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February 14, 2025

**FY 2025/9**  
**Q1 Financial**  
**Results**

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**RECOMM Co., Ltd.**

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**TSE Standard (3323)**

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# **FY 2025/9**

## **Q1 financial results**

### **summary**

**Net sales**

Record  
high

**3,222** million yen

YoY: 112.7%

**Operating income**

Record  
high

**46** million yen

YoY: 2300%

**Income before taxes**

**38** million yen

YoY: 84.9%

**Net income  
attributable to  
owners of the parent**

**27** million yen

YoY: 61.1%

**EBITDA (\*)**

**91** million yen

YoY: 219.2%

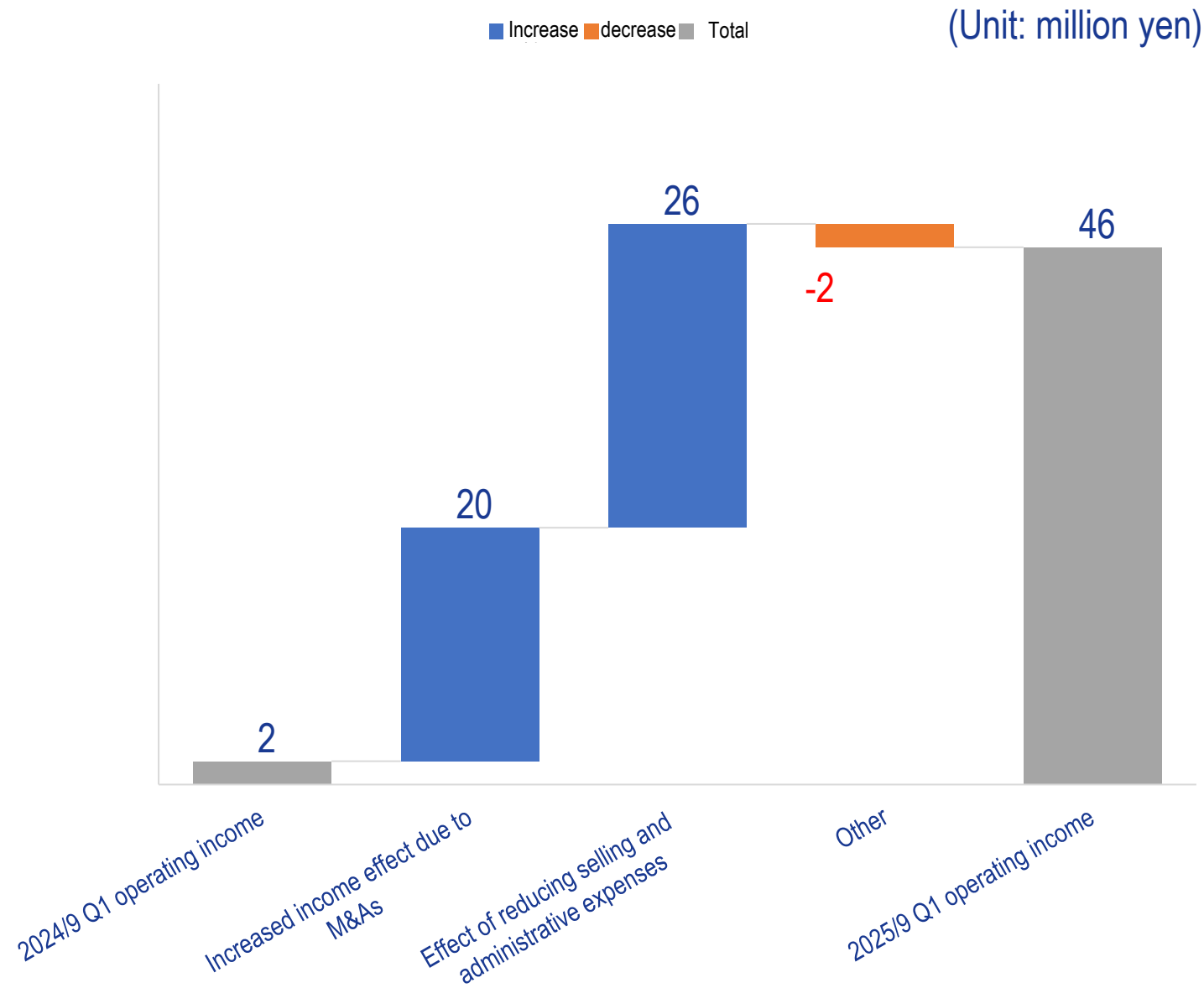
operating income + depreciation and amortization

Record  
high

- ✓ Net sales, operating income, and EBITDA reached record highs.
- ✓ Net sales increased for the fourth consecutive quarter, driven by strong performance in the overseas solutions business.

# Main causes of changes in operating income

Breakdown of main causes of changes in operating income	
FY 2025/9 Q1 operating income	2 million yen
Increased income contribution from M&As	TAKNET operating income
Impact of reduced selling and administrative expenses	Reduction effects from officer compensation, system integration, and other reasons
Other	Losses from new businesses, among other factors
FY 2024/9 Q1 operating income	46 million yen



# FY 2025/9 Q1 financial results summary (results by segment)



(Unit: million yen)

	FY 2024/9 Q1	FY 2025/9 Q1	Change	YoY
Net sales	2,858	3,222	+364	112.7%
Overseas solutions businesses	1,566	2,049	+483	130.8%
Domestic solutions businesses	1,139	999	-140	87.7%
BPR business	151	173	+22	114.6%
Segment income	2	46	+44	2,300.0%
Overseas solutions businesses	78	81	+3	103.8%
Domestic solutions businesses	10	-6	-16	-
BPR business	11	4	-7	36.4%
Adjustments	-99	-32	+67	32.3%

# FY 2025/9 Q1 financial results (overseas solutions business)

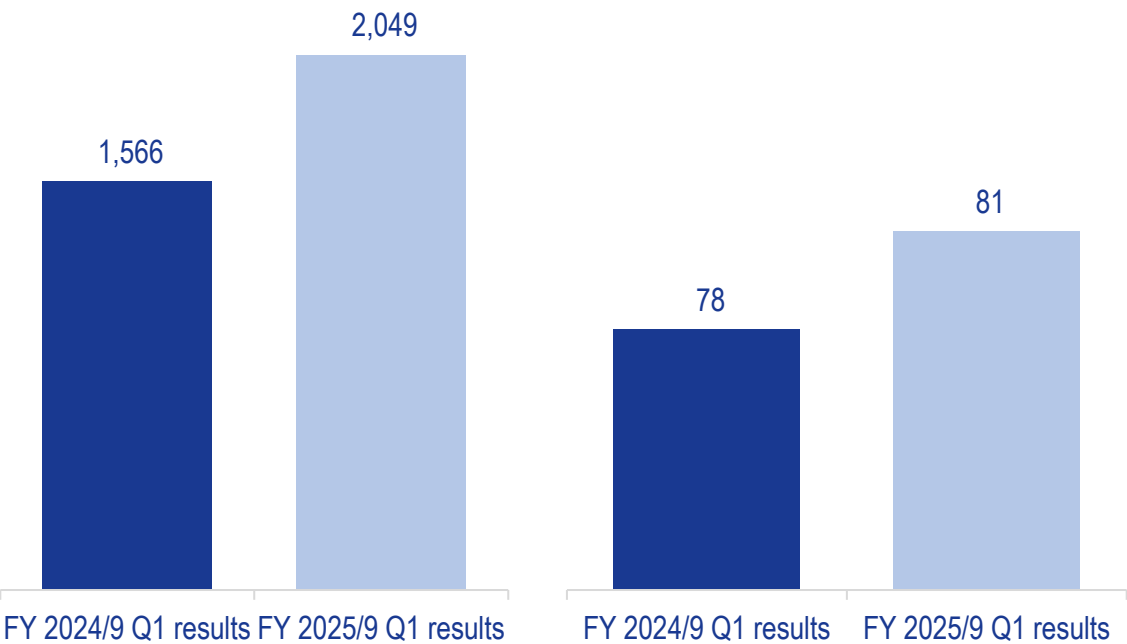


(Unit: million yen)

	FY 2024/9 Q1	FY 2025/9 Q1	Change	YoY
Net sales	1,566	2,049	+483	130.8%
Segment income	78	81	+3	103.8%

