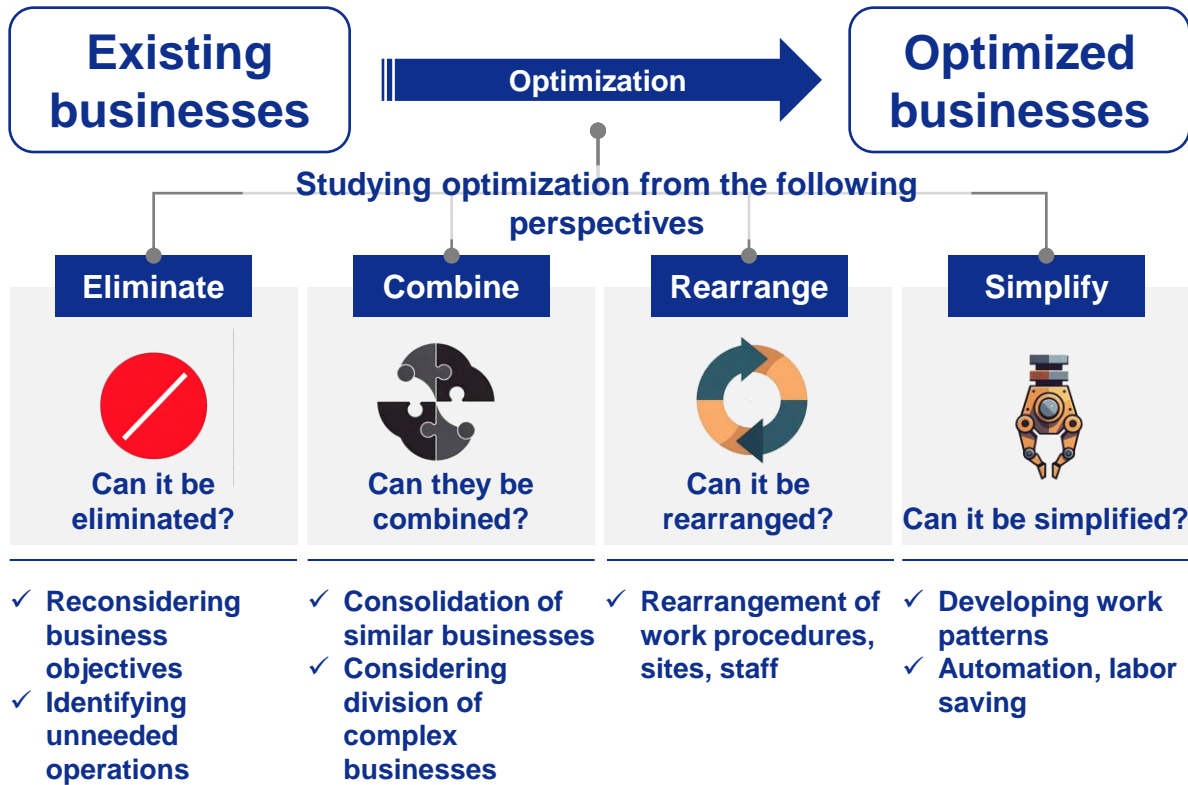
Differentiation from the competition

Creating successful case studies in individual industries through comprehensive proposals of BPO and RPA solutions ⇒ Deploying successful case studies horizontally in market development

