FY 2026/9 Third Quarter Financial Results Briefing

August 7, 2026

RECOMM Co., Ltd.

TSE Standard (3323)

Contents

FY 2026/9
Third Quarter
Financial Results
Summary

FY 2026/9 Third quarter cumulative actual financial results summary

Item (Unit: million yen)	Previous FY (same period)	Q3 cumulative actual	Change	YoY
Revenue	9,907	12,434	+ 2,527	125.5%
Operating profit	284	463	+ 179	162.8%
Profit before tax	330	410	+ 80	124.1%
Net profit attributable to owners of the Parent	195	225	+ 30	115.3%
EBITDA *1	428	643	+ 215	150.1%

[Summary]

(1) Q3 cumulative revenue, operating profit and profit before tax all reached record highs *2

Absorbed the one-time M&A-related expenses of approximately 120 million yen recorded in the first half

(2) The main driver of revenue growth was AI servers in the overseas business: orders increased significantly on the back of expanding AI-related investment in Singapore, and the order backlog of approximately 1.5 billion yen as of the end of Q2 was delivered and recognized as revenue during Q3

Q3 alone also marked record highs for all four metrics *2

*1 EBITDA = operating profit of 463 million yen + depreciation and amortization of 180 million yen = 643 million yen (428 million yen in the same period of the previous year, 150.1% YoY). Depreciation and amortization is calculated based on the definition disclosed in the summary of financial results.

*2 "Record high" refers to a comparison with the Company's disclosed results after the adoption of IFRS (from FY 2022/9 onward).

*3 The consolidated figures in this material are based on the Summary of Financial Results for the Third Quarter of FY 2026/9 (announced on August 7, 2026) and the segment information.

*4 Amounts are truncated to the nearest million yen; changes and percentage changes are as stated in the summary of financial results and may therefore not agree with figures calculated from the amounts presented (applies throughout this material).

FY 2026/9 Quarterly progression of financial actual results (1Q/2Q/3Q)

Item (Unit: million yen)	1Q	2Q	3Q	Q3 cumulative	Previous FY (same period)
Revenue	2,949	4,015	5,469	12,434	9,907
Operating profit	- 70	97	436	463	284
Profit before tax	- 74	59	426	410	330
Net profit attributable to owners of the Parent	- 37	60	202	225	195
EBITDA *	- 14	159	498	643	428

* Because each quarter is calculated in yen and then truncated to the nearest million yen, the sum of 1Q to 3Q may not agree with the cumulative total. For the definition of EBITDA, see note *1 on P4.

[Summary]

(1) Q1 started in the red, with revenue of 2,949 million yen and an operating loss of 70 million yen, as a large-scale AI server project overseas was not recognized as revenue due to a longer delivery lead time.

(2) In Q2, one-time M&A-related expenses of approximately 120 million yen were recorded, so operating profit was 97 million yen on revenue of 4,015 million yen (the underlying operating profit excluding those expenses was approximately 217 million yen).

(3) In Q3, delivery progressed on the large-scale overseas AI server project of approximately 1.5 billion yen that had been in the order backlog at the end of Q2, and the new consolidation of Kawahara Jimuki and Lumitron also contributed, resulting in revenue of 5,469 million yen (up 36.2% from the previous quarter) and operating profit of 436 million yen. Revenue for Q3 alone includes a temporary boost from the revenue recognition of this large-scale project.

[Important] Notes to changes in reportable segments

■ Reclassification of reportable segments and transparency assurance

To enhance organizational efficiency, the reportable segments have been partially reclassified as follows:

Former segment	New segment
Domestic solutions business (including RDX)	Domestic solutions business
BPR business	DX business (former BPR business + RDX)

■ Impact on results for the previous period (year-on-year)

Figures for the previous period have been restated under the new segment classifications following the change in reportable segments.

Segment (Unit: million yen)	Revenue	Profit (Segment profit)
Domestic solutions business	- 7	+ 37
DX business (former BPR)	+ 7	- 37

* The changes in segments had no impact on the overseas solutions business (no change in either revenue or profit). There is also no impact on the consolidated total.

FY 2026/9 Third quarter cumulative actual financial results summary (by segment)

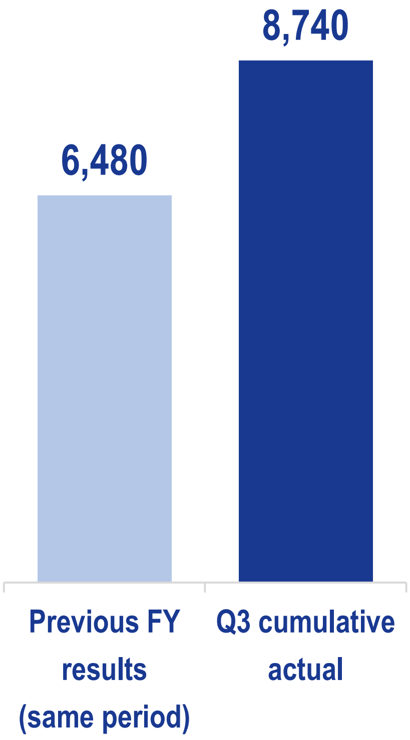
Item (Unit: million yen)	Previous FY (same period)	Q3 cumulative actual	Change	YoY
Revenue	9,907	12,434	+ 2,527	125.5%
└ Overseas solutions business	6,480	8,740	+ 2,260	134.9%
└ Domestic solutions business	2,973 *2	3,320	+ 347	111.6%
└ DX business	452 *2	374	- 78	82.6%
Operating profit (consolidated)	284	463	+ 179	162.8%
└ Overseas solutions business	392	610	+ 218	155.5%
└ Domestic solutions business	101 *2	243	+ 142	241.0%
└ DX business	- 27 *2	- 8	+ 19	-
Consolidation adjustments *1	- 181	- 382	- 201	-

*1 Consolidation adjustments include the eliminated amount of transactions between segments and Company-wide costs (headquarters expenses, etc.) that are not allocated to individual reportable segments.
The consolidation adjustments of -382 million yen for the Q3 cumulative period include approximately -120 million yen of one-time expenses associated with the acquisition of the two companies (Kawahara Jimuki and Lumitron).
*2 Figures for the same period of the previous year have been restated under the new segment classifications following the segment change (transfer of RDX to the DX business) (see P6).

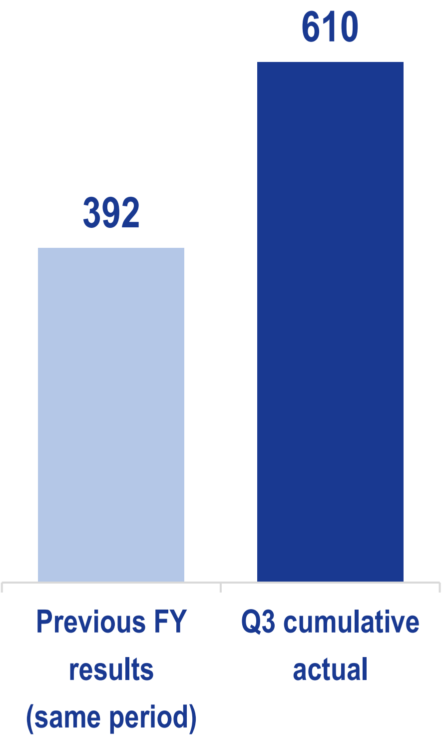
FY 2026/9 Third quarter cumulative financial results (overseas solutions business)

Item (Unit: million yen)	Previous FY (same period)	Q3 cumulative actual	YoY
Revenue	6,480	8,740	134.9%
Segment profit	392	610	155.5%

Revenue



Segment profit



- AI servers: In Singapore, where nationwide AI investment is expanding, orders increased significantly and delivery progressed on the order backlog of approximately 1.5 billion yen as of the end of Q2, resulting in revenue of 2,965 million yen (up 174.7% year on year). The order backlog will remain at a high level in 4Q as well, and revenue recognition is expected to proceed in sequence.
- LED and electrical parts: Sales of LED and electrical parts were strengthened by reinforcing the local sales structure and shifting to solution-based selling, and the new consolidation of Lumitron (lighting), acquired during the period, also contributed, resulting in LED of 3,110 million yen (139.0%) and electrical parts of 2,441 million yen (119.7%).
- Sales to local companies grew to 8,087 million yen (144.5%), while direct sales to Japanese companies declined to revenue of 622 million yen (68.1%) with an operating loss of 129 million yen, due to the failure to win a large-scale project during the period and up-front fixed costs.

FY 2026/9 Q3 cumulative financial results - Overseas solutions business: Sales analysis by product

Item (Unit: million yen)	Previous FY (same period)	Q3 cumulative actual	Change	YoY	Composition ratio
LED	2,237	3,110	+ 873	139.0%	34.7%
AI servers	1,697	2,965	+ 1,268	174.7%	33.1%
Electrical parts	2,040	2,441	+ 401	119.7%	27.2%
Air conditioners	312	184	- 128	59.0%	2.1%
SPACECOOL (Radiative cooling material)	139	90	- 49	64.7%	1.0%
Other	193	147	- 46	76.2%	1.6%
Installation work and maintenance	40	29	- 11	72.5%	0.3%
★ Total overseas business	**6,658**	**8,966**	**+ 2,308**	**134.7%**	**100.0%**

* Figures represent the simple sum of non-consolidated results before intercompany eliminations (internal management figures) and are not based on statutory accounting (consolidated segment information).

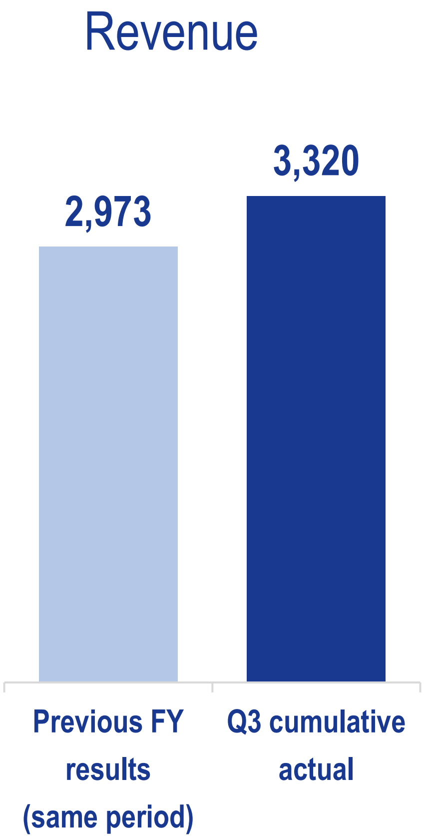
FY 2026/9 Q3 cumulative financial results - Overseas solutions business: Breakdown by channel

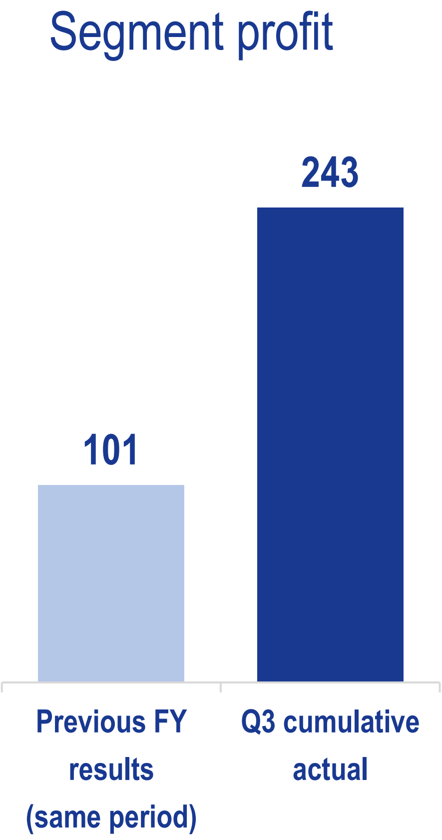
Category (Unit: million yen)	Previous FY (same period)	Q3 cumulative	YoY	Composition ratio
Sales to local companies	5,595	8,087	144.5%	92.5%
Direct sales to Japanese companies	912	622	68.1%	7.1%
★ Total overseas solutions business	**6,480**	**8,740**	**134.9%**	**100.0%**

*1 This page aggregates the non-consolidated results of each company by channel. The total agrees with the disclosed figures after adding other items and the elimination of intercompany transactions (current period: revenue of +30 million yen; same period of the previous year: revenue of -27 million yen). Because amounts are truncated to the nearest million yen, the sum of the breakdown as presented does not agree with the total (8,739 against a total of 8,740 for the current period).
*2 Sales to local companies include Lumitron (lighting), acquired during the period. Because the same period of the previous year precedes that acquisition, the year-on-year figure of 144.5% includes the newly consolidated amount.
*3 This page restates the disclosed segment figures under the Company's internal management classification (channel) and is not a segment classification under statutory accounting.