Net sales

Segment income



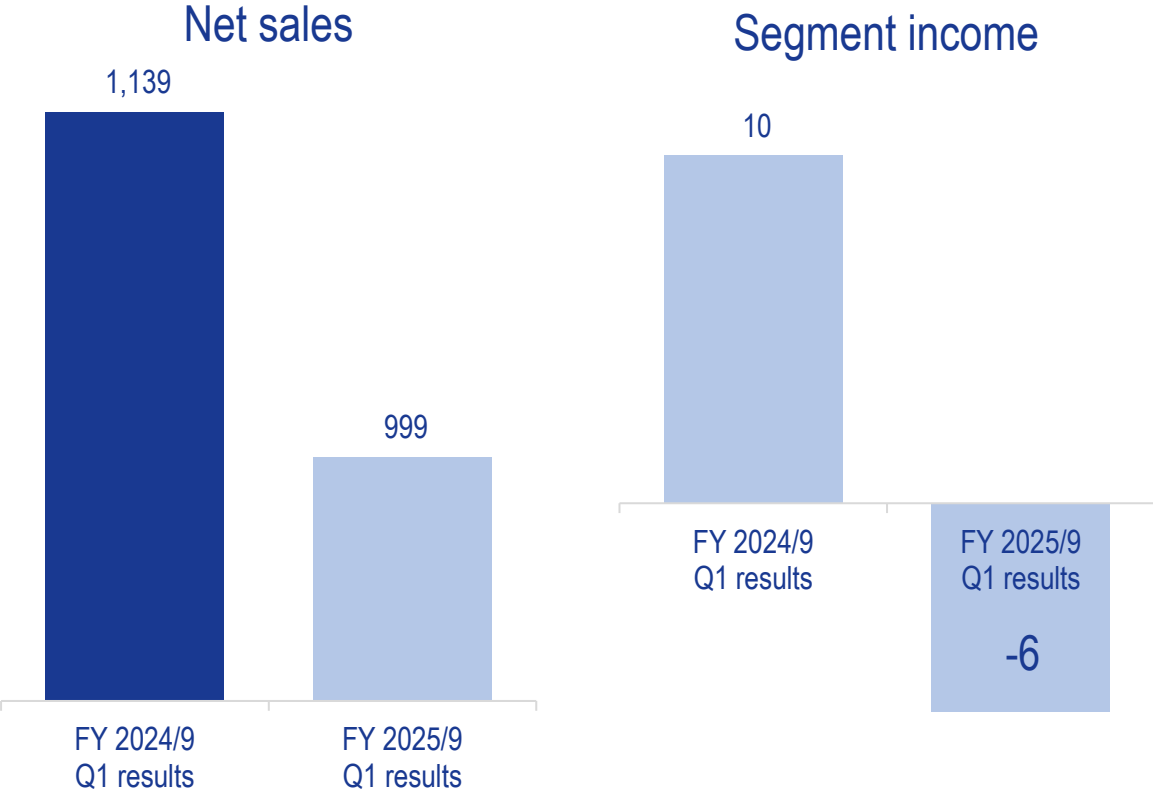
- Increased revenue due to the consolidation of the Singapore subsidiary
- The Malaysian wholesale channel performed well, with net sales up 114% YoY.
- Revenue decreased due to staff reductions resulting from strategic changes in the direct-sales channel.

# FY 2025/9 Q1 financial results (domestic solutions business)



(Unit: million yen)

	FY 2024/9 Q1	FY 2025/9 Q1	Change	YoY
Net sales	1,139	999	-140	87.7%
Segment income	10	-6	-16	-



- Net sales in the direct-sales channel increased by 4% YoY due to efficient sales activities and enhanced new customer development.
- Net sales decreased by 12% YoY, partly due to the cancellation of the FC1 contract.



# FY 2025/9 Q1 financial results (BPR business)

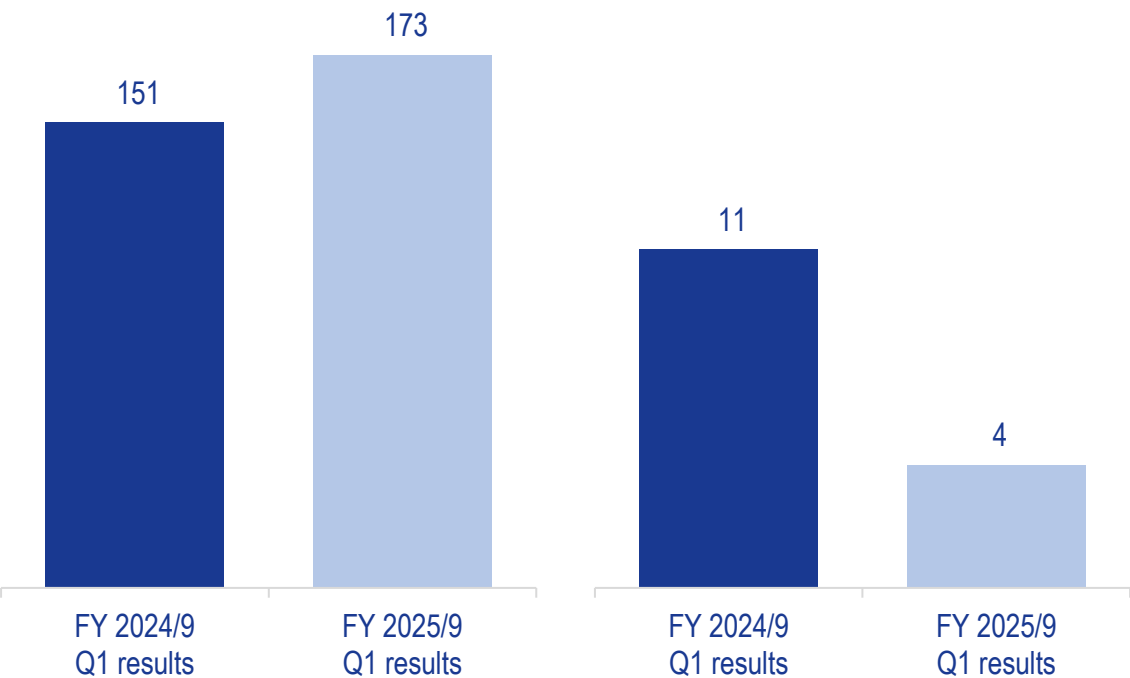


(Unit: million yen)

	FY 2024/9 Q1	FY 2025/9 Q1	Change	YoY
Net sales	151	173	+22	114.6%
Segment income	11	4	-7	36.4%

Net sales

Segment income



- While revenues increased due to additional orders and major spot transactions from existing customers in the domestic center business, the gross profit margin decreased by 4% due to higher subcontracting costs.
- Profit decreased due to higher selling and administrative expenses resulting from a lower-than-expected JPY/CNY exchange rate.

# Balance Sheet



(Unit: million yen)			
	As of September 30, 2024	As of December 31, 2024	Change
Current assets	8,364	8,485	+121
Noncurrent assets	4,281	4,341	+60
Total assets	12,645	12,826	+181
Current liabilities	5,012	5,222	+210
Noncurrent liabilities	2,337	2,208	-129
Total liabilities	7,350	7,430	+80
Equity attributable to owners of the parent	4,963	5,061	+98
Noncontrolling interests	331	334	+3
Total capital	5,294	5,395	+100
Liabilities and capital Total	12,645	12,826	+181

**Total assets: 12,826 million yen    Up 181 million yen**

Assets increased by 181 million yen from the end of the previous year to 12,826 million yen, primarily due to a 186 million yen increase in inventories.

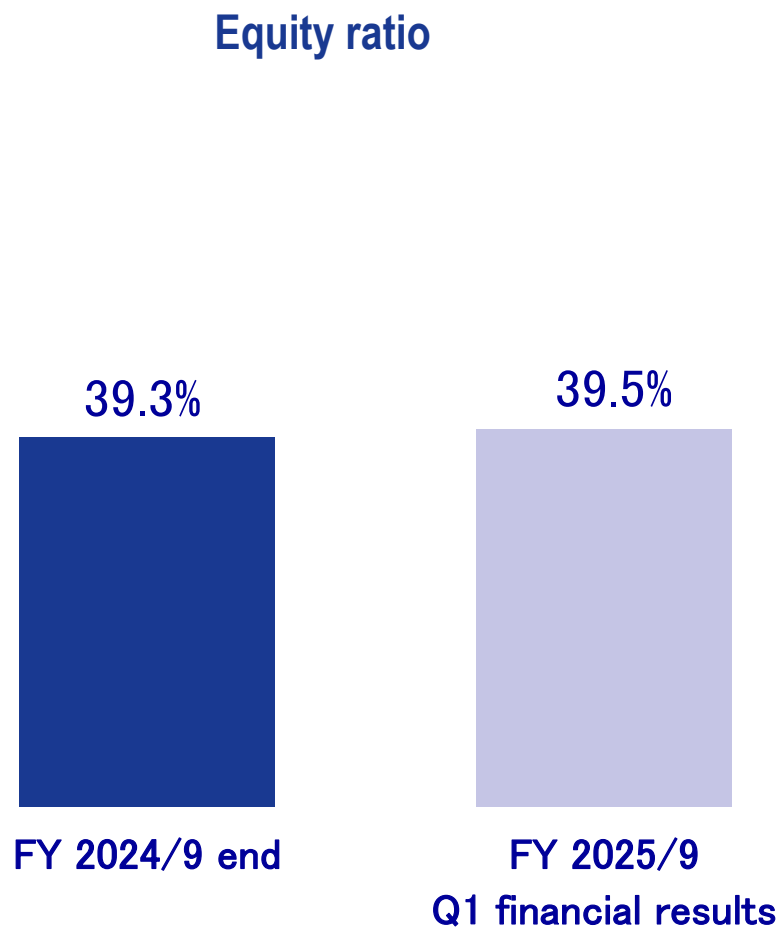
**Total liabilities: 7,430 million yen    Up 80 million yen**

Liabilities increased by 80 million yen from the end of the previous year to 7,430 million yen, as the increase of 343 million yen in interest-bearing debt exceeded the decrease in operating liabilities and other liabilities.

**Total capital: 5,395 million yen    Up 100 million yen**

Total capital increased by 100 million yen from the end of the previous year to 5,395 million yen, despite a 102 million yen decrease from dividend payments, due to a 200 million yen increase in other components of capital and the recording of a quarterly profit.

Equity ratio: 39.5%  
Remains stable



Cash flow from financing activities was 186 million yen.  
This included a 324 million yen increase in borrowings and a 116 million yen payment in dividends.