Priority measures in administrative sections

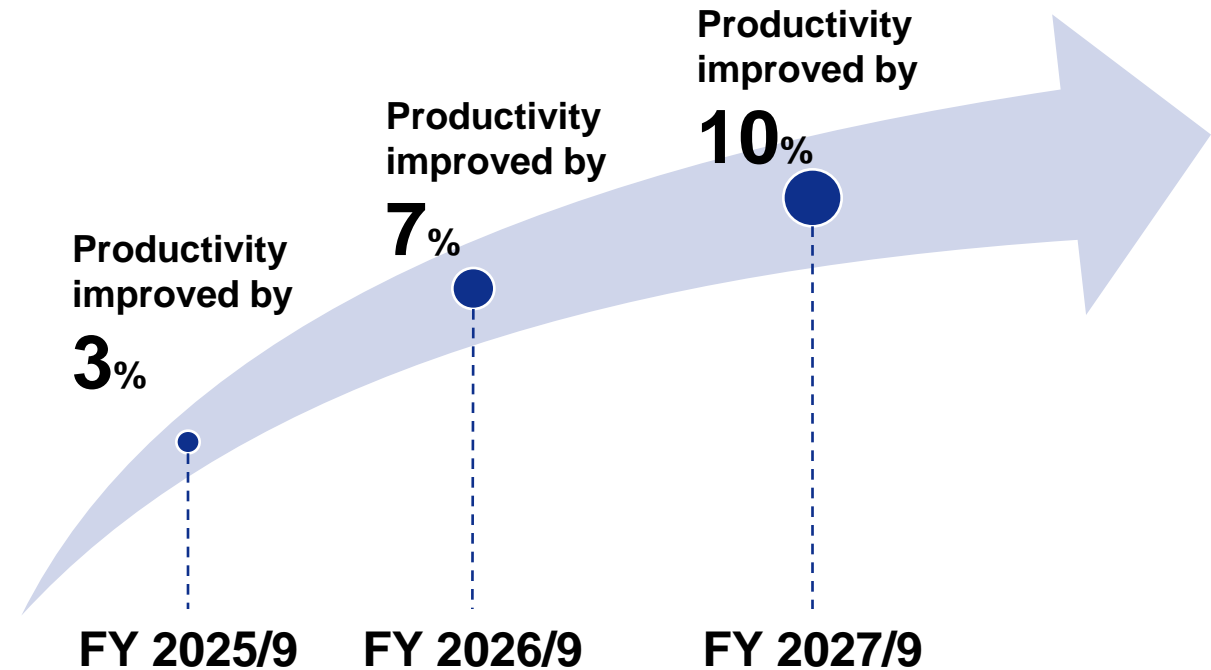
- We will improve productivity by revising workflows in existing businesses and eliminating waste in operations.
- We will shift toward administrative sections that generate profits by promoting management through optimized operations and staff numbers.

Formulating improvement plans for existing businesses



Formulating and executing improvement plans to sort out existing businesses and optimize each

Improvement targets





Becoming a global leading BtoB solutions provider group

APPENDIX

Corporate Philosophy

- We contribute to society by building optimal information and communication systems for our customers.
- We contribute to society by helping customers reduce expenses as much as possible.
- We contribute to society by providing swift, reliable maintenance services to our customers.
- We contribute to society by growing ourselves as human beings.

Corporate Principles

R	...	Real Power Rule	Focusing on real abilities
E	...	Enterprising	Enterprising thinking
C	...	Challenge	Taking on challenges
O	...	Open	Open management
M	...	Management	Management by all personnel
M	...	Mind	The RECOMM spirit

Group Management Vision A&A111+ (Action & Achievement)

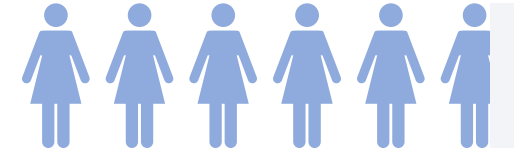
- The highest returns on investment for our shareholders (**No. 1**)
- The only choice for our customers (Only 1)
- The world leader in both quality and quantity (**No. 1**)
+ The most attractive group to employees (Best 1)