FY 2026/9 Third quarter cumulative financial results (domestic solutions business)

Item (Unit: million yen)	Previous FY (same period)	Q3 cumulative actual	YoY
Revenue	2,973	3,320	111.6%
Segment profit	101	243	241.0%





- In UTM sales, product sales grew 141.9% year on year, capturing security demand among small and medium-sized enterprises. Together with the new consolidation of Kawahara Jimuki (+248 million yen), revenue reached 3,320 million yen (111.6% year-on-year). Excluding Kawahara Jimuki, revenue still grew to 103.3%.
- SG&A expenses decreased as the sales structure was rebuilt through a review of the organizational structure and indirect costs were contained. Combined with higher sales of UTM and LED, segment profit rose sharply to 243 million yen.

FY 2026/9 Q3 cumulative financial results - Domestic solutions business: Sales analysis by product

Item (Unit: million yen)	Previous FY (same period)	Q3 cumulative actual	Change	YoY	Composition ratio
LED	487	622	+ 135	127.7%	18.4%
MFP (Multi-function printers)	459	491	+ 32	107.0%	14.5%
Business telephones	412	381	- 31	92.5%	11.2%
UTM (Security)	236	335	+ 99	141.9%	9.9%
Servers	136	124	- 12	91.2%	3.7%
Air conditioners	157	124	- 33	79.0%	3.7%
Other	679	804	+ 125	118.4%	23.7%
Installation work and maintenance	474	506	+ 32	106.8%	14.9%
★ Total domestic business	**3,040**	**3,387**	**+ 347**	**111.4%**	**100.0%**

* Figures represent the simple sum of non-consolidated results before intercompany eliminations (internal management figures) and are not based on statutory accounting (consolidated segment information).

Channel (Unit: million yen)	Previous FY (same period) Revenue	Q3 cumulative Revenue	YoY
Directly managed stores	1,831	2,001	109.3%
Franchise stores	549	622	113.3%
Agencies	592	695	117.4%
Rounding adjustment (truncation to million yen)	+ 1	+ 2	-
★ Total domestic solutions business	**2,973**	**3,320**	**111.6%**
[Reference] Excluding Kawahara Jimuki	**2,973**	**3,071**	**103.3%**

*1 This page classifies "revenue from external customers" in the consolidated segment information by sales channel. The sum of the three channels agrees exactly, in yen, with the disclosed segment figures (current period: 3,320,238,849 yen; same period of the previous year: 2,973,871,335 yen). "Rounding adjustment" is the presentation difference arising from truncating each channel to the nearest million yen (+2 for the current period and +1 for the same period of the previous year).

*2 Directly managed stores are bases operated directly by the Group, franchise stores are revenue via franchisees, and agencies are revenue via sales agents. Kawahara Jimuki has been newly consolidated since Q2 of the current period (no results for the same period of the previous year), and its revenue of 248 million yen is included in directly managed stores.

*3 The channel classification is the Company’s own sales classification and is not a segment classification under statutory accounting. The figures presented are a breakdown of the disclosed segment figures.

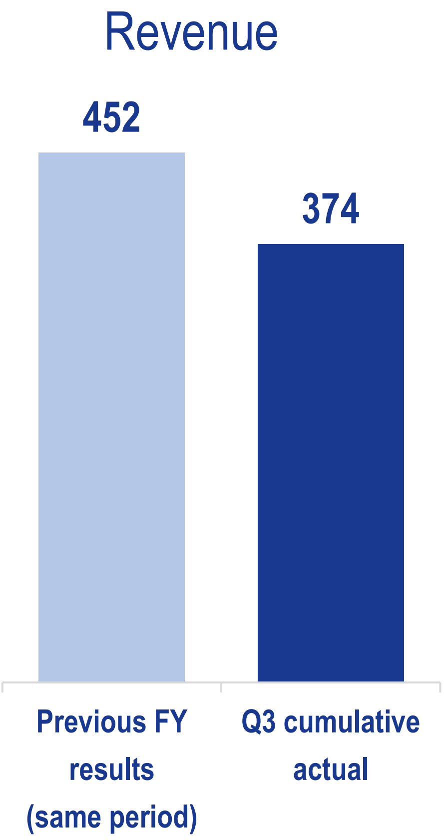
FY 2026/9 Q3 Cumulative financial results: Sales analysis by product (Company-wide/Excluding DX business)

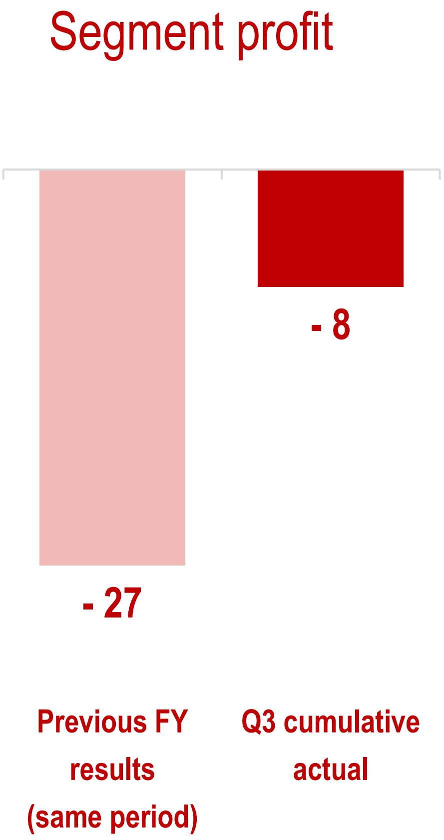
Item (Unit: million yen)	Previous FY (same period)	Q3 cumulative actual	Change	YoY	Composition ratio
LED	2,724	3,733	+ 1,009	137.0%	30.2%
Servers	1,833	3,089	+ 1,256	168.5%	25.0%
Electrical parts	2,040	2,441	+ 401	119.7%	19.8%
MFP (Multi-function printers)	459	491	+ 32	107.0%	4.0%
Business telephones	412	381	- 31	92.5%	3.1%
UTM (Security)	236	335	+ 99	141.9%	2.7%
Air conditioners	470	308	- 162	65.5%	2.5%
SPACECOOL	139	90	- 49	64.7%	0.7%
Installation work and maintenance	515	536	+ 21	104.1%	4.3%
Other	870	950	+ 80	109.2%	7.7%
★ Company-wide total	**9,698**	**12,354**	**+ 2,656**	**127.4%**	**100.0%**

* This page presents internal management figures based on the simple sum of non-consolidated results before intercompany eliminations, and is not based on statutory accounting (consolidated segment information).

FY 2026/9 Third quarter cumulative financial results (DX business)

Item (Unit: million yen)	Previous FY (same period)	Q3 cumulative actual	YoY
Revenue	452	374	82.6%
Segment profit	- 27	- 8	-





- New projects expected at the beginning of the fiscal year were not secured and the utilization of domestic BPO sites fell below plan, resulting in revenue of 374 million yen (82.6% year-on-year).
- As the start-up costs for the former RDX included in the same period of the previous year (-37 million yen; see P6) did not arise in the current period, the segment loss improved by 19 million yen to 8 million yen (a loss of 27 million yen in the same period of the previous year).
- The AI agent business is in the up-front investment phase under the medium-term management plan, and sales activities began after the completion of the Japanese version and internal test operation (see P28). Revenue contribution is expected from the next fiscal year onward.

* Figures for the same period of the previous year have been restated under the new classification (former BPR business + RDX) (see P6).

Balance Sheet

Item (Unit: million yen)	Previous consolidated fiscal year September 30, 2025	Current consolidated fiscal year June 30, 2026	Change
Current assets	8,178	11,358	+ 3,179
Non-current assets	4,525	5,577	+ 1,051
Total assets	12,703	16,935	+ 4,231
Current liabilities	5,369	8,076	+ 2,707
Non-current liabilities	1,924	2,446	+ 521
Total liabilities	7,294	10,523	+ 3,228
Equity attributable to owners of the Parent	5,054	5,843	+ 788
Non-controlling interests	354	568	+ 213
Total equity	5,409	6,411	+ 1,002
Total liabilities and equity	12,703	16,935	+ 4,231

[Total assets] 16,935 million yen + 4,231

Current assets rose 3,179 million yen, with trade receivables up 1,750 million yen and inventories up 1,167 million yen on the increase in large-scale projects such as AI servers. Non-current assets rose 1,051 million yen, with goodwill up 724 million yen from the acquisition of the two companies through M&A

[Total liabilities] 10,523 million yen + 3,228

Borrowings increased 2,714 million yen (current +2,169, non-current +544), reflecting the acquisition of the two companies through M&A and working capital for the increase in sales

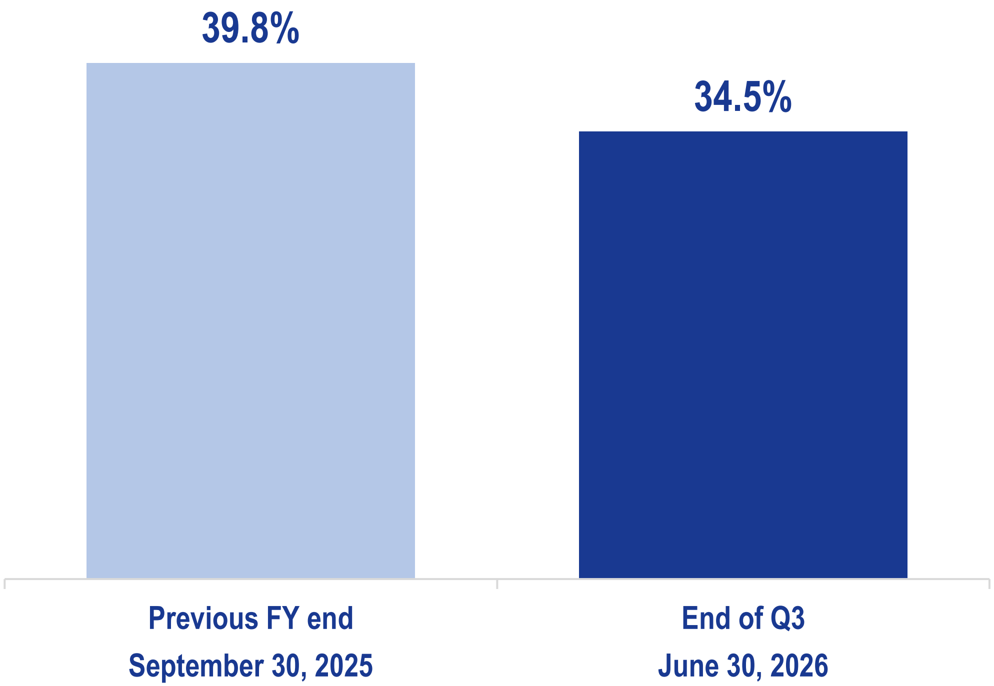
[Total equity] 6,411 million yen + 1,002

Other components of equity, including foreign currency translation adjustments, rose 644 million yen on the weaker yen; equity attributable to owners of the Parent rose 788 million yen and non-controlling interests rose 213 million yen

Financial standing: Equity ratio, Statements of Cash Flows

Equity ratio: 34.5%

Equity capital ratio



The equity ratio declined 5.3 points from 39.8% at the end of the previous fiscal year, as the goodwill recognized on the two M&A acquisitions and the increase in inventories and trade receivables accompanying AI server sales were funded by borrowings (+2,714 million yen)

Cash flow used in operating activities was -1,501 million yen (trade receivables +1,086 and inventories +774). Cash flow used in investing activities was -826 million yen, mainly due to -666 million yen for the acquisition of subsidiaries through M&A. Cash flow from financing activities was +2,188 million yen: long-term borrowings of +1,000 million yen were raised and short-term borrowings increased by a net +1,983 million yen. As a result, cash and cash equivalents at the end of the period were 2,671 million yen (down 8 million yen from the previous fiscal year-end).