	For the period from October 1, 2023 to December 31, 2023	For the period from October 1, 2024 to December 31, 2024	Change
Cash flow from/used in operating activities	105	-239	-344
Cash flow from/used in investing activities	-3	-52	-49
Cash flow from/used in financing activities	-179	186	+365
Change in cash and cash equivalents	-123	-42	+81
Ending balance of cash and cash equivalents	2,502	2,933	+431

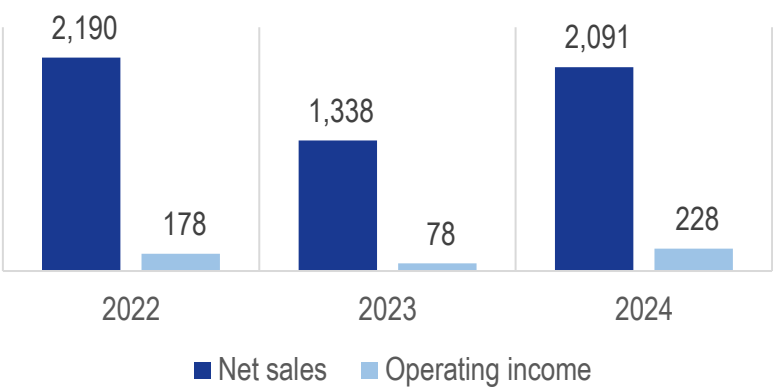


# Topics (2024.10.1 to 2024.12.31)

## Overview of TAKNET and its financial results

- TAKNET SYSTEMS PTE LTD, an AI server sales firm in Singapore, became a subsidiary in July 2024.
- Results: FY2024 net sales of approximately 2.0 billion yen and operating income of approximately 200 million yen.

Past fiscal years' results  
(Unit: million yen)



## Impact on full-year results

- Both consolidated net sales and consolidated profit are expected to increase significantly.

\* Consolidated only in Q4 of FY2024

## Future outlook

- Entering the Singapore market through TAKNET SYSTEMS PTE LTD
- Growing sales of ICT devices centered on AI servers overseas
- Further growth through continuation of the global M&A strategy



## Entering into a comprehensive business alliance with Kuramoto Manufacturing Co., Ltd.

Seeking to build a structure to provide more comprehensive solutions and support the further promotion of business efficiency and digitalization for our customers.

Kuramoto Manufacturing is an official Lark channel partner in Japan. Its group includes a company that develops a cleaning robot using AI for fully automated operations, and it plans to increase sales of its products using our sales channel.





# About the Lark integrated multifunctional collaboration tool

Realizing a comprehensive business environment based on chat

Results are expected in the consolidation and sharing of information, improving business efficiency and productivity, and enhancing communication.

## Main functions

1. Messaging (Chat)
  - Calendar linkage, automatic translation, task allocation
2. Document management (Docs)
  - Joint editing, automatic saving to the cloud
3. Videoconferencing
  - AI transcript, automatic translation features
4. Calendar
  - Scheduling adjustments within Chat
5. Task management
  - Visualization of project progress
6. Email linkage
  - Integration with Gmail

DXに必要な機能が、オールインワン  
仕事はスマホ1つで完結



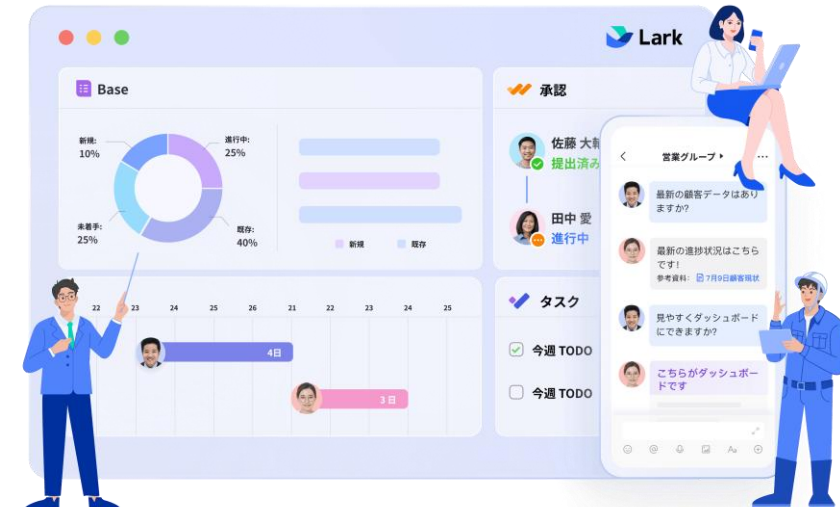
あらゆる業界、

あらゆる職種、

あらゆる人が、

簡単に使える。

Number of user firms  
9000 or more



At its meeting on December 3, 2024, the Company Board of Directors resolved to purchase treasury stock as outlined below.

## Reasons for acquisition

- 1. To enhance returns to shareholders
- 2. To improve capital efficiency
- 3. To execute dynamic capital policies

## Details of acquisition

Item	Details
Number of shares to be acquired	Up to 1,500,000 shares (1.85% of total shares issued and outstanding)
Total acquisition price	Up to 100 million yen
Timing of acquisition	December 3, 2024 to March 31, 2025



## Process Recorder: Automated business-process recording tool

Enables automatic preparation of manuals by automatically recording business processes



### Main features

- Automated manual preparation
- Voice input
- High-precision recording
- User friendly
- A wide range of export features

We aim to increase the number of new contracts by selling this solution bundled with Robo Worker, enabling the visualization of business processes and efficient manual preparation.



Enhanced linkage between existing DX solutions Robo Worker® and AI-Agent.

## Enhancement of HR development

- Percentage completing 100 hours of training per employee: 95% (FY 2025 plan: 100%)
- AI skills trainees: 183 (FY 2025 plan: 192)

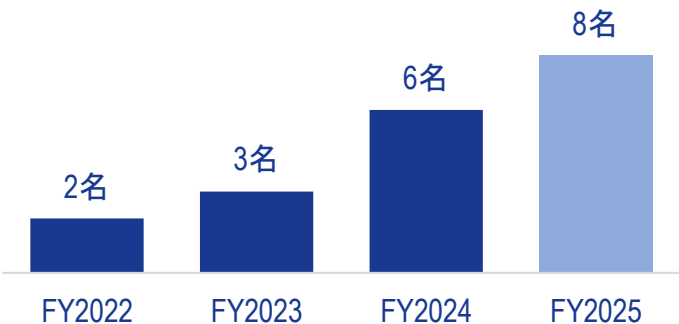
## Global human-resource development

- Number of younger employees seconded overseas: 6 (FY2025 plan: 8)
- 50% are supervisors or above

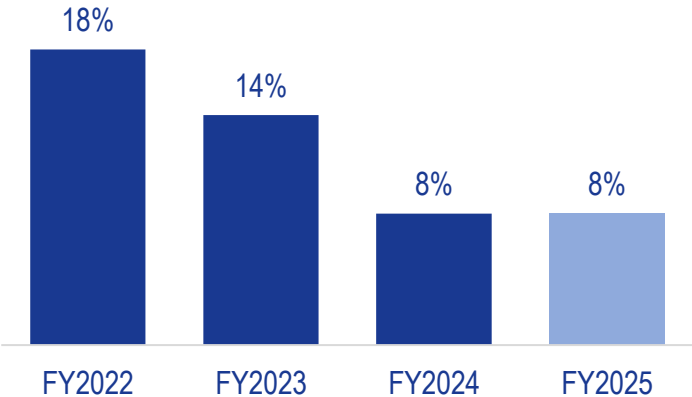
## Improving employee satisfaction

- Employee turnover rate: 8% (significantly improved from 14% in FY2023)
- 100% of new graduates and mid-career hires receive mentor interviews.

Younger employees seconded overseas  
(FY 2025 figures are planned)



Separation rate  
(FY 2025 figures are planned)



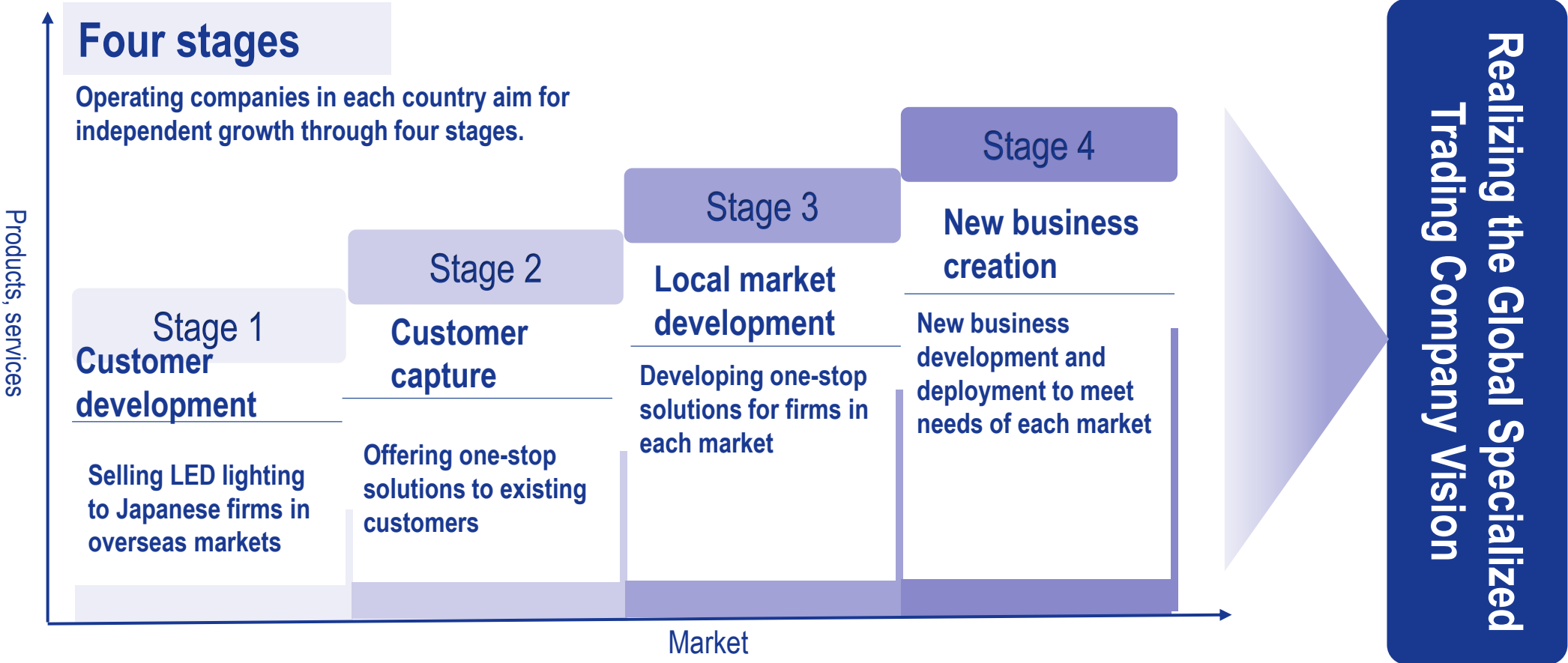
Improving global competitive strength and realizing sustainable growth through strengthening human capital management