Name	RECOMM CO., LTD.
Established	September 30, 1994
Shares listed	May 26, 2004 TSE Standard: Securities code 3323
Address	25-3 Yoyogi 3-chome, Shibuya-ku, Tokyo
Representative	Hidehiro Ito, President and Group CEO
Lines of business	Overseas solutions businesses, domestic solutions businesses, BPR business
Total shares issued and outstanding	82,630,255 shares (as of September 30, 2024)
Shareholders	19,577 (as of September 30, 2024)
Capital	2,447 million yen (as of September 30, 2024)
Employees	514 (consolidated, as of September 30, 2024)

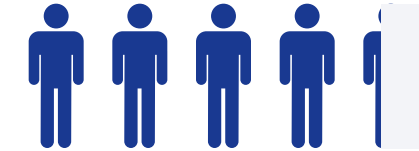
Employees

Gender

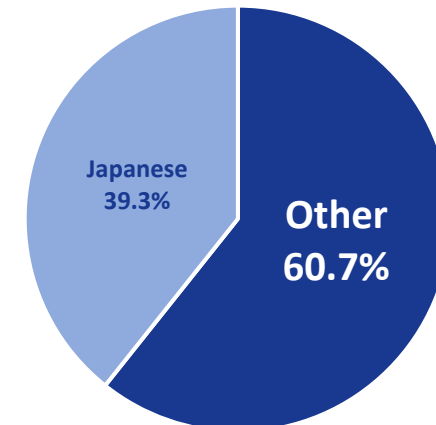
Female: **54.7%**



Male: **45.3%**



Nationality



As of September 30, 2024

The Group consists of seven operating companies in Japan and 16 overseas in three businesses (as of September 30, 2024)

Overseas: 16 facilities in nine countries

Overseas solutions businesses

- RECOMM Business Solutions (Dalian) *1
- RECOMM Business Solutions (Shanghai)
- FTG Philippines
- Vietnam RECOMM (Ho Chi Minh City, Hanoi)
- RECOMM Business Solutions (Asia) *
Thailand
- RECOMM Business Solutions (Thailand)
- RECOMM Business Solutions (Malaysia)
- Sin Lian Wah Lighting Sdn. Bhd. (Malaysia)
- Sin Lian Wah Electric Sdn. Bhd. (Malaysia)
- RECOMM Business Solutions (Indonesia)
- RECOMM Business Solutions (India)
- Greentech International (Singapore) *2
- TAKNET SYSTEMS PTE LTD. (Singapore)

BPR business

- RECOMM Business Solutions (Dalian) *1
- RECOMM Tengyuan Business Solutions (Dalian)
- RECOMM Business Solutions (Changchun)
- Myanmar RECOMM
- RECOMM BPO (Japan)

Domestic solutions businesses

- RECOMM Japan
- Venustech Japan
- Opus
- RECOMM IE Partner
- Intelligence Indeed RECOMM
- RECOMM DX Solutions

Domestic: 20 branches, three sales offices

Kanto region:
Tokyo Branch
Green Innovation Branch
Tochigi Branch
Gunma Branch
Toshima Branch
Chiyoda Branch
Hachioji Branch

Chubu region:
Nagano Branch
Nagano South Branch
Shizuoka Branch
Nagoya Branch I
Nagoya Branch II
Nagoya East Sales Office

Kinki region:
Osaka Branch
Green Innovation
Osaka Branch

Chugoku-Shikoku region:
Matsue Branch
Shunan Branch

Kyushu region:
Kitakyushu Branch
Kurume Branch
Miyakonojo Sales Office
Yatsushiro Sales Office

Okinawa region:
Okinawa Branch
Naha Branch

*1 RECOMM Business Solutions (Dalian) operates in both the overseas solutions and BPR businesses.

*2 Greentech International is an equity-method affiliate.