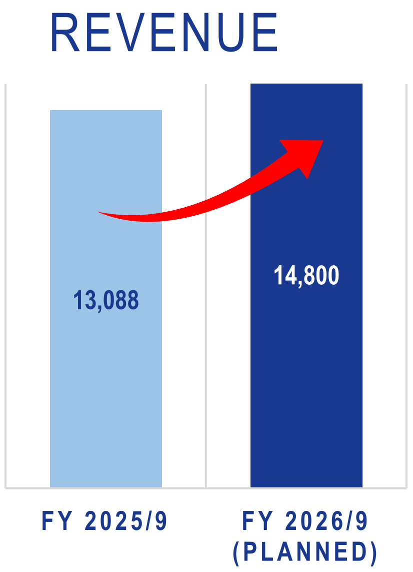
Item (Unit: million yen)	Previous consolidated fiscal year From October 1, 2024 to June 30, 2025	Current consolidated fiscal year From October 1, 2025 to June 30, 2026	Change
Cash flow from/used in operating activities	- 122	- 1,501	- 1,379
Cash flow from/used in investing activities	- 260	- 826	- 566
Cash flow from/used in financing activities	9	2,188	+ 2,179
Change in cash and cash equivalents	- 390	- 8	+ 381
Ending balance of cash and cash equivalents	2,585	2,671	+ 86

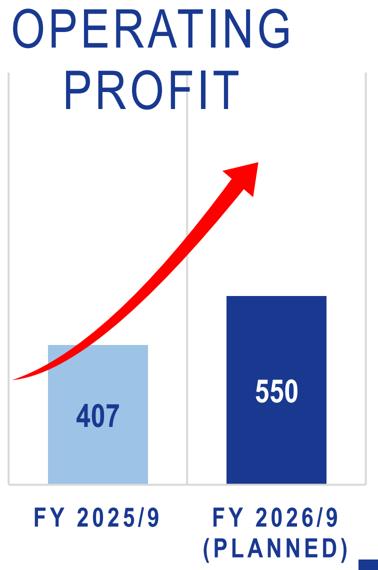
FY 2026/9
Full-year plan and dividend forecasts

FY 2026/9 Full-year plan

For the second consecutive fiscal year, revenue is expected to reach a record high and operating profit to increase.
The progress rate against the full-year plan at the end of 3Q was 84.0%.
While there is a possibility that profit accumulation in 4Q could exceed the full-year plan, the full-year earnings forecasts are left unchanged, as the outlook for the delivery timing of mainstay high-unit-price products remains unclear.

Item (Unit: million yen)	FY 2025/9 (Actual)	FY 2026/9 Q3 cumulative (Actual)	FY 2026/9		YoY
			Progress rate (vs. plan)	Full-year plan	
Revenue	13,088	12,434	84.0%	14,800	113.1%
Operating profit	407	463	84.2%	550	135.1%
Profit before tax	447	410	73.2%	560	125.0%
Net profit attributable to owners of the Parent	196	225	70.3%	320	162.7%
EBITDA	614	643	84.9%	757	123.3%





FY 2026/9 plan (by segment)

Item (Unit: million yen)	Previous period actual	Q3 cumulative	4Q plan	Current period plan	YoY
Revenue	13,088	12,434	2,366	14,800	113.1%
Overseas solutions business	8,417	8,740	987	9,727	115.6%
Domestic solutions business	4,032	3,320	1,255	4,575	113.5%
DX business	597	374	124	498	83.4%
Operating profit (consolidated)	407	463	87	550	135.1%
Overseas solutions business	485	610	22	632	130.3%
Domestic solutions business	182	243	90	333	183.0%
DX business	- 16	- 8	- 8	- 16	-
Consolidation adjustments	- 246	- 382	- 18	- 400	-

* The 4Q plan is the residual amount after deducting the Q3 cumulative actual results from the full-year plan. For details of consolidation adjustments, see the notes on P7.
* Segment figures for the previous period have been restated under the current period classification, and the total does not agree with the consolidated figures.

FY 2026/9 plan (overseas solutions business)

Item (Unit: million yen)	Previous period actual	Current plan (supplementing DX business)			YoY
		Q3 cumulative	4Q	Full year	
Revenue	8,417	8,740	987	9,727	115.6%
Segment profit	485	610	22	632	130.3%

*1 The 4Q column is the residual amount of "full-year plan − Q3 cumulative actual results." The consolidated full-year earnings forecasts (P19) are maintained.
*2 The plan on this page is presented after an intersegment reallocation of the plan (supplementing the DX business), whereby the planned operating loss of the DX business is offset by higher profit in the overseas solutions business.

<Measures for achieving full-year plan>

- Strengthening sales of SPACECOOL and expanding the product lineup to raise contract unit prices
- Promoting revenue recognition in 4Q through rigorous delivery management for AI servers and commercial air conditioners
- Complete PMI implementation for Lumitron and sales support to expand the product lineup
- Enabling the 7 new graduates who joined in April to become productive early through the promotion of sales DX activities

FY 2026/9 plan (domestic solutions business)

Item (Unit: million yen)	Previous period actual	Current period (plan)			YoY
		Q3 cumulative	4Q	Full year	
Revenue	4,032	3,320	1,255	4,575	113.5%
Segment profit	182	243	90	333	183.0%

* The 4Q column is the residual amount of "full-year plan − Q3 cumulative actual results." The full-year plan is maintained.

<Measures for achieving full-year plan>

- Strengthening UTM/MFP/LED sales and achieving product-specific sales plans
- Complete PMI implementation for Kawahara Jimuki and sales support to expand the product lineup
- Expanding the sales network by accelerating new contract acquisitions for franchises and agencies
- Enabling the 21 new graduates who joined in April to become productive early through the promotion of sales DX activities

FY 2026/9 plan (DX business)

Item (Unit: million yen)	Previous period actual	Current period (plan)			YoY
		Q3 cumulative	4Q	Full year	
Revenue	597	374	124	498	83.4%
Segment profit	- 16	- 8	- 8	- 16	-

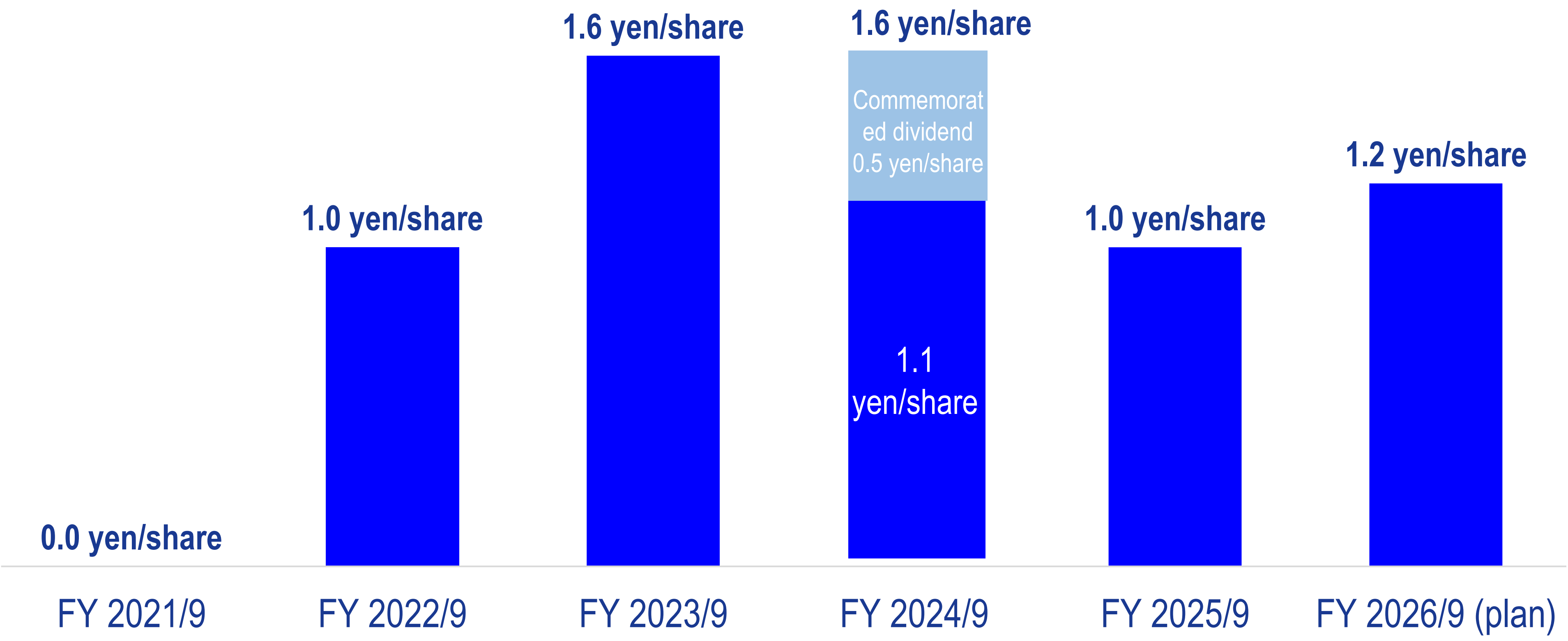
* The 4Q column is the residual amount of "full-year plan − Q3 cumulative actual results." The full-year plan is maintained.

<Measures for achieving full-year plan>

- Increasing and developing sales staff for enhancing AI agent sales
- Promoting internal utilization of AI agents to enhance customer proposal capabilities
- Establishing sales methodologies to drive cross-selling by strengthening collaboration between business units

Basic policy: Paying performance-based dividend with the standard of payout ratio of 30%

Dividend: 1.2 yen



Topics

Topic (i): Completion of conversion of Singapore-based Lumitron into a subsidiary

Overview of Lumitron

Item	Details
Target company	Lumitron Pte. Limited (Singapore)
Business description	Lighting equipment sales, lighting control system design support, construction work contracting
Established	Dec. 1981
Share capital	1,100,000 SGD
Representative	Nicholas Khee Yew Chong
Ownership ratio to be acquired	80% (1,760,000 shares)

Investment purposes

- Establishment of a new base in Singapore and development of a five-major-base structure in ASEAN (Malaysia, Thailand, Vietnam, Indonesia, and Singapore)
- Entry into the lighting solution market for government and private sector customers
- Creating synergy by combining the customer network and the Group’s distribution network

Key features of Lumitron

- ✓ Long-established lighting equipment seller (founded in 1981)
- ✓ Major clients: Government facilities, medical institutions, and large-scale private-sector projects
- ✓ Market share in Singapore: Approx. 5%

Examples of past projects

Universal Studio / Sports Hub / State Court / One Holland Village and others

Consolidated from Q2 of FY 2026/9
Accelerating the promotion of the "Global specialized trading company vision"

RECOMM

Overview of Kawahara Jimuki

Item	Details
Name	Yugen Kaisha Kawahara Jimuki
Address	2-14-4 Kita Matsuzono, Morioka-shi, Iwate prefecture
Representative	Yasuhiro Kawahara
Business description	Sales, leasing, rental and maintenance of office devices, office automation equipment, and office supplies
Established	May, 1980
Share capital	3,000 thousand yen
Ownership ratio of shares to be acquired	100%

Investment purposes

- A part of the management strategy to realize regrowth in domestic solutions business
- Acquisition of the customer base, including public offices, construction, and medical and welfare facilities of the acquired company conducting sales activities as one of the top dealers of Ricoh mainly in Iwate Prefecture for 45 years
- Synergy between IT Solutions of the Group and the local network of Kawahara Jimuki
- Business expansion through cross selling and improvement in the marketing capability and the ability to respond to customers
- Strengthening the brand and competitiveness through building of community-based sales and maintenance systems in Iwate prefecture

List of major clients

RICOH PLUS ASKUL

Ricoh, PLUS, ASKUL, and others

Consolidated from Q2 of FY 2026/9
Generating the Group synergy in the customer base of the Tohoku region!

RECOMM

Launched sales in February following the completion and internal testing of the Japanese version.

Financial agent
Financial document review | Financial statement analysis

Human resources agent
Recruitment document screening | Employee attendance management

Marketing agent
Social media monitoring and analysis | Automated proposal creation

Production management agent
Supplier qualification review | Production planning

AI agent platform

E-Commerce agent
Data analysis | Prospect acquisition

Logistics agent
Logistics management | Liability analysis and processing

Information analysis agent
Document organization & analysis | Automated breaking report generation

Customer support agent
Customer support | Cause analysis / Report generation

* In June 2026, the Company communicated its "AI infrastructure business" and its vision of becoming "a leading corporate group in the world" at an individual investor briefing (a growth vision centered on the AI server business). Source: Company IR (recomm.co.jp).