# Growth strategy

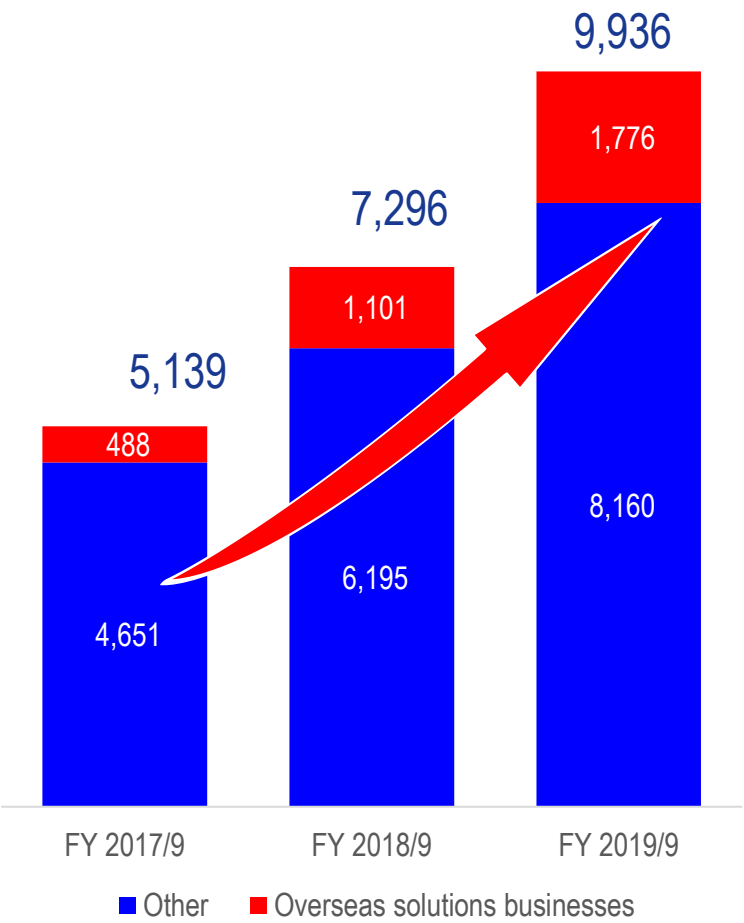
# Basic Strategy: Global Specialized Trading Company Vision

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



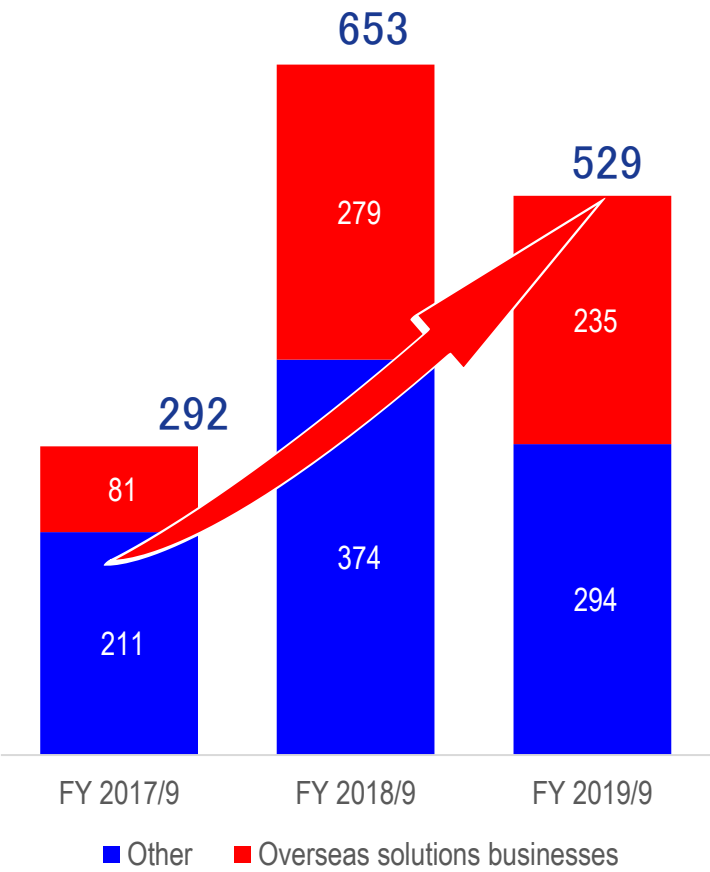
Trends in consolidated and overseas solutions business sales (unit: JPY million)  
2019 sales:

2.2 times the 2016 figure



Trends in consolidated and overseas solutions business operating income (unit: JPY million)  
2019 operating income:

4.1 times the 2016 figure



Main initiatives

2017

Launching the global specialized trading company vision with advancement into Vietnam

Feb. 2018

Advancement into Malaysia

October 2018

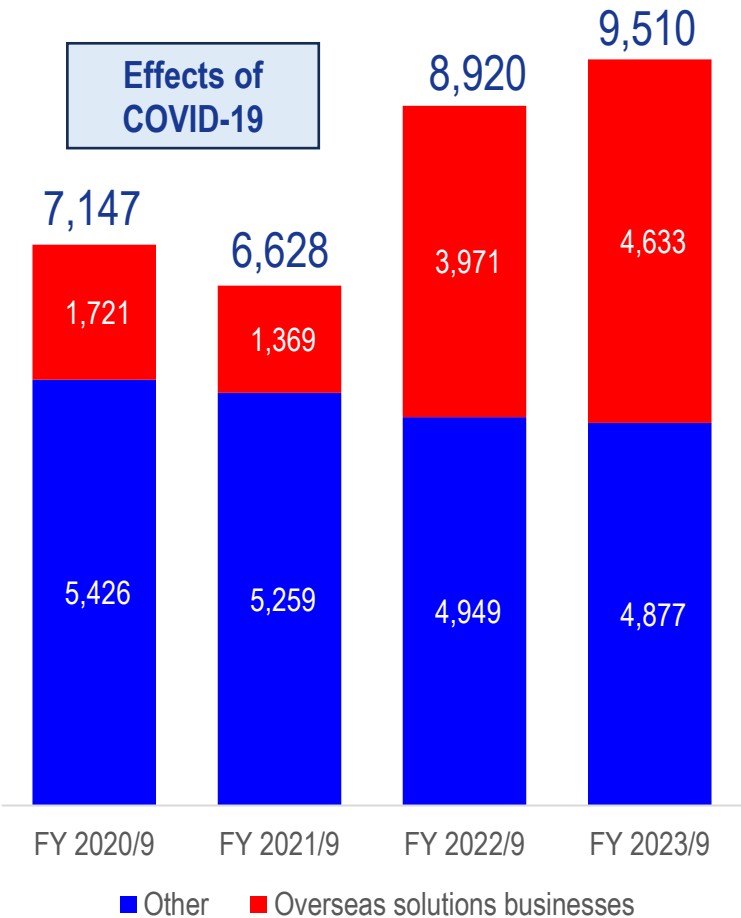
Advancement into India

June 2019

M&As in Thailand, Indonesia, and the Philippines  
Now operating in eight countries overseas

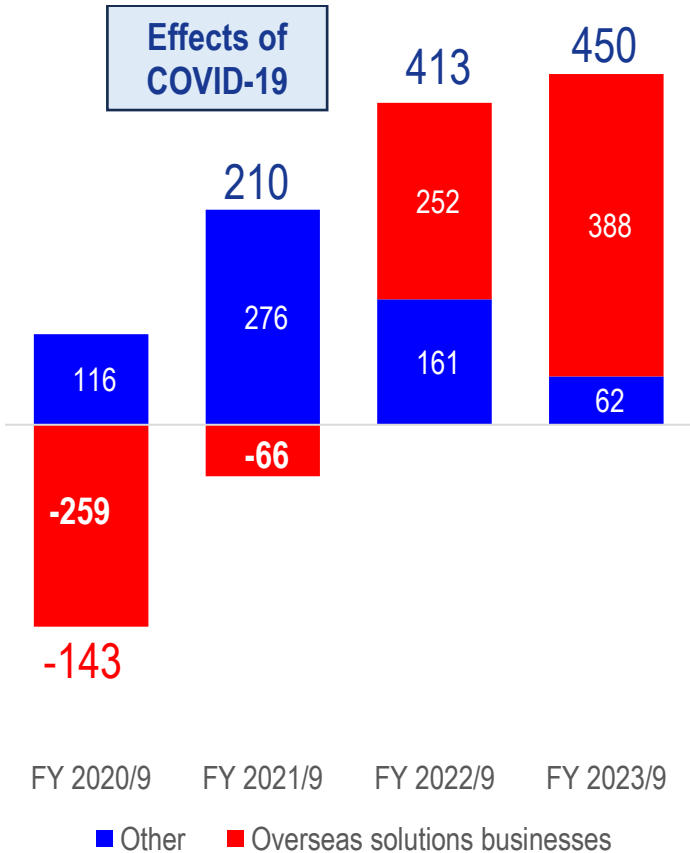
Trends in consolidated and overseas solutions business sales

2023 sales: Recovered to 96% of the pre-COVID level



Trends in consolidated and overseas solutions business operating income

2023 operating income: Recovered to 88% of the pre-COVID level



Main initiatives

January 2020 – suspension of sales activities (varies by country)