Date		Date	
Sept. 1994	RECOMM Japan Co., Ltd. (now RECOMM Co., Ltd.) established to sell and maintain telecommunications devices and office equipment	Oct. 2018	Dalian RECOMM shares listed on the OTC market in China
May 1995	Began seeking franchisees in the sales franchise business	Nov. 2018	Dalian RECOMM acquired 100% of shares of stock in Masterpiece Dalian Co., Ltd., making it a subsidiary
April 2000	Launched RET'S COPY fixed-price maintenance service for digital multifunction printers (MFPs)	Dec. 2018	Acquired 100% of shares of stock in Sanden Co., Ltd., a vendor of solar power systems, making it a subsidiary
Oct. 2003	Subsidiary now called RECOMM Business Solutions (Dalian) Co., Ltd., (Dalian RECOMM) established in Dalian, China, and launched the call-center business	April 2019	Taiwan RECOMM Eight Tool Business Solutions Co., Ltd., established as a joint venture (in which we held a 60% stake) with Eight Tool Co., Ltd., and began the sales of LED lighting, commercial air conditioners, etc.
May 2004	Shares listed on the Hercules market of the Osaka Securities Exchange	June 2019	Acquired 80% of shares of stock in five subsidiaries of FT Group Co., Ltd., in three ASEAN countries, making them subsidiaries. Acquired the sales business for LED lighting, commercial air conditioners, etc. in Thailand, Indonesia, and the Philippines.
Nov. 2009	Dalian RECOMM began accepting BPO orders	Sept. 2019	25th anniversary of Company founding
June 2012	Dalian RECOMM established Changchun RECOMM BPO Service Co., Ltd., in Changchun, China, which began operating as the second center in the BPO business	Oct. 2019	New global headquarters established in Kuala Lumpur, Malaysia
July 2013	Launched Rentia, our brand of LED lighting	June 2020	Acquired exclusive overseas sales rights to ReSPR antiviral equipment
Dec. 2014	Dalian RECOMM established Myanmar RECOMM Co., Ltd., in Yangon, Myanmar, which began operating as the third center in the BPO business	Feb. 2021	Reorganized overseas corporate business through liquidation of the company in Taiwan and reorganization of the Philippines business to specialize in ReSPR sales
May 2015	Venustech Japan Co., Ltd., established as a joint venture with Venustech of Beijing, China	June 2021	Acquired 30% of the shares of stock in Greentech International Pte. Ltd. of Singapore, making it an equity-method affiliate
July 2015	Acquired 100% of shares of stock in Cosmo Information Devices Co., Ltd., making it a subsidiary	Sept. 2021	Transferred businesses and stock of Sanden Co., Ltd., and Sanden Techno Co., Ltd. to NEXTAGE GROUP Co., Ltd.
April 2016	Concluded capital and business tie-up agreement with AI Inside Inc.	Oct. 2021	Acquired 100% of the shares of stock in Sin Lian Wah Lighting Sdn. Bhd. of Malaysia, making it a subsidiary
June 2016	RECOMM Energy Partners Co., Ltd., established and began the electricity sales business	Jan. 2022	Acquired additional stock from FT Group Co., Ltd., making RECOMM Business Solutions (Asia) and FTG Indonesia wholly owned subsidiaries. Acquired an additional 9.9% of RECOMM Business Solutions (Thailand), increasing our equity stake in it to 49.9%.
July 2017	Vietnam RECOMM Ltd. established in Ho Chi Minh City, Vietnam, and began the sales of LED lighting, commercial air conditioners, etc.	April 2022	Listing transferred to the TSE Standard Market
Feb. 2018	RECOMM Business Solutions (Malaysia) Co., Ltd., established in Kuala Lumpur, Malaysia, and began the sales of LED lighting, commercial air-conditioners, etc.	April 2023	Intelligence Indeed RECOMM Co., Ltd., established as a Japanese joint venture with Intelligence Indeed of China
April 2018	Acquired 100% of shares of stock in RS Co., Ltd. (now RECOMM Japan Co., Ltd.) and GS Communications Co., Ltd., making them subsidiaries	Sept. 2023	Acquired 100% of the shares of stock in Sin Lian Wah Electric Sdn Bhd of Malaysia, making it a subsidiary
Aug. 2018	RECOMM Business Solutions (Myanmar) Co., Ltd., established in Yangon, Myanmar, and began the sales of LED lighting, commercial air conditioners, etc.	July 2024	Acquired 65% of the shares of stock in TAKNET SYSTEMS PTE LTD. of Singapore, making it a subsidiary
Oct. 2018	RECOMM Business Solutions India Co., Ltd., established in Gurgaon, India, and began the sales of LED lighting, commercial air conditioners, etc.		