Topic (iv): Domestic sales network expansion - Tohoku entry and new sales offices

Expanding the sales network to three Tohoku prefectures (Aomori, Iwate, Fukushima) and Chubu (Aichi)
- Area coverage through M&A and newly opened sales offices

* Locations are as of July 1, 2026.

1. Aomori Sales Office [New, January 2026]
   Aomori City, Aomori Prefecture
2. Kawahara, Morioka Head Office [M&A, consolidated from Q2 FY2026]
   Morioka City, Iwate Prefecture
3. Kawahara, Takizawa Sales Office [M&A, consolidated from Q2 FY2026]
   Takizawa City, Iwate Prefecture
4. Koriyama Sales Office [New, June 2026]
   Koriyama City, Fukushima Prefecture
5. Ichinomiya Sales Office [New, June 2026]
   Ichinomiya City, Aichi Prefecture

■ Why Tohoku (objective)

Tohoku is a market where IT/OA and DX adoption among regional SMEs lags, leaving substantial room for development. The Group is covering the region as a whole through M&A (Kawahara: a top Ricoh dealer with a 45-year customer base and maintenance network) and newly opened sales offices.

■ What the expansion delivers (effects)

(1) Cross-selling: Raising customer unit prices and share by combining the regional customer base with the Group's IT/DX and security products

(2) Stock revenue: Building up maintenance and flat-rate services for stable, community-based earnings

(3) Domestic regrowth: Contributing to higher profit in the domestic solutions business through the twin engines of M&A and new offices (full-year plan: domestic +171)

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!

Four stages

Operating companies in each country aim for independent growth through four stages.

Customer acquisition

Products, services

Stage 1

Customer acquisition

Selling LED lighting to Japanese firms

Stage 2

Customer retention

Offering one-stop solutions to existing customers

Stage 3

Local market development

Developing one-stop solutions for firms in each market

Stage 4

New business creation

New business development and deployment to meet needs of each market

Market

Realizing the Global Specialized Trading Company Vision

Global specialized trading company vision: Stage by country

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

Products, services

Stage 1	Stage 2	Stage 3	Stage 4
Customer acquisition	**Customer retention**	**Local market development**	**New business creation**
Selling LED lighting to Japanese firms	Offering one-stop solutions to existing customers	Developing one-stop solutions for firms in each market	New business development and deployment to meet needs of each market

Market

India China	Vietnam Thailand Indonesia	Malaysia Singapore	-

Global specialized trading company vision: Progress of cross-border M&As

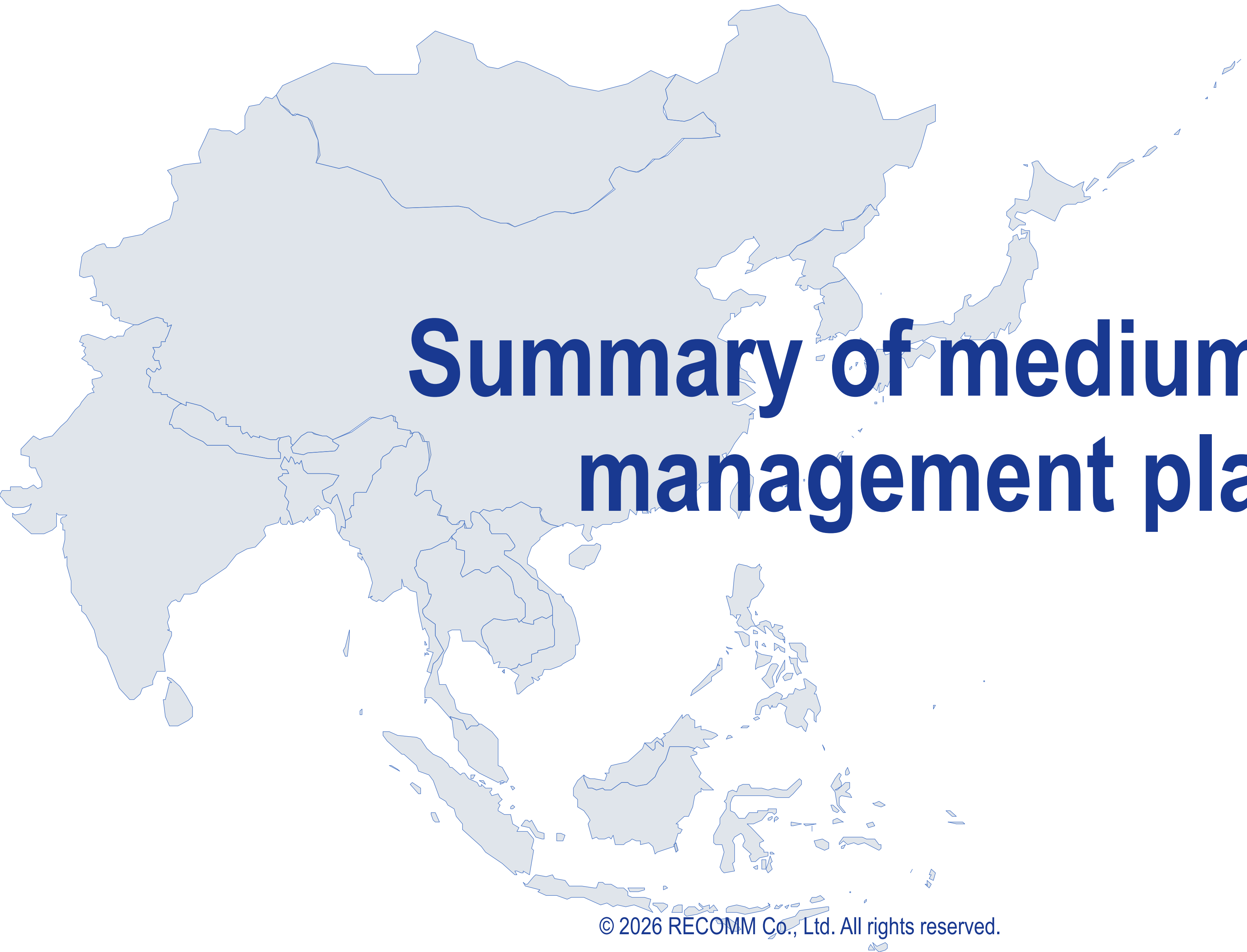
September 2023
SLWE joins the Recomm Group
Entry into the local electrical parts market in Malaysia

Jan. 2026
Lumitron joins the Recomm Group
Entry into the local lighting market in Singapore

October 2021
SLWL joins the Recomm Group
Entry into the local LED market in Malaysia

July 2024
TAKNET joins the Recomm Group
Entry into the local AI server market in Singapore

June 2021
Acquired 30% of the shares of stock in Greentech International Pte. Ltd., making it an equity-method affiliate
Indirect entry to the Singapore market

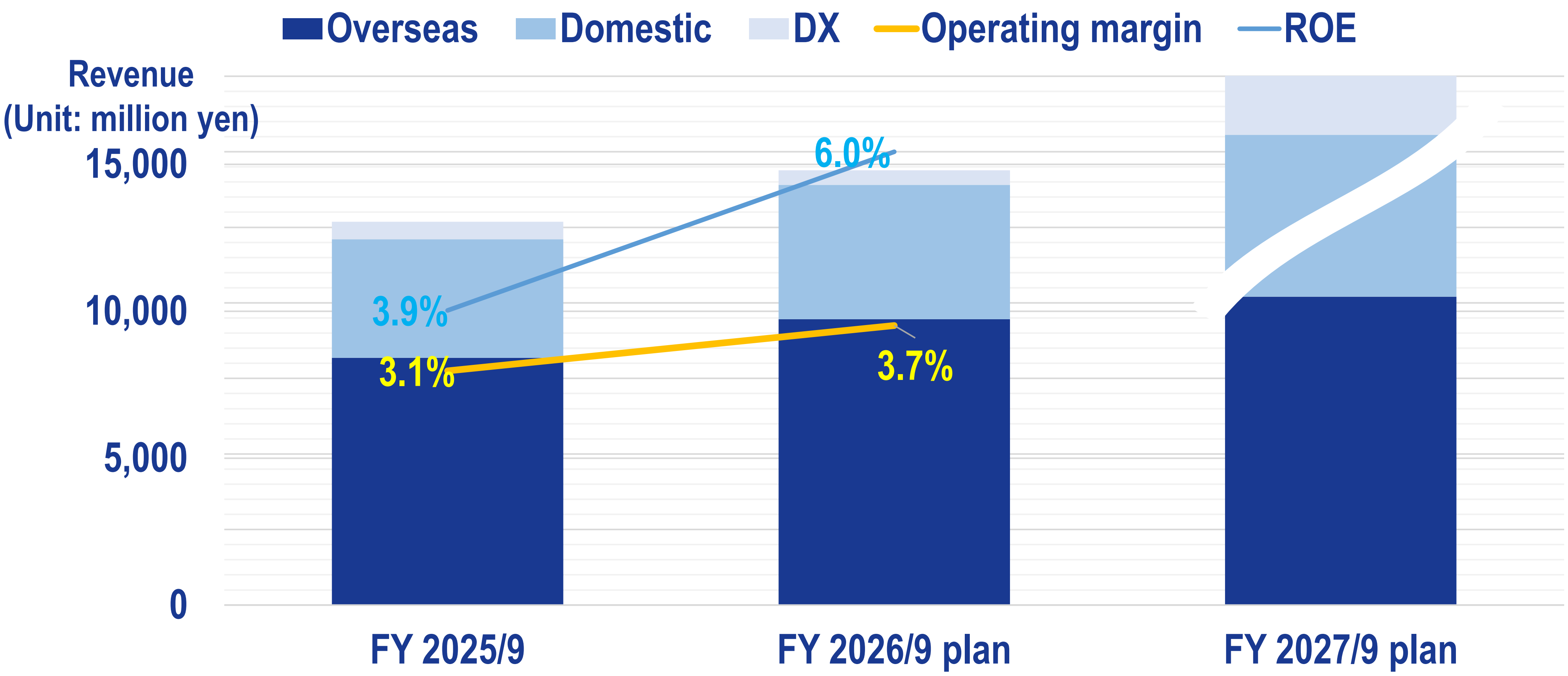


Summary of medium-term management plan

FY 2027/9 targets

Sales CAGR	Operating margin	ROE (Return on equity)
20% or more	10% or more	20% or more

Road map of the Goals



CAGR*	17.3%	12.3%	20% (goal)
Operating margin	3.1%	3.7%	10% (goal)
ROE	3.9%	6.0%	20% or more (goal)

* CAGR calculation: Revenue CAGR over the past three years

Priority items in the medium-term management plan

Sales DX

Promoting sales DX through dual drivers - CRM(customer relationship management)-based data-driven sales and improvement of productivity via AI-based role-playing and other measures

M&A

Transplanting sales DX to new Group firms added through M&As

Growing Groupwide earnings foundations

Priority initiatives by individual business (Implemented contents)

Overseas solutions business

- Accelerating sales staff readiness by introducing AI-based role-playing tools
- Driving cross-group referrals and maximizing customer LTV via centralized CRM
- Developing local human assets by training local sales managers

Domestic solutions business

- Automation of proposal preparation using AI
- Digitalization of contract processes (from paper to electronic)
- Accelerating sales staff training by introducing AI-based role-playing tools
- Expanding stock-revenue/improving customer satisfaction by strengthening IT product maintenance service

DX business

- Promoting operational transformation by AI agents
- Establishing industry-specific sales methodologies for new customer acquisition
- Accumulating operational know-how by promoting internal utilization of RPA and AI agents

Priority measures in administrative sections

- We will improve productivity by revising the workflows of existing operations and eliminating operational waste.
- We will transform into a profit-generating administrative department by promoting management through optimal operations and staffing levels.