January–March 2020: Movement restrictions in each country

Lockdowns begin in each country

March–April 2020: Restrictions on going out

April 2020 to June 2022: Standby at home and remote work (Timing varies by country)

June 2020

Exclusive sales of global strategic product ReSPR begin

October 2021

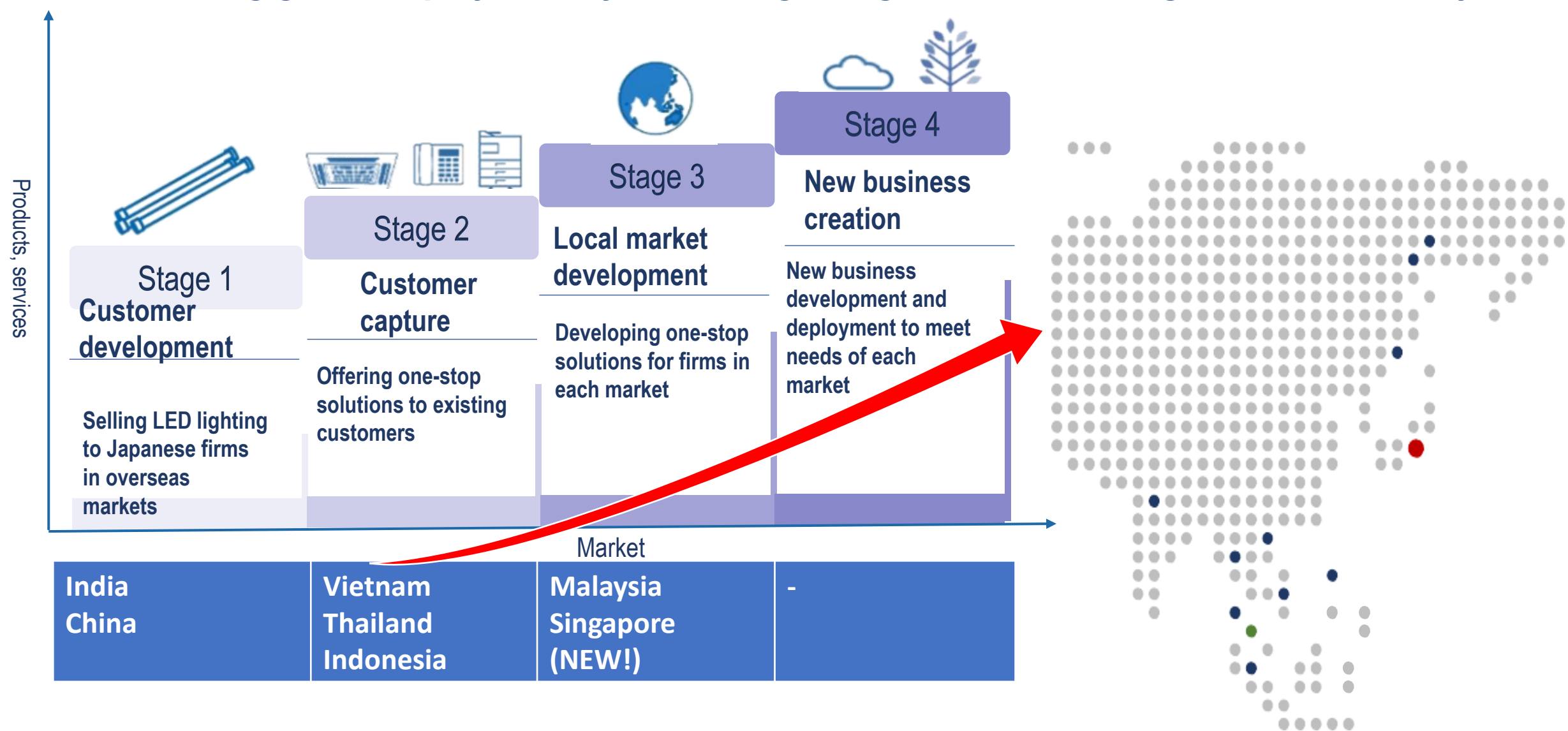
Malaysian cross-border M&A: SLWL made a consolidated subsidiary

Aug. 2023

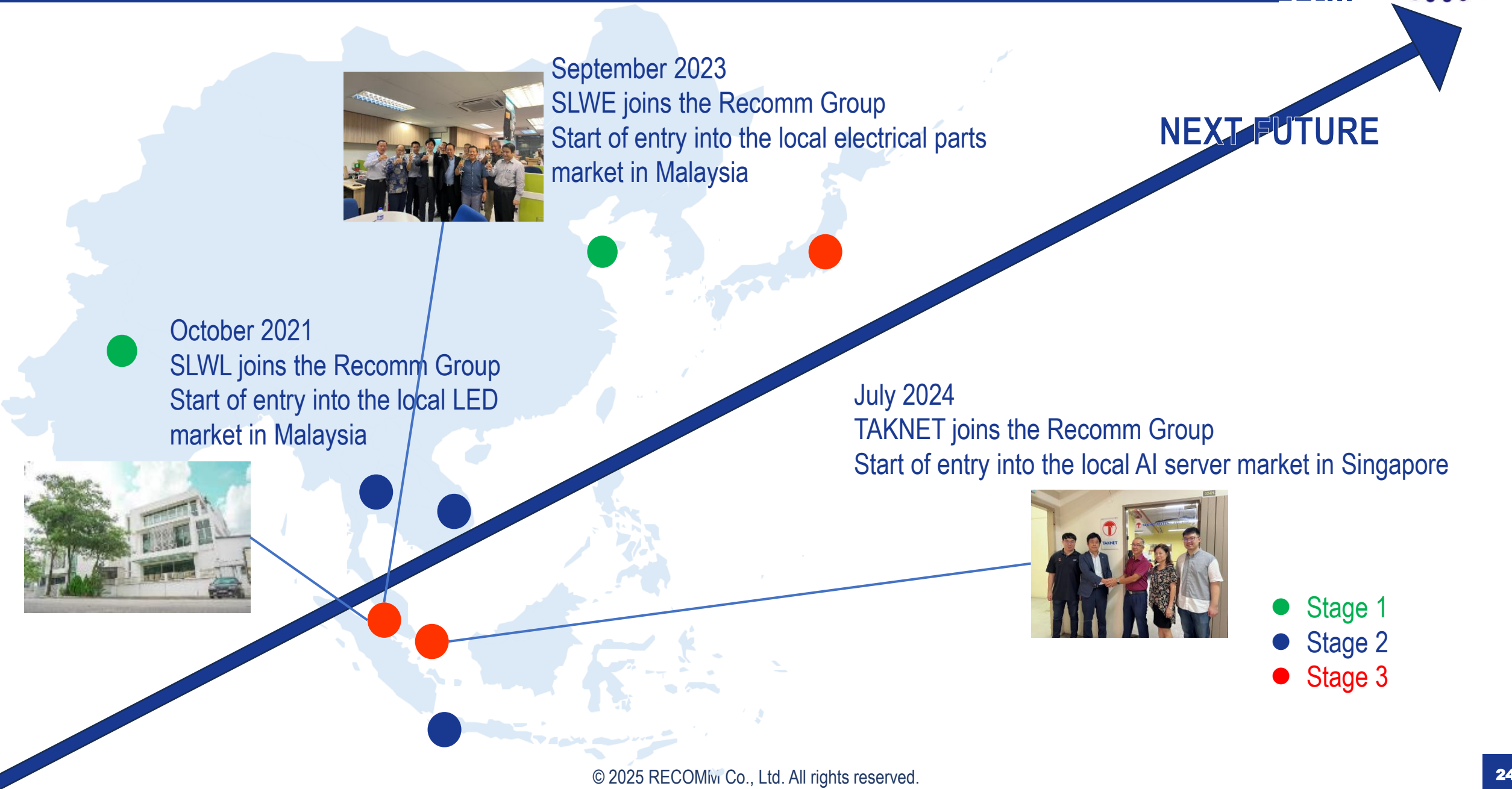
Second Malaysian cross-border M&A: SLWE made a consolidated subsidiary

FY 2020/9: IFRS accounting standards adopted

Accelerating global deployment by advancing to higher business stages in each country







- Stage 1
- Stage 2
- Stage 3





# **FY 2025/9**

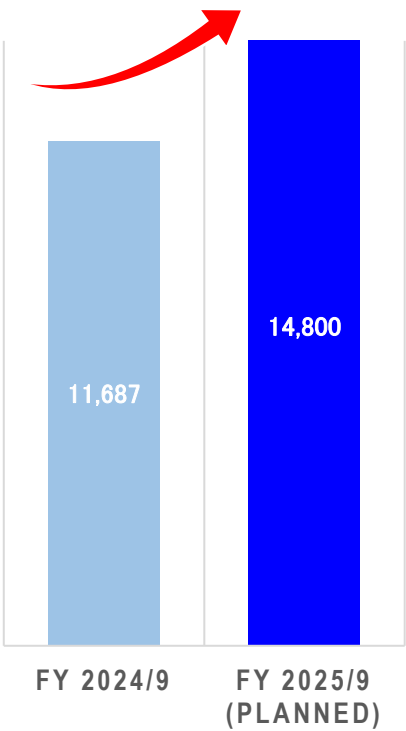
## **Full-year plans and dividends forecasts**

New record highs on all indicators

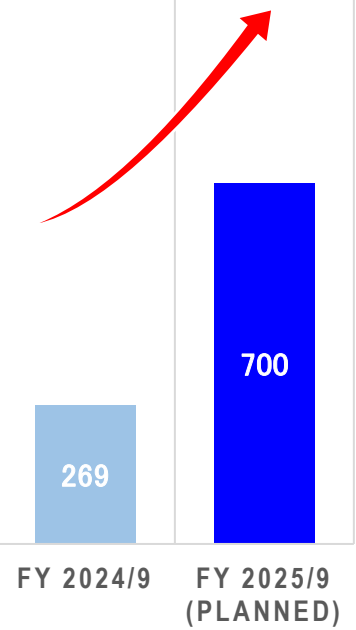
(Unit: million yen)