Five BtoB Solutions

Solution 1

Carbon-neutral
solutions

Results

Controlling CO₂ emissions

Products

LED lighting; commercial air conditioners with consideration for environmental impact; space and power saving using digital multifunction printers that combine fax, copier, and printer features

Solution 2

Cost-saving
solutions

Results

Reducing electricity, supplies, and other expenses

Products

Cost savings through RET'S COPY proprietary fixed-rate maintenance service for LED lighting; commercial air conditioners with consideration for the environmental impact; and space- and power-saving digital multifunction printers that combine fax, copier, and printer features

Solution 3

DX promotion
solutions

Results

BPR: Overseas outsourcing centers and business automation using RPA, AI-RPA, etc.

Products

Robo Worker: Makes it easy for anybody to automate work using AI-RPA

Solution 4

Cybersecurity
solutions

Results

Providing state-of-the-art security environments to defend against cyberattacks, information leaks, etc.

Products

UTM: UTM integrating multiple security features
MSG: All-in-one product integrating email-related security features
Servers: Smooth sharing of expertise and information using in-house servers

Solution 5

Antiviral
solutions

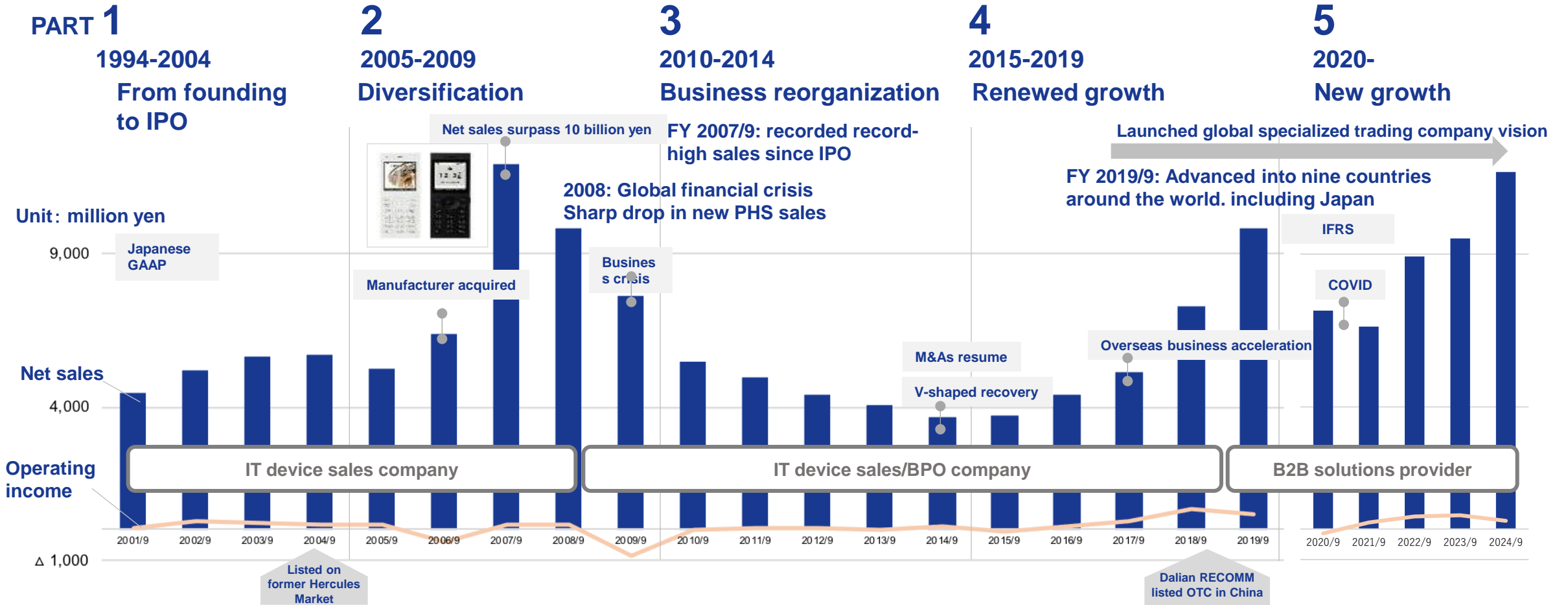
Results

Preventing infection by COVID, influenza, norovirus, etc.

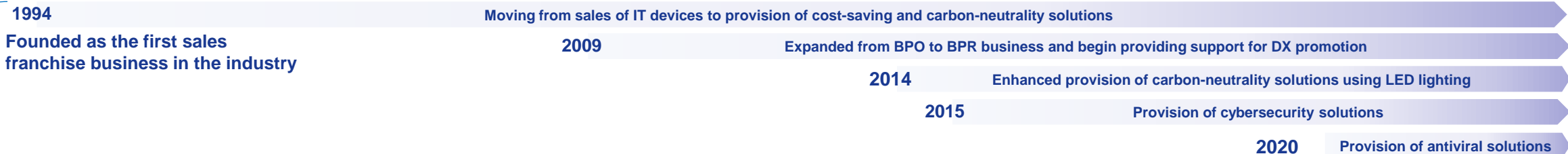
Products

ReSPR: Uses unique photocatalyzed technology developed by NASA to breakdown viruses and remove airborne viruses, bacteria, and odors from door knobs, walls, etc.

Evolution from a sales company to a BtoB solutions provider



From sales to a solutions provider



First launched

October 2015

With start of LED lighting sales in Dalian, China

- Customers are major firms, since we target sales to the overseas plants of Japan-affiliated firms