Formulating and implementing improvement plans for existing businesses

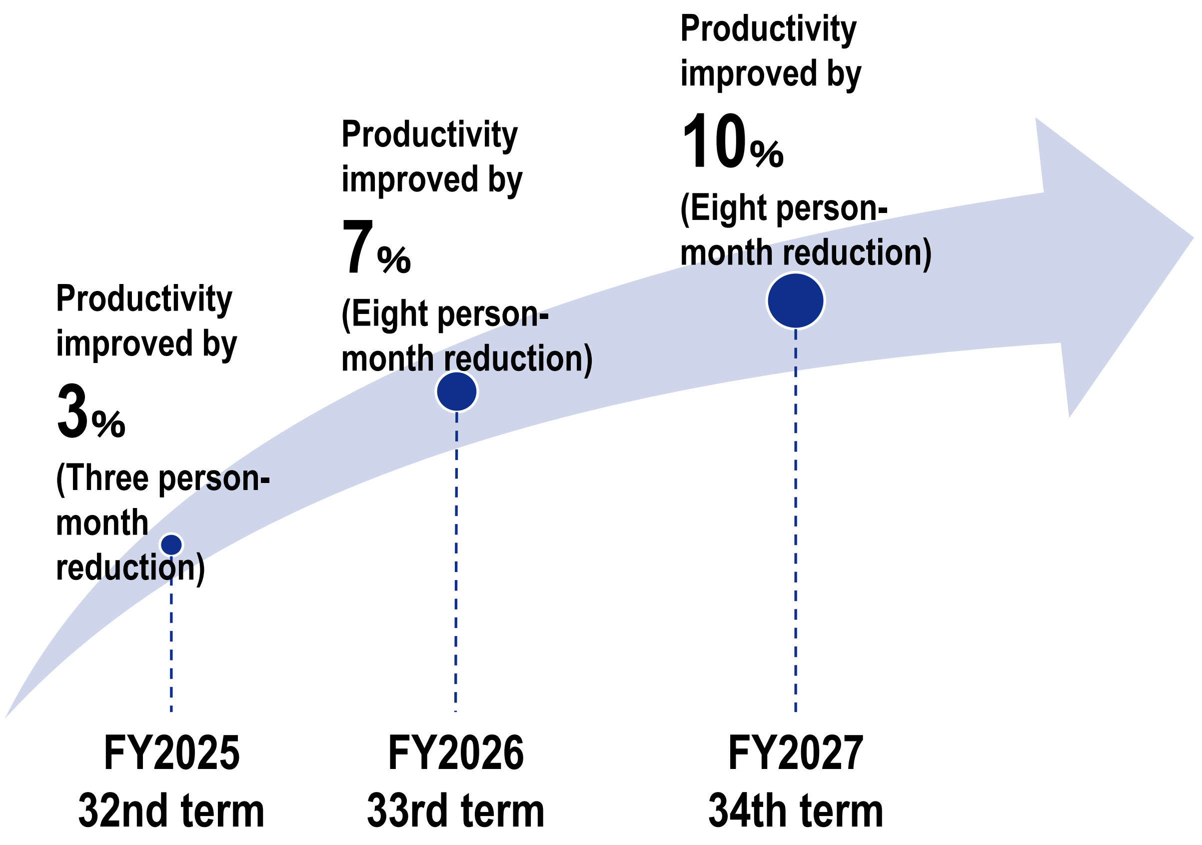
Existing operations → Full utilization of AI → Optimal operations

Optimization from the following perspectives

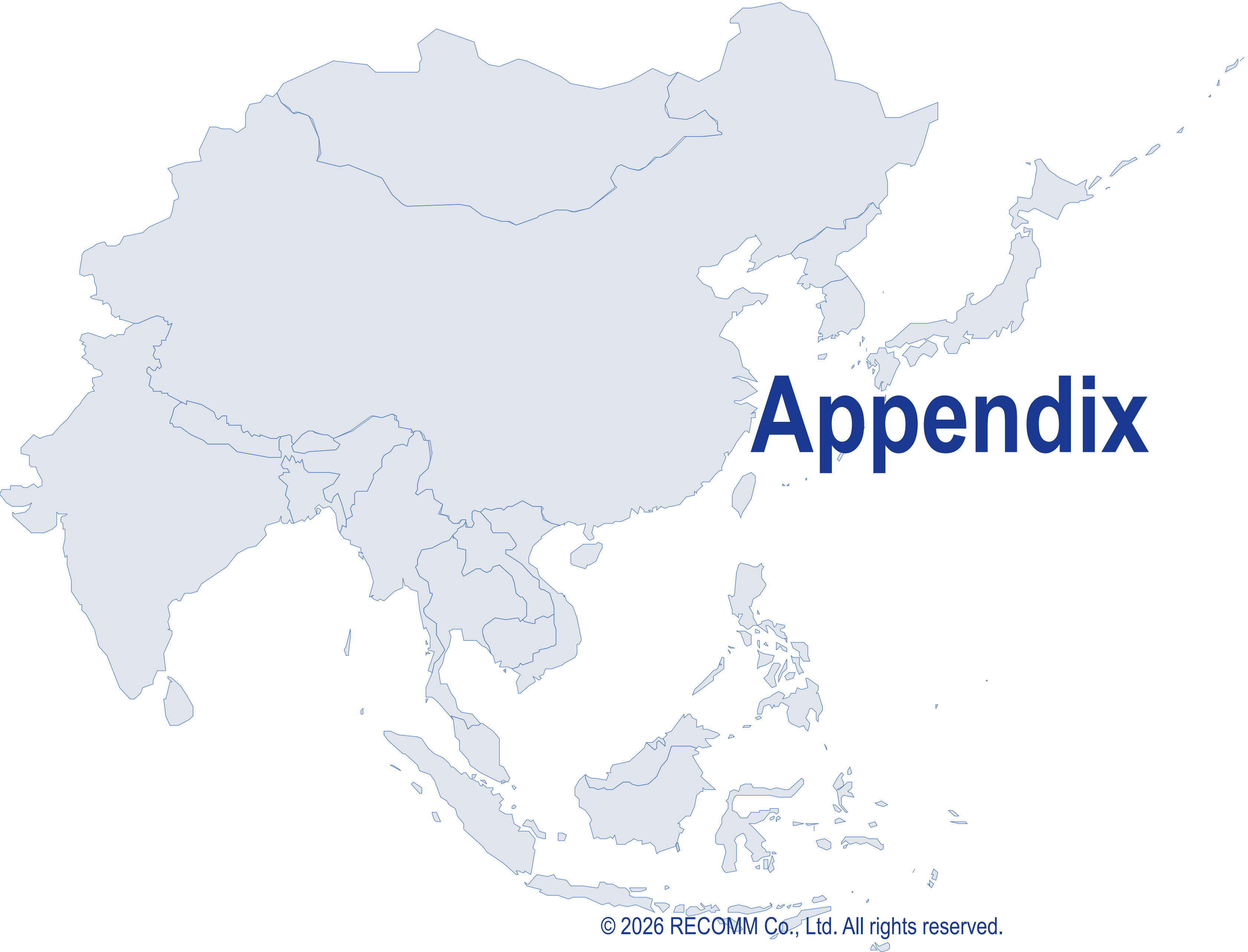
Eliminate	Combine	Rearrange	Simplify
Can it be eliminated?	Can they be combined?	Can it be rearranged?	Can it be simplified?
✓ Reconsidering operational objectives ✓ Identifying unneeded operations	✓ Consolidation of similar operations ✓ Considering separation of complex operations	✓ Rearrangement of work procedures, sites, staff	✓ Developing work patterns ✓ Automation, labor saving

Realizing the optimization and automation of each business through utilizing AI fully

Improvement targets



Becoming a global leading B2B solutions provider group



Appendix

Company overview

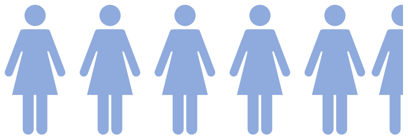
Company name	RECOMM Co., Ltd. (RECOMM CO., LTD.)
Established	September 30, 1994
Shares listed	May 26, 2004 TSE Standard: Securities code 3323
Address	25-3 Yoyogi 3-chome, Shibuya-ku, Tokyo
Representative	Hidehiro Ito, President and Group CEO
Business description	Overseas solutions business, domestic solutions business, DX business
Total shares issued and outstanding	82,670,255 shares (as of June 30, 2026)
Shareholders	34,126 (as of March 31, 2026)
Share capital	2,449 million yen (as of June 30, 2026)
Number of employees	482 (consolidated, as of June 30, 2026)

Characteristics of employees

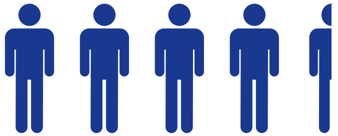
as of June 30, 2026

Gender

Female 53%



Male 47%



Ratio of nationalities

Foreign nationalities 61%

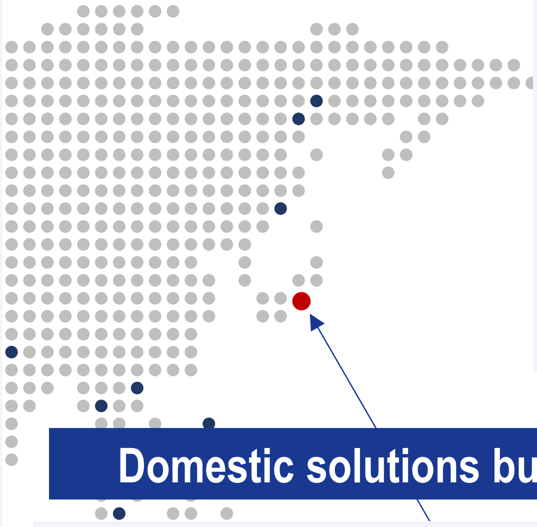
Japanese 39%

Operating companies in individual businesses

The Group consists of 7 operating companies in Japan and 17 overseas companies in three businesses (as of June 30, 2026)

Overseas solutions business

Overseas: 8 countries, 17 companies



- RECOMM Business Solutions (Dalian) *1
- RECOMM Business Solutions (Shanghai)
- 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)
- Intelligence Indeed Malaysia Sdn. Bhd. (Malaysia) *2
- RECOMM Business Solutions (Indonesia)
- RECOMM Business Solutions (India)
- Greentech International Pte. Ltd. (Singapore) *2
- TAKNET SYSTEMS PTE LTD. (Singapore)
- Lumitron Pte. Ltd (Singapore) [NEW]

DX business

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

Domestic solutions business

- RECOMM Japan
- Venustech Japan
- RECOMM IE Partner
- Intelligence Indeed Recomm *2
- RECOMM DX Solutions
- Kawahara Jimuki (Morioka and Takizawa) [NEW]

Domestic: 29 locations
(21 branches, 7 sales offices, service & support center)

Tohoku region:
Aomori Sales Office
Koriyama Sales Office [NEW]

Kanto region:
Tokyo Branch No.1
Tokyo Branch No.2
Tochigi Branch
Gunma Branch
Saitama West Sales Office
Toshima Branch
Chiyoda Branch
Hachioji Branch
Service & support center

Chubu region:
Nagano Branch
Nagano South Branch
Shizuoka Branch
Nagoya Branch I
Nagoya Branch II
Nagoya East Sales Office
Ichinomiya Sales Office [NEW]

Kinki region:
Osaka Branch
Green Innovation Osaka Branch
Kobe 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 business and the DX business. *2: Equity-method affiliate
*3: Ichinomiya Sales Office and Koriyama Sales Office newly opened in June 2026.