	FY 2024/9 results	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 taxes	307	220	480	700	227.9%
Net income attributable to owners of the parent	83	120	310	430	518.1%
EBITDA	445	285	545	831	186.7%

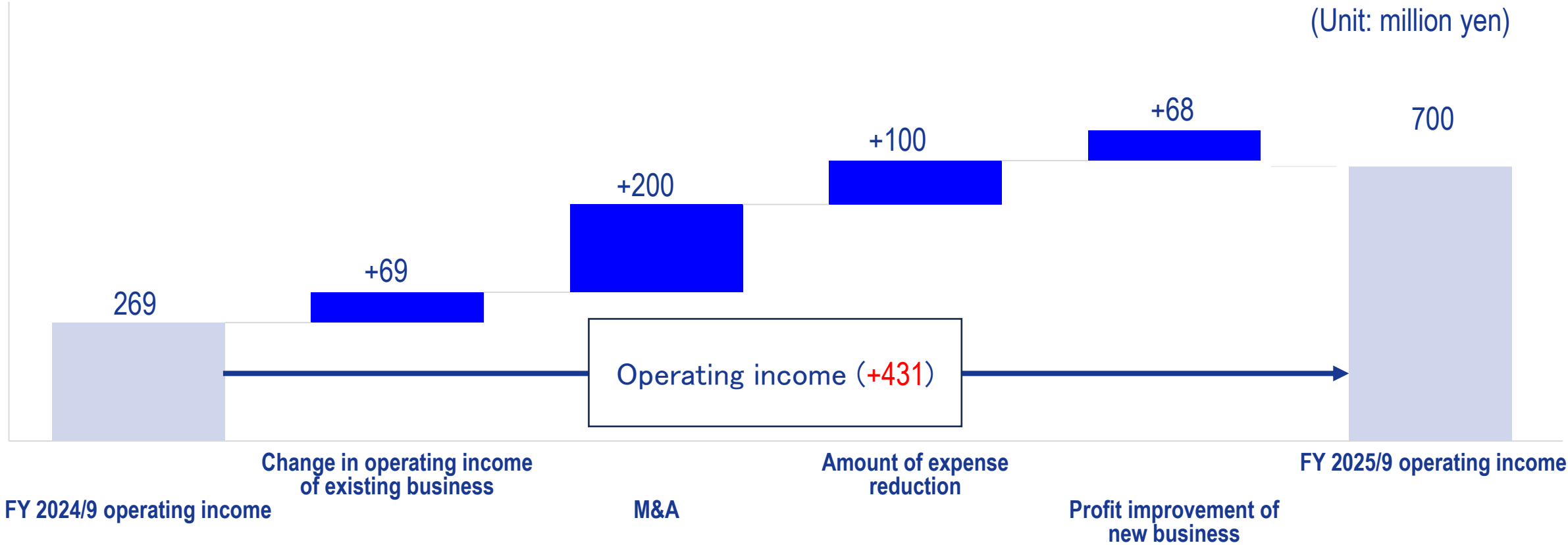
NET SALES



OPERATING INCOME



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



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

# FY 2025/9 plans (by segment)

(Unit: million yen)

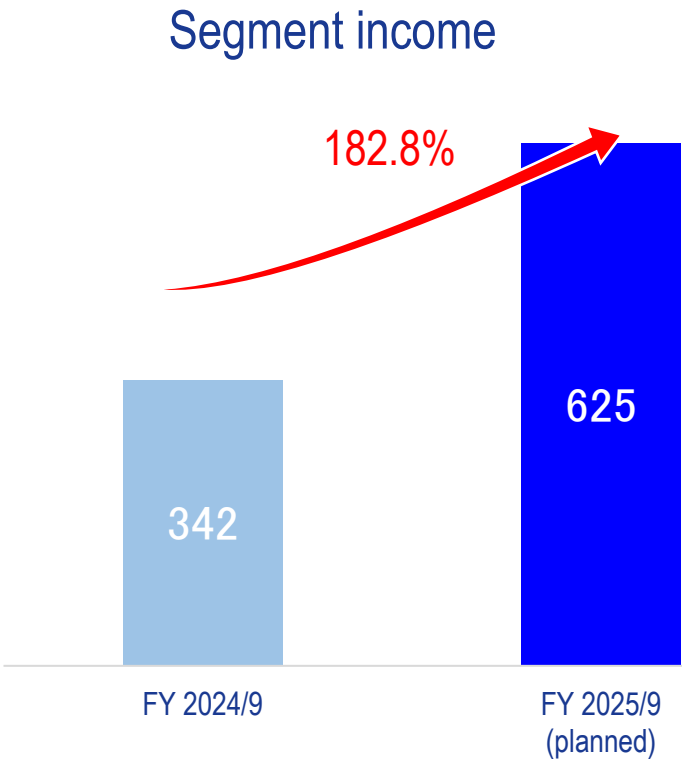
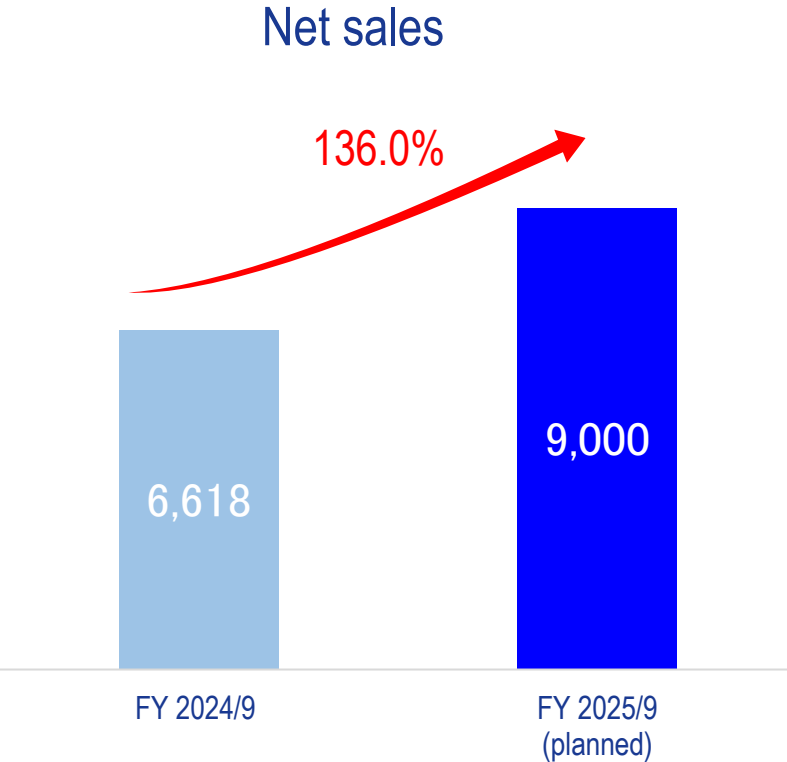
	FY 2024/9 (Actual)	FY 2025/9 (1H plans)	FY 2025/9 (2H plans)	FY 2025/9 (full-year plans)	YoY
<b>Net sales</b>	<b>11,687</b>	6,800	8,000	<b>14,800</b>	126.6%
Overseas solutions businesses	6,618	4,000	5,000	<b>9,000</b>	136.0%
Domestic solutions businesses	4,471	2,400	2,600	<b>5,000</b>	111.8%
BPR business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

# FY 2025/9 plans (overseas solutions business)



(Unit: million yen)

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



<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

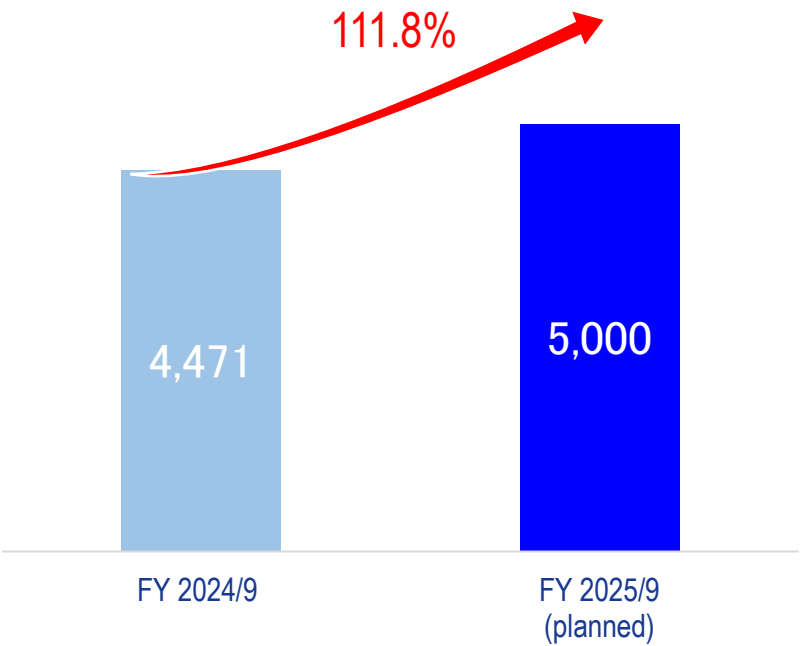
# FY 2025/9 plans (domestic solutions business)