- Began offering carbon-neutral solutions with the sales of LED lighting in Dalian, China, in October 2015 and in Shanghai in April 2016
- In June and September 2020, secured exclusive overseas sales rights to antiviral equipment in eight countries and began offering antiviral solutions
- In October 2021 and September 2023, established our first wholly owned subsidiaries overseas through cross-border M&As and fully began entering the market for overseas firms starting in Malaysia
- In July 2024, entered the AI server market in Singapore at a subsidiary through a cross-border M&A

Carbon neutral and cost-saving solutions

Offering solutions to reduce CO₂ emissions and cut electricity costs using LED lighting and commercial air conditioners



AI servers

Offering highly efficient and expandable solutions for generative AI with numerous high-performance GPUs and advanced cooling technologies



Solutions to combat infectious disease

Offering antiviral products and services that also are effective against bacteria and odors



Finance solutions

Offering partner leases and our own lending with no initial cost

Markets





Order of entry	Date launched	Country
1	Oct. 2015	China
2	Aug. 2017	Vietnam
3	Feb. 2018	Malaysia
4	Oct. 2018	India
5	June 2019	Thailand
6	June 2019	Philippines
7	June 2019	Indonesia
8	July 2024	Singapore

First launched

September 1994

Our founding business, with 60,000 customers

- Founded as the first sales franchise business in the industry; listed on the TSE Standard Market nine years and eight months later
- Began offering cost-saving solutions through ICT devices
- In February 2014, began offering carbon-neutral and cost-saving solutions centered on LED lighting
- Began offering cybersecurity solutions in March 2015 with the establishment of Venustech Japan Co., Ltd., a joint venture with Venustech of China
- In May 2020 began offering solutions to combat infectious disease, centered on antiviral equipment