RECOMM by the numbers

Established year

1994

Began the first sales franchise business in the industry

Listing year

2004

Listed on the Osaka Securities Exchange Hercules Market

Year of listing by Chinese subsidiary

2018

Shares of subsidiary Dalian RECOMM listed on the OTC market in China

M&A track record

25 domestic and overseas acquisitions and sales

Recent track record of cross-border M&A of local companies

Revenue

13 billion yen

FY 2025/9 consolidated settlement of accounts

Operating profit

400 million yen

FY 2025/9 consolidated settlement of accounts

Domestic operating companies

7 companies

Supporting SMEs across Japan through a network of 7 companies, 21 branches, 7 sales offices, and service & support center

Overseas operating companies

8 countries, 17 companies

Overseas expansion in China, Southeast Asia, and India

Company History

1994
- Established to sell and maintain telecommunications devices and office equipment

1995
- Became the first in Japan to seek franchisees in the sales franchise business

1999
- Launched RET'S NET hosting services

***Ret's* Copy**

2000
- Launched RET'S COPY fixed-price maintenance service for digital multi-function printers

2003
- Establishment of a call center in Dalian, China
  "First entry to China market"

2004
- Shares listed on the Hercules Market of the Osaka Securities Exchange (now the Standard Market of the Tokyo Stock Exchange)

2005
- Opened a document management center and began office equipment sales in Dalian, China

2009
- Accepted BPO service contracts in Dalian, China
  "Full-fledged launch of the BPO business"

2012
- BPO center opened in Changchun, China

2013
- BPO sales began in Japan

2014
- Launched Rentia, our brand of LED lighting
- BPO center opened in Myanmar

2015
- Company established in Japan to develop and sell security products as a joint venture with Venustech of China

2016
- Began the sales of LED lighting and etc. in Shanghai, China.
  "Full-fledged launch of overseas corporate sales"
- Launched the PPS power distribution business

2017
- Began the sales of LED lighting, commercial air conditioners, etc. in Vietnam

2018
- Began the sales of LED lighting, commercial air conditioners etc. in Malaysia
- Began the sales of LED lighting, commercial air conditioners etc. in Myanmar
- Began the sales of LED lighting, commercial air conditioners etc. in India

2018
- Shares of Chinese subsidiary listed on the OTC market in China
  "The Group's second IPO"

2019
- Shares in subsidiaries in Thailand, Indonesia, and the Philippines acquired from FT Group Co., Ltd.
- New global headquarters established in Malaysia

ReSPR TECHNOLOGIES

2020
- Began sales of ReSPR antiviral equipment (acquired exclusive sales rights in seven overseas markets)

2021
- Acquired shares in Sin Lian Wah Lighting of Malaysia
  "Full-fledged launch of business in local markets overseas"

RoboWorker

2023
- Intelligence Indeed RECOMM Co., Ltd., established as a Japanese joint venture with Intelligence Indeed of China; wholly owned subsidiary RECOMM DX Solutions Co., Ltd. established as a sales company
- Began the sales of Robo Worker (AI-RPA)
- Acquired 100% of the shares of stock in Sin Lian Wah Electric Sdn Bhd of Malaysia, making it a subsidiary

2024
- Acquired 65% of the shares of stock in TAKNET SYSTEMS PTE. LTD., an AI server company in Singapore, making it a subsidiary

2026
- Acquired 100% of the shares of Yugen Kaisha Kawahara Jimuki, an Iwate-based office equipment sales company, making it a subsidiary.
- Acquired 80% of the shares of Lumitron Pte. Ltd., a Singapore-based lighting equipment wholesaler, making it a subsidiary.

Business overview (product lineup)

A comprehensive producer of **optimal office environments**

We offer the following product lineup as a B2B solutions provider.

IT solutions

Provision of **IT devices** and **cybersecurity** services for corporate users
Installation construction and maintenance contracting

IT devices


Cybersecurity


Installation construction and maintenance


Internet connection

Carbon-neutral solutions

Helping corporate customers to achieve carbon neutrality and cut costs, by providing **highly energy-efficient products and services**

LED lighting


Commercial air conditioners


Radiative cooling materials


Air purifiers

Digital transformation solutions

Promoting corporate **digital transformation (DX)** and providing **business restructuring solutions** through such means as BPO centers and business automation tools

RoboWorker
AI-RPA
AI agent


BPO services

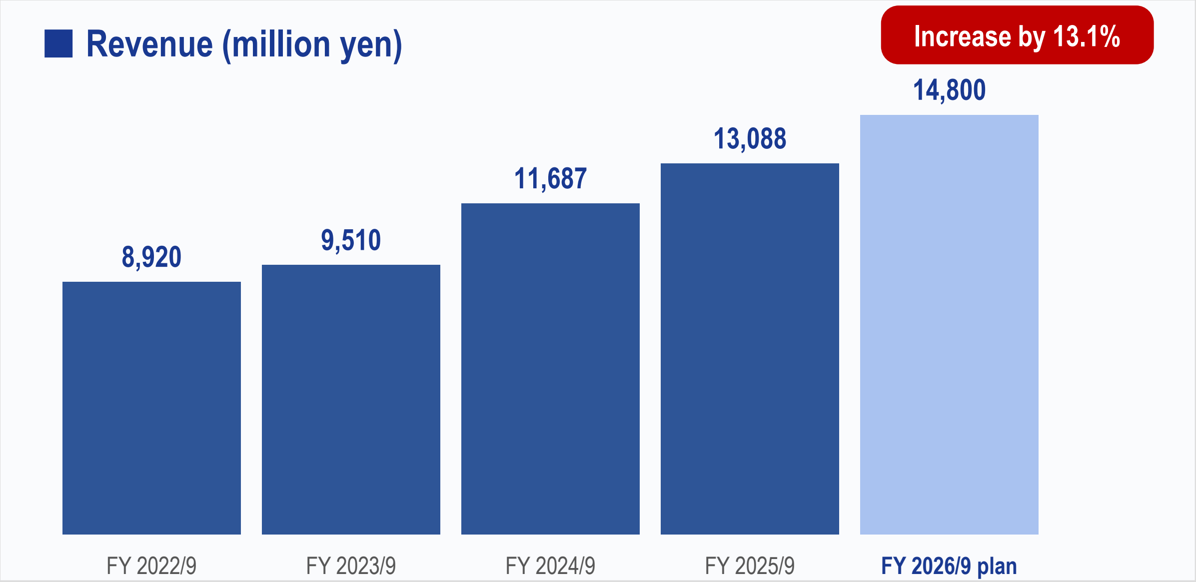
***Ret's* OCR**
AI-OCR

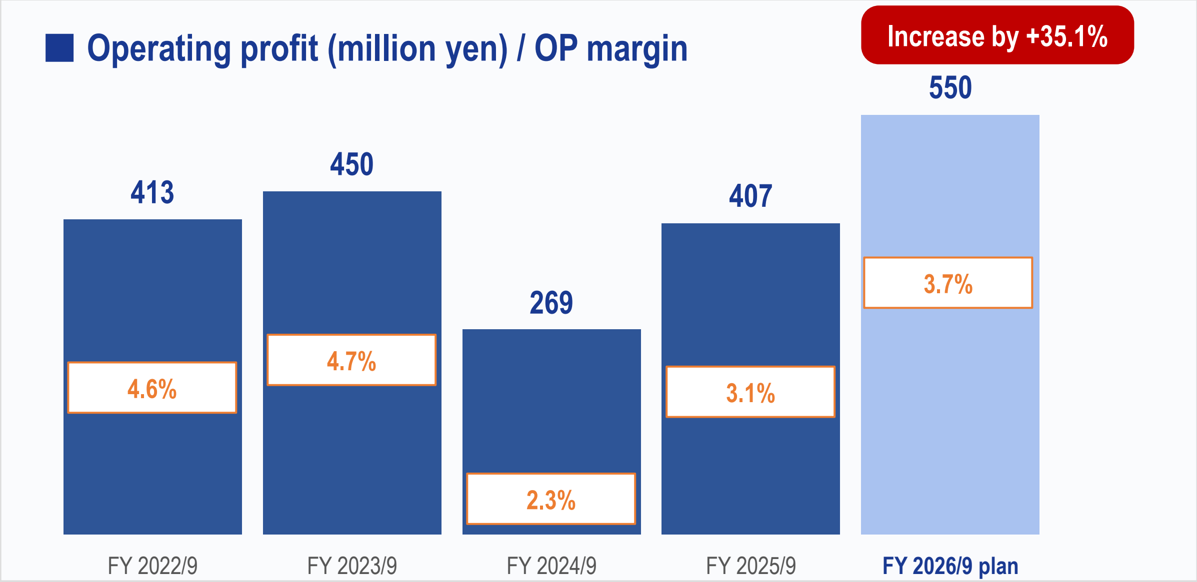
***Ret's* Eye**
Business visualization tools

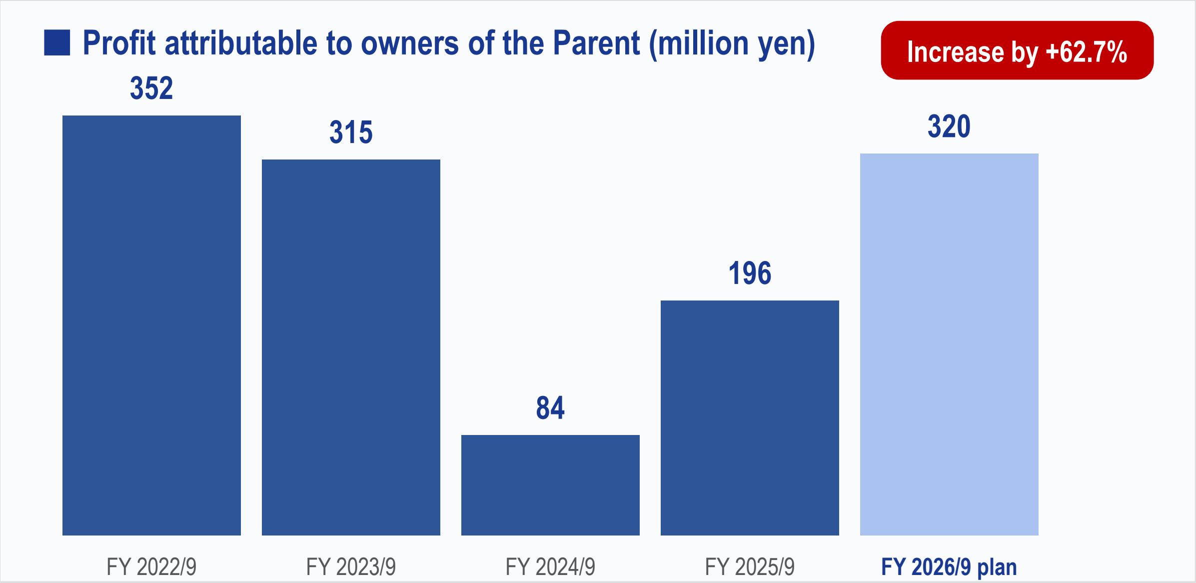
Comfortable working environments, cost savings ↔ **More efficient office work**

Trends in consolidated results (Past five fiscal years)

Five-year trends in revenue, operating profit and net profit attributable to owners of the Parent (Consolidated IFRS)/Full-year plan for FY 2026/9







■ Investor perspective: Key highlights of the 5-year trend

● **Revenue: Expanded 1.66-fold over 5 years (CAGR: +13.5%)**

Growth driven by the expansion of the Overseas solutions businesses and consolidation benefits from M&A.

● **Operating margin: On a recovery track to 3.7% in FY2026/9, after bottoming out at 2.3% in FY2024/9**

Driven by an improved product mix (UTM and a stock-revenue model) and growing profitability of overseas subsidiaries.

● **Profit attributable to owners of the Parent: FY2026/9 plan of 320 million yen (up 62.7% YoY)**

Continuing to improve profitability, with a recovery to the FY2022/9 level of 352 million yen as the next goal.