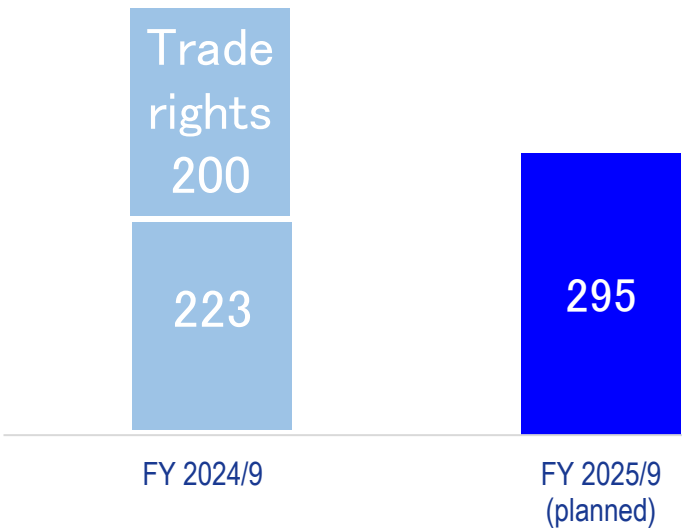
(Unit: million yen)

	FY 2024/9	FY 2025/9 (1H plans)	FY 2025/9 (2H plans)	FY 2025/9 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

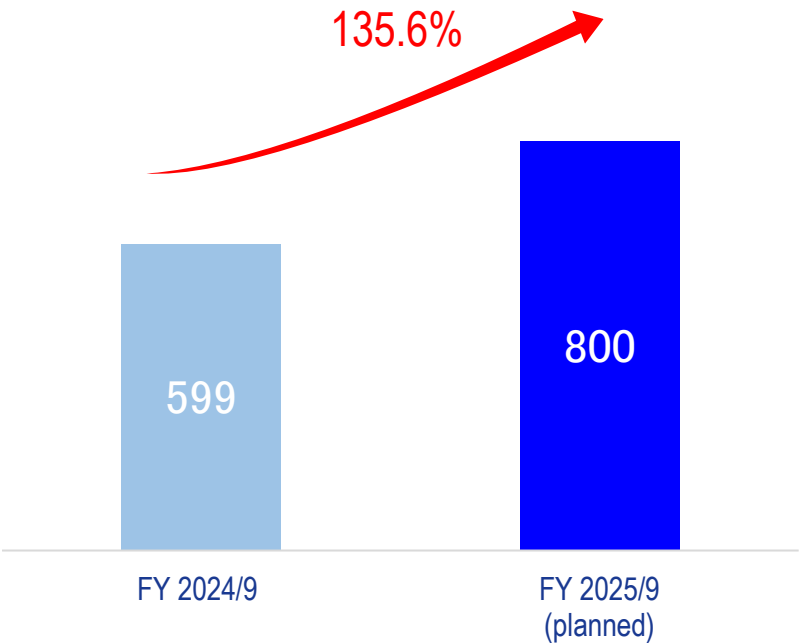
# FY 2025/9 plans (BPR business)



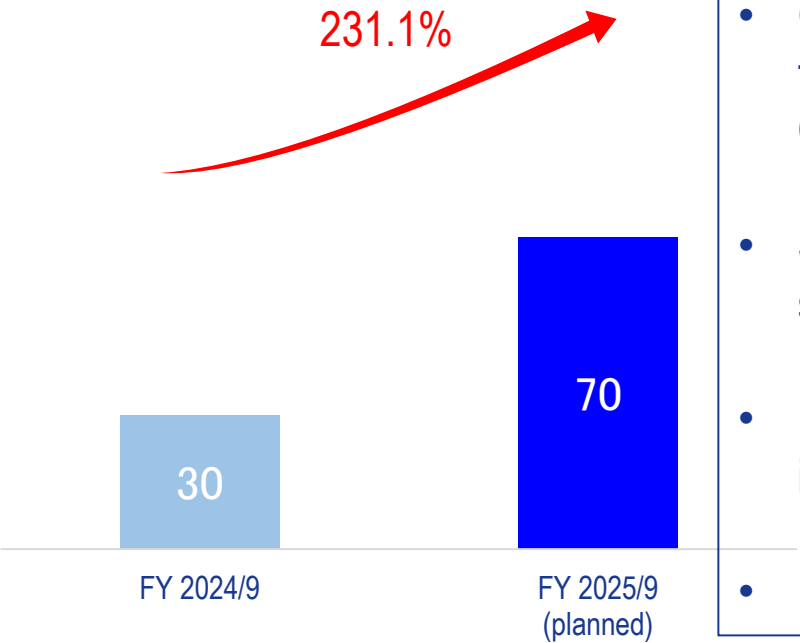
(Unit: million yen)

	FY 2024/9	FY 2025/9 (1H plans)	FY 2025/9 (2H plans)	FY 2025/9 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

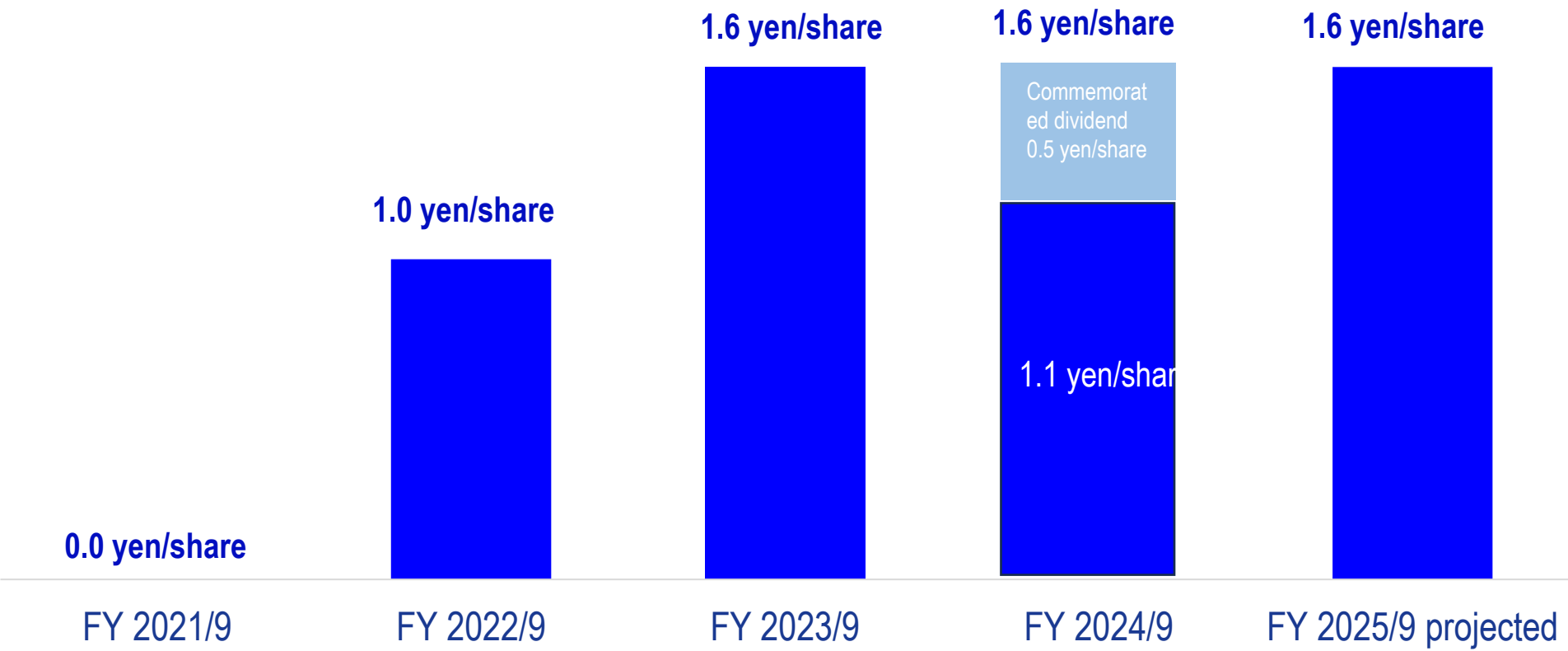
Thoroughly saving time not devoted to business discussions and improving contract rates through internal digital transformation activities

## 3. Growing strategic partnerships

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



## Dividend: 1.6 yen





**Becoming a global leading  
B2B solutions provider group**

A light blue outline map of the Asian continent, showing the borders of major countries. The word "Appendix" is superimposed in the center of the map.

# 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)

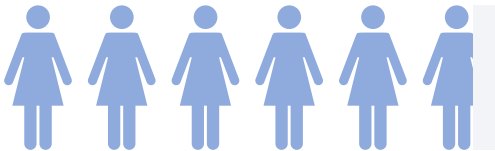
- The highest returns on investment for our shareholders (**No. 1**)
  - The only choice for our customers (**Only 1**)
  - The world leader in both quality and quantity (**No. 1**)
- + The most attractive group to employees (**Best 1**)

Company name	RECOMM Co., Ltd. (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 stock	2,447 million yen (as of December 31, 2024)
Number of employees	513 (consolidated, as of December 31, 2024)

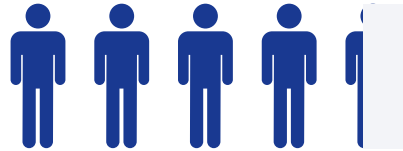
## Characteristics of employees

### Gender

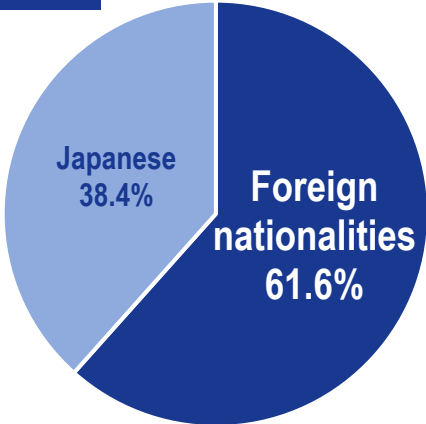
Female 54.6%



Male 45.4%



### Ratio of employee nationalities



As of December 31, 2024

# Operating companies in individual businesses



The Group consists of seven operating companies in Japan and 16 overseas in three businesses (as of December 31, 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, four sales offices

Kanto region:  
Tokyo Branch  
Green Innovation  
Branch  
Tochigi Branch  
Gunma Branch  
Saitama West  
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  
Oita 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	
September 1994	RECOMM Japan Co., Ltd., (now RECOMM Co., Ltd.) established to sell and maintain telecommunications devices and office equipment	October 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 Nippon New Market "Hercules" 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.
November 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 B2B Solutions

Solution 1

**Carbon-neutral**  
solutions

Results

Lessening environmental impact and cutting costs by reducing power consumption and cutting CO2 emissions by about 60% to 70%

Products

LED lighting, commercial air conditioning, SPACECOOL

Solution 2

**IT**  
solutions

Results

Office automation and cost cutting through adoption of IT devices and telecommunications services

Products

Business telephones, RET'S COPY, AI servers and other servers, RENTIA CAMERA, Ret's Hikari

Solution 3

**DX promotion**  
solutions

Results

Using solutions, such as RPA, and outsourcing to promote work automation and efficiency

Products

Business outsourcing using domestic and overseas BPO centers, Robo Worker®, process recorders

Solution 4

**Cybersecurity**  
solutions

Results

Providing a safe business environment through preventing cyberattacks, information leaks, etc.