Cost-saving solutions	Carbon-neutral and cost-saving solutions	Cybersecurity solutions	Solutions to combat infectious disease
<p>Offering cost-saving solutions to save energy and space through business phones, MFPs, and services</p> 	<p>Offering carbon-neutral and cost-saving solutions to reduce CO₂ emissions and cut SGA and other costs (such as electricity costs) through LED lighting, commercial air conditioners, and other products and services</p> 	<p>Offering cybersecurity solutions mainly through unified threat management (UTM) in response to work-style transformation</p> 	<p>Offering solutions to combat infectious disease through products and services that fight COVID, influenza, norovirus, etc. as well as odors</p> 
<p>+ Finance solutions</p>			

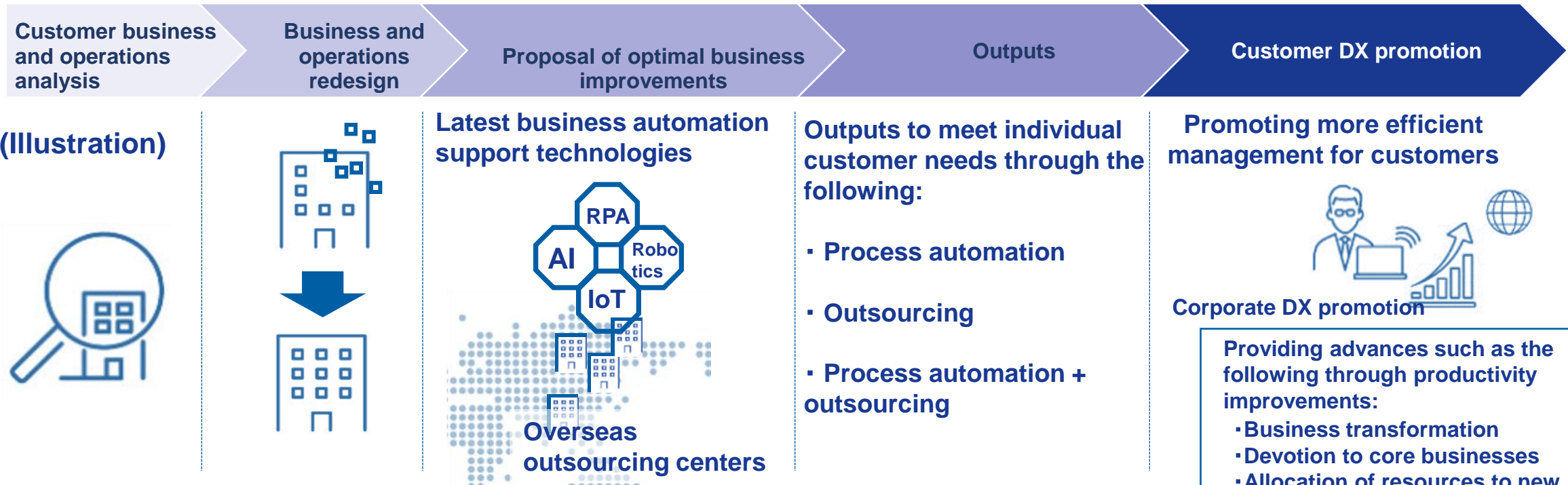
Offering partner leases with no initial cost

First launched

November 2009

Business developed

- Opened our own outsourcing center in Dalian in October 2003 and began accepting orders from outside customers in October 2009
- Expanded in October 2019 from BPO contracting business for back-office operations to BPR business to support business reengineering
- Began exclusive sales in Japan of Robo Worker (AI-RPA) in May 2023



* BPR: Business process reengineering to improve operations
 * BPO: Business process outsourcing for efficiency improvements

Providing one-stop solutions from cost cutting through carbon neutrality, digital transformation, and cybersecurity