★ **FY2026/9 plan marks the highest level in the past five years for both revenue and operating profit**

Our competitive advantages

Global one-stop solutions

- Advancing into eight countries overseas
- Offering consistent products and services in every country
- BPO contracting also available in addition to IT devices and eco products

Direct sales abilities

- Deploying direct sales overseas as well as in Japan

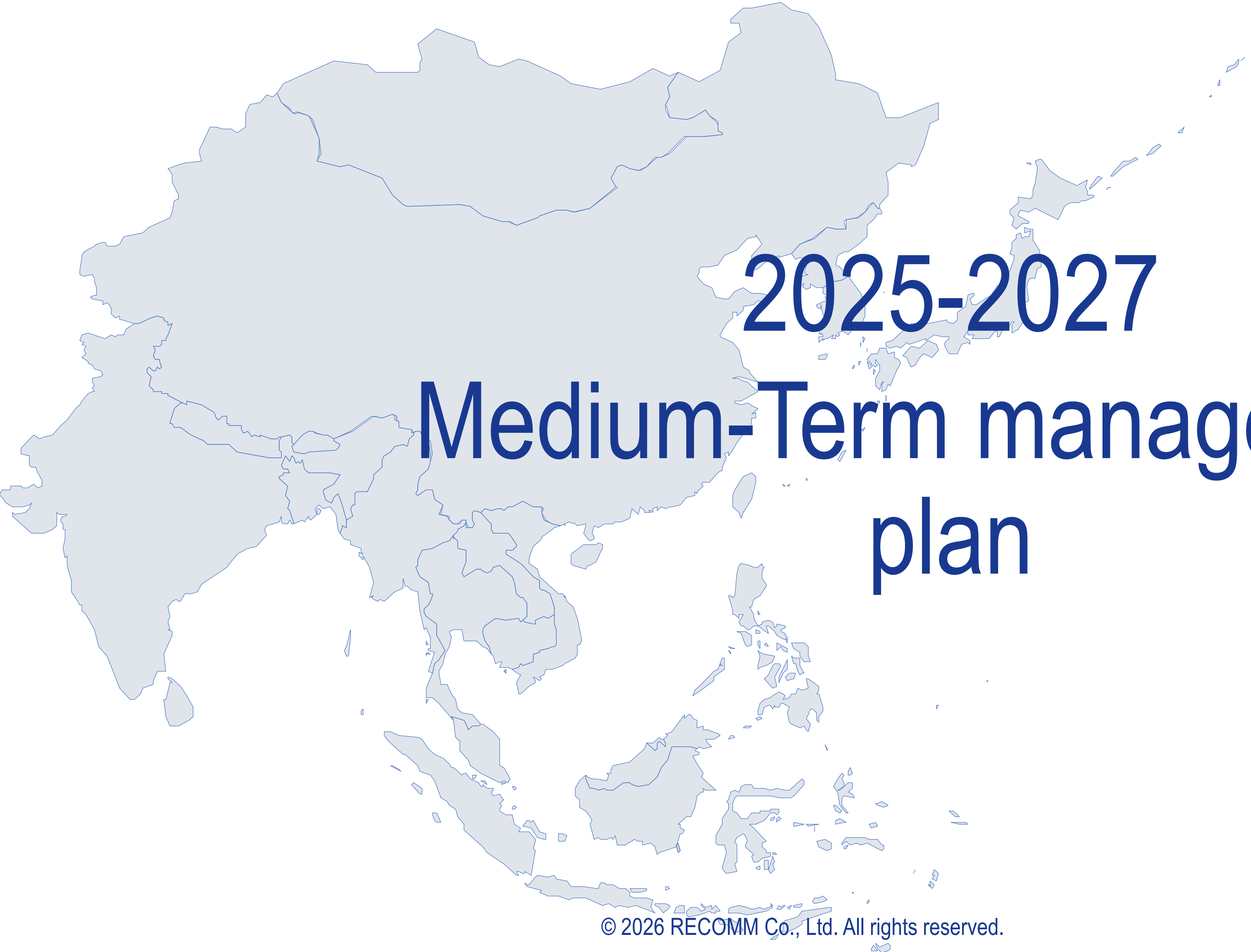
A corporate culture that continues to adapt to the changing times

- The first sales franchise business in the industry
- First in the industry to sell copiers with fixed-rate maintenance services
- First in Japan to open an outbound offshore call center
- First in Japan to open a BPO center in Myanmar
- The only non-manufacturer company in Japan to list parent and subsidiary shares in Japan and China
- The world's first RPA service with embedded generative AI

Deepening relations of trust with customers and building long-lasting partnerships through direct transactions

Sensitive to customer needs

Proposing optimal solutions



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 products and services and our strengths in direct marketing!

Four stages

Operating companies in each country aim for independent growth through four stages.

Stage 1
Customer acquisition
Selling LED lighting to Japanese firms

Stage 2
Customer retention
Offering one-stop solutions to existing customers

Stage 3
Local market development
Developing one-stop solutions for firms in each market

Stage 4
New business creation
New business development and deployment to meet needs of each market

Products, services

Market

Realizing the Global Specialized Trading Company Vision

Goals

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

Sales CAGR	Operating margin	ROE (Return on equity)
20% or more	10% or more	20% or more

Review of the previous medium-term management plan and identification of issues

- Assessed the outcomes of priority strategies in the previous medium-term management plan and identified current issues.

Assessment of results of priority strategies

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 (Local firm development)	×
	Stock	Creating new maintenance services and subscription models through establishment of a stock business promotion section	△
Customer acquisition	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 customer acquisition and new product development**

└Impossible to make time available for development without increasing productivity

✓ **Low productivity per salesperson**

└Inability to generate results exceeding 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

Basic Policy of new Medium-Term Management Plan

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

Basic policy:	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

Concrete efforts to formulate the new Medium-Term Management Plan

- 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

Sales DX × **M&A**

Phase 1: Short-term growth targets

Advancing existing business

Sales data integration × Deep understanding of customers × Data-driven approach

Building up sales skills and putting them to use right away

Phase2: Medium-Term targets

Improving solutions proposed

Successful case studies by industry × Proposal scenarios by industry × Front-end products & Back-end products & Stock products

Approaches to make proposals more efficient

Establishing an influential sales style

Downloadable content & Web marketing (branding) × Inside sales & Field sales × Data utilization & Marketing automation

Realizing sales that are not labor intensive

M&A

Business reorganization through M&As

Domestic M&As × Overseas M&A

Pursuing synergies through reorganization

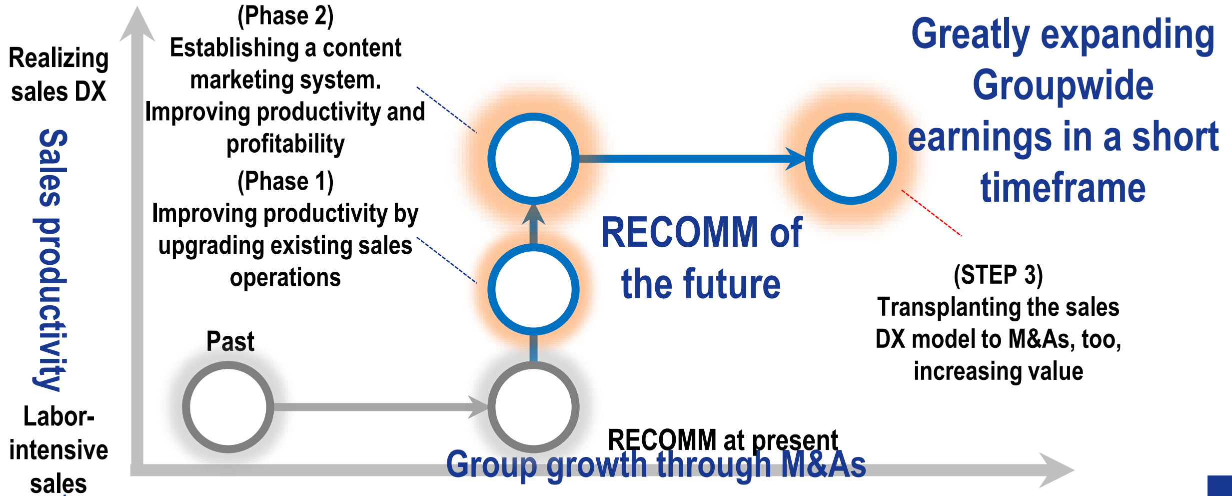
▶Scenarios for business growth through DX × M&A

· Realizing sales DX within RECOMM (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



Specific three-year sales DX plan

- 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, human resource 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

Impacting not only sales but also enhancement of product development through the thorough use of CRM

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 use

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 business

- ✓ 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 business, controlling separation rates, and increasing the rate of product adoption per customer

Improving performance of overseas business

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

New customer acquisition in the DX business

- ✓ Efficient new customer acquisition can be expected in the DX business based on customer data from other RECOMM businesses units.

Priority measures in domestic business

- In domestic business, we will develop new business, 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 business

New development

Direct-sales customer acquisition | **Agent development**

To acquire new customers, it will be essential to develop new products with high market growth potential

- Carbon-neutral solutions
- Cost-saving solutions
- Cybersecurity solutions
- Business productivity improvement solutions etc.

Increasing percentage of stock business sales

Expanding stock services | **Establishing stock business sales growth plans**

Expanding stock services
- Introducing new stock products and services
- Helping to increase numbers of customers by providing them with added value

Establishing stock business sales growth plans
- Quickly launching sales methods and models
- Incorporation into HR evaluation systems

Increasing customer satisfaction

Strengthening service and support structures | **Accelerating visitation maintenance**

Enhancing Service and Support Center structure
- Establishing a remote maintenance structure through customer-dedicated sites
- Expanding time available for services by providing the latest information, posting FAQs, and linking to other information

Accelerating visitation maintenance
- Using DX to manage actions by technical staff and advance customer service at centers

Main policy on domestic business

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

RECOMM

Priority measures in overseas business

- We will target firms in each market through development of local human resources and more precise marketing.
- We will accelerate strategies by developing human resources capable of communicating the high quality of RECOMM product brands to local firms and by refining the local target selection.

Local human resource development

Past three years

Ability in demand

Accurately communicating high-performance Japanese products to Japan-affiliated firms

Next three years

Vision of needed human resources

Those able to communicate product appeal accurately in the local languages

[Local human-resource development cycle]

Gathering knowledge

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

Product-specific sales manuals

LED sales manual

Air-conditioning sales manual

SPACECOOL sales manual

Absorbing knowledge

Absorbing verbalized **methods and knowledge** through various methods

Overseas training trips

Sending sales staff for training in benchmark markets for each product

Giving it a try

Trying out absorbed methods and knowledge in the actual sales field

On-the-job training (OJT)

Supporting experienced senior colleagues in actual customer sales

Improvement

Evaluating efforts made based on **clear standards**, and making improvements

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 local human resources

More precise targeting of firms in each market

Required quality level (H → L)

Target allocation illustration	Target customers	Target priority	
H: Japan-affiliated firms	Japan-affiliated firms	○	Sales will continue
Local 3	Leading firms trading with Japan-affiliated firms	○	Priority target: Sales will be promoted to build up case studies
Local 2	Local firms more sensitive to quality	△	Active development will be promoted based on the above case studies
L: Local 1	Local 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 the acquisition of customer firms in each market via Japan-affiliated firms and M&As.

Illustration of generating synergies through our business and M&As

		Products: RECOMM	Products: M&As
Channels	RECOMM	Further growth in market share through sales DX	Deployment of M&A products through RECOMM channels
Channels	M&As	Deployment of RECOMM products through M&A channels	Installation of the RECOMM sales DX model ⇓ Further growth in market share

Synergy generation

Strategic synergy generation scenarios (exs.)

Malaysia

RoboWorker
SPACECOOL
RECOMM

From RECOMM to SLW business partners
SPACECOOL/RPA tools

From SLW to RECOMM business partners
LED product deployment

SINLIANWAH

Singapore

RoboWorker
Venustech UTM
RECOMM

From RECOMM to SLW business partners
SPACECOOL/UTM

From SLW to RECOMM business partners
Super Micro products

TAKNET SYSTEMS PTE. LTD.

Priority mission: Acquisition of Japan-affiliated customers

Efficiently targeting both Japan-affiliated and local customers

Priority mission: Acquisition of local customers in each market

Priority measures in the DX business (AI agent + RPA)

- We will promote solutions matched to industry needs through both RPA and BPO based on more precise targeting, focusing on the development of industry-specific packages, centered on AI agents.
- We also will promote market development leveraging BPR proposals by combining both BPO and RPA.

Main strategic policies

RPA

Proposal scenarios for major firms

Replacement proposals & adoption service proposals

Proposal scenarios for second-tier firms and SMEs

Bundle development by industry & proposal scenario development

Bundle content

AI agent	Products for each industry

BPO

Targeting policy

- Industries with chronic labor shortages (highly fragmented small-scale industries)
- Industries in which business systems have been adopted with large shares
- Analog industries still using paper in many operations
- Industries whose market growth potential continues to increase
- Industries with points of contact with RECOMM

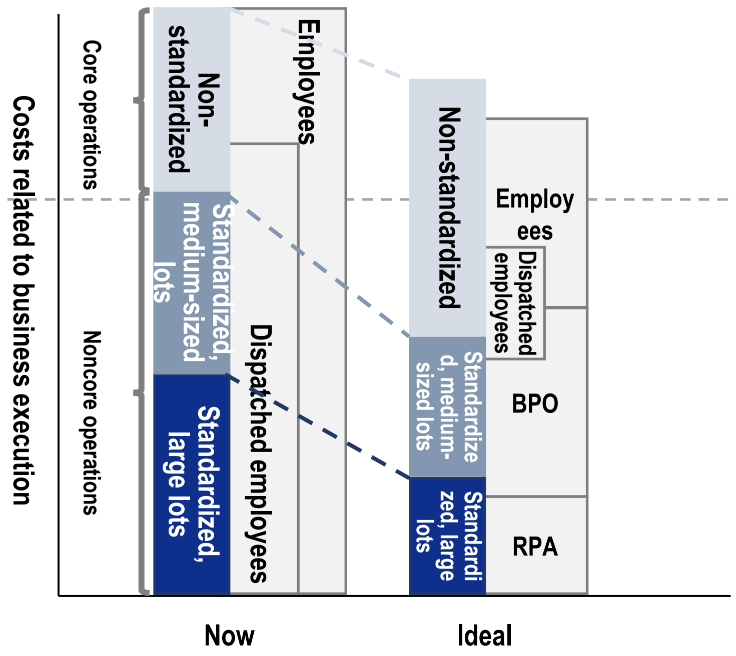
Target industries:
(i) Healthcare and welfare domain

(ii) Residential real-estate domain (including remodeling)

Illustration of service provision combining RPA and BPO

Accelerating BPR proposals combining RPA and BPO

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



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

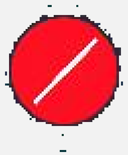
- We will improve productivity by revising the workflows of existing operations and eliminating operational waste.
- We will transform into a profit-generating administrative department by promoting management through optimal operations and staffing levels.