Products

Unified threat management (UTM), MSG (mail security), endpoint security

Solution 5

**Antiviral**  
solutions

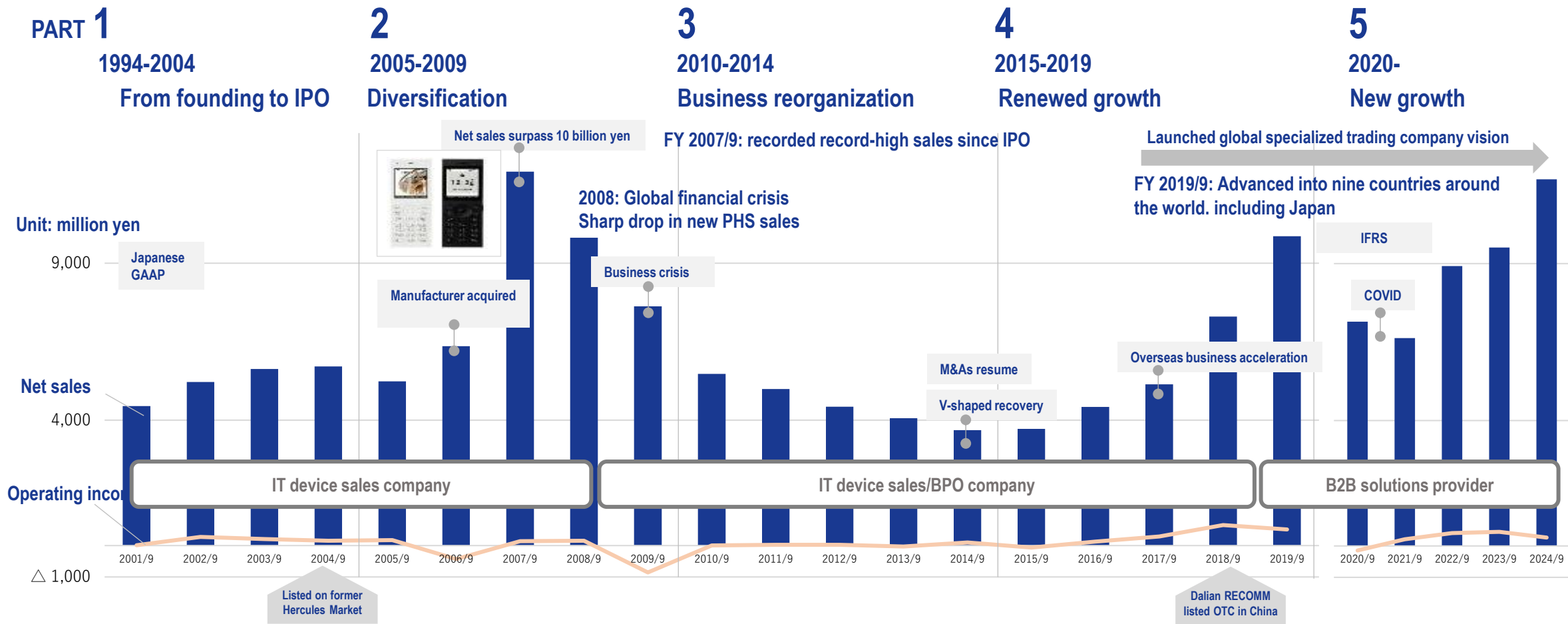
Results

Providing safe, comfortable spaces through air purification and disinfection

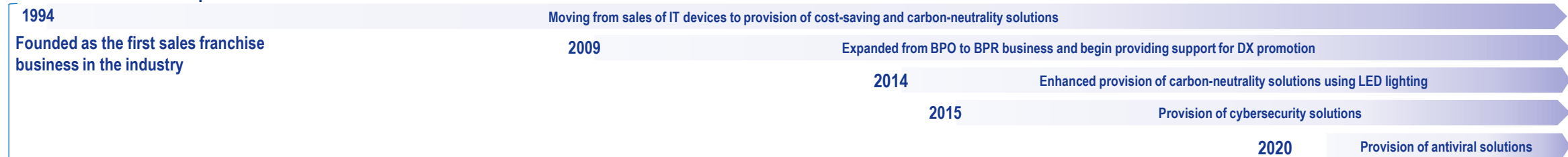
Products

ReSPR (antivirus/air purification equipment)

# Evolution from a sales company to a B2B 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 2020 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
- Made a subsidiary in July 2024 through a cross-border M&A. Entered the local AI server market in Singapore.

Carbon-neutral solutions	IT solutions	Solutions to combat infectious disease
Using LED lighting and commercial air conditioning to reduce CO2 emissions and electricity charges and lessen environmental impact	Offering highly efficient and expandable solutions for generative AI with numerous high-performance GPUs and advanced cooling technologies	Offering antiviral products and services that also are effective against bacteria and odors
		
<div><div>+</div><div>Finance services</div></div> <div>Offering partner leases and our own lending with no initial cost</div>		





Advancing overseas		
Order of entry	Year launched	Country
1	October 2015	China
2	Aug. 2017	Vietnam
3	Feb. 2018	Malaysia
4	October 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

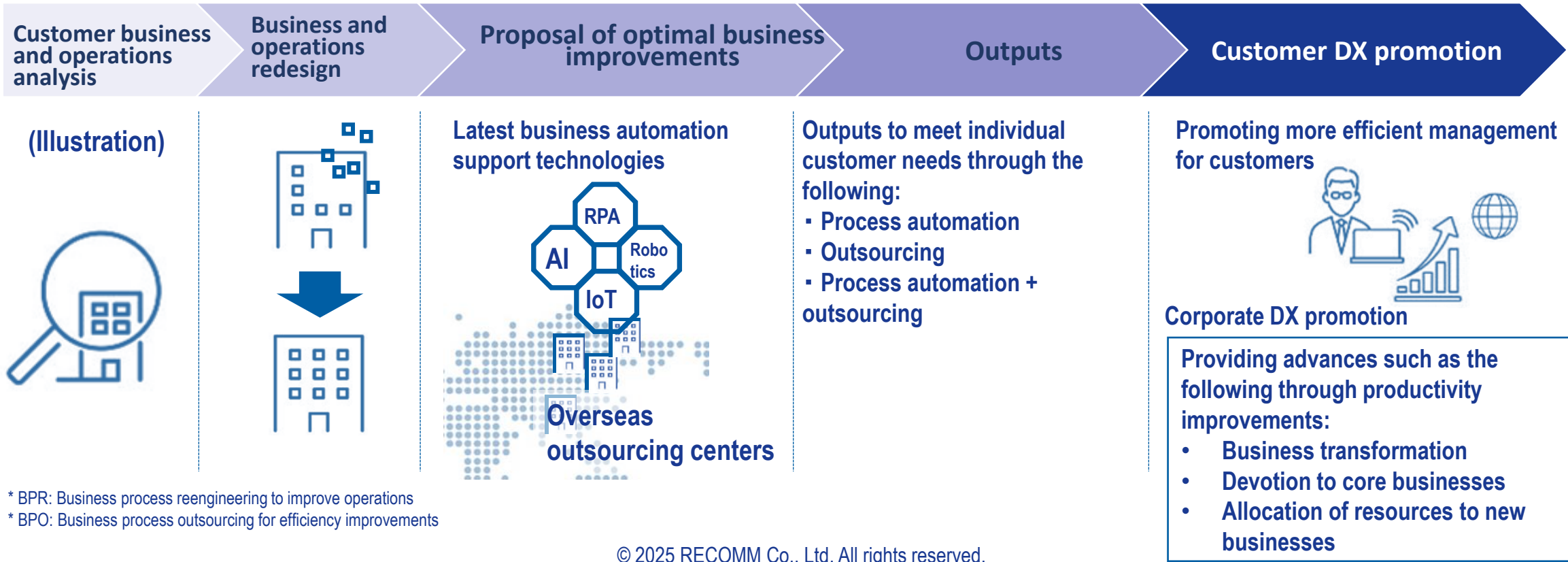
IT solutions	Carbon neutrality solutions	Cybersecurity solutions	Antiviral solutions
<p>Using solutions such as business telephones, MFPs and other IT devices and telecommunications services to promote office automation and cut costs</p> 	<p>Using products and services, such as LED lighting and commercial air conditioning to reduce CO2 emissions and selling and administrative expenses such as electricity charges and to lessen environmental impact</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> 
<div><div><div></div><div></div></div><div><div></div><div></div></div></div> <h2>Finance services</h2> <p>Offering partner leases with no initial cost</p>			

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



# One-stop IT services for carbon neutrality, DX promotion, cybersecurity, anti-infection