Formulating improvement plans for existing operations

Existing operations → Optimization → Optimal operations

Studying optimization from the following perspectives

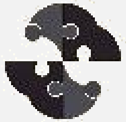
Eliminate



Can it be eliminated?

- ✓ Reconsidering operational objectives
- ✓ Identifying unneeded operations

Combine



Can they be combined?

- ✓ Consolidation of similar operations
- ✓ Considering separation of complex operations

Rearrange

Can it be rearranged?

- ✓ Rearrangement of work procedures, sites, staff

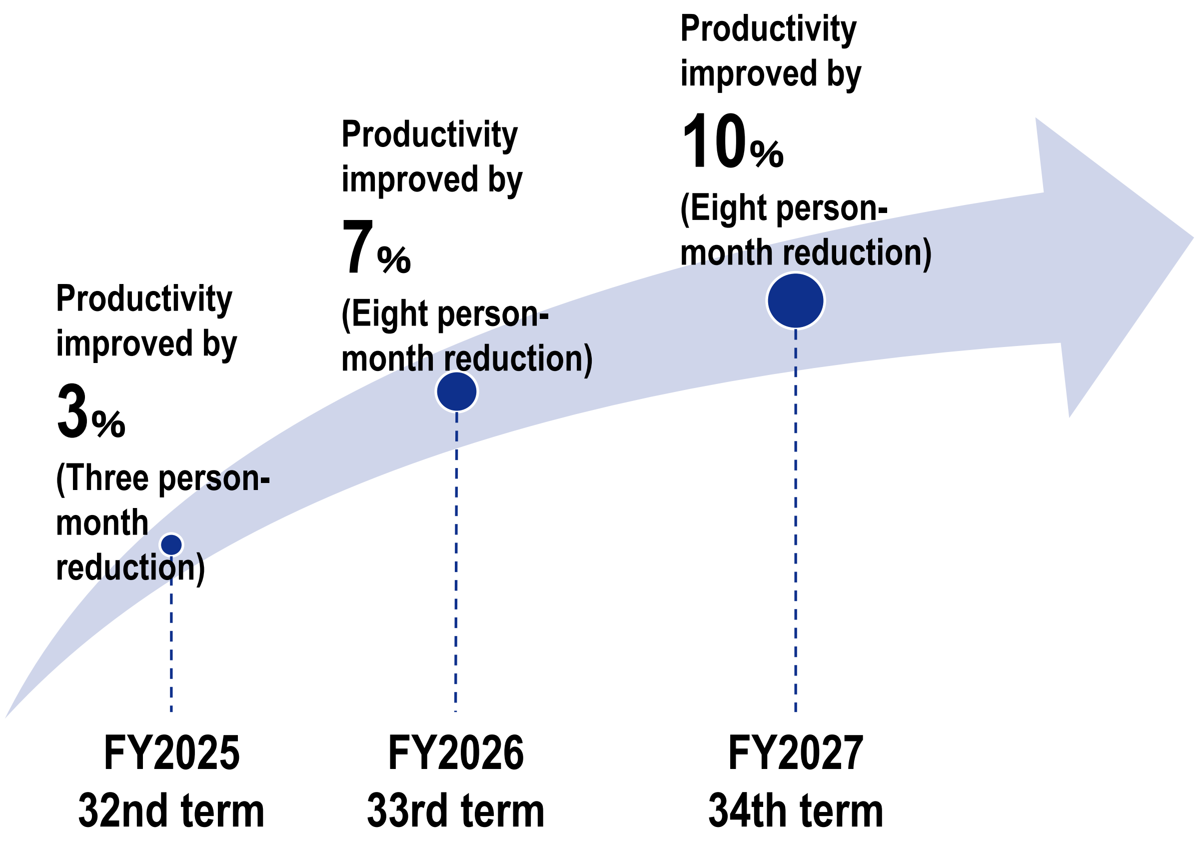
Simplify

Can it be simplified?

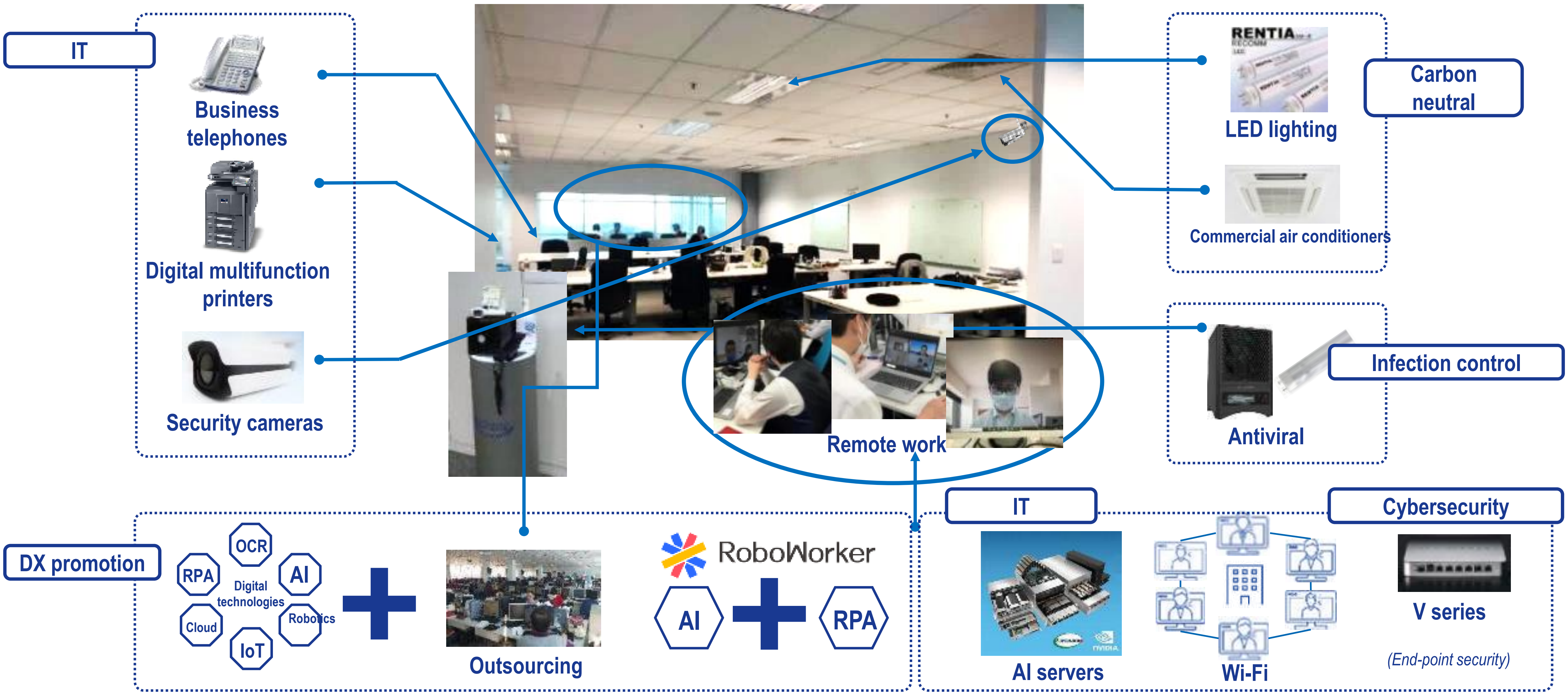
- ✓ Developing work patterns
- ✓ Automation, labor saving

Formulating improvement plans to sort out existing operations and optimize each

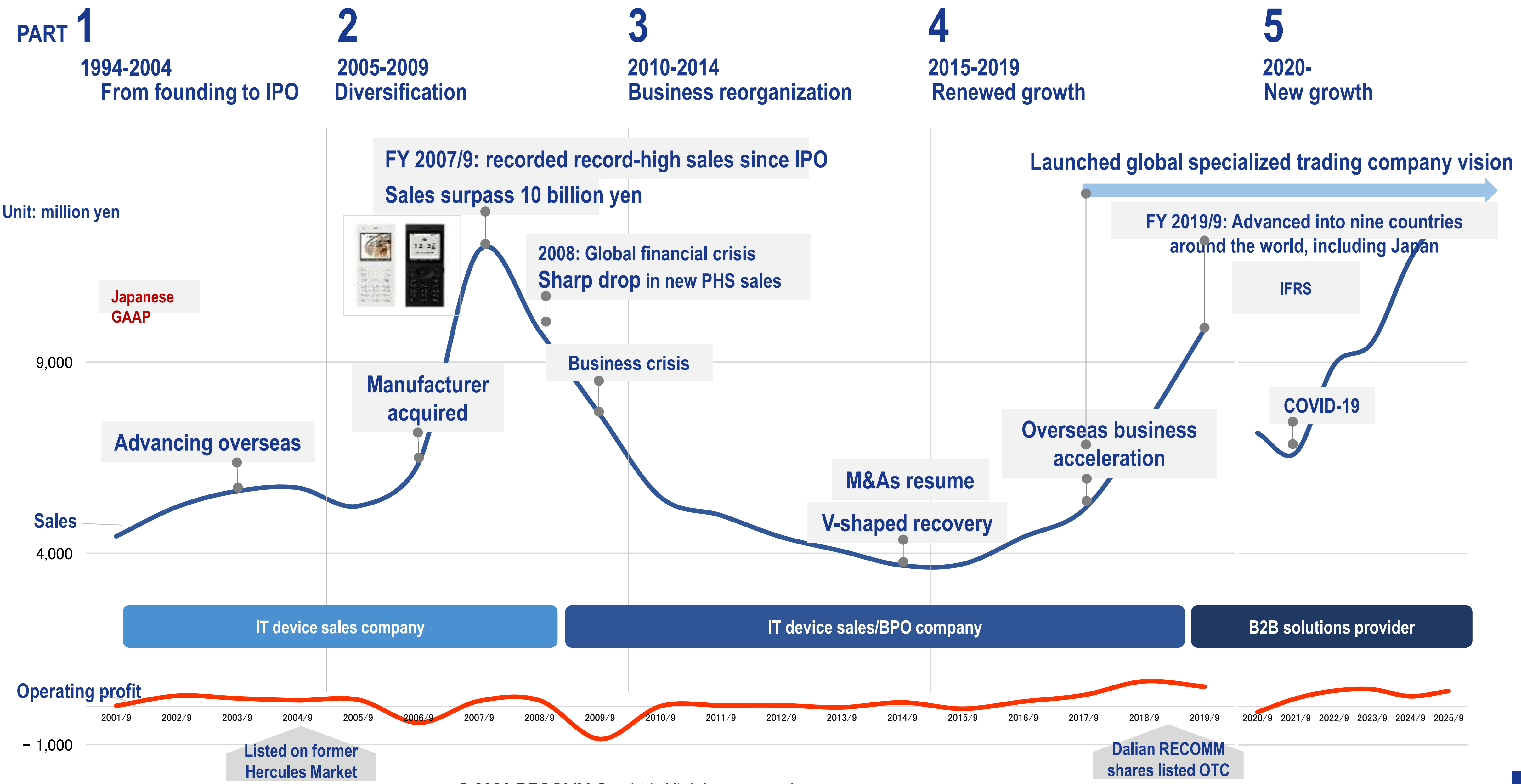
Improvement targets



Business model: One-stop provider of five solutions



Evolution from a sales company to a B2B solutions provider



Forward-looking statements

Information other than historical facts in the descriptions in this document or made orally are forward-looking statements prepared on the basis of certain assumptions. These reflect management's judgment based on information available at the present time, and they include risks and uncertainties.

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